

**THE SUSTAINABILITY OF LOCAL ECONOMIC DEVELOPMENT PROJECTS: A CASE  
STUDY OF MUTALE LOCAL MUNICIPALITY, LIMPOPO PROVINCE**

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## **DECLARATION**

I, **MAKHOMISANI SHANDUKANI NANCY**, hereby declare that the dissertation for the degree of Master of Development Studies at University of Limpopo hereby submitted by me, has not been submitted previously for a degree at this or any other university; that it is my own work in design and execution, and that all reference material contained therein has been duly acknowledged.

.....  
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.....  
**DATE**

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## **DEDICATION**

On a personal note, I dedicate this project to my husband Makhomisani Nshavheni, You were there for me all the way, and also my late mother Regina Phaswana Mudau for all the support and guidance she gave me.

## **ABSTRACT**

This study focuses on a critical analysis of sustainability of Local Economic Development (LED) projects in Mutale Municipality in Limpopo Province of South Africa. It furthermore investigates the extent to which the projects sustain project members. Based on an extensive review of the literature, the study explains an understanding of the emerging trends and challenges in sustainability of LED projects nationally and internationally. A mix of quantitative and qualitative research methods is used. The data were collected by means of unstructured interviews and questionnaires from purposively sampled project members and local economic development officers who came from randomly selected projects. The study demonstrates that while there are some benefits derived by LED project members, to a large extent, the projects are not sustainable. LED is not prioritized in terms of resource allocation by the Municipality. In addition, inadequacies of members' capacity in leadership and management also retard sustainability. It is therefore recommended that the Municipality has to prioritise LED in terms of resource allocation and building capacity of beneficiaries in management and other business-related competencies.

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## LIST OF ACRONYMS

<b>AIDC</b>	Automotive Industry Development Centre
<b>DBSA</b>	Development Bank of Southern Africa
<b>DCD</b>	Department of Constitutional Development
<b>DED</b>	Department of Economic Development
<b>DLG</b>	Department of Local Government
<b>DLGH</b>	Department of Local Government and Housing
<b>DPLG</b>	Department of Provincial and Local Government
<b>DTI</b>	Department of Trade and Industry
<b>IDP(s)</b>	Integrated Development Plan(s)
<b>ILO</b>	International Labour Organisation
<b>LED</b>	Local Economic Development
<b>LG SETA</b>	Local Government Sector Education and Training Authority
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEC</b>	Member of Executive Council
<b>NGO</b>	Non-Governmental Organisation
<b>SMME(s)</b>	Small, Micro, and Medium Enterprise(s)

**SEDA** Small Enterprise Development Agency  
**SALGA** South African Local Government Association  
**SEFA** Small Enterprise Finance Agency

# CHAPTER 1 BACKGROUND AND CONTEXT

## 1.1 INTRODUCTION

This chapter focuses on the rationale, the context, the problem statement and the purpose of this study. The background about which the research was founded is outlined. The study's paradigmatic perspectives are discussed, together with the clarification of the key concepts. This introductory chapter sets out the background for this study. It clarifies the research problem, the aims of the research, the main research question and the subsidiary research questions. In addition the chapter outlines the purpose and objectives of the study.

South Africa has been the largest economy in Africa for a number of years before it was overtaken by Nigeria in late 2015, but suffers from a highly dualistic economy, with a world class formal economy including a number of multinationals, while up to 40% of the population is unemployed and depend on welfare grants and the informal sector to survive (Fukuda, 2013). Meanwhile Government has a neo-liberal macro-economic agenda, and is seeking market-driven economic expansion and growth, facilitating market expansion, with local government having a key role to play in stimulating economic development through investment in infrastructure to 'crowd in private investment and boost short-term economic performance' ( Kine,2013).

In planning for development in one of the most unequal societies in the world, the South African government is placing considerable emphasis on what it terms 'developmental local government', increasing the role of government agencies in promoting growth and development, thus en trenching an essentially pro-poor policy focus. The government argues that 'the central responsibility of municipalities (is) to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives' (Ghai,2014).

Local Economic Development (LED) is process-oriented. Its process involve the formation of new institutions; the development of alternative industries; the improvement of the capacity of existing employers to produce better products and provide services; the identification of new markets; transfer of knowledge; and the

nurturing of new firms and enterprises (Fabricius,2013). No matter what form it takes, local economic development has one goal, namely, to increase the number and variety of job opportunities available to rural local communities. In performing these activities, developmental local government and/or community groups should take the initiative rather than assume a passive role. It is clear that the alleviation of poverty is one of the goals of local economic development and it may be reached when job opportunities are increased (May, 2016).

According to South African Local Government White Paper (1998:43) suggests that local government is responsible for the achievement of local economic development initiatives, playing an important role in ensuring job creation and provision of enabling environment for business development through promoting procurement of goods and services from local companies, local investment planning and support for small businesses sectors. These duties and powers dictated for by the Constitution of the country. The South Municipal Systems Act of 2000a indicates that municipalities are specifically required to involve communities in the affairs of the municipality, to provide services in a financially and sustainable manner and to `promote development in the municipality through Integrated Development Programmes (IDP)

Local economic development (LED) is about empowerment of local people and institutions to achieve sustainable economic growth that brings economic benefits and improves quality of life for all in the community (Frankel, 2005:3). The role of local government is to develop local economies to uplift the local communities (Lafferty, 2015). As stated in the Integrated Sustainable Rural Development Strategy (ISRDS) document, local government must, amongst other objectives attain socially cohesive stable rural communities with viable institutions, sustainable economies and access to social amenities so to contribute to the growth and development of local communities. The National Framework for Local Economic Development (2006:10) illustrates that LED has been introduced to promote economic growth and development of local economies in partnership with key stakeholders and by aligning LED initiatives with government programs (Steinhilber, 2015).

The Constitution of the Republic of South Africa Act of 1996 encourages the involvement of communities, particularly stakeholders to become involved in matters relating to development of local government, thereby promoting socioeconomic development. The South African Local Government White paper on local government defines local government as a sphere of government that is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve their quality of life. Needs of the community should be responded to and the community has to be seen as taking the lead ( Janssen, 2016).

The 1994 democratic election in South Africa ushered in the introduction of the Local Economic Development Policy, aimed at improving the lives of the people. In the study of Hindson & Vicente (2005:156) illustrate that the aim of LED is to produce higher standards of living, improve the quality of life, alleviating poverty, creating more and sustainable jobs, advance skills and building capacity for local communities. According to the current employment statistics on the Trading Economics websites (2013) although the rate of unemployment in South Africa has decreased to 24.7% in the third quarter of 2013 from 25.6% in the second quarter of 2013, it is still very high (Statistics South Africa, 2012:3). In spite of the promise by the government to solve the problem, the process seems to be very slow, as the rural communities of South Africa are still living in poverty.

A review of relevant literature indicates that the LED projects are implemented by local municipalities, the private sector and other businesses (Free state University and Rhodes University et al, 2003:8) (stakeholder). There is a need to evaluate their sustainability and also their success in improving the lives of the people in communities. Different studies (which studies give examples) have been conducted on the role of LED in community development.

Study on LED projects of the Makuleke Communal Property Association, which involved the community starting from the planning stage, has changed the lives of the marginalized communities as many in the community are now employed and self-dependent, (Human, Marais & Botes, 2008:3). During 2002, a study by Hindson revealed the state of LED showing municipal administrations “deeply uncertain as to

what LED means”, what they are supposed to do and how they are supposed to organize it (Hindson, 2003:5). These frustrations also affect the management of LED projects within the municipalities.

Nemanashi (2010:21), in a study of two stone crushing projects at the Mutale Local Municipality, reports that those LED projects were found to be having financial management challenges that is hindering their sustainability. The study further illustrates that those stone crushing projects are at the verge of closure, unless ownership is privatized. Mashiane (2008:31) notes there are many problems that hinder the sustainability of projects like financial management, insufficient training and lack of remuneration.

According to the Statistics South Africa (1996, 20) 58 % of South Africa’s population lives in urban areas, with a significant component living in metropolitan areas. On the other hand, the spatial distribution of poverty is such that 75 per cent of South Africa’s poor people live in rural areas. Given these statistics, local governments cannot abrogate responsibility in the economic development process and poverty alleviation, (James & Wong, 2006:34). Currently there is no effective form of monitoring and evaluation of poverty alleviation programmes and local economic initiatives in most local municipalities.

## **1.2 RESEARCH PROBLEM**

Both municipalities in Vhembe district and including other districts in South Africa do have much development of sustainability of local economic development projects before starting their own professional business. They only get in-service training for developing their professional skills. Moreover, there is not any effective step taken to follow up their activity. Measures are yet to be taken to make it a sustainability of local economic development projects. Actually, the monitoring system of sustainability of local development is very poor. That’s the reason Municipalities or districts office are not so interested to apply the techniques they learnt from various training programs. The challenges of Umsobvu youth fund, National Development agency , Agricultural research council are not necessarily accessible in that some of

the condition attached to the funding are often rigid and do not accommodate the realities on the ground.

Despite all government initiatives in local economic development, rural areas of Mutale are still lagging behind in the economic development initiatives and poverty alleviation. According to the 2005 LED report of the Mutale Municipality, the following facts constitute the socio-economic challenges:

- Mutale has a total population of 147 000 according to Statistics South Africa (2001:6) census. Dwelling types are mostly formal houses with limited rooms, with more than two people occupying the same room. Rooms are also used for multiple purposes. The housing backlog indicates that there is a house of three rooms per household. The figures reveal high levels of illiteracy and therefore there is a need for targeted literacy and intervention in the form of further education programmes.
- This high illiteracy rate is due to the previously disadvantaged owing to a lack of educational facilities and resources. However, there are attempts to eradicate the legacy of the past. Presently there are a total of nine Adult Basic Education and Training (ABET) centers catering for a total of two hundred and forty three (243) learners, Statistics South Africa (2001:33). The challenge of low employment in areas of technical discipline is caused by lack of learnership programmes, because the national skills development programme has not been implemented in the municipality.

Due to a high demand for elementary education, there are more people working in community projects and private households, than in agriculture, construction and financial industries. This at present adversely affects economic development in the municipality. As a result most people are unemployed. Study done by Nemanashi (2010:55), however Chourabi, (2012) also indicated that two stone crushing projects at the Mutale Local Municipality, reports that those LED projects were found to be fraught with financial, safety and management challenges. He further illustrates that those stone crushing projects are at the verge of closure, unless ownership is

privatized. As Khosa, (2000:80) notes there are many problems that hinder the sustainability of projects like financial management, insufficient training and lack of remuneration.

### **1.3 RESEARCH AIM**

The aim of the study was to analyse the sustainability of the local economic development projects initiatives and their impact on the improvement of socio-economic condition in Mutale Municipality of the Vhembe District. Since 2005, the municipality has implemented some projects which seem not to be performing well as the municipality was relying more on funding from different organizations.

#### **1.3.1 Research Objectives**

The objectives of the study are to:

- To assess the current status of the Local Economic Development projects in the municipalities within the Mutale Local Municipality.
- To analyse the factors which determine or influence sustainability of the Local Economic Development projects.
- To explore the key factors that hinders the sustainability of LED projects.

#### **1.3.2 Research Questions**

- What is the current status of the implementation of the LED projects within the Mutale Local Municipality?
- What are the factors that influence the sustainability of the LED projects?
- What are the factors that hinder the sustainability of projects in the Municipalities?

#### **1.4 PURPOSE OF THE STUDY**

The purpose of the study is to determine the sustainability of local economic development

#### **1.5 SIGNIFICANCE OF THE STUDY**

The findings would provide valuable information to the Minister of cooperative governance and traditional affairs as well as to the district municipalities' officials. The Ministry of cooperative governance and traditional affairs may use the findings to influence the implementation and management of local economic development. Also, the findings may be used in determining types of training that should be provided to project members to provide the trainees with a bearing on what should be done to enhance financial management. Specialists working with the Limpopo department of cooperative governance and traditional affairs may find the findings useful while formulating the new local economic development project. The changing environment requires the municipalities and local businesses to effectively implement the Integrated Development Plans to ensure service delivery and business development that create jobs.

According to Literature Cleave, ( 2015: 323) indicate that Government, local communities and other stakeholders such as investors are becoming increasingly concerned the decline in service delivery and the closing of factories without developing other ones. Effective implementation of IDP improves service delivery to communities and enhances revenue generation by municipalities (through collection of levies, other duties and more funding from the national government), resulting in long-term sustainability of municipalities and consistent provision of quality services. This study will contribute towards knowledge of the performance and sustainability of LED in South Africa.

The significance of LED is widely recognised, both for local and national development as part of service delivery architecture, as a lever to address the converging interest of community and business development. As reported by the

news media across the country, the past five years have seen a decline in service delivery by most municipalities with some strategic projects (for example, construction of RDP houses left incomplete and some falling apart before they are occupied) not being effectively completed.

## **1.6 CONCLUSION**

Chapter one covers with the general introduction. In this study chapter 1 explains the background of the study, statement of the study problem, research objectives and significance of the study and chapter overview. The following chapter will provide the recent literature review on sustainability of Local Economic Development.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

The second part of the research presents relevant literatures related to the general concepts of the critical analysis of sustainability of local economic projects. Published books, journals, policy documents and research reports are reviewed and briefly presented. The chapter describes in more detail, the evolution of local economic development in South Africa, citing relevant legislation and policies which provide the framework for the strategy. It also describes theoretical underpinnings of the concept of sustainability of local economic development because this guides the methodological and analytical framework for the research. The chapter also reviews and summarizes evidence from existing studies on the sustainability of LED. Information gaps are identified in order to locate the potential contribution of the present study. Finally, the chapter draws some conclusions based on the literature that has been reviewed.

#### **2.2 THEORETICAL FRAMEWORK ON LOCAL ECONOMIC DEVELOPMENT**

Local Economic Development (LED) in South Africa was mandated to local governments by the Republic of South Africa Constitution, Act 1996, and the White Paper on Local Government (1998). The aim of this mandate was to involve local governments in economic development to address poverty, unemployment and redistribution in their local areas. Local governments were also required to participate in various economic development programmes of the provincial and national government (Nel, & Rogerson, 2004:121).

LED is a process and a strategy in which locally-based individuals or organisations use LED resources to modify or expand local economic activity to the benefit of the majority in the local community (Nel & Rogerson 2004:277). Local initiatives may either be self-generated by community members or stimulated by external agencies

like a provincial government or development agency. The Department of Provincial and Local Government DPLG (2000c:1), however, defines LED as an outcome-based, local initiative that should be driven by local stakeholders. It involves identifying and using primarily local resources, ideas and skills to stimulate economic growth and development (Luthuli,2015). The aim of LED, according to the DPLG, is to create employment opportunities to the benefit of all local residents. It should encompass all stakeholders in a local community who are involved in different initiatives aimed at addressing the socio-economic needs in that community (Mensah, 2013).

According to Nel, & Goldman (2006:58), LED is essentially a process by which local government and/or community-based groups manage their existing resources and enter into new partnership arrangements to create new jobs and to stimulate economic activity (Schrock, 2015). The emphasis in locally-oriented economic development is on “endogenous development” policies using the potential of local human, institutional and physical resources. The Local Economic Development Policy Paper CASE (2001) stated that there is no single approach to Local Economic Development. Each municipality, therefore, needs to develop its own approach, best suited to the local situation in order to meet particular targets (Donaldson, 2013). An appropriate LED strategy for Mutale Local Municipality should ideally aim to stimulate economic development with the highest returns in terms of job creation, income generation and poverty alleviation. According to the International Republican Institute and National Business Initiative (Nel & Goldman 2006:153,154), it is important that local governments promote LED in their municipal areas. LED is one of the logical ways in which to address the apartheid legacy by addressing socio-economic inequalities and promoting urban integration, job creation and service provision (Slabbert, 2004:186). LED can be a key component of, and a supplement to, a broader process of regional and national development and it can assist with the attainment of macro-economic policy objectives. LED is a “grass roots” complement to “top-down” national development (Wekwete, 2014).

## **2.3 LEGAL FRAMEWORK ON LOCAL GOVERNMENT DEVELOPMENT ROLE**

The various laws impacting upon 'developmental local government' and LED are located within the general Acts, pertaining to local government matters and the Constitution and build on the thinking detailed in the preceding policy documents.

### **2.3.1 The Constitution of the Republic of South Africa Act of 1996**

The basis for all laws in the country is the national Constitution of the country, which is the supreme law upon which all other laws are based RSA (1996). In terms of local government affairs, the Constitution recognizes them as a distinctive level of government and mandates them to give priority to the basic needs of the community, and to promote the social and economic development of the community, and participate in national and provincial development programmes' (RSA, 1996:82). The constitution makes provision for different categories of local government, which the Local Government White paper (RSA, 1998) defines as:

- Metropolitan Councils, i.e. large conurbations with multiple business districts;
- Municipal Councils, i.e. non- metropolitan local councils; and
- District Councils which oversee groups of Municipal Councils in urban and rural areas.

### **2.3.2 Local Government Transition Act, 1993 (Act 209 of 1993)**

Although the more recent legal provisions pertaining to the development role of local government have been based on the 1998 Local Government White Paper (RSA, 1998a), pre-1998 Acts have also served as a basis for this new role. The Local Government Transition Act RSA (1996c) assigned various powers and duties relating to service provision to local governments and specifically required metropolitan councils to promote integrated economic development, the equitable distribution of municipal resources and the delivery of services with a developmental focus in mind.

### **2.3.3 The Development Facilitation Act, 1995 (Act 67 of 1995)**

A key local government planning and development instrument is the Development Facilitation Act RSA (1995), which introduced measures to facilitate and accelerate the implementation of reconstruction and development programmes and projects in relation to land, laying down general principles to govern land development throughout the country. Local governments are empowered to develop what are known as 'Land Development Objectives'. This Act was formulated to rationalize the complex apartheid geography of the country, to redress development imbalances and accelerate development through more efficient utilization of land.

### **2.3.4 The Municipal Demarcation Act, 1998 (Act 27 of 1998)**

The Local Government Municipal Demarcation Act RSA (1998), determined new municipal boundaries throughout South Africa. This process was undertaken between 1998 and 2000. This Act sought to eliminate small and ineffective local councils by combining neighboring or close local authority areas under a single jurisdiction, while also assigning rural areas and surrounding urban centres to the control of the latter.

## **2.4 SUSTAINABILITY OF LED IN LOCAL MUNICIPALITY OF SOUTH AFRICA**

According to Kates (2005:19) the concrete challenges of sustainable development are at least as heterogeneous and complex as the diversity of human societies and natural ecosystems around the world. Sustainability will be accomplished by aligning with government policies, building the capacity of government agencies, engaging the private sector to generate employment and provide services, and addressing social equity by targeting the poor upland areas where the ethnic minorities reside (Geddes, 2013)

According to the Department of Provincial and Local Government (DPLG), municipality can develop a wide range of strategies to promote the development of their local economy. Common strategies are, for example, industrial recruitment and place marketing, SMME promotion and support, community economic development,

export promotion and international trade, as well as business retention and expansion (Ntonzima, & Binza, 2011:3-8). These strategies are discussed below.

#### **2.4.1 Place marketing**

Place marketing, according to the Meyer (2014:613), means promoting and advertising the local area, so that people, businesses and industries see that area as a desirable place to visit, live in and work in. Industrial recruitment means attracting new industries to the local area. This creates new job opportunities for local residents and increases the local tax base. Industrial recruitment and place marketing are sometimes separated as two different strategies. However, these strategies are closely linked. For example, a municipality may offer tax incentives as part of its industrial recruitment strategy, to attract new firms and industries to locate in the area, (Patterson, 2008:51).

It is likely that the local municipality will not only advertise these incentives, but will also advertise the other attractions of the area, such as good infrastructure, a pool of labour skills, available amenities and entertainment (Didier, 2013). In other words, the municipality's industrial recruitment strategy will be coupled to its place marketing strategy. Industrial recruitment strategies assume that businesses and industry locate in areas where production costs are lower (Fosse, 2015). Companies will also consider factors such as whether there is a local market for their products and whether the area offers good infrastructure and services. These factors also affect the total cost of producing and selling a product (Mbanasor, 2013). Place marketing has therefore become an important way of distinguishing between local areas, and ensuring that companies and individuals are aware of the positive aspects and attributes of a city, town or rural area. For example, place marketing strategies could emphasise the benefits of a rural lifestyle in a healthy environment, or focus on the educational, cultural and entertainment opportunities offered by a city's schools, university, art galleries, exhibition spaces, clubs and music venues (Phago, 2005:61).

Local authorities can use a range of instruments to implement their industrial recruitment and place marketing strategies. Place marketing campaigns can include

web sites on the internet, brochures, information desks and advertising on radio and television. Hosting sporting and cultural events is also a way of drawing attention to the location (Daley, 2014). In the regeneration of the Vaal Triangle industries report commissioned by the Department of Trade and Industry Pillay (2004:59), the significant emphasis was placed on the marketing of the Vaal as a 'Clean and Safe Prime Business location in Gauteng with high-income housing, entertainment and tourism along the Vaal River to increase attractiveness.'

The Vaal Research Group (VRG) made an effort to market the Vaal with its report "Prospects for Trade and Investment in South Africa's Largest Industrial Hub" (Pinto, & Slevin, 2012:32).

Internationally, municipalities have developed and marketed a range of incentives which aim to attract new businesses and industries to their areas. These include tax incentives, loan incentives, shared equity in projects, traditional land incentives (e.g. land acquisition, clearing and sale), land support (e.g. water and sewerage infrastructure), transportation (e.g. improved streets and improved parking), and services, for example, improved public safety) (Zarenda, 2013). However, in the case of Mutale Local Municipality there are serious backlogs in most technical services (Pinto, & Slevin, 2012:21). In South Africa, the tax incentives offered by local authorities focus on land rates and taxes rebates, as the law does not allow municipalities to provide any other tax incentives.

However, national government offers a wide range of financial tax incentives, which are provided and administered through the Department of Trade and Industry (DTI). Municipalities can benefit by linking with these national programmes which offer special incentives to business and industry (Arthur, 2014:56). For example, DTI has initiated a number of Spatial Development Incentives (SDI's) and Special Economic Zones (SEZ's). These aim to concentrate and revitalise economic activity in particular areas through the provision of incentives such as cheap facilities and public utilities, access to labour, raw materials and mineral reserves and proximity to markets and transport facilities (Razin, 2010:11).

#### **2.4.2 SMME promotion and support of local economic project**

Many LED initiatives focus on providing support to small, medium and micro enterprises (SMMEs). This strategy is often used to create employment opportunities. There has been a global decline in the number of jobs created by large manufacturing industries, with the result that municipalities have focused on developing small businesses as a way of creating new job opportunities Rogerson (2010:5). The Mutale Local Municipality currently manages 4 SMME projects in the Former Black Townships, with a total employment of 90 persons (Rogerson, 2010:8).

The potential for job creation through SMME development is receiving considerable attention in South Africa. National government, through the DTI, has adopted a range of policies to promote the development of SMMEs. Several programmes have been put in place to support small business by facilitating access to finance, training and development, research and information, markets and linkages, incentives and new technology, (Kaiser, 2014). Whilst these national programmes provide a valuable support base for SMME assistance, local authorities can help ensure that local businesses have access to these resources and are supported by an enabling local policy environment (Harris, 2015).

Local authorities can achieve these objectives by using their resources to provide information, establish Local Business Service Centres (LBSCs), create a regulatory environment suitable for SMME development, reform tender processes and provide public facilities for small business incubators and other support projects. By pursuing these initiatives, local authorities can make a contribution to job creation in their communities (Xu, 2015). Local businesses constantly need information and action from local authorities on a wide range of issues including licensing, tendering, rates, permits, zoning and building approvals. Long delays and confusing procedures associated with these processes can create difficult barriers. One of the most effective ways that local authorities can support both small and big businesses is to establish a central information centre that is the key contact point between all types of businesses and the local authority (Rogerson, 2014). One-stop shops or centres simplify the contacts that businesses need to have with government by streamlining and expediting approval processes and other procedures (Molefane, 2008:9). One of

the best ways that local authorities can assist SMMEs is by working with stakeholders to establish LBSCs.

The failure rate among new and small firms is substantial. The need, therefore, for management and business training, counselling, research and other forms of support, is critical. LBSCs are community resource centres which provide these services to help small businesses grow into medium to large business enterprises (Bek, 2013). Since it first opened in 1986, the Empangeni Business Advice Centre (BAC), for instance, has played a pioneering role in the development of emerging businesses and is one of the first LBSCs to become fully accredited by the Department of Trade and Industry (DTI) (Molefane, 2008:10). In the Mutale Local Municipality, it could have been considered to be a LBSC until recently.

### **2.4.3 Community economic development**

Community economic development is based on the concept of developing community self-reliance, through human resource development and skills enhancement. The central objective of this strategy is to alleviate poverty by improving the capabilities of disadvantaged communities to create sustainable livelihoods for themselves (Bek, 2013). According to (Mayer-Stamer, J. 2003:8) From central government's perspective, the most important objectives for municipal LED are job creation, sustainable urban and rural development, and explicitly pro-poor approaches within a holistic LED strategy. Community economic development focuses on combining training, human resources and enterprise development to enhance access to and creation of jobs, careers and self-sufficiency for disadvantaged communities (Nel & Goldman, 2006:77). In other words, this strategy aims to equip people in disadvantaged communities to be able to take advantage of existing job opportunities and to create new job opportunities by opening small businesses, Meyer-Stammer (2003:5). Instruments that are often used to implement community economic development strategies include

- Employment brokering which means connecting people who need jobs with available job opportunities;

- Sectorial interventions aimed at identifying niches in the local economy that offer access to low and moderate-income people; in other words, a focus on supporting those industries and sectors which are most likely to provide job opportunities for poor households and individuals; and
- The identification of enterprises that can be established under community control. Municipalities can assist community groups to establish their own enterprises and businesses which will generate livelihoods for local people, (Meyer-Stammer, 2003:5, 6.)

The Mutale Local Municipality has identified the tourism and entertainment industry as a potentially high growth sector that could provide considerable employment to low- and moderate income people. A proposed tourism and entertainment project, the Vaal Inland Waterfront, is in an early stage of development at present (Binza, 2010:6).

#### **2.4.4 Export promotion and international trade**

Local authorities, particularly those in urban areas, increasingly base their LED strategies on export promotion and international trade. For example, if someone goes shopping for a television set at a local shop, he/she is faced with a choice between televisions made in ten different countries. South African companies that make televisions must therefore compete against a range of international companies producing the same product Binza (2010:6). In Mutale Local Municipality, most of the export-oriented industries are related to the iron and steel sector. In order to compete on the global market, large-scale restructuring needed to take place which resulted in large-scale retrenchments. Iscor alone retrenched 6,000 people between 1994 and 1998 (Blair, 1995:74).

To be able to compete internationally, local companies need to be able to develop products more cheaply than they can be developed elsewhere, or to develop better products, or to offer products which cannot be sourced from anywhere else. Local companies also need to establish a presence in international markets; they need to

make sure that consumers in other countries have the option of buying their product at their local shop (Pasquini, 2015). Municipalities can help to make local companies more competitive by targeting sectors in which they have comparative and competitive advantages, and providing support to these sectors so that they can compete internationally (Rogerson, 2015).

In other words, municipalities can assess the global market and see where there are opportunities to export products and services that can be produced locally at a competitive price. Municipalities can then provide targeted support to local businesses to help them produce competitive products and services, and 'export' them to South African and foreign markets (Lawrence, 2013). Export promotion strategies often involve higher level services and products, e.g. financial and communication services, and high-technology services and products. These sectors offer the most opportunities for export-led growth. A typical way in which municipalities can promote exports is the development of research and science parks (Short, 2013).

Research and science parks bring companies that offer similar services and are developing similar products together in a single space. This allows for the cross-fertilisation of ideas, as well as enabling the sharing of skills and technology, between companies (Ramukumba, 2012). For example, the Capricorn Park in the Cape Town metropolitan area aims to create a network of linkages to support innovation research and development. The brochure promoting Capricorn Park states that "the innovative and interactive cluster will give companies the opportunity to network extensively and thus develop a cutting edge on global competitiveness Slabbert (2004:194).

Although Capricorn Park is promoted as part of a regional economic development strategy by the Western Cape Trade and Investment Promotion Agency, it is indicative of the type of initiatives municipalities interact with, or may want to facilitate themselves more directly as part of an LED strategy (Hindson, 2003:17). This idea of linking companies that provide similar products and services is characteristic of export-promotion strategies (Roberts, 2012).

Many cities are attempting to create “islands of innovation”, where “SMART” firms (or firms that produce hi-tech products and services) locate in close proximity to one another, and produce new export products. This strategy is most common in sectors such as the aerospace, electronics, and pharmaceutical, chemical, instrument, software and business services industries Hindson (2003:67).

Municipalities can also promote local products for export by attending trade fairs and marketing local products and services. In less than 30 years, Richards Bay has been transformed from a sleepy, holiday fishing village into one of the most dynamic commercial centres on the African continent (Ololade, 2013). It has a massive deep-water harbour and exports coal, aluminum and other bulk products. The local municipality utilised strategies such as an investor-friendly approach, customer service, negotiation skills, marketing and post-investment service, to develop competitive advantages and economies of scale (Lawson, 2009:44). No such initiatives are at present under consideration in Mutale Local Municipality.

#### **2.4.5 Business retention, expansion and attraction**

Business retention and expansion strategies according to Lawson (2009:78) refers to the measures that municipalities can take to ensure that firms within their area do not leave for a seemingly more attractive location. Business retention and expansion is similar to industrial recruitment in that the same measures that ensure existing firms do not need to seek premises elsewhere, will also help to attract new firms to the area. Business retention, expansion and attraction is a very important strategy in obtaining and keeping economic sustainability (Shackleton, 2014). One of the most important ways in which local authorities can ensure that an existing business is retained is by the provision of adequate infrastructure and services. Where the municipality does not provide adequate infrastructure, businesses may be tempted to locate to other areas which offer better infrastructure and services (Broto, 2013).

The streamlining of internal municipal functions, such as building-plan approvals, facilitated services linkages and related activities is also important. The efficiency of the municipality in a particular location often influences decisions about where to locate a business. In extreme cases, an inefficient municipality may even drive

existing businesses away (Broto, 2013). By helping to attract new businesses, local authorities help to create jobs through revenue generated from collection of rates. One of the most common mechanisms used by cities/towns all over the world to attract investment or encourage business expansion is to give concessions, including substantial tax incentives to potential investors (Terblanche, 2016).

Currently, South African local authorities are allowed to give incentives but must first receive approval from the provincial Premier. The Mutale Local Municipality has drafted an incentives policy, but awaits inputs from some senior management as well as formal Council approval (Khosa, 2000:6). There are some serious backlogs concerning the provision of technical services and infrastructure. The Mutale Local Municipality has recognised that this problem needs to be addressed, and has put some initiatives in place. However, there is a need for a more strategic approach in this regard (Cole, 2014).

#### **2.4.6 Other LED strategies**

The five categories of strategies outlined above are not mutually exclusive. In practice, there is tremendous overlap between the various strategies and instruments. For example, SMME development can be promoted within the framework of the export promotion strategy. Alternatively, municipalities could choose to target support to SMMEs which are able to develop products for export purposes (Vetter, 2013). Similarly, community economic development strategies can be enhanced by industrial recruitment and place marketing instruments. It is also important to remember that within each category of LED strategy, there are a wide range of LED instruments and tools (Malefane, & Mashakoe, 2008:7)

#### **2.4.7 Evaluation of Mutale Local Municipality LED approach and initiatives**

Taking into account the different approaches to LED as outlined above, it appears that Mutale at present has a fairly weak approach towards LED. Although Mutale Local Municipality LED strategy was completed in March 2002, it has been implemented only partially. Key personnel appear to be unaware of the detail of the LED. There is a lack of prioritising performance targets, a lack of integration of

initiatives and no integration of strategies by other levels of government. In general, there is a poor understanding of LED by municipal management and LED is under-resourced overall, (Bulkeley, 2013). Although Mutale has developed a draft incentive policy, there is a lack of prioritising job creation as a primary reason for offering incentives.

There is also a lack of targeting to attract particular industries and a definite lack in using existing competitive strengths and comparative advantages. There is also a distinct lack of ways to make local incentives complementary to those incentives offered by other spheres of government and also a lack of resourcing implications with a clear delegation of responsibility (Bennet, 2013). Although the Inland Waterfront proposal could have a major impact on the Mutale economy, there has been only very limited market research on the viability of the recreation industry in the area. Also, no attention has been given to gaps in current infrastructure and services (Failing ,2012). Mutale Local Municipality SMME promotion is currently limited only one town of Tshilamba, with a job creation potential of 45 persons. The hive consists of 9 workshops, where sewing, welding, baking and catering small businesses are housed. Ownership is vested in a co-operative. Recognising the need for intervention in the local economy to reverse long term economic decline, Mutale Council and local stakeholders formed the Vaal Economic Regeneration Board (VERB) in 2001.

## **2.5. FEATURES OF LED:**

The characteristic nature of LED embodies globalization, community-based approach/ownership, sustainable development, public-private participation and partnership - self-reliance/empowerment, and governance (Ramakumba, 2012:10, Rodriguez-Pose & Tijmstra, 2005: 40). These features and theoretical frameworks are discussed below:

### **2.5.1. Globalization**

It is arguable that globalization is the answer to economic growth and subsequently economic development (Fuseini, 2015:309) state that globalization is good if it

contributes to economic development but ineffective if it hinders development. With globalization, local governments have no choice but to be locally competitive and also globally competitive in order to reshuffle and gain in economic growth and development by creating enabling environments such as prudent macroeconomic policies, legislature, infrastructure and political climate. Besides with globalization prominent in today's world; it has exposed incapacitated nations into huge income disparities (Dunning, 2003:18).

Globalization has earned various and distinct debates from academics, socialists and politics. However, Monkam (2014:275) states that globalization represents a qualitatively new epoch in the ongoing evolution of world capitalism, marked by a number of fundamental shifts in the capitalist system. These include; the transition from a world economy to a global economy, the integration of every country into a new global production and financial system, the transnational capitalist class, transnational state, appearance of inequality and domination in global society (Ngxiza, 2012).

According to Turple , (2016) globalization is a process through which an increasingly free flow of ideas, people, goods, services and capital leads to the integration of economies and societies Whereas, Petersen (2012:26) states that it is connectivity of individuals and or institutions across the globe. Thus, it is geared to advance personal, institutional interests, economic, cultural and political goals.

Furthermore, globalization coerces developed nations and developing nations to have a mutual beneficial relationship in order to achieve utopian development. With globalization, commodity and factors markets are intertwined, technology has spread in all corners of the world, information, accessibility of financial systems, political systems, economic policies (Zurbrugg, 2012). However, some regions such as Africa are trailing behind when it comes to being competitive in information technology, subsequently on global economy (Wood,2015:1062). Globalization is criticized of marginalizing and exclusive in as much as it gives opportunities.

It is argued that these opportunities are rather limited to certain areas and others are invisible and irrelevant in the global world especially with Africa having been highly

marginalized (Jurgens, 2013). This author de Campos Pan (2015:1941) summarized the negative effects of globalization as “the logic of globalisation is not only a logic of integration; it is also a logic of exclusion and differentiation. Some parts of countries become linked into the world economy while others are de-linked from global flows and remain invisible or irrelevant until a war or disaster or crisis brings them briefly into the focus of national or international attention” (Carroll, 2013). Even though, Africa has been largely marginalized in the global competitive world, it does not necessarily mean that African has not been largely impacted and influenced by globalization (Rashidi, 2013:265).

Besides, (Liou, 2007:2) also argues that governments, especially local governments are interested in LED mainly because of changing domestic and international political environment and economic environment. The advancement of technology, increase in foreign investment and globalization are some of many reasons governments seek new markets for development (Huang, 2015:265). The programmes of LED promote job creation, economic growth and poverty alleviation through capacitating local resources; that is local municipalities, residents and private sector. As a result, growing local economies impact positively on the regional, provincial and national real GDP or GNP per capita and subsequently leading to economic development (Winters, 2015).

### **2.5.2. Community-based approach**

LED differs mostly from traditional development strategies because it focuses on localised development strategy (Pinto, 2015). Local government is mandated and obliged to create an enabling environment for sustainable economic growth and improved quality of life. Thus creation of sustainable jobs is at the core of the strategy. A community-based initiative is people-cantered approach thus local residents are actively involved in their own development. This therefore means that power must be decentralized and that development should begin at grassroots level. If the community is actively involved in their development, that development yields towards sustainability (Thompson, 2014).

A community-based model emphasizes participation, empowerment and grassroots approach (Peck, 2014:219). LED's underlying and probably the core factor is that it is a strategy that seeks for community-based initiatives. Local stakeholder involvement allows for strategies that are adaptable to local conditions; besides enhance efficiency (Bour, 2013). Local residents of the municipalities have a platform of assessing the needs and strengths of their own communities. Thus, have power to tailor a blueprint of what is needed in order to improve their quality of life, a sustained economic growth and ecological livelihood. Besides, encouraging community-based approach means that the objectives of LED are met; especially that of job creation, global competitiveness and poverty alleviation (Chang, 2013:574).

Local people have a vital role to play in LED because of their experiences, knowledge and skills. Active community participation is at core of success of LED; it is required in order to make any project beneficial. Community-based initiatives empower local residents due to their voices being taken into consideration, job creation, poverty alleviation and redistribution of local resources (Browning, 2016:10). The community-based initiative encourages active participation of local residents in decision making subsequently ensuring that they economically sustainable (Hassan, 2015:20). Besides, LED approaches allow for flexibility and adaptability (Hassan, 2015:20). However, such participation has proved to come with its problems as there so called representatives have other interests than those of the community that elected them.

### **2.5.3. Sustainable development**

South Africa has been largely criticized of following neo-liberalism strategies instead of indigenous unique and contextual strategies. The former, having said to have created the massive poverty we see today in South Africa. These strategies consequently were deemed not sustainable in various debates. For instance with GEAR introduced as a strategy that would accelerate economic growth with focus on infrastructural and industrial development, South Africa was criticized by number of critics ( Seyfang, 2012).

The critics argued that even though South Africa experienced economic growth, little effect was seen in terms of improvement of ordinary South Africans, instead major bourgeoisie companies and individuals benefitted (Otto, 2013). The latter has been adopted as a core factor LED; where the focus is not only 'quick fix' solutions chasing GDP rankings. Instead, the adoption of sustainable development; which allows for pro- activity is said to yield better results. Sustainable development is inclusive of economic development, ecological development and social development (Hargreaves, 2013). Sustainable development is also not a new term; it dates back to eighteen and nineteen centuries thinkers. During that period the main concern was the scarcity of resources compared with population growth. It became more prominent in the Brundtland formulation; the World Commission on Environment and Development (WCED) defined sustainable development as "development that meets the needs of present without compromising the ability of future generations to meet their own needs" (Beradi,2013: 1).

The Brundtland formulation made four links in the economy, society and environment chain. For sustainable development to occur, environment and social development must be taken into high consideration. Thus, community involvement is at the core functioning of sustainable development inclusive of taking into account ecological measures (Wheeler, 2013)). This means that as local governments are mandated by the Constitution, they are responsible for creating an enabling environment. This enabling environment means conditions that warrant for enhancement of long-term growth and development. Long term development then leads to sustainable development. This means that exploitation of resources, advancement of technology, infrastructure development, and institutional change are all in harmony with the environment and are not detrimental to the future generation and their needs (Roseland, 2012:10).

The objectives of LED are clear that any local economic development should foster a sustainable development. Sustainable development thus requires major changes in how earth's resources are allocated, managed and used (Smith, 2012:77). Therefore, participation is cited as very important in ensuring sustainable development. Bringing together stakeholders or actors who are interested and likely to be affected by any developments lobbied for, strengthens capacities for

sustainable development. Local government then has a mandate to facilitate participation in order to enhance sustainable development (Wals, 2014).

#### **2.5.4. Private-Public participation/ stakeholders partnerships**

The success of LED requires all spheres, civil and sectors; this means partnerships with local communities, business and local government (Economos, 2013). However, what constitutes meaningful participation has been debatable among scholars. Marlow (2013: 7150) states that at least for participation to be termed meaningful it should be fair and adequate in representation of a wide range of stakeholders with their interests and concerns taken into account. Public sector and the private sectors must be in partnership with the people in promoting a sustainable development. In the case of LED, government facilitates and co-ordinates the creation of structures for participation and involvement of stakeholders; thus creating an enabling environment (Dodman, 2013).

However, it is not always that simple as some local government tend to have dominance and certain agendas. LED uses local primary resources, ideas and skills to stimulate growth and development of the area. Therefore, for effective LED partnerships; sharing of resources and forging meaningful partnerships is crucial. This means that for any development to be significant, active participation and partnership must be ensured from planning, implementing, monitoring and evaluating (Franks, 2015). So, for effective and sustainable economic development, beneficiaries must be fully engaged and responsible for their development (Collier, 2013).

A grassroots approach and pro-poor development has been widely used in all aspects of development; whether from a social, political and economic aspects. In terms of LED development is an indigenous process resulting in self-reliance and participation. Besides, sustainable development initiatives occur at community and grassroots level thus also strengthens self-sufficiency (White, 2013). Participation, or some active role playing by intended beneficiaries, is an indispensable factor of all forms of development. It is the nature and quality of participation which largely determine the quality of a nation's development pattern.

“A policy bias in favour of authentic participation correlates highly with genuine development” (Jacquez, 2013). The nature of development should be meaningful only if it includes effective participation. This emphasizes the element of development from within which allows local residents greater control and ownership. Consequently, encourage empowerment because active participation instigates control which will ensure empowerment (Marshall, 988). LED involves a process whereby, governments, community and private sector have partnered in managing existing local resources in creating jobs, sustainable economic growth and fighting poverty (Ramakumba, 2012:10).

## **2.6 PROPOSAL FOR ALTERING MUTALE’S LED STRATEGY TO ENHANCE ECONOMIC SUSTAINABILITY**

Mutale Local Municipality is committed to support the LED initiatives at all levels. Although the development agency indicates that the Mutale Local Municipality should seek support to bring the Inland Waterfront project towards the implementation phase. Apart from the Inland Waterfront project, the other viable initiative (mentioned earlier) was to stimulate and expand the manufacturing sector. Even if these two projects do fully materialize, it still would not be sufficient to create enough employment opportunities for the growing number of unemployed people (Shah, 2013).

Even if an additional two large-scale projects could be brought to fruition, then the number of unemployed people and poor households would still not decrease. Therefore it is important that Mutale Local Municipality should seek additional, as well as alternative initiatives in order to alleviate poverty. The above mentioned projects are aimed at increasing income and employment in the whole of Mutale Local Municipality, but despite this, the poor households will not benefit sufficiently in order to halt the growth in poverty (Ameer, 2012).

## **2.7 PLANNING FOR LOCAL ECONOMIC DEVELOPMENT IN SOUTH AFRICA**

Under apartheid spatial planning, heavy emphasis was given to top-down regional policy interventions which were centered upon promoting industrial decentralization in the country's peripheral Homelands or Bantustan regions (Ameer, 2012). LED planning was undeveloped and confined small development. However, in the post-apartheid South Africa LED has gained considerable prominence in development planning.

The mainstream of LED planning in South Africa is dominated by market-led activities that are geared towards achieving sustainable high economic growth rates (Ramukumba, 2012:23). Several variants of "place entrepreneurialism" can be identified with the most important relating to promoting localities as competitive spaces for production, consumption and information-processing activities (Ammer, 2016). The IDPs and broader restructuring plans of major centers highlight the issue of 'positioning the city in the global economy' (Ban, 2013). Commonly, this has been associated with sectoral targeting or "picking a number of winning sectors or sub-sectors that the municipality believes, through targeted support, and may become their city's competitive advantage in the global economy" (Tengo, 2014). Other strategies include skills development, enhancing institutional efficiency and the efficiency of the urban form, improving safety and security, and Business Improvement Districts.

Refocusing Development on the Poor' argued a case for promoting 'pro-poor' LED which would explicitly target low income communities and the marginalized as the policy focus of government policy. At least six "developmental" LED strategies are suggested for support, namely: community-based economic development; linkage; human capital development; infrastructure and municipal services; leak plugging in the local economy; and, retaining and expanding local economic activity (Hargreaves, 2013). Three critical policy areas are those which relate to improving regulatory frameworks, municipal services delivery, and issues of employment creation through the stimulation of local economic activities (Charron, 2012).

In 2004 the national government's support framework for small business development was redesigned, including the establishment of the Small Enterprise Development Agency (SEDA) in all provinces and districts. The critical role of local

governments is openly acknowledged in terms of the expansion of business infrastructure facilities, in the making of IDPs and in shaping local regulatory frameworks which directly affect the performance of small businesses, and especially of those working in the informal economy, (Baron, 2014).

## **2.8 LOCAL ECONOMIC DEVELOPMENT (LED) INITIATIVES IN SOUTH AFRICAN MUNICIPALITIES**

The new municipal boundaries that were drawn in terms of the Local Government: Municipal Demarcation Act, Act 27 of 1998 cut across the old apartheid divisions of municipalities and cities. The Department of Provincial and Local government LED programmes provide support in the following areas:

- Development and review of national policy, strategy guidelines for LED;
- Provision of direct and hands-on support to provincial and local government;
- Management of a local economic development fund;
- Management and technical support for nodal economic development planning;
- Facilitation, coordination and monitoring of donor progress;
- Assistance with LED capacity-building programmes.

These interventions and resources, mobilize local role players and interest groups to achieve economic growth and create jobs thereby reducing poverty (Rogers, 2012). The interventions of various cities in South Africa, highlight the three essential aspects of LED: global competitiveness, job creation and poverty alleviation. Major challenges were to address backlogs on basic services, stimulate slow economic growth, alleviate poverty and unemployment, HIV/AIDS, crime and lack of security. The inclusion of almost half a million rural residents into the newly demarcated municipal area and the lack of customer focus in government presented new challenges (Nolden, 2013).

The IDP is an implementation plan for development that has been adopted and is reviewed annually. Both projects are funded by the municipality, by other departments or government institutions. The IDP therefore guides developments.

Community consultative meetings are held to ensure meaningful participation Mutale Local Municipality LED report (2005:13).

According to the 2005 Mutale municipal LED, numerous plans have been developed to form a comprehensive strategy towards poverty eradication and development of informal economic sectors. The commitment and co-ordination of IDP by all stakeholders, amongst others, provincial government departments and non-governmental institutions (NGOs) including the municipal council are critical (Nemanashi, 2010:43). Plans in the IDP raise expectations in the communities hence funding is a challenge and a critical focal point. A performance management system (PMS) is developed to measure and evaluate implementation of projects identified in the development plan. Subsequent to the adoption of IDP, a Performance Management System framework was adopted and this has led to the signing of agreements among all managers in the year 2004/2005. The progress-tracking system is in place (Hart, 2013).

## **2.9 SUSTAINABILITY OF LOCAL ECONOMIC DEVELOPMENT**

Sustainability is a complex concept. The most often quoted definition comes from the UN Bruntland commission: “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” In the charter for the UCLA Sustainability Committee, sustainability is defined as: “the physical development and institutional operating practices that meet the needs of present users without compromising the ability of future generations to meet their own needs, particularly with regard to use and waste of natural resources. Sustainable practices support ecological, human, and economic health and vitality (Hanley, 2016).

Sustainability presumes that resources are finite, and should be used conservatively and wisely with a view to long-term priorities and consequences of the ways in which resources are used.” In simplest terms, sustainability is about our children and our grandchildren, and the world we will leave them (Kashiwagi, 2015). The use of various strategies for employing existing resources optimally so that that a responsible and beneficial balance can be achieved over the longer term within a

business context, economic sustainability involves using the assorted assets of the company efficiently to allow it to continue functioning profitably over time (Hottes,2016).

The goal of community sustainability is to establish local economies that are economically viable, environmentally sound and socially responsible. Achieving this goal requires participation from all sectors of the community, both to determine community needs and to identify and implement innovative and appropriate solutions. This section presents information from a variety of sources on approaches and techniques used successfully in different communities to develop key aspects of their local economies on a sustainable basis (Leal, 2015).

- **Agriculture and food system**

Community efforts can preserve agricultural land, encourage sustainable agricultural practices, support local food producers, and facilitate the production and distribution of locally produced food through farmer's markets and cooperative food buying programs. This section presents examples of whole systems approaches to sustainable agriculture.

- **Fisheries**

Aquatic wildlife play a major role in sustaining healthy marine and freshwater ecosystems. It is therefore important that communities associated with fisheries and aquatic ecosystems responsibly manage these resources. Community participation can provide support for sound management practices and remedial programs, as well as for persons and industries engaged in commercial and recreational fishing.

- **Forestry and Wood products**

Trees are important for both urban and rural ecosystems. Mature trees maintain desirable microclimates and shelter wildlife. Trees also have economic value as a raw material used in producing paper, buildings, furniture, and other wood products. Examples of communities balancing these environmental and economic considerations are in this section.

- **Manufacturing and Industry**

Economically healthy businesses and industries with minimal environmental impact on communities should be encouraged. Communities should work to attract and support such industries and to reduce or eliminate negative impacts from existing industries. New approaches are explored in this section.

- **Economics and finance**

Economics and Finance Residents from all segments of the community can play a role in the future of their local economy. Working together, business and government leaders, local non-profit organizations, and citizen groups can analyze needs and resources and guide the economy. Local financial institutions can invest in sustainable community initiatives. Examples of innovative approaches are in this section.

Sustainability is a major challenge in many developing countries. Large numbers of projects implemented at huge costs often tend to experience difficulties with sustainability. Several recently conducted studies have indicated that while the trend with the implementation is showing significant improvement, the trend with post implementation sustainability is rather disappointing. This means that while huge expenditures are being incurred in implementing projects, poor sustainability is depriving them from the returns expected of these investments.

Sustainability can be aligned to sustained funding and government takeover of the services provided by LED supported projects, as well as a continued flow of capital and credit into rural areas Tango International (2009:15) Ciegis, (2013:10) states that sustainable community development requires that local economic development supports community life, using the local talents and resources of the local community. At local level, local people are not fully involved in managing the LED projects. The community, geographical factors and controllers and implementers all affect the sustainability Kopina (2014:73)

Enablers of the LED programmes and projects are based on the required knowledge, skills and resources such as finances to drive and run the economic projects on the ground. These resources are necessary for operations and to motivate members of the project as well as to maintain the forums and support structures Water Aid (2011:11). Community involvement and external support from local government and private sectors at local level are of critical importance towards sustaining the moral and courage of members involved in the LED projects. As a result, this participation of communities remains critical for empowerment and ensures sense of ownership and responsibility, Water Aid (2011:14). Programmes and projects that are LED related carries strategic goals and objectives of creating jobs for local people, to improve the quality of life of all local communities. Commitment and accountability of members of the communities and local structures therefore, becomes the enablers of the sustainability of LED initiatives, Meyer (2014:15).

## **2.10 CONCLUSION**

This chapter dealt with the sustainability of local economic development projects. From the literature reviewed, it is evident that the local economic developments projects play important role sustains the communities. Literature indicates, that some of the key tasks which local economic project members should perform to enhance sustainability of their livelihood, are among others, strategic planning, improving municipal resources and ensuring high project members expectation.

## **CHAPTER 3:**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 INTRODUCTION**

The concept of research methodology refers to the range of approaches used in research to gather data, which is used as a foundation for interpretation, for explanation and prediction (Lozano: 2015: 18). Hereunder follow an exposition of the research methodology applicable to the present study. Chapter 3 outlines the research design, the research method, the population under study, the sampling procedure, and the method that was used to collect data. The reliability and validity of the research instrument are addressed. Ethical considerations pertaining to the research are also discussed.

#### **3.2 RESEARCH METHOD**

A mixed method, descriptive approach was adapted to the analysis of sustainability of local economic development projects in Mutale Municipality

#### **3.3 RESEARCH DESIGN**

Viewing this study from the perspective of its aim, two main types of approaches are used, namely qualitative and quantitative approaches. The qualitative approach is referred to as an enquiry process with the purpose of understanding a social or human problem based on building a complex, holistic picture, formed with words, reporting detailed views of informants and conducted in a natural setting (Ortblad, 2015:2354). This approach presents facts in narrative or verbal form (Rhoades, 2016). It refers to an investigation into the quality of relationships, activities, situations or materials. The study used qualitative study approach to find out the views of Mutale Local economic development officers.

The quantitative approach on the other hand analyses data in statistical terms that is, using statistical arguments or numbers. Such an approach is described as an inquiry into social or human phenomena, based on testing a theory composed of variables, measured with numbers, and analyses using statistical procedures in order to determine whether the predictive generalizations of the theory hold true (Li, 2015: 169). Quantitative approaches are experimental, descriptive, and correctional and expose facto methods of data collection.

### **3.3.1 Sampling**

According to Kaklasuskas (2015), the aim of sampling is to produce representative's selection of population from different communities within Mutale municipality. They mentioned that a sample that is not representative of population, regardless of its size, is inadequate for testing purposes. The results cannot therefore be generalized. Rodrigues (2015) indicates a sample as a smaller group or subset of the population from which the researcher attempts to collect data so that the information obtained represents the total population of the study. Galvo (2016:157) also share similar views regarding sampling by defining a sample as a small proportion of a population selected for observation and analysis. The study used stratified random sampling in quantitative research design select respondent from many respondents and purposive sampling in qualitative research methods.

#### **3.3.1.1 Population of the study**

Simon (2016:49) refers to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study the population was Mutale local economic project members and Local economic development officcers of all races, age groups, educational status, socio-economic status and residential areas, who are participating on sustainability of local economic development in Mutale Municipalities.

These criteria specify the characteristics that people in the population must possess in order to be included in the study (Simon, 2016). The eligibility criteria in this study were that the participants had to

- Be South African Citizen
- Constant residence at Mutale Municipality
- Participating only in Mutale local economic development projects

### **3.3.1.2 Ethical issue related to Sampling**

Local economic project members face ethical dilemmas in their daily duties, so do researchers, when humans are used as study participants in a research investigation, care must be exercised that the rights of those individuals are protected (Greed, 2016:154). Freedom from exploitation was observed by not exploiting the participant's vulnerabilities. The local economic development project members who requested project members were regarded as a vulnerable group as they were participating in the project to sustain themselves. Careful explanations were provided to these project members about their right to refuse to participate in the study, and that their participation or refusal would not influence the care provided to them in any way whatsoever (Smith, 2015).

### **3.3.1.3 Sample**

A general rule of the thumb is to always use the largest sample possible. The larger the sample the more representative it is going to be, smaller samples produce less accurate results because they are likely to be less representative of the population (Dubowitz,2015). In this study a convenience sample of 50 respondents has been obtained, from project members who are participating on Mutale local economic development project. Project members who requested participate in LED projects the researcher conducted interviews and who were willing to be interviewed were included in the sample.

Sampling helps the researcher because

- It was more economical to choose a sample of 50 local economic project members who are sustaining LED projects of studying the entire population of Local economic development project members in Mutale Municipality.
- Hudson (2015:76) indicated that (convenience) sampling could be regarded as being a rational choice in cases where it was impossible to identify all the members of a population. In this survey it was impossible to predict which project members are participating in Mutale Local economic development project. Although the population of project members who on sustainability of local economic development two months could have been determined retrospectively, drawing a random sample and tracing the project members for interviews would have been difficult, if not impossible.

### **3.3.2.1 Data collection approach**

A structured questionnaire written in English was designed and distributed all the research participants. In addition open-ended interviews were carried out with the target officials to conduct qualitative data. The data collected was collated, analysed and conclusion drawn on LED sustainability can be approached and achieved. Interviews were conducted to explore the issue in-depth and gather sufficient qualitative information, which highlighted challenges LED sustainability within the municipality.

### **3.3.2.2 Development and testing of the data collection instrument**

A pilot study was carried out to test the survey questionnaire and to establish the appropriateness of the questions, the terminology used and to explore other potential issues that could have arisen in the operationalisation of the study. 10 questionnaires were given to different people they completed and submitted back to the researcher.

### **3.3.2.3 Characteristics of the data collection instrument**

According to Falkner, (2016:219) the term research instrument refers to any plan of action that helps the researcher in gathering the relevant data. To supplement the literature review, an empirical investigation will be conducted.

### **3.3.2.4 Data collection process**

- **Questionnaire**

Questionnaires consist of questions that have been printed and given to the respondents for completion (Robins, 2015). Similarly, Katoppo (2015: 118) defines questionnaires as a written set of questions or statements that assess attitudes, opinions, beliefs, and biographical information. Bearing in mind that both qualitative and quantitative approaches were used, questionnaires that combine both the close-ended and open-ended formats were designed. The researcher secured the necessary permission from the authorities concerned.

Questionnaires were employed because they offer some measure of objectivity, validity, and reliability. Thereafter, the researcher rectified problems where necessary and completed the final questionnaires. Questionnaires were distributed physically to participating local economic development projects.

- **Interview**

Katoppo (2015:118) refers to interviews as a situation in which answers are directly drawn out from the respondents by an interviewer and usually record responses. For the purpose of this study, an interview implies face-to-face talk between the researcher and the respondent concerning the problem of the study. In this study, Mutale Municipality Local Economic Development officials are the only ones interviewed because of their level of performance of LED projects. Unstructured questions were used.

### **3.3.2.5 Ethical considerations related to data collection**

The principle of ethical consideration includes freedom from harm, freedom from exploitation, and the risk-benefit ratio. With regard to freedom from harm, there was no physical harm produced by participating in the study (Maxwell, 2015). Psychological discomfort might have resulted from the nature of the questions asked. An opportunity was provided for each participant to ask questions and to air her feelings. Each participant received some information about contraceptives during

the interview, which might have enhanced her knowledge enabling her to make better informed decisions in future.

### **3.3.3 Data Analysis**

Data for this study was be analysed using the Statistical Product for Services Solution (SPSS) computer software. Both qualitative and Quantitative methods will be followed with respect to the analysis of all the data gathered by means of questionnaires and interviews.

- **Quantitative data analysis**

Critical analysis of sustainability of local economic development, descriptive statistics (graphs and frequency tables) was mainly used in the data analysis. The frequency tables and charts were only used to illustrate the overall responses of sustainability of local economic development. Questionnaires consisted of open-ended questions. The responses from these questions were first quantified. I read through the verbatim responses before developing code categories. After the categorisation of data, I counted the frequency of categories and used frequency tables to illustrate it.

- **Qualitative data analysis**

All data collected were first transcribed. Once the data had been sorted and typed, I read and re read the text to try and understand the data. Once the data were typed and sorted, a hard copy was printed as the data were saved in a computer as a Microsoft Words document. Inductive coding was used in this study. I divided the data into topics or categories in order to easily work with them. I organised and combined related codes into themes or categories. After the categories had been established and data labelled, the data were grouped into categories through the process off cutting and sorting.

### **3.4 INTERNAL AND EXTERNAL VALIDITY OF THE STUDY**

The occurrence of an event, which may be unrelated to the study but can affect the result of the study, poses a possible threat to the internal validity of the data (Eriksson, 2015). The most important threats to the internal validity of this study were factors related to the history of the participants' participating in the local economic development project. Several factors in this study have been identified as sustainability of local economic challenges, like the lack of knowledge about local economic project, lack of education, and the disadvantages of local economic development projects.

External validity refers to the extent to which the research results can be generalised beyond the sample used in the study (Solmann, 2015: 325). The external validity of a research project can be threatened by the Hawthorne effect, the type of sampling method selected, the validity of the research instrument (structured interview schedule in this case) and by the predictive value of the research instrument.

The Hawthorne effect is the behaviour that is displayed by participants just because they are aware that they are involved in a study (Lidh, 2015:249). Being aware that they were involved in a study of sustainability of local economic development might have given answers to please the interviewer, instead of providing information about their real life experiences. This type of threat to external validity was minimised providing explanations to participants, and by not pressurising them into giving any responses. They were requested to be as honest as possible.

### **3.5 CONCLUSIONS**

This chapter offered a detailed description of the method used in the study. The research instruments used to collect data were described as well as sampling procedures followed and methods of data analysis employed were also described. The following chapter interprets data gathered from the questionnaire. Qualitative data consist of in-depth interviews were described to be collected by through an interview guide to the target official

## **CHAPTER 4**

### **DATA INTERPRETATION, ANALYSIS AND PRESENTATION**

#### **4.1 INTRODUCTION**

Neuman, (2003:190) indicates that the process of data analysis involves making sense out of text and data. Punch (2005:190); further postulates that data analysis involves preparing data for analysis, conducting different analysis, moving deeper and deeper into understanding the data, representing the data and interpreting the larger meaning of the data. This chapter focuses on the analysis and interpretation.

#### **4.2 ANALYSIS OF DATA COLLECTED THROUGH QUESTIONNAIRES**

The obtained information from questionnaires was first coded for each question and then entered in the Microsoft excel spreadsheet in words and number. Data from questionnaires was analysed by means of using statistical analysis. The entered data from the spreadsheet was exported to the SPSS so that it could be analysed to yield the results.

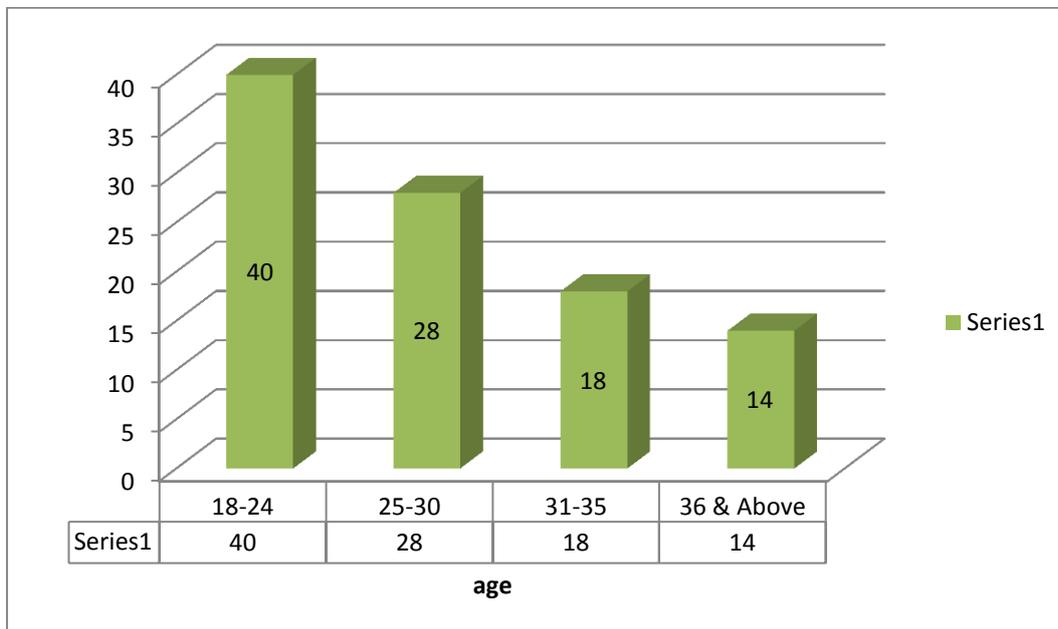
##### **4.2.1 BIOGRAPHICAL DATA OF THE RESPONDENTS**

The biographical data of the respondents: The interpretation and discussion of results is supported by statistics which clearly display the survey data that is being analysed. For analysis purposes, all questionnaire responses were found to be reliable.

#### 4.2.1.1 Gender of respondents group

According to study 70% of sample was females. The researcher understands that this information represents the gender imbalance amongst Mutale community members as the Integrated Development Plan (2009:9) indicates that approximately 70% more women than men. These women have been assumed to be acting as household heads in the absence of partners sought for employment in other urban and semi-urban areas which have better economic conditions. According to researcher rural communities have limited job opportunities, which result in emigration of breadwinners. The researcher indicated that participation can give women and other groups of people who are usually marginalised from the community activities the opportunity to influence development initiatives in their communities. Thus participation is the way of ensuring equity.

#### 4.2.1.2 Age distribution of respondents



**Figure 2: Age distribution of respondents**

According to study four age categories that were used by the researcher to gather information from respondents. The age distribution of respondents varied between 18 and 36+ years. Of the respondents, only 40% of respondents fell between the

ages of 18 to 24 years. 28% of the respondents were between the ages of 25 to 30 years and 18% was between the 31 to 35 years. Lastly, 14 % respondents were above 36 years of age. The fact that there is no equal representation in age group in the sample makes any generalisation about age influence on LED participation impossible. Regardless of this point, however, all respondents revealed a positive attitude towards community participation on the LED irrespective of age group.

#### 4.2.1.3 Language of the respondents

	Percentages
Tshivenda	90%
English	10%
Afrikaans	0%
Sotho	0%
Tshangaan	0%
Total	100%

**Table 1: Language of the respondents**

According to the study that 90% of the respondents were proficient in the Tshivenda language, which is their mother tongue. Only 10% of the respondents were proficient in English and 75% indicated that they could not communicate in English. Since English is the business language, 75% of the respondents had difficulty in entering the formal economy. This shows that these projects attract people that have limited chances in entering the formal economy. All respondents indicated that they were not proficient in Afrikaans and other languages. The researcher then inferred that since these projects are located in rural areas, these help to provide employment to people that have difficulty in finding jobs in the formal economy.

#### 4.2.1.4 Household income per months

	Percentages
Less than R500	22%
Between R501-R1000	30%
Between R1001-R2000	10%
Between R2001-R3000	4%
Between R3001-R3000	10%
Between R3001-R4000	20%
Above R4000	4%
<b>Total</b>	<b>100%</b>

**Table 2: Household income per months**

According to the study describes the supplementary income monthly of the respondents had been receiving either from government grants, their spouses, and relatives or from ad hoc jobs. A large portion of participants (30%) had been receiving between R501-R1000, followed by two portions at (22%) that had been receiving less than R500 and between R2001-R3000. The other two portions (10%) had been equally receiving R1001-R1500 and above R4000.

#### 4.2.1.5 The training that are attended before or during the implementation of the project.

	Percentages
Financial training Administration training	28%
Farming training	10%
Basic Supervisory Training Fertilizer Training	12%
Driver's License Training Other	20%
	10%
	16%
	4%
<b>Total</b>	<b>100%</b>

**Table 3: Please indicate the training that you attended before or during the project.**

According to the study shows that 28% respondents attended Basic Financial Skills training, 10% of the respondents attended Administration training, 12% of respondents Farming training, 10% of respondents fertilizer training, 20% basic supervisory training and four 16% of respondents attended the driver’s licence training. Two respondents 8% indicated that they attended computer skills training and health and safety training. Training is central to the development of skills and the success of the business. People with skills stand a better chance of employability than those with no skills. The data shows that the participants attended a variety of training courses that are relevant to the business of running. This is very positive as training is one of the critical elements for the viability and the sustainability of these projects.

**4.4.1.6 Educational levels of respondents**

	Percentage
Illiterate	44%
Primary	20%
Secondary	24%
Tertiary	12%
Total	100%

**Table 4: Educational levels of respondents**

According to the study indicates that representing 44% of the total sample was illiterate. Another 20% of the total sample reported that they only have primary education. Furthermore constituting 24% stated that they had acquired secondary education. These respondents also reported that due to insufficient and poverty this made it difficult for them to pursue their tertiary education. Finally, respondents representing 12% of the total sample reported that they have attended tertiary institutions to acquire certificates, diplomas and degrees. The researcher understands that the general level of education of the people has a significant relationship to their standard of living. This is because illiterate people may be

marginalised by professional and technical communication during the community participation process.

#### 4.2.2 SOCIO-ECONOMIC INFORMATION

The following section presented data from respondents regarding the socio-economic information.

##### 4.2.2.1 Number of people is living in your household

	Percentage
Fewer than 3	10%
Between 4-6	70%
More than 7	20%
<b>Total</b>	<b>100%</b>

**Table 5: Number of people is living in your household**

According to the study illustrates that the majority 70% of the participants in the study lived in households that consist of four to six individuals staying in one house. The other portion 20% consists of more than seven and only a very small portion 10% consists of fewer than three individuals living in a household. The micro-economic approach to poverty analysis adopts the household as the basic unit of analysis; divides the poor to non-poor on the basis of a chosen income or consumption poverty line; and then focuses on the characteristics which distinguish the poor from the non-poor. Hence the researcher elected to analyse the number of people living in a household.

##### 4.2.2.2 Apart from this project you employed

The data reveals that all participants had no other employment other than LED. It could be inferred that projects contributed immensely in improving the lives of the participants by creating employment and curtailing poverty in their community. The projects selected for the study are located next to poverty- stricken areas. The problem with poverty is that it can be hereditary, meaning children from poor

households are likely to be poor when they are old as compared to those from well-off households. These projects play a significant role in the attempt to break away the chain of poverty by giving people opportunities to gain skills and employment.

#### 4.2.2.3 Any other source of revenue in your household?

According to the study the majority of the participants (60%) the sample reported that they had alternative source of income. while the minority (40%) has none. Some of the participants reported that their family members worked part-time as gardeners and some as domestic workers or house maids. The participants also expressed appreciation for the temporary employment of their siblings because they alleviate financial pressures in their households.

#### 4.2.2.4 Source of revenue in your household

	Percentage
Government	52%
Spouse	22%
Relative	12%
Other job	14%
<b>Total</b>	<b>100</b>

**Table 6: Source of revenue in your household**

The data reveals that most of the participants 52% were receiving financial support from government in the form of grants. These were followed by a portion 22%) whose other source came from their spouses; a small portion (12%) were supported by their relatives and the other small portion (14%) by other ad hoc jobs. The researcher also found that most participants in the study mainly received other financial assistance from the government grants. The participants reported that the government grants they received as additional income in the form of disability grants, old age pensions and child support grants were the second most important source of income.

#### 4.2.2.5 Training attended

According to the study shows that the majority 72% of respondents attended training, whilst the minority 28% indicated that they had never attended any training. Those that attended training reported that they found training valuable. It enriched their knowledge and helped them to skillfully dispense their projects day-to-day operations.

#### 4.2.2.6 Additional income in rands per month in household

	Percentage
Less than R500	22%
Between R501-R1000	30%
Between R1501-R2000	10%
Between R2501-R3000	4%
Between R3001-R3500	10%
Between R3501-R4000	20%
Above R4000	4%
<b>Total</b>	<b>100%</b>

**Table 7: Additional income in rands per month in household**

According to the study shows the supplementary income monthly the respondents had been receiving either from government grants, their spouses, and relatives or from ad hoc jobs. A large portion of participants 30% had been receiving between R501-R1000, 22% that had been receiving less than R500 and between R2001-R2500. The other two portions (10%) had been equally receiving R1001-R1500 and above R4000.

### 4.2.3 PERCEPTIONS AND IMPACT OF THE LOCAL ECONOMIC DEVELOPMENT PROJECTS

The following section presented data from respondents regarding the perceptions and impact of the project.

#### 4.2.3.1 Duration has been involved the project

	Percentage
Less than 1 year	4%
Between 1-3 years	8%
Between 4-5 years	38%
Above 5 years	50%
<b>Total</b>	<b>100%</b>

**Table 8: Duration has been involved the project**

According to the study shows most of the respondents have been participating in these projects above 5 years (50%), also between 4 to 5 years (38%) and only one participant has worked between 1 to 3 years (8%).

#### 4.2.3.2 Role in the day-to-day operations of the project

	Percentage
Fieldworker	10%
Team leader	60%
Project Manager	30%
<b>Total</b>	<b>100%</b>

**Table 9: Role in the day-to-day operations of the project**

According to the study shows that most respondents (60%) that participated in this study stated that they were working as Team Leaders, followed by thirty-three percent (30%), with one respondent (10%) working as an Administrator.

#### 4.2.3.3 The project helped you to meet your basic needs (food)?

According to the study shows that the overwhelming majority (90%) of the participants were able to meet their basic needs. These respondents reported that they did not go to bed at night without enjoying a meal since they started participating in LED projects. They mentioned that they augmented their salaries with other sources of income that are referred to in Table 13 to improve their standard of living. They reported that they now had household disposable income for food, municipal rates and services, their children's school fees and school clothes and they were paying for things that were needed at school, such as fees for school outings.

Only 10% of the respondents reported that sometimes they would sleep without eating food especially towards the end of the month. The latter also mentioned that their household income was not sufficient to take them through to the end of the month and that can be attributed to greater numbers of people living in the same household who are relying on their earnings derived from the LED projects.

#### **4.2.3.4 Benefits that you are deriving from this project**

The majority (70%) of the respondents indicated that they have derived other benefits from these LED projects, such as training opportunities; and are sometimes sent to workshops. Some mentioned that they have acquired trimming, sorting and picking skills. Others mentioned that they were now able to send their children to school and buy clothes, whilst others reported that had attended fertilizer, irrigation, financial, basic management, sorting and fumigation training. The researcher inferred that LED projects viewed training as one of the business imperatives and also noticed from the data collected that one was lagging behind regarding training of its participants.

#### 4.2.3.5 Earning in Rands per month in this Project

	Percentage
Less than R500	18%
Between R501-R1000	12%
Between R1501-R2000	60%
Between R2501-R3000	10%
Between R3001-R3500	0%
Between R3501-R4000	0%
Above R4000	0%
<b>Total</b>	<b>100</b>

**Table 15: Earning in Rands per month in this Project**

The data showed that the majority (60%) of the respondents earned between R1501-R2000, followed by three (20%) that earned less than R500. Five (10%) earned between R501-R1000 and the other one (10%) earned between R2501-R3000.

#### 4.2.3.7 The start of or during the project, did you attend any training for the project

According to the study shows that the majority 74% of respondents attended training, whilst the minority 26% indicated that they had never attended any training. Those that attended training reported that they found training valuable. It enriched their knowledge and helped them to skillfully dispense their projects day-to-day operations.

#### 4.2.3.8 The municipality facilitated market access for your products?

According to the study indicates that the majority (60%) of the respondents reported that the Mutale Local Municipality had facilitated market access for LED projects, whilst forty percent (40%) thought that Mutale Local Municipality had not facilitated access. Market access is the lifeline for the success for any business. It is crucial for its viability and its sustainability.

#### 4.2.3.9 Project sustainable

According to the study shows that the majority (68%) of the respondents was of the view that these projects were sustainable whereas a minority (32%) expressed that the project were not sustainable.

#### 4.2.4 SUSTAINABILITY OF LOCAL ECONOMIC DEVELOPMENT INITIATIVES

The following section presented data from respondents regarding the implementation of local economic development initiatives. The entered data from the spreadsheet was exported to the SPSS so that it could be analysed to yield the results.

##### 4.2.4.1 Sustainability of local economic development initiatives (%) (n=50)

Question	Response					Total
	1	2	3	4	5	
LED is based on the concept of developing community self-reliance, through human resource development and skills enhancement	48	20	8	12	12	<b>100</b>
LED projects are planned in such a way that they create employment, alleviate poverty and contribute to the economy of the local area in a sustainable way	40	20	16	12	12	<b>100</b>
The potential for job creation through SMME development is receiving considerable attention in Limpopo Province	40	20	16	12	12	<b>100</b>
LED initiatives focus on providing support to small, medium and micro enterprises	24	36	20	16	4	<b>100</b>
The central objective of LED is to alleviate poverty	44	16	20	12	8	<b>100</b>
LED focuses on combining employment training, human services and enterprise development to enhance access to and creation of jobs	40	20	16	12	12	<b>100</b>

There is a lack of prioritising job creation as a primary reason for offering incentives	48	20	8	12	12	<b>100</b>
Local people know about the local economic development initiatives	12	12	16	40	20	<b>100</b>
Local people are informed about the local economic development initiatives	16	20	20	24	20	<b>100</b>
The municipality does not have sufficient funds to render service delivery to the communities	52	24	8	12	4	<b>100</b>
Local development projects help local people economically	44	16	20	12	8	<b>100</b>
There is poor implementation in local economic development initiation	28	36	20	16	0	<b>100</b>
The local people have the necessary skills applicable for local economic development initiatives	36	24	12	20	8	<b>100</b>
Conflicts between SANCO and traditional leaders hinders the local economic development initiatives	40	20	16	12	12	<b>100</b>
Ward committee need training and local economic development initiatives	28	32	8	16	16	<b>100</b>
Tender entrepreneurs are monitored to affect the local socio-economic	8	24	12	28	28	<b>100</b>
The current local economic development initiatives are sustainable	16	20	12	28	24	<b>100</b>
Poor planning, poor management and poor implementation have a negative impact on the local economic development initiatives	32	20	8	12	28	<b>100</b>
The capacity of rural and municipal councils should	24	24	20	16	16	<b>100</b>

be improved and sustained						
New projects that are sustainable can assist in local economic development initiatives	44	24	8	12	12	<b>100</b>
Mismanagement of funds is hindering the success of local economic development initiatives	40	20	16	12	12	<b>100</b>

**Key: 1=Strongly Agree, 2=Agree, 3=Neutral, 4=Disagree, 5=strongly disagree**

#### **4.2.4.1 LED is based on the concept of developing community self-reliance, through human resource development and skills enhancement**

According to the study respondents which constituting 8% of the total sampled did not answer the question it is uncertain. The respondent may not have seen this question, been uncomfortable answering the question or be unsure if LED is based on the concept of developing community self-reliance, through human resource development and skills enhancement. And again respondents constituting 68% of the total sample was strongly agreed with the statement that LED is based on the concept of developing community self-reliance, through human resource development and skills enhancement while respondents constituting 24% of the total sample disagreed with the statement. This means that 6 participants constituting 24% of the total sample are not aware that LED is based on the concept of developing community self-reliance, through human resource development and skills enhancement.

#### **4.2.4.2 LED projects are planned in such a way that they create employment, alleviate poverty and contribute to the economy of the local area in a sustainable way**

With respect to the way in which the municipality ensures the sustainability of projects, (60%) of the respondents indicated that planning is very important and LED projects are planned in such a way that they create employment, alleviate poverty and contribute to the economy of the local area in a sustainable way. These is informed by the real situation on the ground, i.e. projects with feasibility studies,

business plans, and thereof are more likely to succeed. However, sustainability is much more than just the involvement of the municipalities. The municipality has an exit strategy in place to provide continuous support to its local municipalities in respect of the projects that have been handed over to the communities. Even though this is done, some projects that have been handed over are doing well and some are not and this is due to the lack of funds and personnel. The other challenge is that of the officials who are supposed to ensure that these projects are sustainable; one person will be performing the duties of three people leading to a lack of support in other projects as the person tends to focus on the sector that she/he has an interest in. Further, the political and administrative instability compromises the sustainability of the projects. This is a common trend in Mutale Local Municipality jurisdiction.

#### **4.2.4.3 The potential for job creation through SMME development is receiving considerable attention in Limpopo Province**

According to the study also support this idea as respondents constituting 60% of the total sample strongly agreed with the statement that the potential for job creation through SMME development is receiving considerable attention while respondents constituting 16% of the total sample were uncertain. Contrary respondents constituting 24% of the total sample strongly disagreed with the statement that the potential for job creation through SMME development is receiving considerable attention and this is a clear indication of the lack of knowledge by a certain group of people in the community.

#### **4.2.4.4 LED initiatives focus on providing support to small, medium and micro enterprises**

The study also support this idea as respondents constituting 60% of the total sample strongly agreed with the statement that LED initiatives focus on providing support to small, medium and micro enterprises while respondents constituting 20% were uncertain due to the lack of the information. Contrary to that respondents constituting 20% of the total sample strongly disagreed with the statement that LED initiatives focus on providing support to small, medium and micro enterprises and this is a clear indication of the lack of knowledge by a certain group of people.

#### **4.2.4.5 The central objective of LED is to alleviate poverty**

According to study respondents which constituting 20% of the total sampled did not answer the question it is uncertain. The respondent may not have seen this question, been uncomfortable answering the question or be unsure if the central objective of LED is to alleviate poverty by improving the capabilities of disadvantaged communities to create sustainable livelihoods. And again respondents constituting 60% of the total sample was strongly agreed with the statement that the central objective of LED is to alleviate poverty by improving the capabilities of disadvantaged communities to create sustainable livelihoods while constituting 20% of the total sample disagreed with the statement. This means that very few participants of the total sample are not aware that the central objective of LED is to alleviate poverty by improving the capabilities of disadvantaged communities to create sustainable livelihoods.

#### **4.2.4.6 LED focuses on combining employment training, human services and enterprise development to enhance access to and creation of jobs**

According to the study (60%) of the respondents further indicated that the sustainability of projects is ensured by providing training to the project beneficiaries (community empowerment) to ensure sound financial management and even the resources. Awareness campaigns are conducted with the communities and information sharing sessions. Four respondent which constituting 16% of the total sampled did not answer the question it is uncertain. The respondent may not have seen this question, been uncomfortable answering the question or be unsure if LED focuses on combining employment training, human services and enterprise development to enhance access to and creation of jobs. And again 15 respondents constituting 60% of the total sample was strongly agreed with the statement that LED focuses on combining employment training, human services and enterprise development to enhance access to and creation of jobs while 6 respondents constituting 24% of the total sample disagreed with the statement. This means that very few participants of the total sample are not aware that LED focuses on combining employment training, human services and enterprise development to enhance access to and creation of jobs.

#### **4.2.5.7 There is a lack of prioritising job creation as a primary reason for offering incentives**

According to the study 8% of the sample reported that they had of the answer the question it is uncertain. The respondent may not have seen this question, been uncomfortable answering the question or be unsure if there is a lack of prioritising job creation as a primary reason for offering incentives. And again respondents constituting 68% of the total sample was strongly agreed with the statement that there is a lack of prioritising job creation as a primary reason for offering incentives while respondents constituting 24% of the total sample disagreed with the statement. This means that very few participants of the total sample are not aware that there is a lack of prioritising job creation as a primary reason for offering incentives.

#### **4.2.5.8 Local people know about the local economic development initiatives**

The study indicates respondents who constituted 24% of the total sample indeed agreed that local people know about the local economic development initiatives. The fact that respondents constituting 60% of the total sample disagreed with the statement reveals local people know about the local economic development initiatives and the uncertainty constituted 16% of the total sample reveals confusion by the respondents who were in the minority.

#### **4.2.5.9 Local people are informed about the local economic development initiatives**

In this section about respondents constituting 36% of the total sample agreed that local people are informed about the local economic development initiatives. A certain section of a population had another viewpoint as respondents constituting 44% of the total sample disagreed with the statement while respondents constituting 20% of the total sample were uncertain something which could have been influenced by lack of knowledge with regard to how local people are informed about the local economic development initiatives

#### **4.2.5.10 The municipality does not have sufficient funds to render service delivery to the communities**

According to the study 76% of the respondents believed that funding of these projects should be allocated, monitored and evaluated to see if there is any improvement and positive impact in the particular area and noting and addressing the challenges encountered. Taking note of the response given on statement the respondents who were in the majority though agreed with the statement that the municipality does not have sufficient funds to render service delivery to the communities. Here respondents who constituted 76% of the total sample indeed agreed that the municipality does not have sufficient funds to render service delivery to the communities. The fact that respondents constituting 8% of the total sample disagreed reveals lack of knowledge of how the municipality does not have sufficient funds to render service delivery to the communities and the uncertainty demonstrated by respondents of the total sample reveals confusion by the respondents who were in the minority.

#### **4.2.4.11 Local development projects help local people economically**

According to the participants in section about respondents constituting 60% of the total sample strongly agreed with the statement that Local development projects help local people economically. This statement is not supported by all as respondents constituting 20% of the total sample strongly disagreed with the statement that Local development projects help local people economically while respondents constituting 20% were uncertain and this is a clear indication of the lack of knowledge by a certain group of people.

#### **4.2.4.12 There is poor implementation in local economic development initiation**

There is poor implementation in local economic development initiation in Mutale Local Municipality. Here respondents who constituted 64% of the total sample indeed agreed that there is poor implementation in local economic development initiation. The fact that respondents constituting 16% of the total sample disagreed reveals lack of knowledge of how there is poor implementation in local economic development initiation and the uncertain demonstrated by respondents of the total sample reveals confusion by the respondents who were in the minority.

#### **4.2.4.13 The local people have the necessary skills applicable for local economic development initiatives**

Only respondents constituting 60% of the total sample strongly agreed with the statement that the local people have the necessary skills applicable for local economic development initiatives. This idea is not supported by all as respondents constituting 28% of the total sample strongly disagreed with the statement that The local people have the necessary skills applicable for local economic development initiatives while respondents constituting 12% were uncertain something which could have been influenced by lack of knowledge with regard to how the local people have the necessary skills applicable for local economic development initiatives.

#### **4.2.4.14 Conflicts between SANCO and traditional leaders hinders the local economic development initiatives**

According to the study respondents constituting 15% of the total sample agreed with the statement that conflicts between SANCO and traditional leaders hinders the local economic development initiatives. This idea is not support by all as respondents constituting 24% of the total sample strongly disagreed with the statement that conflicts between SANCO and traditional leaders hinders the local economic development initiatives while respondents constituting 16% were uncertain something which could have been influenced by lack of knowledge with regard to how conflicts between SANCO and traditional leaders hinders the local economic development initiatives.

#### **4.2.4.15 Ward committee needs training and local economic development initiatives**

The study indicates that respondents constituting 60% of the total sample agreed with the statement that wards committee need training and local economic development initiatives. This idea is not support by all as respondents constituting 32% of the total sample strongly disagreed with the statement that ward committee need training and local economic development initiatives while respondents

constituting 8% were uncertain something which could have been influenced by lack of knowledge with regard to how Ward Committee need training and local economic development initiatives

#### **4.2.4.16 Tender entrepreneurs are monitored to affect the local socio-economic**

According to the respondents constituting 32% of the total sample agreed that tender entrepreneurs are monitored to affect the local socio-economic. A certain section of a population had another viewpoint as respondents constituting 56% of the total sample disagreed with the statement while 12% of the total sample were uncertain something which could have been influenced by lack of knowledge with regard to how tender entrepreneurs are monitored to affect the local socio-economic

#### **4.2.4.17 The current local economic development initiatives are sustainable**

The study indicates respondents which constituting 12% of the total sampled did not answer the question it is uncertain. The respondent may not have seen this question, been uncomfortable answering the question or be unsure if the current local economic development initiatives are sustainable. And again respondents constituting 36% of the total sample was strongly agreed with the statement that the current local economic development initiatives are sustainable while respondents constituting 52% of the total sample disagreed with the statement. This means that participants constituting 52% of the total sample are not aware that the current local economic development initiatives are sustainable.

#### **4.2.4.18. Poor planning, poor management and poor implementation have a negative impact on the local economic development initiatives**

The study indicates respondents constituting 40% of the total sample strongly disagreed with the statement that poor planning, poor management and poor implementation have a negative impact on the local economic development initiatives. Contrary respondents constituting 52% of the total sample strongly agreed with the statement that poor planning, poor management and poor implementation have a negative impact on the local economic development initiatives while respondents constituting 8% were uncertain something which could have been

influenced by lack of knowledge with regard to how poor planning, poor management and poor implementation have a negative impact on the local economic development initiatives.

#### **4.2.4.19 The capacity of rural and municipal councils should be improved and sustained**

According to study respondents constituting 32% of the total sample strongly disagreed with the statement that the capacity of rural and municipal councils should be improved and sustained. This idea is not supported by all as respondents constituting 48% of the total sample strongly agreed with the statement that the capacity of rural and municipal councils should be improved and sustained while 5 respondents constituting 20% were uncertain something which could have been influenced by lack of knowledge with regard to the capacity of rural and municipal councils should be improved and sustained

#### **4.2.4.20. New projects that are sustainable can assist in local economic development initiatives**

According to the respondents which constituting 8% of the total sampled did not answer the question it is uncertain. The respondent may not have seen this question, been uncomfortable answering the question or be unsure if new projects that are sustainable can assist in local economic development initiatives. And again respondents constituting 68% of the total sample was strongly agreed with the statement that new projects that are sustainable can assist in local economic development initiatives while respondents constituting 24% of the total sample disagreed with the statement. This means that participants constituting 24% of the total sample are not aware that new projects that are sustainable can assist in local economic development initiatives.

#### **4.2.4.20 Mismanagement of funds is hindering the success of local economic development initiatives**

According to the study respondents constituting 60% of the total sample agreed with the statement that mismanagement of funds is hindering the success of local economic development initiatives. This idea is not supported by all as respondents constituting 24% of the total sample strongly disagreed with the statement mismanagement of funds is hindering the success of local economic development initiatives while respondents constituting 16% were uncertain something which could have been influenced by lack of knowledge with regard to how mismanagement of funds is hindering the success of local economic development initiatives

#### **4.4 QUALITATIVE ANALYSIS OF DATA**

All data collected were first transcribed. Once the data had been sorted and typed, I read and re read the text to try and understand the data. Once the data were typed and sorted, a hard copy was printed as the data were saved in a computer as a Microsoft Words document. Inductive coding was used in this study. I divided the data into topics or categories in order to easily work with them. I organised and combined related codes into themes or categories. After the categories had been established and data labelled, the data were grouped into categories through the process of cutting and sorting.

- **Responses to questions on available resources and strategies for the implementation of LED projects**

With reference to the availability of resources and strategies for the sustainability of LED projects in Mutale Local Municipality, respondents made the following comments:

- **Availability of the LED Strategy and resources to implement LED projects**

All respondents agreed that there is a LED Strategy in place called the Vhembe District Economic Development Strategy which is comprised of the projects and programmes under local economic development as they are the integral part of any credible strategy. On whether there are available resources to implement LED projects, respondents unanimously agreed that: There is a shortage of personnel to successfully carry the objective of implementing LED projects even though there are a few vacant posts. They stated that the shortage of personnel is evidenced by the periodic use of external service providers to carry out some projects. There is a need for more human resources to successfully implement LED projects in local municipalities within the jurisdiction of Vhembe District Municipality. The municipality has internship programmes in place to assist to filling this gap even though there are still challenges.

The respondents further commented on the availability of budget to support the implementation of LED projects as follows:

The budget for the implementation of LED projects is insufficient. There is an allocated budget for Land, Human Settlement and Economic Development and the LED unit gets a portion from that budget but it is limited. There are other funders such as the Limpopo Department of Economic Development, Environmental and Tourism (LEDET), Department of Local Government and Traditional Affairs (DLGTA), Parks and Tourism Board, private sectors and the Mayor also provides more funds but it is still not enough. Highlighted that LED is:

Largely an unfunded mandate as the municipality does not receive funds specifically for LED. Not seen as a core function by the municipality.

80% of the respondents indicated that there are LED implementation plans in place which are based on the Integrated Development Plan (IDP) and Strategies of the municipality. These plans are done after the Strategic Planning session of the municipality has been conducted and situational analysis has been done. The IDP

outlines the tools that the municipality can use to implement LED initiatives; Operational Plans are also used to implement these projects.

20% of the respondents disagreed with the statement and stated that the municipality does not have implementation plans specially related to LED as the Service Delivery Budget Implementation Plans and other plans are for the whole municipality not solely LED.

70% of the respondents indicated that there are skills and expertise within the unit to promote and implement local economic development. All LED managers have post grad-qualifications. Each LED department has specialists in all the related fields of LED i.e. Agriculture, Tourism, Enterprise Development, Film Development and Heritage. The issue is whether this represents sufficient capacity to implement LED projects across a vast and widely spread district like the Mutale Local Municipality.

However, 30% respondents who both disagreed and agreed believed that there are people with skills and expertise but there are some officials who do not understand the LED concept and what impact or contribution its bring to the economy of the area.

- **Responses to questions on capacity building for LED officials**

With reference to the capacity building programme(s) for officials responsible for LED implementation, respondents made the following comments:

100% of the respondents agreed that there are capacity building programmes in place where the implementers of LED are capacitated. These programmes are mainly conducted by the external service providers and training conducted at different levels, through other municipal structures, capacity building programmes and programmes offered by the South African Local Government Association (SALGA). Skills audits and needs analyses are conducted every year to assess employee's training needs and people are trained according to their scope of work and even on policy formulation. Madzivhandila College of Agriculture has been

appointed to provide training to new staff in relation to LED so as to bridge the gap between the new (inexperienced) and the old staff (experienced).

Even though 100% of the participants agreed on the issue of capacity building programmes, 1% commented that, there is a need to have continuous evaluation of training depending on the level of officials.

40% of the respondents mentioned that there is a clear role clarification which varies according to the needs of the projects. All projects have Project Steering Committees (PSC) where the roles and responsibilities are clarified.

On the contrary, 60% of the respondents mentioned that role clarification is done selectively. As LED is still a relatively new concept to most local government structures, a lot is still required to be done to put all the stakeholders on the same page when it comes to roles and responsibilities. The role of the District Municipality is to provide coordination and support as per legislation however; the district at times has to go to the extent of implementing the projects with the local municipalities within its jurisdiction due to the lack of capacity within these local municipalities.

- **Responses to questions on monitoring, sustainability and the implementation of LED projects**

All respondents unanimously indicated that as part of monitoring mechanisms, Site visits are conducted; Monthly and quarterly progress reports produced based on the milestones of the implementation plans. This is done through various structures such as Council Structures, LED Forums etc.

A scorecard system is used to monitor the performance or the implementation of LED projects. This system is used to evaluate the effectiveness of the projects or the processes that are being followed. Further, the municipality has Clusters in place that are responsible for the monitoring of the implementation of these projects.

With respect to the way in which the municipality ensures the sustainability of projects, (50%) of the respondents indicated that planning is very important and LED

projects are planned in such a way that they create employment, alleviate poverty and contribute to the economy of the local area in a sustainable way. This is informed by the real situation on the ground, i.e. projects with feasibility studies, business plans are more likely to succeed. However, sustainability is much more than just the involvement of the municipalities. The municipality has an exit strategy in place to provide continuous support to its local municipalities in respect of the projects that have been handed over to the communities. Even though this is done, some projects that have been handed over are doing well and some are not and this is due to the lack of funds and personnel. The other challenge is that of the officials who are supposed to ensure that these projects are sustainable; one person will be performing the duties of three people leading to a lack of support in other projects as the person tends to focus on the sector that she/he has an interest in. Further, the political and administrative instability compromises the sustainability of the projects.

(30%) of the respondents further indicated that the sustainability of projects is ensured by providing training to the project beneficiaries (community empowerment) to ensure sound financial management and even the resources. Awareness campaigns are conducted with the communities and information sharing sessions.

20% of the respondents believed that funding of these projects should be allocated, monitored and evaluated to see if there is any improvement and positive impact in the particular area and noting and addressing the challenges encountered. With regards to projects implemented by the municipality versus projects implemented by the Implementing Agencies, respondents deliberated as follows:

There is no duplication between the projects implemented by the municipality and the implementing agencies. Aspire is the only implementing agency for the municipality focusing on small town regeneration projects.

To avoid duplication, the agency reports to the municipality through the various Council structures to ensure that all the LED related projects are presented to the various forums like the District Tourism Organisation for all Tourism related Programmes, the SMME Forum for all SMME related issues, the Agricultural Forum

for all agricultural related projects. This prevents duplication as all the stakeholders then know what each one is doing as projects are jointly implemented.

Partnerships are formed with the implementing agencies so as to ensure the successful operation of the projects. Structures such as LED forums are in place to discuss LED projects in the municipalities including the previous, current and planned projects. The projects implemented by the implementing agencies are managed through monthly meetings that are held with the implementers.

As much as 50% of the respondents indicated that the Project Steering Committees (PSCs) are conducted on a monthly and quarterly basis with the project beneficiaries to assess whether or not the implementation is still in line with the proposed project objectives. However, 50% of the respondents further commented that even though these meetings are conducted on a regular basis, there is poor attendance which makes these meetings ineffective.

All respondents cited the issue of limited funding and shortage of personnel as major challenges encountered during the implementation of LED projects. They also indicated that LED is not seen as a core function of the municipality. In addition, respondents also cited the following challenges:

- Project beneficiary/community conflict; dependency syndrome of beneficiaries; capacity constraints on the part of beneficiaries in terms of not understanding what the project is for;
- Lack of commitment from sister municipalities (local municipalities within the district's jurisdiction) and lack of resources as some local municipalities do not have LED units in place which makes it difficult for the district to play its role of coordination and provide support for the implementation of LED projects,
- Social facilitation (resistance from the communities);
- Poor stakeholder engagement;
- Political and administrative instability;
- No separation of duties in some local municipalities under ADM as one person is doing the work of three; and

- Getting buy-in from the communities to access land;

### **Responses to the question on measures to be taken to ensure optimal sustainability of LED projects**

With regards to measures that can be put in place to ensure optimal implementation of LED projects, all respondents felt that effective planning is very important. They further suggested the following additional measures:

- The municipality to be more committed in providing support to its local municipalities as outlined in the legislation;
- Establishment of fully-fledged and operational LED units in local municipalities;
- Allocation of more funding for high impact projects that yield sustainability than small projects that are not sustainable
- The municipality to further promote self-reliance to the project beneficiaries and to link the projects with external markets,
- The municipality should ensure a more effective collaboration with the stakeholders;
- There should be capacitating of beneficiaries and officials;

## **4.5 CONCLUSION**

This chapter was dedicated towards engaging further with the findings of the study from the perspective of theory and practice. The aspects extensively discussed include variations in the definition of local economic development (LED), LED institutional arrangements, clarification of LED support roles, and support factors critical towards the success of LED, which included the appointment of the LED champion as well as monitoring and evaluation of LED initiatives. Local economic development (LED) support is a multi-agency undertaking involving national and provincial government sector departments and agencies. Crucial among these institutions is the Department of Trade and Industry and its agencies, the Economic Development Department and its agencies (that is, the Industrial Development

Corporation and the Small Enterprise Development Agency), the Department of Cooperative governance, as well as the Mutale LED section supported by its entities. There is lack of coordination, funds of local economic development (LED) support initiatives, hence resulting in poor sustainability of projects. This tendency results in the consumption of limited LED support resources. The inclination could be blamed for the limited impact of sustainability of LED support initiatives in the Mutale Local Economic Development.

The Mutale local Municipality does not currently provide Local economic development (LED) support to municipalities in the province. This is inconsistent with the legislative mandate of the department to support as well as to monitor and evaluate the performance of municipalities in the sustainability of LED projects initiatives. This limits the role that these institutions could play in fortifying LED partnerships and contributing towards the success and sustainability of LED initiatives.

There are no functional local economic development (LED) forums at the provincial level and in the Mutale Local Municipality. This state of affairs is not desirable because LED forums play a crucial role to ensure consensus among different LED stakeholders. These LED institutions could also serve in an advisory capacity to the provincial as well as the municipal LED units. Chapter 5 focuses on conclusions, findings of the study and recommendations.

## **CHAPTER 5:**

### **SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 INTRODUCTION**

The research problem area for this study is to investigate management and implementation of local economic development initiatives and their impact on the improvement of socio-economic condition in Mutale Municipality, Vhembe District. This chapter presents the findings, recommendations and conclusion based on the research findings presented in the preceding discussion. These findings demonstrate critical challenges facing the LED unit in Mutale Local Municipality in terms of implementing LED projects. The challenges are obstacles in the effective implementation of local economic development projects within the Vhembe District Municipality. Recommendations are divided into four, namely: recommendations for the provision of more resources for LED projects; recommendations for empowering beneficiaries to ensure the sustainability of projects; recommendations for increased facilitation of LED projects and recommendations for improved implementation of LED projects.

#### **5.2 RESEARCH DESIGN AND METHOD**

Viewing this study from the perspective of its aim, two main types of approaches are used, namely qualitative and quantitative approaches. The qualitative approach is referred to as an enquiry process with the purpose of understanding a social or human problem based on building a complex, holistic picture, formed with words, reporting detailed views of informants and conducted in a natural setting. This approach presents facts in narrative or verbal form it refers to an investigation into the quality of relationships, activities, situations or materials. In this study qualitative research it was found the views of Mutale Municipality Local Economic LED officers relating the sustainability of Local economic development project.

The quantitative approach on the other hand analyses data in statistical terms that is, using statistical arguments or numbers. Such an approach is described as an inquiry into social or human phenomena, based on testing a theory composed of variables, measured with numbers, and analyses using statistical procedures in order to determine whether the predictive generalizations of the theory hold true. Quantitative approaches are experimental, descriptive, and correctional and expose facto methods of data collection. According to the study using quantitative research design the views of local economic projects members relating the sustainability of the project.

### **5.3 SUMMARY AND INTERPRENTATION OF RESEARCH FINDINGS**

Following are the findings of this research:

- Lack of funds is the main problem for the sustainability of Local economic development projects as identified by the respondents.
- There is also a shortage of personnel to successfully carry out the objective of sustainability of LED projects as evidenced by the periodic use of external service providers to carry out some projects.
- The municipality's core function is water and primary health and lots of funds are allocated to infrastructure projects. This negatively affects the implementation of the sustainability of LED projects as they are not seen as a core function or as a priority and therefore allocated minimal budget.
- The municipality has LED Plans in place and various structures responsible for monitoring of LED projects i.e. Project Steering Committees, LED forums, Scorecard system and different Clusters. However, there is no sustainability in the projects implemented as some project beneficiaries graduate from small projects to businesses but cannot sustain themselves and some live from hand to mouth due to unemployment therefore they cannot grow.
- Political and administrative instability compromises the sustainability of LED projects as development is often politicised in the municipalities within the jurisdiction of Mutale Local Municipality.

- The municipality is consequently struggling to provide sustainable employment through these projects. Therefore, they do not serve the purpose of alleviating poverty.
- A challenge of poor stakeholder engagement and problems with social facilitation in terms of getting the communities to fully support the implementation of these projects. Therefore this finding is based factors hindering the successful sustainability of LED Projects

## **5.4 CONCLUSION**

In this study, the recommendations made on LED project member's attitude will improve the sustainability of Mutale Municipality. As such, sustainability of local economic development will improve. For the monitoring of the local economic development project within the municipality, the services of Mutale municipality local economic development officers should be put into good use. The implementation of the sustainability local economic development monitoring program should be adhered to without fail. It also stands to reason that the commitment of local economic development project members play an important role in the sustainability of project. The local economic development including mayor of the Municipality who visits the project sites with the aim of building a healthy and strong sustainability of local economic development project relationship with the project members and project funder is likely to produce good results. At the same time, municipal management involvement is also a recipe to good performance of sustainability of local economic development project.

In the light of the above, the representative of the Department of local governance, namely the LED officials and other relevant government officials should implement the strategies for boosting sustainability of local economic project. These can be achieved by developing sustainability project, increasing their salaries and promoting them without any favour. The researcher is concluding that factors that affect the sustainability of local economic development project in Mutale municipality project have been identified and recommendations on the sustainability of local economic development project.

## 5.5 RECOMMENDATIONS

The following recommendations are based on the findings of the study aimed to assess the factors influencing the effective implementation of the LED projects in Mutale Local Municipality will be made.

5.3.1 Recommendations for the provision of more resources for LED projects in improving the role of the municipality in ensuring effective Implementation Without reliable funding for economic development, LED will not succeed. The municipality should find a way of creating a specific budget for LED purposes only. That could be achieved by: Applying for more funds from National Treasury; strengthening partnerships with the private sector and other state organs to get more funding; Marketing itself to attract international donor organisations and investors in LED projects; For the implementation of LED projects to be effective and efficient, LED should be seen as the core function of the municipality. Lobbying for financial grants/loans; Ensuring that sufficient and experienced municipal officials are available for the execution of tasks for the successful implementation of LED projects.

5.3.2 Recommendations for empowering beneficiaries in improving the implementation methods employed by the municipality to ensure the sustainability of projects

- Access to finance and markets will ensure that beneficiaries are able to run their projects effectively and efficiently.
- The municipality must ensure the training of beneficiaries on critical skills such as financial, business and project management so as to sustain the projects after handing over by the municipality. This will enable them to be self-reliant. Most importantly, these projects would be more sustainable.
- There should be allocation of more funding for high impact projects that yield sustainability rather than small projects that are not sustainable. The municipality should promote self-reliance to the project beneficiaries.

5.3.3 Recommendations for increased facilitation of LED projects to ensure successful implementation of LED projects. LED requires the joint action of a range of stakeholders if it is to succeed. Therefore,

- A more effective collaboration with the stakeholders is recommended.
- The municipality needs to be more open and transparent with the beneficiaries about the projects to be implemented.
- Communities need to be consulted and be part of the project from the initial planning stages to the implementation stage so that they feel part of the process so as to build trust.

Therefore, there is a need to ensure that LED is seen as a priority by the municipality as it should provide sustainable employment to the communities to alleviate poverty and contribute to the economy of the local area in a sustainable way. As stated in the Integrated Sustainable Rural Development Strategy document, local government must, amongst other objectives attain socially cohesive stable rural communities with viable institutions, sustainable economies and access to social amenities so to contribute to the growth and development of local communities

## **5.6 CONTRIBUTIONS OF THE STUDY**

The findings will contribute valuable information to the Minister of cooperative governance and traditional affairs as well as to the district municipalities' officials. The Ministry of cooperative governance and traditional affairs may use the findings to influence the implementation and management of sustainability of local economic development project. Also, the findings may be used in determining types of training that should be provided to project members to provide the trainees with a bearing on what should be done to enhance financial management. Specialists working with the Limpopo department of cooperative governance and traditional affairs may find the findings useful while formulating the new local economic development project.

## **5.7 LIMITATION OF THE STUDY**

Since only information-rich respondents were sampled, not all possible respondents had an equal chance of being selected to participate in the study, implying that the sample had been compromised. This further implies that the results of this study may not be generalised to a broader population of project members and Mutale municipality local economic development officials. In addition, the return of questionnaires by the project members and LED officials was poor. For example, 46 out of 50 questionnaires were returned. This is another delimiter in this study. The other shortcoming in this study is that of the 5 interview schedules with Mutale local economic development officials in the 5 local economic development project were honoured, and this has had a limiting effect on the sample of the study.

## **5.8 CONCLUDING REMARKS**

In the light of the above, it is hoped that the above recommendations will be food for thought for policy-makers. It is advised that if the Mutale Local Municipality implements the aforementioned recommendations, the implementation of local economic development projects will be more effective and efficient and thereby alleviate poverty and improve the economy within its local area. This study has explained the factors contributing to the implementation or lack thereof of local economic development (LED) projects in Mutale Local Municipality. On the basis of the research findings the following recommendations are made. Mutale Local Municipality through its LED unit is to provide coordination and support to its local municipalities, the major challenge facing the municipality is the political and administrative instability in its local municipalities which negatively impact the implementation of LED projects. Further, social facilitation (resistance from the communities), poor stakeholder engagement, non-segregation of duties as one person is doing the work of three, dependency syndrome of beneficiaries, project beneficiary/community conflict and beneficiaries not understanding what the project is for are also a problem which affects the effective implementation of these projects. It is worth mentioning that LED is largely seen as an unfunded mandate and is therefore not seen as a core function of the municipality like water and primary health

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*geo-political forces have prevented the system from enforcing even these weaker disciplines. At the ....* No. 8215. 2015.

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## ANNEXURES A: Biographical information

### 1. Gender of the respondents.

Female	A
Male	B

### 1.2 Frequency distribution of subjects by age groups.

15-25	A
26-35	B
36-45	C
46 and above	D

### 1.3 Respondent's highest qualifications.

No formal education	A
Primary level	B
Secondary level	C
Passed std 10	D
Tertiary level	E

### 1.4 Language used by the respondents.

English	A
Tshivenda	B
Tsonga	C
Sotho	D

### 1.5 How much is the household earning per month.

R100-R500	A
R501-R1000	B
R1001-R1500	C
R1501-R2000	D
R2001-R2500	E
R2501-R3000	F
Above 3001	G

1.6 Please indicate the training that you attended before or during the project.

Administration training	A
Basic Financial Skills	B
Farming training	C
Basic Supervisory Training	D
Fertilizer Training	E
Driver's License Training	F
Other	G

If other, please specify below.

.....

.....

## ANNEXURES B: QUESTIONNAIRE SURVEY

Please complete all questions Mark with an "x" Mark from Strongly Agree to Strongly Disagree. Strongly agree    agree    uncertain    disagree    Strongly disagree

2.1 LED is based on the concept of developing community self-reliance, through human resource development and skills enhancement.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.2 LED projects are planned in such a way that they create employment, alleviate poverty and contribute to the economy of the local area in a sustainable way.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.3 The potential for job creation through SMME development is receiving considerable attention in Limpopo Province.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.4 LED initiatives focus on providing support to small, medium and micro enterprises.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.4 The central objective of LED is to alleviate poverty.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.5 Local people know about the local economic development initiatives.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.6 The municipality does not have sufficient funds to render service delivery to the communities.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.7 Local development projects help local people economically.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.8 There is poor implementation in local economic development initiation.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.9 The local people have the necessary skills applicable for local economic development initiatives.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.10 Tender entrepreneurs are monitored to affect the local socio-economic.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.11 The current local economic development initiatives are sustainable.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.12 Poor planning, poor management and poor implementation have a negative impact on the local economic development initiatives.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.13 New projects that are sustainable can assist in local economic development initiatives.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

2.14 Mismanagement of funds is hindering the success of local economic development initiatives.

Strongly Agree	A
Agree	B
Disagree	C
Strongly Disagree	D

## **ANNEXURES C: SOCIO-ECONOMIC INFORMATION**

3.1 How many people are living in your household?

Fewer than 3	A
Between 4-6	B
More than 7	C

3.2 Apart from this project, are you employed?

Yes	A
No	B

3.3 Is there any other source of revenue in your household?

Yes	A
No	B

3.4 If yes, please specify from where?

Government	A
Spouse	B
Relative	C
Other job	D
	E

3.5 How much is the additional income in Rands per month?

Less than R500	A
Between R501-R1000	B
Between R1501-R2000	C
Between R2501-R3000	D
Between R3001-R3500	E
Between R3501-R4000	F
Above R4000	G

## **ANNEXURES D: PERCEPTIONS AND IMPACT OF THE PROJECT**

4.1 How long have you been involved in this project?

Less than 1 year	A
Between 1-3 years	B
Between 4-5 years	C
Above 5 years	D

4.2 What is your role in the day-to-day operations of the project?

Fieldworker	A
Team leader	B

Project Manager	C
-----------------	---

4.3 Has the project helped you to meet your basic needs (food)?

Yes	A
No	B

4.4 Are there any other benefits that you are deriving from this project?

Yes	A
No	B

4.5 What is your earning in Rands per month in this Project?

Less than R500	A
Between R501-R1000	B
Between R1501-R2000	C
Between R2501-R3000	D
Between R3001-R3500	E
Between R3501-R4000	F
Above R4000	G

4.6 Before the start of or during the project, did you attend any training for the project?

Yes	A
No	B

4.7 Has the municipality facilitated market access for your products?

Yes	A
No	B

4.8 Is the project sustainable?

Yes	A
No	B

4.9 If no, what are the elements required to improve the project and make it sustainable?

.....  
 .....  
 .....

4.10 Has the Mutale Local Municipality facilitated market access for the Agriculture products from these projects?

Yes	A
No	B

**ANNEXURES E: INTERVIEW SCHEDULE (officials, Traditional leaders and projects managers)**

1. Does the municipality have a credible LED Strategy in place?

.....  
 .....  
 .....

2. Are the LED projects of the municipality incorporated in the LED Strategy?

.....  
 .....  
 .....

3. Are there any clear implementation plans that guide the implementation of LED projects processes? If yes, what are those Plans? If no, why not?

.....  
 .....

.....In your 3. opinion, do you think officials have the required skills/ expertise to promote and drive the implementation of LED programmes?

.....  
.....  
.....

4. Does your municipality have any capacity building programme(s) for officials responsible for the implementation of LED programmes or how are the officials empowered to support the implementation of the projects?

.....  
.....  
.....

5. Does the LED unit have enough resources to carry its objective of implementing LED projects (i.e. personnel, equipment etc.)?

.....  
.....

.....Is there 6. any allocated budget to support the implementation of LED projects, do you think it's sufficient to run the projects in the LED strategy?

.....  
.....  
.....

7. Are the individual responsibilities on a project clearly communicated to the officials by the municipality?

.....  
.....  
.....

8. How is the implementation of LED projects monitored by the municipality?

.....  
.....  
.....

9. How does the municipality ensure the sustainability of LED projects?

.....  
.....  
.....

10. How is the municipality managing the projects implemented by the municipality versus projects implemented by the Implementing Agencies? Please explain.

.....  
.....  
.....

11. Which strategies are in place to avoid duplication LED projects?

.....  
.....  
.....

12. Does the municipality conduct regular meetings with the LED project beneficiaries to assess effectiveness of the projects in achieving its objectives?

.....  
.....  
.....

13. What challenges do you encounter when implementing LED projects?

.....  
.....  
.....

14. What measures do you think need to be taken to ensure optimal implementation of LED projects?

.....  
.....  
.....

**THANK YOU FOR YOUR CONTRIBUTION**