

**THE ROLE OF MUNICIPALITIES IN PROMOTING LOCAL ECONOMIC
DEVELOPMENT: A CASE OF POLOKWANE MUNICIPALITY, LIMPOPO
PROVINCE**

by

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DEDICATION

This study is dedicated to my parents, Phillip Malefane Moeketsi and Adeline

Maipato Moeketsi

D E C L A R A T I O N

I declare that 'THE ROLE OF MUNICIPALITIES IN PROMOTING LOCAL ECONOMIC DEVELOPMENT: A CASE OF POLOKWANE LOCAL MUNICIPALITY, LIMPOPO PROVINCE' is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references and that this work has not been submitted before for any other degree at any other institution.

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13/11/2023

Full names

Date

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ABSTRACT

The study investigates the understanding of municipalities in promoting Local Economic Development (LED) in Polokwane Local Municipality. The World Bank (2014: online) defines the concept of LED as a process that offers Local Government, the private and not-for-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance. The study adopts a qualitative a qualitative research approach to gain an in-depth understanding of the subject matter. It uses respondents like municipal officials and local economic development beneficiaries. A sample of 10 respondents was selected for the study. The data collection instrument used in the study is interviews. The interviews with the were recorded manually and an audio-taped was used. The data has been analysed using the Thematic analysis which is conducted to identify, organise and report the themes and sub-themes that emerged from the interviews. The study found that local economic development has been introduced globally to achieve four important objectives: to alleviate poverty, to create sustainable jobs, to share important information about government policies and initiatives and to create enabling business environment for investors. Moreover, the findings show that the participants have a common understanding and knowledge of unemployment and poverty. The overall findings show that local economic development interventions contributed to addressing unemployment and poverty in the Polokwane Local Municipality. The study recommends that the municipality invest in research and development, support local businesses, appoint competent personnel and create awareness about the local economic development interventions.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1. INTRODUCTION AND BACKGROUND OF THE STUDY

Municipalities play a strategic role in the local economic development sector globally. They identify policies needed by governments and relevant stakeholders in the case of municipalities to perform their role more effectively (UCLG Policy Paper; 2016). Municipalities have become stronger and more autonomous in terms of bringing public services closer to the people. The White Paper on Local Government (1998) stipulate the aim as to transform municipalities in South Africa, in order for them to reach communities and realise the economic growth and the quality of life that will benefit the citizens.

Malefane (2009) asserts that the execution of local economic development (LED) is more a function of local government sphere than it is of national or provincial government spheres. LED provides an opportunity to release the potential of producing goods locally and improving the local economic sector in the third sphere of government for the benefit of local people (Munzhedzi & Makwembere; 2019).

Kamara (2017), asserts that municipalities have deemed it a legal requirement to produce integrated development plans (IDP's) that talk to citizen's participation when planning for service delivery. This is seen as a way to improve the community's involvement in the running and governance of the municipalities and also enhance capacity building by targeting several departments or units within the municipality to work together.

According to the Constitution of the Republic of South Africa (1996) Section 151 (1) (c), local government has a mandate to promote social and economic development to communities. A municipality needs to ensure that all of its plans and programmes will lead to economic development, particularly when focusing on previously historically disadvantaged people like women, youth and people living with disabilities. Public officials within municipalities must also take special measures in ensuring that people who are normally marginalized in society are included to participate in the local economy.

The LED is a process that encourages partnership with stakeholders like communities, both public sector and private sectors to work together to improve the circumstances for economic growth and employment opportunities (Pooe; 2019). LED is seen to stimulate growth of the economy and improve the life of people within the local government sphere (Mandisvika; 2015) for an example, like creating an environment to assist liquor business owners with the application of liquor licences within communities. Another definition is that of the World Bank (2014), which says that local economic development is an ongoing process that focuses in local government sphere, both private and public sectors, and local communities for growth of the local economy.

LED is seen as a policy that uplift local economy in dealing with community challenges such as poverty, unemployment and inequalities (Koma; 2014). In Mexico, the local economic development is a normal practice with majority of the country's municipalities including LED projects as an integral part of the planning process. (Rogerson; 2013 in Mashamaite & Lethoko; 2018). Whilst in South Africa, a lot of municipalities have integrated their LED projects into their IDPs to ensure that priority is given to stimulate local economic relations so that local economic development can be achieved (Vhumbunu, Hlomuka & Rudigi; 2020). This study seeks to look at the role played by municipalities in promoting LED and how to improve its functions further.

1.1 DEFINING OF KEY CONCEPTS

1.1.1 Local Economic Development

LED is described as an ongoing activity which the societal sectors, namely; public sector, private sector and non-governmental organisations, unite and work together to the environment conducive for economic growth and employment (Rogerson; 2018).

1.1.2 Development

Development is a process that creates growth, which is progressive in nature and has a positive impact on the economic, environmental component without causing any harm to the environment (Maya; 2018).

1.1.3 Local Government

Local government is a sphere of government that is closest to the people, and has a developmental role that has been given to municipalities (Msibi & Penzhorn; 2010). Local government is defined by other scholars like (Thapa; 2020) as an authority that has measures or jurisdiction within a certain territory and deals with problems of that particular area.

1.1.4 Citizen Participation

Citizen participation refers to an individual or a group of individuals (interest groups, parties) who have the right to be informed and consulted and to express his/her or their views on matters affecting him/her or them (Mokoena, 1996).

1.2 RESEARCH PROBLEM

Economic growth within the Polokwane Local Municipality is unevenly concentrated in its urban settlements. The municipality is experiencing challenges like the scarcity of water, lack of capacity building and units working in silos within the municipality as part of short-falls in infrastructure that are affecting the execution of local economic development (Polokwane Municipality, LED Strategy Plan; 2019).

The White Paper of Local Government (1998), clearly states that the developmental duties of municipalities are seen to be playing a critical role in creating job opportunities and reduce poverty. Amidst the clear mandates local government is still struggling to deal with community challenges such as poverty, unemployment and overall slow local economic growth and development in South Africa.

According the Polokwane Municipality's integrated development plan (IDP) of 2021/26 and the performance management tool utilized, one can see that although there's a plan in place for local economic development, there is still an issue of implementation and proper strategies that needs to be looked at further to check its effectiveness and addressing the challenges faced by the municipality for further investigation. Thus the research question was: what are the initiatives that Polokwane municipality can implement in order to uplift economic development activities in its geographic area.

1.3 PURPOSE OF THE STUDY

1.3.1 AIM OF THE STUDY

This study aims to investigate the understanding of municipalities in promoting local economic development (LED) in Polokwane Local Municipality.

1.3.2 OBJECTIVES OF THE STUDY

In order to fully understand the study certain objectives are identified:

- To examine the understanding of the Polokwane Local Municipality in promoting LED.
- To determine the challenges encountered by the Polokwane municipality in promoting LED.

1.4 RESEARCH QUESTIONS

The following questions will be addressed in the study:

- What is the understanding of Polokwane Local Municipality in promoting LED?
- Which challenges do the municipality encounter in promoting?

1.5 SIGNIFICANCE OF THE STUDY

The study will contribute towards improving the current understanding of the role of municipalities in implementing local economic development in South Africa. It will add new insights on the challenges faced by municipalities in the effective implementation of local economic development with specific emphasis of Polokwane Local Municipality. The proposed study is of utmost importance since it will assist the local government management to consider key substantive issues that hinder the economic growth of the municipality.

The study will assist the municipal management in formulating strategies that will help improve LED functions and achieve the mandate of its role as a municipality. It will further assist to stimulate economic growth that is needed to alleviate poverty in communities. The study will help the management in developing initiatives that will ensure ways of improved capacity building in certain projects and programmes within the municipality. It will also assist in ensuring that various stakeholders work together

to improve service delivery by further improving the working relations among the municipal officials, business partners, external stakeholders and the community at large to stimulate the local economic opportunities and create job opportunities as well.

1.6 LIMITATIONS OF THE STUDY

The study was limited to specific selected municipal officials specifically dealing with local economic development programmes within the selected municipality and a few local economic development beneficiaries in the form of small medium enterprises within the municipal jurisdiction. If it were possible the study could have been conducted within the district municipality or some parts within the Limpopo province. Local economic development is a broad phenomenon with a lot projects and challenges, however for the purpose of this study the researcher looked at a few of them.

1.7 OUTLINE OF THE STUDY

CHAPTER ONE: INTRODUCTION AND BACKGROUND:

The chapter will include the definition of key concepts, it will also include the background of the problem statement, the research aim, and the objectives and how the research will be conducted generally.

CHAPTER TWO: LITERATURE REVIEW:

This chapter will assist in reviewing the theoretical framework and also in contextualizing the study in relation to the research topic. It also assist to fully investigate the feasibility and relevance of the study.

CHAPTER THREE: RESEARCH METHODOLOGY:

The chapter will the research designs and methods. The researcher will highlight key research methods used within the study.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF FINDINGS:

The chapter will look at the data analysis and interpretation of the study. Discussions of similarities and differences of themes of participants' information will be addressed.

CHAPTER FIVE: FINDINGS, RECOMMENDATIONS AND CONCLUSION:

The chapter will look at the summary of the findings, the recommendations and the conclusion of the study.

1.8 CONCLUSION

This chapter served as a general background of the study. Critical questions within the study have been addressed. The problem statement, the aim and objectives of the study have been addressed. The key concepts that are related to study have been defined. The significance of the study and the research problem have also been discussed. The next chapter will look at the literature review.

CHAPTER TWO LITERATURE REVIEW

2.1 INTRODUCTION

The previous chapter highlighted the general introduction and the background of the study. The present chapter looks at the literature review to illustrate a broader understanding of certain concepts and areas of interest noted by different scholars or researchers. The definition of literature review will be discussed, the conceptualization of the role of municipalities in promoting LED looked at. Also the global or the international perspective, the national perspective, the provincial perspective and then the local perspective.

2.2 APPROACHES TO LOCAL ECONOMIC DEVELOPMENT IN SOUTH AFRICA

2.2.1 Pro-growth LED

The objective of the pro-growth LED approach according to Abrahams (2003:191) is to make urban localities more competitive, focus on entrepreneurship and poverty reduction. The generally weaker infrastructure and capacity of rural localities means that some of the objectives of pro-growth LED would face great difficulty when applied in this context. In South Africa's leading cities, the mainstream LED practice has been dominated by market-led approaches that have been increasingly geared towards achieving competitiveness and sustainable high economic growth rates (Nel and Rogerson, 2005 in Rogerson, 2011:159). According to Rogerson (2011) Johannesburg, Cape Town, Durban, Pretoria and Ekurhuleni pioneered LED activities which were targeted at building local competitiveness. These cities aimed at responding to situations of weak demand and of micro-economic constraints on local productive capacity. Rogerson (2011) further states that in the quest to create more productive and competitive cities, notable LED pro-growth interventions have been innovated in the form of, among others, initiatives for enhancing institutional efficiency reducing the local cost of doing business in a particular locality or of improving local "logistical pathways" in order to strengthen the relationship between economic growth and infrastructure investment.

To reiterate and to add on to the discussion on pro-growth LED approaches, Rogerson (2003:53-54) states that overall, the four leading foci of urban LED interventions are seen as concerning the promotion of the competitiveness of localities, particularly through the attraction of inward investment, the enhancement of growth through

implementing property-led city improvements, supporting job creation from the inside in terms of business retention or assisting small enterprise development and, finally, supporting a range of community development initiatives, including community enterprises or cooperatives. What can be learned from the above is that the pro-growth approach is more suited for urban cities which already have established infrastructure and capacity to carry out initiatives aimed at being competitive and achieving sustainable high economic growth rates. The lack of adequate infrastructure and capacity at more rural localities therefore call for an alternative approach to LED.

Pro-growth LED approaches can be associated with initiatives aimed at increasing economic and business activity in localities as indicated above. Place marketing and formation of partnerships can be viewed as pro-growth approaches to LED. Place marketing according to Binns and Nel (2002a:186) can be regarded as a locality based strategy to re-image and restructure local economies. Hudson (1995) in Binns and Nel (2002a: 186) states that service-based economic sectors have received significant impetus from altered consumer preferences, choices, wealth and location mobility. Binns and Nel (2002a) argue that tapping into economic shifts such as these can have significant potential for areas that are seeking to re-orientate their local economies. They state that one sector that has performed particularly well in this context is tourism, which has become one of the most critical forces shaping the world's economy and has been recognized as having a key developmental impact.

Rogerson (1999) in Binns and Nel (2002a:188) suggests that the primary goal of place marketing is to construct a new image of a place, and to replace either vague or negative images previously held by current or potential investors. Binns and Nel (2002a) further state that place marketing is a strategic choice and involves actively publicising a town's assets, both imagined and real, to external investors and tourists, based on the belief that the resulting investment will catalyze an economic revival. Place marketing plays an important role in LED that of attracting investments and partnerships and also of promoting tourism. The following paragraphs show how partnerships are vital to LED.

Rogerson (2010a:441) states that academic and policy discourse around LED has placed a high value on the development of partnerships. Partnerships are defined as

collaborations between municipalities, the private sector, and the civil society to commit to working together on a project or programme in order to pursue common goals and in which the different partners bring complementary resources, contribute to the design of the program, and share risks and benefits (Stibbe, 2008 in Rogerson, 2010a:442).

Marias (2011:ii51) argues that partnerships can be divided into four distinct elements. These are public-private partnerships; North-South relationships that are mainly dependent on donor arrangements, either state to state, state to NGO or NGO to NGO partnerships; the third and fourth types of partnerships Marias (2011) argues are partnerships between large and micro enterprises at the base of the economic pyramid. Marias is however of the opinion that embarking on partnerships to achieve LED has not been without its problems in the context of South Africa. First Nel, Marias and Gibb (2004) in Marias (2011:ii55) state that the problem of public-private partnerships include among others, the exclusion of community based organisations, increased local tensions, an over emphasis of infrastructure development and property boosterism and arguments that not everybody benefits from such arrangements. Nel (2007) states that true partnerships are limited; there are limited guidelines on how to manage public-private partnerships and too little room for role players from the non public sector.

According to Bennett, Grohman and Gentry (1999) in Rogerson (2010a:443) partnerships offer the advantages of the private sector including dynamism, access to finance, knowledge and technologies, managerial efficiencies and the entrepreneurial spirit which are combined with the social responsibility, environmental awareness, local knowledge and job generation concerns of the public sector. Rogerson (2010a:443) states that the benefits of partnerships are multiple, *inter alia*:

- that they can lever innovative approaches to LED;
- easy to establish and equally can be closed down with little administrative cost or expense;
- harness the power of different sectors to provide the opportunity to do LED better;

- offer a mechanism to enable each partner to share its own specific competencies and capacities to achieve common and complementary goals more effectively;
- provide access to more resources from technical knowhow, human resources, social capital as well as financial resources;
- offer a platform for increasing and improving the participation of civil society and business in local affairs;
- improve transparency and accountability between partners;
- allow partners to gain a better understanding of each other in terms of building bridges between each other;

For the above reasons it is evident that embarking on partnerships has the potential to enhance LED for areas concerned.

Marias (2011) makes reference to a case where the KwaZulu Natal (KZN) Provincial Government and the European Commission embarked on a programme called Gijima, to promote LED in the wider province outside the main metropolitan area of Durban. The main focus of the programme was to bring about a more effective implementation of LED in order to achieve equitable economic growth in KZN. Marias (2011:ii55) states that the programme had three main objectives; to promote pro-poor interests, build management capacity of LED and ensure local competitiveness through partnerships. Marias points to a number of challenges facing this programme which can be used as learning opportunities for future partnerships for LED and shows that these partnerships are likely to improve the viability of community based LED.

2.2.2 Pro-poor LED

The above approaches to LED have mainly focused on aspects that are geared towards making localities and institutions more competitive and more productive, mainly focused on the market side of LED. Pro-poor LED proves to be more people centred. Rogerson (2003:54) states that in the developing world, the extent, depth, and growth of poverty inevitably forces questions of poverty alleviation much higher onto the LED policy agenda. As a result, this means there is a need to adopt LED strategies that are more inclined toward the pro-poor approach.

According to Abrahams (2003:191) pro-poor LED that is people centred and favours a bottom up approach to development is a favourite for South African rural areas. Abrahams states that the critics of orthodox approaches to LED are of the opinion that investment attraction and place marketing alone have not succeeded in creating sustainable employment in the local economy over the long run. Abrahams (2003) further states that the contention is that the returns on investment as envisaged in the pro-growth approach do not usually trickle down to the neediest, who rarely benefit from these investments. The proponents of the pro-poor approach argue that community based LED strategies are more sustainable and through having communities actively participating in the planning and implementation of new developments, the benefits will be greater.

Rogerson (2004:182) argues that the literature on LED has accorded limited attention to the role of the construction sector. McCutcheon (2001) in Rogerson (2004:187) states that the construction can be an efficient industry for generating employment and can thus be a useful tool for poverty alleviation. Islam and Majeres (2001:189) also concur with the above assertion and are of the contention that the infrastructure and construction sector are an important catalyst of employment intensive growth. The construction sector for the above reason can be viewed to be a vital part to the promotion of pro-poor LED since it addresses the problem of employment and poverty alleviation. The only problem with the construction sector is that it is not able to provide sustainable long lasting employment since infrastructure and construction projects usually have a start and end date.

According to Binns and Nel (2002a:238) within South Africa, in addition to longstanding popular tourist destinations such as Gruger Park, Golden Route and Cape Town, a wide range of other localities are now seeking to drive development through tourism promotion, often as an explicit part of their LED programmes. Binns and Nel further argue that such interventions tend to have a community/pro-poor focus. In addition, Forstner (2004: 497) states that in order to realize potential gains from tourism for local communities, it is contended that tourism development needs to be reoriented according to the interests of local stakeholders, in particular poor people. It is evident that tourism is a vital tool for LED and it even has a pro-poor element to it.

According to Rogerson (2006:44) at least five advantages inherent in tourism make it an attractive sector with considerable potential for promoting pro-poor growth. First, it is a diverse industry offering wide scope for participation, including very importantly the participation of the informal sector. Second, the customer comes to the product, providing considerable opportunities for linkages with other sectors. Third, tourism is highly dependent upon natural capital such as wildlife and scenery and culture, which are assets that some of the poor have. Four, tourism can be more labour intensive than manufacturing. Finally, compared with many other economic sectors, a higher proportion of the benefits from tourism, in terms of jobs or entrepreneurship opportunities, accrue to women.

There is a clear distinction in terms of the nature of pro-growth and pro-poor LED approaches. In as much as the distinction exists a factor that remains is that both these approaches are in place to ultimately achieve a similar goal which is economic development and economic equity across South Africa. A factor that is also evident is that different approaches are applicable in different areas, it is important for this reason to be aware of what approach to apply in what situation in order to reap the utmost benefits out of it. Abrahams (2003:191) states that, despite the differences between rural and urban areas and between market-led and pro-poor approaches, there is indeed synergy between the different approaches to LED. The underlying principles of both market-led and pro-poor approaches include self reliance, employment creation, participation, local co-operation and environmental sustainability, which are relevant in both urban and rural contexts. This synergy needs to be maximised and applied in a manner that will reap benefits in both rural and urban contexts.

2.3 LEGISLATIVE FRAMEWORK OF LOCAL ECONOMIC DEVELOPMENT IN SOUTH AFRICA

The National LED framework presents a vision for the planning and implementation of LED in the South African municipalities. Furthermore, it delivered direction to various

sectors about the role they can play in leading innovative local economies (National Framework; 2011). According to Vhumbunu et.al.; 2020 the framework of LED was built on key policy pillars that influence how local economic development is designed, developed and implemented in order to build a vibrant local economy which includes all citizens.

2.3.1 Constitution of the Republic of South Africa, 1996

The Constitution of the Republic of South Africa, 1996 is a very important piece of legislation that actually guides various laws, policy papers and regulatory frameworks (Malefane; 2008). It also recognised the significance of local government in economic development through section 153 as it stipulates that a municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community. It also served as a guide for reference to the institutionalization of LED as a strategic function of municipalities (Shilangu; 2019).

2.3.2 Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

Local Government: Municipal Systems Act 32 of 2000, required that municipalities understand the idea of developmental local government, through the formulation and adoption of a single and inclusive Integrated Development Plan, contains local economic development objectives (Maloka; 2013 in Shilangu; 2019). Section 25 (1) of the Local Government Municipal Systems Act 32 of 2000 supports LED initiatives in local governments by empowering municipalities to adopt inclusive and strategic plans, which align, integrate and coordinate plans and consider proposals for the development of municipalities (Meirotti & Masterson; 2018). The Systems Act empowered municipalities to provide affordable services to their constituents and to promote the participation of local communities in municipal affairs.

2.3.3 National Framework for Local Economic Development (2006)

The policy framework provides a vision for creating a robust and inclusive local economies, exploiting local opportunities, real potential and competitive advantages,

addressing local needs and contributing to national development objectives. The policy also identifies the characteristics of robust and inclusive economies. The National LED framework presents a vision for the planning and implementation of LED in the South African municipalities. Furthermore, it delivered direction to various sectors about the role they can play in leading innovative local economies (National Framework; 2011). According to Vhumbunu et.al.; 2020 the framework of LED was built on key policy pillars that influence how local economic development is designed, developed and implemented in order to build a vibrant local economy which includes all citizens.

2.3.4 The White Paper on Local Government (1998)

The White Paper on Local Government (1998), indicates that the responsibility for municipalities is to work together with local communities to find sustainable ways to meet their needs and improve their standard of living. The White Paper further indicates that it is the responsibility of the private sector to create jobs and that government has the role to provide an enabling environment (Triegaardt; 2007 in Shilangu; 2019). Mashamaite and Lethoko (2018), assert that the White Paper outlines three possible developmental outcomes which the local governments are expected to focus on; that is the provisioning of household infrastructure and services, the creation of liveable and integrated local areas and the promotion of LED and community empowerment and redistribution.

2.3.5 LED Framework Stimulating and Developing Sustainable Local Economies

This framework was released by the Department of Provincial and Local Government in 2006, the policy emphasizes that municipalities have a key role to play in creating an environment conducive to investment through the provision of infrastructure and quality services, rather than by developing programmes attempting to create jobs directly (Meyer; 2014).

2.3.6 The Reconstruction and Development Programme (RDP), 1994

The RDP in Section 4.3.5., which says that in order to foster growth of local economies, broadly representative institutions must be established to address local economic development needs. The government must provide some subsidies as a catalyst for job creation programmes controlled by communities and workers, and target appropriate job creation and development programmes in the most impoverished areas of the country (Maloka; 2013).

2.4 CONCEPTUALIZATION OF THE ROLE OF MUNICIPALITIES IN PROMOTING LOCAL ECONOMIC DEVELOPMENT

Vhumbunu, Hlomuka and Rudigi (2020), described LED as a procedure of empowering local people economically and engage all the relevant stakeholders. Local economic development focused on how municipalities support social and economic development through the participation of communities and key role players from all sectors (Reddy; 2005 in Kamara; 2017). Local economic development basically looked at utilizing the labour force to benefit the local people, by making the environment conducive for local economy and employment activities (Maxengwana, Theron & Draai: 2015). The researcher focused the study on the role of municipalities in promoting LED but not the role of LED.

Starting projects for local economic development was never an easy task, because it required solving tensions between various politicians and members of the community. Kanayo, Ndlovu & Agholor (2021), asserts that LED evidently has a role to play in poverty and unemployment alleviation, but the initiative is not enough. They also recommended the establishment of projects which will provide enough livelihood for local beneficiaries which will also facilitate local participation.

Abrahams (2002) in Kanayo, et.al (2021) said that there are difficulties with LED initiatives when local municipalities lack financial mandate, power and resources as well as the capacity to implement these initiatives. In as much as municipalities decide on LED strategies, the process of arriving at a LED strategy must be part of the Integrated Development Planning (IDP) process. The LED strategies should be based on the overall vision outlined in the IDP and should take into consideration the result of the analysis done to identify problems and prioritise development projects. It should

also look at things like integrating the residential and work areas, building development corridors between areas and supporting the economy with good public transport.

Developing an LED strategy requires that a municipality do an analysis of the existing situation, by looking at opportunities for growth and decide on the best strategies to achieve their goals. This entails developing the infrastructure of the municipality to make it easier for businesses to operate. This would normally be addressed in the IDP of the municipality (Auriacombe & Van Der Walt; 2020). Whilst it contributes to providing better living conditions, it also creates an environment that stimulates economic growth. Further, one way of supporting the process is by promoting tourism, which currently is one of the biggest growth industries in South Africa. Where these smaller companies cannot provide the required services, steps must be taken to get larger companies to enter into joint ventures with smaller partners (Langeberg LED Strategy; 2018).

According to Khambule (2018), local government has not been able to meet citizens' demands because of its inability to plan for development, with major inabilities attributed to lack of capacity within local municipalities, insufficient skilled LED practitioners; lack of understanding of local economies and trade, a lack of funding for LED; and a lack of integration between local authorities, communities and businesses (Hofisi and Mbeba; 2013; Nel and Rogerson, 2005; Rogerson, 2010 in Khambule; 2018).

The failure of South African local governments or municipalities to champion LED resulted in the establishment of Local Economic Development Agencies (LEDAs) as subnational institutions which are tasked with creating an appropriate environment to address the triple challenges (unemployment, poverty and inequality) and forge a capable local government. The idea behind the establishment of LEDAs was that they are subnational institutions that have the necessary capacity to drive the developmental local government agenda that is linked to South Africa's developmental state ambitions (Khambule & Mtapuri; 2018).

The CLGF (2019), said that for local governments to be able to have a developmental role to play, they need to be empowered through clear policy implementations and have a clear vision and mandate which will enable clear and specific guidelines; financial decentralisation; administrative capacity building, and effective monitoring

systems. Local government can promote redistribution of wealth and economic participation by adapting the National Poverty Reduction Strategy to fit at the local level.

According to Kanayo, Ndlovu & Aghalor (2021), they asserted that Local Economic Development is a way to decrease poverty by creating jobs and making the local economy grow exponentially. Further breaking down the concept, LED involves finding investment opportunities and enhancing productivity, as well as improving the quality of life of the people (Pavel et al. 2018 in Kanayo et.al. 2021).

The LED implementation in most municipalities around South Africa do not yield the desired results or outcome due to economic, social and service delivery crises, and also the high levels of spatial exclusion despite the local economic development profiles in place and governance structures in these settings. This propelled scholars are to look at the issue of impact of LED in these municipalities like for an example of the Mpumalanga case study. Formal institutions such as a municipality or ward are spatially bounded with the responsibility for a specific area of jurisdiction. Furthermore, the success of formal institutions is measured by their ability to meet the needs within communities and economies that are located within the area of their jurisdiction (Houghton; 2016).

According to Section 152 of the Constitution of the Republic of South Africa (1996), promoting social and economic development is an object and developmental duty of local government. This places a constitutional obligation on municipalities to play a facilitative role in promoting LED (Van Niekerk & Bunding-Venter; 2018).

In view of the current LED policy framework, as provided by COGTA, is limited to a reliance of LEDAs as the key vehicle for local government to deliver on its mandate for facilitating local economic development. According to the White Paper on Local Government (Republic of South Africa, 1998), it highlights that in a developing country like South Africa, local government is legally required to prioritize socio-economic engagements aiming to improve the quality of lives of citizens, especially the poor.

According to Leshilo & Lethoko (2017), they looked at the contribution of youth in Local Economic Development and entrepreneurship within the Polokwane Local Municipality in Limpopo province. In South Africa, young people represent the majority of the population. In line with South Africa's poor performance on entrepreneurial

activity described earlier, the levels of youth entrepreneurship have been particularly low, due to prevailing socio-economic conditions which require young people to look for meaningful employment.

Although local municipalities are mandated by the Constitution to “promote social and economic development”, they will not be able to do this without clear policy guidance; for institutional capacity-building; for inter-sectoral collaboration; for political ‘champions of LED’ to drive the process; and real empowerment of the beneficiaries whom the projects is supposed to assist (Parker & Costa; 2021). Local Economic Development is one of the key performance areas for local government in the implementation plan and has several roles to play like leadership and providing direction for policy-making. Another role being the stimulant and initiator of economic development programmes and projects to assist SMMEs and cooperatives to grow the economic environment and create jobs for the poor and the youth.

Mashamaite & Lethoko (2018), argue that in order for local municipalities to improve the creation of jobs, reduction of poverty, effective service delivery and accelerate the quality of life among the local people, the LED strategy should be well formulated and effectively implemented, and local government should assume an active role in this process. Moller (2019), assert that municipalities get away with the excuse that LED is an unfunded mandate, or that they are struggling with service delivery to the poor and can therefore not fund these LED projects. The fact that there is a lack of clear policy around LED causes local municipalities not to get proper guidance to ensure that their LED interventions achieve their intended goals.

In his study, Malele (2018) emphasized that all the relevant stakeholders of LED should be working together to promote job creation and stimulating the local economy. According to Mahlo (2017), the implementation of LED focused on the difficulties that emanated due to lack of adequate skills of LED municipal officials within the municipality. The local economic development programmes and projects fail to be implemented properly due to the lack of integration between the stakeholders.

One of the Key Performance Areas for the Polokwane Municipality is LED and its implementation of programmes and projects of LED supported the co-operative enterprises within local areas. The Polokwane municipality strategy emphasized on youth co-operative programmes, where young people are encouraged to form co-

operatives in order to curb the unemployment crisis and poverty alleviation to promote economic growth (Polokwane municipality co-operatives strategy; 2020).

2.5 CHALLENGES ENCOUNTERED IN LOCAL ECONOMIC DEVELOPMENT FROM THE INTERNATIONAL PERSPECTIVE

Thousands of workers in different parts of Europe lost their jobs. Small medium enterprises were also affected across a number of towns and cities by the threat of losing their economic base. That is the reason why local economic crises are of great concern in many parts of Europe. East European industrialization, until recently still the epitome of socialist economic and social progress, and could keep up full employment only by artificial pricing. Major industrial areas are burdened with severe environmental problems and a lack of functional flexibility and competitive capability on the world market (Stohr; 1990).

Local Economic Development initiatives in developing countries suffer from typical common problems like strategy-and-planning-driven approach, driven by local authorities whereby capacities are already overstretched, an unclear theoretical and conceptual background for LED, and a confusion between business and local economic development. LED initiatives are supposed to enable private businesses to flourish, they must not be a substitute for it. Any successful LED initiative is based on the involvement of the local community. But LED is about business initiatives and alleviating local market failure, whereas community development is about health, housing, education, crime and support for the disadvantaged (Meyer-Stamer; 2001). A profound confusion about good practice in terms of the governance of LED: questions things like should there be a dedicated agency? What is the respective role of the public and the private sector? How should they co-ordinate their efforts? All these highlight the challenges that come with implementing local economic development.

LED is seen as a key driver of economic growth and development on a global scale. In the United State of America, it was introduced to market local destinations (like tourism) for financial investments and the promotion of entrepreneurship (Majola; 2021). In Singapore, LED is used for developmental reasons such as empowering people with skills development. In Malaysia it is also used as a developmental strategy

to address economic challenges and to stimulate comparative advantage (Becker; 2018 in Majola; 2021).

Research has actually shown that local economic development has become an important public policy aspect by the state and city governments because of the changes in the domestic and international economic and political environment (Blakely & Leigh; 2013 in Ntetha; 2021).

2.6 CHALLENGES ENCOUNTERED IN LOCAL ECONOMIC DEVELOPMENT FROM THE NATIONAL PERSPECTIVE

Although local economic development has thrived over the years in South Africa with successes in economic growth, the creation of job opportunities and boost the local economy. There are some setback like those highlighted by Bhengu (2020), who maintained that employment opportunities that are created through the tourism sector are seasonal and unsustainable, and these leads to unsustainable jobs and fluctuating salaries within the tourism sector.

Many scholars, over the years have considered that LED has not being taken seriously by many South African local governments and instead had relegated to a backroom function or minimized its role on the agenda with no political importance. The limited perceived success of LED in South African municipalities has meant that its career path lacks credibility with the consequence that is associated with low-level staffing and high turnover, especially outside the larger metropolitan areas and cities (Ntetha; 2021).

LED in South Africa is still going through a difficult birth. During the first decades of democracy the focus of municipal LED initiatives was on community economic development projects, many of which proved economical unviable and had no lasting impact on poverty reduction (Rogerson & Rogerson; 2012 in Mlambo, Ndebele & Zubane; 2019).

The challenge of LED in South Africa is that most municipalities do not have adequate economic growth strategies in place that are implementable and therefore are unable to address poverty and unemployment. There is also a lack of coherent planning process involving stakeholder within the local area. There is no clear distinction

between LED and community development initiatives. There is no stimulation towards entrepreneurship and business development, no maximizing of existing local resources such as finance, natural resources, and human skills by utilizing mentors and create partnerships between public and private sectors (Meyer; 2016).

2.7 CONCLUSION

This chapter will be concluded by summing up what was discussed, the theoretical framework, focusing on the philosophy of LED, the legislative frameworks, the conceptualization of the role of municipalities in promoting local economic development and also looked at the integration of both the global and the national perspective in relation to the challenges encountered in LED. The next chapter will look at the research methodology.

RESEARCH METHODOLOGY AND DESIGN

3.1 INTRODUCTION

The previous chapter discussed the literature review of the role of different municipalities and states globally in promoting local economic development and the theoretical frameworks that address the concept of local economic development. The challenge of implementing local economic development was also addressed by different scholars and how to overcome it. It actually highlighted the vast issues that are experienced in the implementation of local economic development and its importance in alleviating poverty and improving job creation which justifies why we look at its promotion in municipalities as an important factor.

The current chapter presents the research methods in addressing the research questions and objectives highlighted in chapter one of the study. The chapter addresses the methods, the approach, the design, the study area, the population, the sampling, sampling techniques and also the sampling size, the ethical considerations when conducting the study.

3.2 RESEARCH DESIGN

A research design is a strategy for answering your research question using empirical data, creating a research design means making decisions about your overall objectives and approach, whether you will rely on primary research or secondary research, or your sampling methods or criteria for selecting participants. A well-planned research design helps to ensure that your methods match your research objectives and that you use the right kind of analysis for your data.

According to Sanders; Lewis & Thornhill (2012), research design is a plan aimed at answering specific research questions. A research design is intended to provide an appropriate framework for a study (Sileyew; 2019).

3.2.1 Paradigms

The term paradigm, is described as an essential collection of beliefs shared by scientists, a set of agreements about how problems are to be understood or how we view the world and thus go about conducting research (Rahi, 2017). There are four main paradigms that are widely used when conducting research. The positivism paradigm, the interpretative paradigm, the advocacy paradigm and the pragmatism paradigm. The positivism paradigm involves the true knowledge that is obtained through observation and experiments. The interpretative paradigm involves utilizing a deeper understanding of a concept and explores the understanding of the world in which we live. The Advocacy paradigm claims knowledge through advocacy. Whilst pragmatism paradigm finds weaknesses in the study and then strengthens it by using the mixed method approach. This study will adopt the interpretative paradigm to give a deeper understanding of the views of stakeholders on the role of municipalities in promoting LED. Interpretative paradigm is the way a researcher describes and understands how people make sense of their environment, and how they put meaning to particular situations (Bertram & Christiansen; 2020).

3.2.2 Quantitative method design

The quantitative research design is the objective form of conducting research where knowledge should be proved by scientific methods and not by feelings, opinions, values and personal interpretations. Quantitative research design is aimed at assessing theories, determining facts, demonstrating relationships between variables and predicting outcomes (Kumatongo, et.al; 2021). The quantitative research designs are divided into two major categories; experimental and non-experimental designs.

3.2.3 Qualitative method design

Qualitative studies are largely investigative processes in which researchers gradually make sense of a social phenomenon by means of contrasting, comparing, replicating, cataloguing and classifying the object of study (Creswell & Creswell; 2018 in Kumatongo, et.al; 2021). In qualitative studies, interviews, diaries, journals, classroom observations and immersions, and open-ended questionnaires are used to analyse, and interpret the data used, as well as content analysis of visual and textual materials, and oral history (Mohajan; 2018 in Kumatongo; 2021). Qualitative research design can be interactive or non-interactive implying that a researcher may either be in contact with participants or not (Astalin; 2013 in Kumatongo; 2021).

3.2.4 Mixed methods design

The mixed method research design draws on the strengths of both quantitative research and qualitative research designs (Berman; 2017 in Kumatongo; 2021). In a mixed method design an investigator collects and analyses the data, integrates the findings, draws inferences using both the qualitative and quantitative methods in a single study or a body of inquiry (Tashakkori & Creswell; 2007; Creswell; 2008 in Kumatongo; 2021). The use of mixed method research designs promotes methodological triangulation. The goal of mixed method utilisation is for corroboration of data.

The advantage of the mixed research methods is that the quantitative method is checked and verified by qualitative data and vice versa. The other advantage is that the data sets should be able to support each other before drawing conclusions. Mixed methods researchers have increased data reliability. One does not have to wait for another time to conduct a study. If you look at the prevalence of a phenomenon you can also check the in-depth causes of the prevalence in the same study. Examples of mixed method designs are: convergent design, explanatory sequential design, and exploratory sequential design. Mixed methods can be either sequential designs or concurrent in nature.

According to Hafsa (2019), mixed methods research design involves merging or incorporating qualitative and quantitative research and data in a single study. Qualitative data is derived from open-ended sources usually without pre-designed replies whereas quantitative data comes from close-ended data sources like tests, questionnaires or psychological instruments (Creswell; 2014 in Hafsa; 2019).

3.3 RESEARCH METHODOLOGY

Research methodology is a way in which problems can be solved using scientific methods as highlighted by (Rajasekah; 2013). It is also defined as a concept that signals the reader on how the research is conducted and what philosophical assumptions guide research in this instance (Quinlan, Batin, Carr, Griffin & Zikmund; 2015). Research methodology is about conducting research in a scientific manner using different approaches systematically.

According to Dawson (2019), a research methodology is a principle that guides research, by determining the research method that will be followed when conducting research. A research methodology is different from a research method because research methods are the tools you use to gather your information (Dawson; 2019). A well-formulated research methodology will yield good quality results.

3.4 RESEARCH APPROACHES

3.4.1 Case Study Approach

Case Study is seen as an intensive study about a person, group of people, unit, phenomena or institution. A Case Study can also be defined as an intensive, systematic investigation of an individual, group, community or some other unit in which the researcher examines in-depth data in relation to several variables (Heale & Twycross; 2018 in Kumatongo & Muzata; 2021).

A Case Study involves a deep understanding through multiple types of data sources and can be explanatory, exploratory, or descriptive. A researcher using a case study design can employ any and all methods of data collection from testing to interviewing using audiotape and videotape, direct, non-participant observation, participant observation, field notes, journals, logs and focus group interview among other instruments (Astalin: 2013 in Kumatongo, et.al.; 2021). Case studies help to understand the unit as a whole.

3.5. STUDY AREA

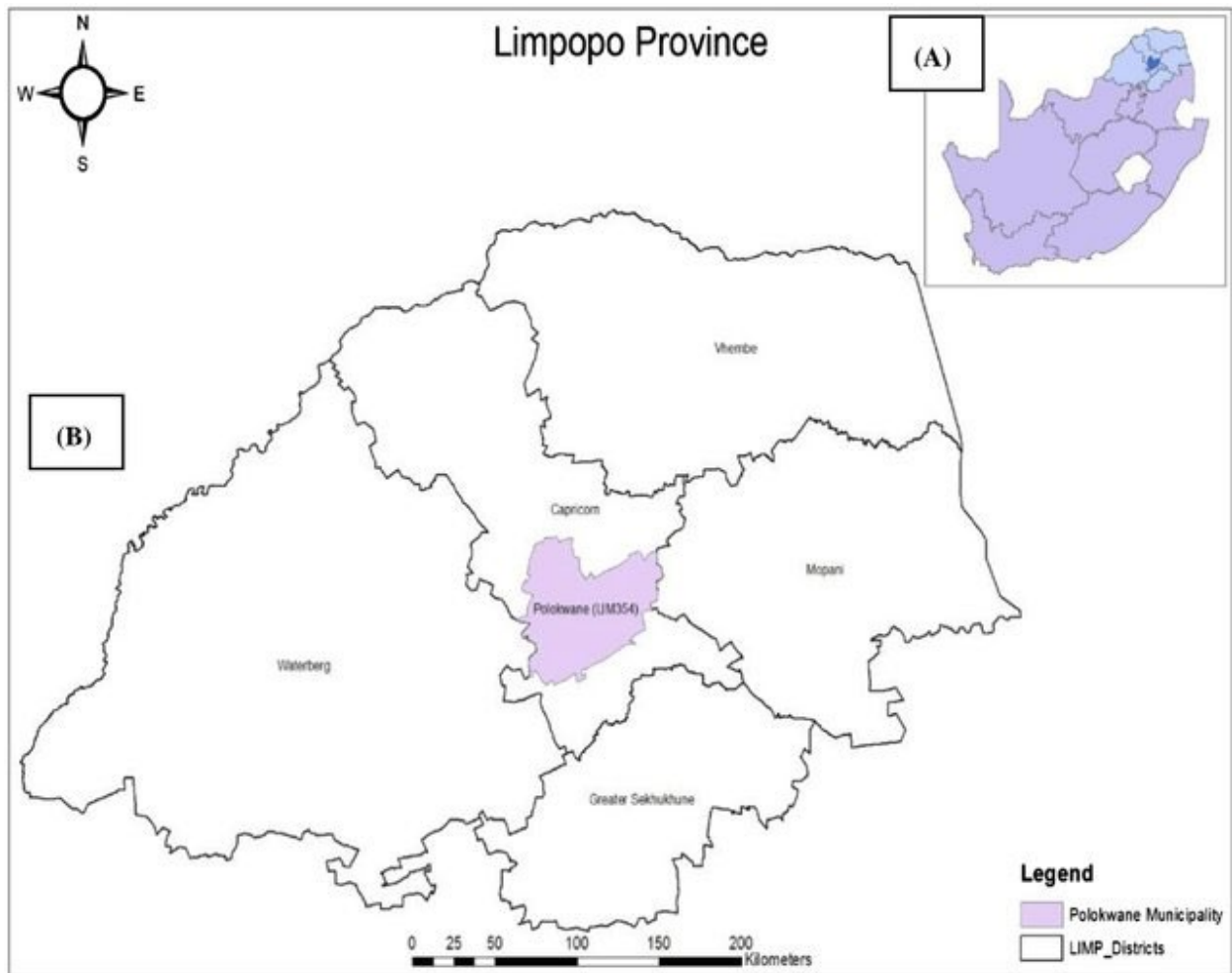


Figure 1: Polokwane Local Municipality – Kevin-Mearns; 2016 - (UNISA)

Polokwane Local Municipality is the area of the study and is situated in Limpopo Province. (IDP 2021-2026). Limpopo province is one of the nine provinces in South Africa, it is situated in the Northern part of the country.

3.6 POPULATION

A population is defined as the total number of people that are included in a study (Bertram & Christiansen; 2020). The target population of this study was the Polokwane Municipality LED officials involved in local economic development and LED beneficiaries. Study population is a subset of the target population from which the sample is actually selected (Hu; 2014). Population refers to the complete set of individuals having common characteristics in which the researcher is interested,

3.7 SAMPLING, SAMPLING METHODS AND SAMPLE SIZE

According to Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood (2015), a sample is a subset of the population that is obtained with the intention to represent the entire group. This study will use the non-probability, purposive sampling to represent the population to be selected from. Purposive sampling is when participants are chosen for a particular purpose. This process was used for the sole purpose of providing relevant information (Maree; 2019).

It can also be seen as a way the researcher chooses people or groups to include in the sample (Bryman & Bell; 2014). The reason for the choice of purposive sampling is because the researcher will look at a specific group of participants included in local economic development implementation within the municipality and the community.

The sample size selected was drawn from the municipality LED Department and local communities. The sample size initially was supposed to be ten municipal officials and ten LED beneficiaries which are SMMEs. However, due to unforeseen circumstances of the unavailability of respondents the study ended up with four (5) municipal officials and four (5) LED beneficiaries.

3.8 DATA COLLECTION

3.8.1 Interview Schedule

The interview schedule is the type of data collection tool involving open-ended questions in order to obtain a deeper meaning of the issue at hand. (Babbie; 2011). Interviews will involve the asking of what and why questions with the aim of gaining a deeper meaning. The type of data collection tool used was the interview schedule and the researcher used face-to-face interviews specifically (Babbie; 2011).

Interview schedule is a loosely structured qualitative in-depth tool which is considered to be knowledgeable about the topic of interest. The interview schedule was divided into two sets, the one for municipal officials and the other one for LED beneficiaries in the form of SMMEs.

3.9 DATA ANALYSIS

Qualitative data analysis is defined as a procedure to describe and classify information collected in order to make sense of the researcher's concepts in line with the objectives. The thematic analysis of qualitative data is a method of analysis that seeks to understand the experience of participants. The collected information or responses was used to derive patterns and meanings from themes in accordance with the research questions (Kiger & Varpio; 2020). Thematic analysis of qualitative data is divided into six (6) phases:

Phase 1: Becoming familiar with the Data

The researcher in this instance gathered the data and reading notes in order to familiarize themselves with the information first before categorizing it into themes (Graue; 2015). This process assisted the researcher to familiarize him/herself with the data collected before sorting it. The preparation and organizing of data helps with the coding process at a later stage.

Phase 2: Generating Initial Codes

In this particular phase the researcher began by creating codes in order to find the dominating features of the information collected which are important in relation to the study research questions and objectives that are posed (Maguire & Delahunt; 2017).

Phase 3: Searching for Themes

In this phase the researcher looked at the links between the themes and group them together based on similar labels, and then grouped similar words and sentences with the relevant themes together. This assisted the researcher to recognize similar themes that belong together.

Phase 4: Reviewing Themes

The researcher went over the chosen themes and had seen how to improve, and develop them further. The researcher related the information gathered to the themes

selected (Graue; 2015). The method was seen as a process of identifying concepts, grouped them into themes then found the wider meaning relating to the research objectives.

Phase 5: Defining and Naming Themes

The researcher developed and captured the prominent themes from the collected data, the researcher then defined and labelled themes and then specified the definitions of each theme in relation to the study.

Phase 6: Producing the Report

The researcher chose a set of developed themes, analysed them and then produced a final report based on the findings. The researcher wrote a report that linked and represented the information collected. Then the researcher generated themes based on the collected data and analysis. The researcher then analysed the sorted information collected into a report (Seers; 2012).

3.10 ETHICAL CONSIDERATION

Ethical considerations are important when conducting a research study and they involve doing the right thing in human beings studies. In this particular case, the researcher ensured that the ethical considerations are upheld within the study by making sure the following are considered:

3.10.1 Permission to Conduct the Study

The researcher sought permission first before conducting the study through the relevant structures and also through the institution where the study will be conducted well in advance (Polonski; 2002). The researcher sought permission from the Polokwane Local Municipality and also from the University of Limpopo Research Ethics Committee before collecting the data from participants.

3.10.2 Informed Consent

The researcher sought informed consent from the participants. They understood what was asked of them, meaning that the participants were adequately informed about the

study, and understanding the information required. Those participating in the study had the power of freedom of choice (Arifin; 2018). The participants filled and signed consent forms before participating in the study.

3.10.3 Confidentiality, Anonymity and Privacy

The researcher ensured that confidentiality and anonymity of information concerning the participants be it in the form of names or identity will not be revealed during the duration of the data collection process, analysis and reporting of the study findings. The privacy and confidentiality was managed well at all times throughout the study by ensuring that the participants' identity was not revealed (Creswell; 2013). The participants were given pseudonyms so as to protect their identity throughout the study.

3.10.4 Avoidance of Harm

The researcher ensured that no harm was done to participants, whether psychologically, financially or socially or otherwise whilst collecting the data. The potential harm was looked at beforehand and avoided at all cost by the researcher (Polonski; 2002). Especially during the COVID-19 pandemic, proper action and care was taken to avoid harm to participants.

3.10.5. Respect and Dignity

The researcher handled the interview procedures together with the data collected with the necessary care they deserved. All participants were respected by the researcher and no one was forced to participate in the study. The data collected was kept in a locked up safe and digital information was encrypted with password. Access to the raw data was limited to the researcher and supervisor. The right to dignity was observed and it was evidenced in the interview guide.

3.10.6. Voluntary Participation

The participants took part voluntarily and out of choice in the study. Prior permission and consent was sought first from participants, and if they changed their minds they were allowed to recuse themselves from the participation of the study (Creswell; 2013). It was made clear to the participants how important participation is until the end of the study.

3.11 TRUSTWORTHINESS

Trustworthiness of a study refers to a degree of confidence in data, interpretation, and methods used to ensure the quality of a study (Pilot & Becker; 2014 in Connely; 2016). Trustworthiness speaks to the value of qualitative research and transparency of the conduct of the study. It also speaks to the usefulness and integrity of the findings. Trustworthiness involves a criteria to follow when conducting qualitative research. It actually involves credibility, dependability, confirmability and transferability. The researcher ensured that trustworthiness is maintained throughout the study.

3.12 CONCLUSION

The chapter serves as a summary of the process the researcher took to conduct the research, how she collected the data and the instruments used to specifically collect the data and the entire process undertaken. The following chapter presents the data analysis and the interpretation of the data collected.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 INTRODUCTION

The previous chapter discussed the research design and methodology of the study. This chapter presents the findings of the research. The aim of the research was to investigate the role of municipalities in promoting local economic development (LED) in Polokwane Local Municipality. The interview questions were designed in such a way to enable the researcher to understand the role of municipalities in LED matters in Polokwane Local Municipality. This chapter focuses on the major themes and subthemes that emerged out of the data analysis.

4.2 PRESENTATION AND ANALYSIS OF RESEARCH FINDINGS

The study investigated the role of municipalities in promoting local economic development (LED) in Polokwane Local Municipality. Data collected was analysed using semi-structured interview questions which was responded to by both respondents. The nature of the questions was structured based on the study objectives relevant to the population group. The chapter provides analysed data collected through interview questions. While a thematic analysis was used to analyse the data collected. In this regard, data was analysed using the following steps as discussed below.

4.2.1 Organising data

Firstly, the researcher labelled the interview sheets used during the interview in order to separate the municipality employees and beneficiaries of LED. The study aim, different participants and the themes provided were used to guide the researcher on the coding and alignment of systematic procedures. This allowed the researcher to easily access a set of data required as per theme or sub-theme.

4.2.2 Data coding

Coding data is a pivotal method of selectively grouping a set of data collected into meaningful pattern and subjects. The researcher used the advantage of organising data to search and understand the underlying pattern of results. In order to give meaning to the results, the researcher implemented the method of coding to determine similarities and differences outlined by participants. Practically, through focusing on

one sub-theme per findings; similarities were highlighted in green while differences were highlighted in yellow. To ensure that there is no divergence towards the systematic patterns. Codes were developed by naming the narrative of participants. This enabled the researcher to note down and categorise the codes which was achieved manually by writing down the code the similar answer sheet designed with all set of interview questions.

4.2.3 Development of themes

The development of themes emanated from the availability of the set of codes. In order to achieve the development of themes, the researcher identified direct coordination between sets of themes for the purpose of clustering interrelated themes. The critical aspect used to fulfil clustering set of themes was the identification of consistency within the participants' descriptions. In addition, clustering the different set of themes enabled the researcher to identify the relevancy of themes and codes to the probed question. Furthermore, enabling the identification of any deviation thereof.

4.2.4 Data analysis conclusion

Lastly, the implementation of the mentioned steps resulted to the development of manageable findings. The drafted results were used to provide final presentation of finding which are directly linked to the research study objectives and the research aim.

4.3 DATA COLLECTED THROUGH INTERVIEWS

Data collection was fulfilled through interviewing the LED employees of the Polokwane Local Municipality and the beneficiaries of LED thereof. The researcher used semi-structured interview questions which sought to address the research objectives. A qualitative method was utilised for the purpose of achieving in-depth data. Although 10 municipal officials were targeted, only 5 LED municipal officials participated in the study; however positively, out of the 5 beneficiaries of LED were targeted, all 5 participants were purposefully reached. The interview guide was designed to cover only the objectives without the biographic information to comply with the anonymity aspect as in the case of the municipal officials could be easy to trace.

4.3.1 Local Economic Development

The initial aim of the study was to investigate the understanding of municipalities in promoting local economic development (LED) in Polokwane Local Municipality. The overall findings reveal that, while participants had an adequate understanding of LED, as they applied it, they lacked an understanding of LED in other contexts and they are discussed below as per the themes and categories.

4.3.1.1 Poverty alleviation

The findings of the study suggest that globally, pro-poor LED emerged as a broad political intervention to address poverty. The participants argued that pro-poor LED was affected by political ideologies, capitalist and communist. Thus, there are different ideologies about the concept of poverty alleviation. The participants believed LED had been introduced to eradicate poverty, especially in Africa, among black people. Below are some of the iterative voices of the participants affirming the findings.

Respondent 7 said that:

“In actual fact, the purpose of LED is to assist people to move out of poverty and be able to meet their family needs. LED also assists in the ranks by building shelters for informal economics. They provide with water in those shelters”
(Beneficiary).

Respondent 9 outlined that:

“LED is a broad political intervention which is intended to address poverty levels. It is affected by political ideologies: capitalist and communist approaches. However, I do not see much support from the government. For instance, I am into providing support for, especially blacks, but it’s hard to see some government support. I think lack of support has to do with politics. You need to be at a particular political profile to qualify to get government tenders. If you are not part of a specific political grouping, you will not get that (support). Also, I think government tenders are only available to people who are already financially affluent. I see people who are already financially strong getting big tenders but do not see young guys being given the opportunity to develop”
(Beneficiary).

Thus, it can be deduced from the above that LED is seen as a political tool or intervention for poverty alleviation globally. The findings are supported by empirical

research. Within the Western contexts, evidence shows that in the initial stage, LED creates jobs, alleviates poverty, and increases economic growth (Spear *et al.*, 2001; Douthwaite, 1992; Cooley, 1990). In Africa, LED was introduced to boost local economies, create more jobs, increase income generation and improve governance and municipal performance. Rodríguez-Pose and Tijmstra (2005) concur that LED emerged in Africa due to the persistent problems like a decline in economic growth and mass poverty. Azunu and Mensah (2019) found that the International Labour Organisation's LED initiative, like decent work, reduced poverty in Ghana. Mensah *et al.* (2013) indicate that African governments identify LED as a tool that enhances development and governance to address poverty, unemployment and inequality. LED is considered an intervention whereby "government, private sector institutions and communities join to facilitate job creation, alleviate poverty and improve economic growth at the local level" (Garidzirai *et al.*, 2019:20).

4.3.1.2 Information sharing

The findings further reveal that the participants understood LED as a tool for information sharing. The participants believe that LED was introduced to assist information sharing, especially for small businesses and individuals and anyone who needed such information about the government, department and local activities. Moreover, it has been found that LED acts as an intermediary between the government and the community. The following is a direct quote from the interviews which supports the findings:

Responded 1 said that:

"Like the definition of LED is to assist people and give them the information especially, the small businesses and individuals as well as anyone who need the information about the government, the department and local activities. It can be the information from the government or the information from the community to the government. So LED is acting as a middleman, like if you want to know how many businesses are here in Polokwane who are dealing with crops, dealing with vegetables and then while on another side the businesses also need to know how to access the government, the market from the government and the funding from the government. LED assist you in

whatever you want to do and help you with the registration then you would be able to do tendering” (Municipal official).

4.3.1.3 Job creation

Furthermore, the findings reveal that globally, LED aims to create more jobs, particularly for the poor. Most of the participants argue that LED is a government intervention intended to create more jobs for poor citizens. Moreover, the findings suggest that LED in different countries creates an enabling business environment for people to set-up businesses to help create more jobs. The following quotes support the findings presented above:

Respondent 6 said that

“There are people who will never be business-people all they want is to work for somebody else, you cannot force them into business, but there are those that are able to start something small, you can then help them to expand” (Beneficiary).

From the interviews, it can be deduced that worldwide, pro-poor LED aims to create jobs. These findings reaffirm the results of previous studies. Garidzirai *et al.* (2019:20) postulate that LED is a process whereby "government, private sector institutions and communities join to facilitate job creation, alleviate poverty and improve economic growth at the local level." In Ghana, policies and frameworks that support LED have made provisions for governments to foster economic growth to address local needs and create more job opportunities (Akudugu, 2018). LED is considered a bottom-up participatory development strategy in Ghana to facilitate job creation (Akudugu, 2018).

4.3.1.4. Creation of an enabling environment

The study further found that LED was introduced globally to create an enabling environment for investors. The participants believe that LED creates an enabling business environment for both local and foreign businesses to help them invest in job creation. From this perspective, it can be argued that the government needs to create an enabling environment for businesses to create jobs and alleviate poverty. The following direct quotes confirm the findings:

Respondent 3 said:

“My understanding with LED, eh, I think LED is to, we as a municipality we used to create a conducive, eh, we used to create an enabling conducive environment because, especially local economic development, eh used to be practised by our locals because we as a district, our function is to co-ordinate all activities related to social and economic services around the district, and we are in terms of reference, we are the reference of our locals municipalities, but sometimes we used to have budget to create some other job opportunities just to have a project to implement so that some other people grab job opportunities to that project, maybe I could put it that way” (Municipal official).

Respondent 6 said that:

“You find that the municipalities do have equipment such as tractors to assist communities if they have organised themselves.”

The findings above are consistent with existing research. In South Africa, the LED Framework encourages municipalities to create an environment conducive to investment by providing infrastructure and quality services (Meyer, 2014).

4.3.2 Challenges affecting the LED

Based on the analysis of the data, several factors have been identified as acting as constraints on the planning and implementation of LED. The findings are presented as follows:

4.3.2.1 Infrastructure gap

The findings show that inadequate infrastructure is one of the factors that impacts LED planning and implementation in the municipality. The participants believe that the amount of infrastructure available to support LED planning and implementation is inadequate. Some of the quotes from the interviews which support the findings follow:

Respondent 4 said that:

“There is an infrastructure gap that specifically impacts LED planning and implementation. Although there are some infrastructure available but the reality is that they are not adequate. This challenge is hampering the LED objectives”
(Municipal official).

Respondent 4 expressed that:

“As I have indicated previously, the biggest challenge affecting LED is lack of infrastructure. What we have currently is not enough to support the LED to achieve its goal or mandate. For instance, in most cases, you will find that several people are sharing a facility that was meant for one or two people”
(Municipal official).

Respondent 2 said that:

“Water tariffs in our district can affect job opportunities, if there is no water or our water tariff is too high, because investors used to compare us maybe with Durban or a city or there will be no investor who will come here in this area because this is an inland area, they will compare our water tariffs and Durban, so if our water tariff is too high than Durban they will prefer to go in Durban or any other cities because investors used to compare their benefits, that’s what I think” (Municipal official).

It is evident that inadequate infrastructure is a big constraint to LED planning and implementation. These findings are consistent with existing research. Rogerson (2010) observes that although LED has been introduced in South Africa, after several years, its implementation is still a challenge due to several factors, including, but not limited to, infrastructure. Meyer (2014) claims that limited resources, including infrastructure negatively impacted pro-poor LED programmes. Pavel et al. (2019), in their study, discovered the exogenous factors that affect LED planning and implementation include non-refundable investment programmes in local core infrastructure to promote economic development.

4.3.2.2 Knowledge of LED

The study found that a lack of knowledge about LED planning and implementation hampered its effectiveness. Participants argue that LED officials lack the knowledge and experience about how to plan and implement LED. Moreover, they suggest that the local government lacks the capacity to ensure that LED is implemented, monitored and evaluated in the most effective manner. The participants believe that the lack of knowledge about LED planning and implementation is the result of a lack training of LED officials. Some of the quotes which support the findings are stated as follows:

Respondent 5 opined that:

“Yes, I think it’s a gap because we do not have someone in the management side who is an LED specialist, even our supervisor, he is more of the planning side but we don’t have a person who have an LED perspective for quite a long time, they used to just get someone, even a person who was a teacher and here is now our GM, so what can you expect from that person, even the influence from the councilor is easy, he cannot say they must not touch LED budget. If you can look at those files over there, they have been there for a long period of time and they are full of proposals for different projects that our local people should be benefiting from them in order to sustain themselves. We do make the budget but after few months we get the information that the budget has been taken away, it’s gone but if we could get someone who can lead us, someone who can stand and explain it in a way that can be understood. LED is one of the key functions of government, it’s not only water and sanitation that are key because the very same people still need to pay for water, how are they

going to pay for services if they are unemployed. If they are able to sustain themselves they can be able to pay for municipality services” (Municipal official).

Respondent 10 indicated that:

“Another challenge is that we do not have LED experts to assist in the planning, implementation, monitoring and evaluation process. Most of the municipalities do not have the capacity and technical know-how to successfully ensure that LED meets its desired goals. For LED to be successful, it requires competent people. So, without the qualified experts, the LED is bound to fail” (Beneficiary).

As discussed above, it is clear that LED planning and implementation in Polokwane Local Municipality is impacted by a lack of competent personnel. The findings of this study are supported by existing research (Kamara, 2017; Koma, 2012). According to Koma (2012), LED initiatives in South Africa are affected by a myriad of factors like a skills' shortage and limited capacity and experience by local municipalities. Meyer (2014) argues that LED does not reach its aims in most local governments because of the limited understanding of the meaning of LED. Moreover, Kamara (2017) identifies key factors affecting LED planning and implementation and includes capacity. Khambule (2018) concurs that LED planning and implementation is affected by a lack of skills and capacity. Khambule (2018) further argues that local governments are unable to meet their developmental duties because of a lack of capacity, insufficient LED experts and the inadequate understanding of local economies. Meyer and Venter (2013) examine the challenges and solutions for LED in the municipal institutional arrangement. It was discovered, that due to limited capacity and skills, the pro-poor LED projects could not function well. A further study found that LED agencies do not have legitimate mandates to effectively discharge their responsibility. (Khambule & Mapuri, 2018).

4 .3.2.3 Economic challenge

Further evidence emerging from the interviews indicates that LED planning and implementation is affected by economic challenges, such as poverty and unemployment. The participants understand poverty and unemployment conditions in the villages of Polokwane Local Municipality differently; they argue that the South

African economy is not favourable to new businesses. In addition, the economy is weak and stagnant. Here are quotes that support the findings:

Respondent 10 argued that:

“The economy is not favourable to people who are building from the scratch. The economy is weak and not growing. I need an economy that is growing to fix people into that system. There must be the willingness to develop small scale businesses. I do not see any strong support to develop local business. There are a lot of small businesses that require support” (Beneficiary).

Respondent 4 indicated that:

“Yes, of course. The economy of this country is crunching. Things are not going well the way it was supposed. The economy is so weak to support LED initiatives in local municipalities. LED programme is unable to create job and alleviate poverty because the economy is not doing well. The municipalities are unable to meet their revenue targets” (Municipal official).

The findings presented above are consistent with findings of previous scholars. In the last decade, the global economy has been faced with several challenges. Among these global challenges, unemployment remains a critical challenge facing developed and developing nations (World Bank, 2016). Over the years, many countries have struggled to find ways to create sustainable jobs for their citizens. Khraief et al. (2020) postulate that economic challenges, such as the rising rate of unemployment, remains a significant impediment for the world because it threatens growth rates and social cohesion. Meyer (2014) argues that LED fails to achieve its mandate because of the global economic crisis.

4.3.2.4 Leadership support and commitment

The study has found that LED planning and implementation is impacted by a lack of leadership support and commitment. The participants argue that although LED is a government intervention, it lacks the support and commitment of top leadership within the municipalities. Quotes that support the findings are as follows.

Respondent 10 said that:

“The LED lacks total support and commitment from the top leadership. We do not have local support for local businesses. There is a lack of culture for supporting locals who own businesses. The LED initiatives are not working because the leaders are not committed to them. I mean, only way for LED to become sustainable is to have leadership support” (Beneficiary).

Respondent 8 indicated that:

“The staff is a challenge, people who are not interested and not even prepared to drive it. People who will not even attend meetings, not even when we say we are going to provide the transport. There are projects that we are trying to revive, there is a market from the farmers. In fact, they do not even know what is happening about that project” (Beneficiary).

It is clear that LED planning and implementation is impacted by a lack of leadership support and commitment. These findings are supported by previous empirical research. Rogerson (2010) observes that, despite the introduction of LED in South Africa, after several years, its implementation is still a challenge due to several factors such as cooperation between LED stakeholders. Shilangu (2019) found that lack of effective leadership within municipalities impacted pro-poor LED. Khambule and Mapuri (2018) contend that LED agencies cannot address the problems hampering their work because their efficiency is undermined by a lack of coordination of roles and functions in the local government-led development landscape. Koma (2014) believes that pro-poor LED programmes are affected by ineffective intergovernmental coordination and communication in the localised sphere of government.

4.3.2.5 Lack of funding

Apart from the above findings, the study discovered that LED planning and implementation is hampered by inadequate funding. It was observed that the budget allocated to municipalities is woefully inadequate. The participants said that due to the inadequate funding, LED failed to deliver its mandate. The following are quotes that support the research findings:

Respondent 6 indicated that:

“Yes, funding is a big problem. The LED cannot achieve its goals without adequate funding. Like I was saying that it was only last year 2020 when we were given the

budget of R3 million. But were able to start the projects from on set, were able to help farmers to plant beans and they are now harvesting, selling and are now getting the hanging fee. The challenge is with funding, our local municipality is not getting funding to enable us to obtain our intended goals, to grow the local economy. Due to the fact that our town is very small, we are looking at the government to assist us. They do not want to assist us financially. Where could we get the money from? The municipality only gets money through rates and traffic control section and then brings back to the community” (Beneficiary).

Further, Respondent 10, believed that:

“The challenge is with funding, our local municipality is not getting funding to enable us to obtain our intended goals, to grow the local economy. Like for instance, there was a bee farming programme that LED had started. There are people that were supposed to go for the training but due to the lack of funding that programme is currently on hold. Our LED have got the vision and the mind to do things happen but the challenge is with the funding” (Beneficiary).

Based on the quotes from the interviews, it can be concluded that LED planning and implementation in the Polokwane Local Municipality is affected by the lack of funding. Simms et al. (2014) claim that the factors determining LED planning and implementation include revenues. Van der Byl (2014) postulates that LED initiatives fail in most local governments as a result of inefficient funds. Meyer (2014) agrees with other scholars that planning and implementation of LED is affected by several factors, including limited capacity and limited resources. Meyer and Venter (2013) examine the challenges and solutions of LED in the municipal institutional arrangements. They found that, due to limited funding, the local government achieved little success with its mandate. In a similar study, Khambule (2018) argues that local governments are unable to meet their developmental duties due to limited funding.

4.3.2.6 Lack of community participation

The findings show that although the South African Constitution and other legal frameworks encourage community participation in LED initiatives, the reality is far from achieving this. It has been found that, at times, community participation in LED planning and implementation is very limited. The findings indicate that community

members are not allowed to be part of LED planning and implementation. Some of the views expressed in this regard follow:

Respondent 7 said that:

“I am not directly involved in LED but as we do have a lot of programmes for women. We offer them advice and business development skills. We have a lot of dialogue with women and during such dialogues we do invite the business community to talk to them about the challenges and possibilities of new businesses” (Beneficiary).

Respondent 9 maintained that:

“The community is poor just because they are only expecting the handouts. That is why we are there as the forum to witness that they are given the opportunities in case they come and say they are not being involved in the development. There are very limited cases where the community is participating, it is only when we as the forum come to ask them and advise on the available opportunities” (Beneficiary).

Evidence from the interviews suggests that the lack of community participation affects the LED initiatives in the Polokwane Local Municipality. Kamara (2017) identifies key factors affecting LED planning and implementation and includes poor coordination of networks and community involvement. Khambule (2018) further argues that local governments are unable to meet their developmental duties due a lack of integration between LED stakeholders.

4.4 CONCLUSION

The study found that the participants have a common understanding of the introduction of LED programmes globally. The findings suggest that globally, LED has been introduced to help with poverty alleviation, job creation, information sharing and to create enabling environments. In addition, the results suggest that LED interventions positively impact job creation and poverty alleviation. In addition, the study found that LED interventions or projects are affected by several factors like an infrastructure gap, economic challenges, inadequate funding, lack of knowledge about LED initiatives, lack of leadership support and commitment and a lack of stakeholder participation. The preceding chapter presents the conclusion and recommendations.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

As stated in chapter one on the chapter outline section of the study, this chapter presents the findings, recommendations and conclusion drawn from the study. The aim of the study was to investigate the understanding of municipalities in promoting local economic development (LED) in Polokwane Local Municipality.

5.2 FINDINGS

The first objective examines the understanding of the Polokwane Local Municipality in promoting LED. Based on the findings, the study concludes that LED was introduced globally to achieve four important objectives: to alleviate poverty, to create sustainable jobs, to share important information about government policies and initiatives and to create enabling business environments for investors. Further, the study found that the respondents have a common understanding and knowledge of unemployment and poverty. The findings indicate that the participants understand poverty as a situation where individuals cannot afford social amenities like water, electricity, food and good health care. Moreover, they perceive poverty as a situation where scarce resources are unevenly distributed among people. Furthermore, the findings show that LED interventions create enabling business environments for investors, thereby addressing unemployment. Additionally, it was found that the LED initiatives were beneficial to poor and marginalised people in the Polokwane Local Municipality.

Objective two determines challenges encountered by the Polokwane municipality in promoting LED. The results reveal that the factors affecting LED planning and implementation are an infrastructure gap, inadequate knowledge of LED, economic challenges, lack of leadership support and commitment, lack of funding and lack of community participation.

5.3 RECOMMENDATIONS OF THE STUDY

The following are the recommendations arising from the study:

5.3.1 Stakeholder participation

Participation is widely recognised as a normative approach to economic development. Social capitalist theory, based on the premise that community participation enhances good governance and democracy, encourages stakeholder participation. The participants argue that stakeholder participation or engagement could help improve LED planning and implementation to address unemployment and poverty in the Polokwane Local Municipality. Moreover, they recommend that stakeholders like churches, NGOs and communities be involved in LED projects. In addition, the participants suggest that the government should listen to marginalised people when planning and implementing LED programmes.

5.3.2 Investment in research and development

The study found that investment in research is one of the challenges that affects the sustainability and efficiency of LED initiatives within the Polokwane Local Municipality. The participants argue that the municipality has failed to invest in research and development related to LED projects. The study proposes that the municipality invests in research about LED programmes to identify problems that affect them and to find sustainable solutions. It is believed that investment in research and development brings innovative and creative ways of solving organisational problems. Evidence from previous empirical research suggests that research and development contribute to an increase in a country's productivity and growth. Moreover, it has been argued that investment in research and development adds value to the national economy. From these perspectives, this study recommends that the municipality invest in research and development.

5.3.3 Allocation of sufficient funds to LED projects

The study shows that LED projects or programmes in the Polokwane Local Municipality have failed due to a limited budgetary allocation. The participants claim that the LED was woefully inadequate. For this reason, the study recommends that government should allocate adequate funds to the municipality. Moreover, the study suggests that the municipality identify sustainable sources of funds to support the LED projects. To achieve this, the municipality should identify business opportunities and invest in them. Additionally, they can apply to donor agencies for support.

5.3.4 Recruitment and appointment of competent LED officials

Human resources are considered the most valuable asset of every organisation. Unfortunately, evidence from this and previous research reveals that a skills' shortage is one of the problems affecting South African organisations. The study found that the municipality has failed to recruit the right people to manage LED projects. Against this backdrop, the study recommends that only qualified candidates be appointed to plan and implement the LED programmes or projects. To achieve this, vacancies within the municipality must be advertised in the appropriate media to ensure that all potential applicants have access to them. Further, only applicants who meet the requirements should be shortlisted for the interview and selection processes. Furthermore, the study recommends that appointments be devoid of political interference, favouritism, nepotism or bias. Equal opportunities should be given to all applicants who meet the job requirements, regardless of race, colour, language, ethnicity, sexual orientation, religion or gender.

5.3.5 Support for local businesses

The study discovered that the lack of support for local and new businesses is a major challenge that contributes to youth unemployment and poverty in the Polokwane Local Municipality. The study proposes that enough support be given to local, new and small businesses to contribute to job creation and income generation. The support could be in the form of seed capital, training and development, mentoring and coaching. Moreover, the municipality should ensure that opportunities are given to these businesses to participate in tender processes. These businesses should be protected against unhealthy competition.

5.3.6 Future research

The researcher recommends for a future study that will be comparative in nature for the whole country, South Africa as this study only focused in one local municipality, Polokwane Local Municipality.

5.4 CONCLUSION

Chapter four presents the analysis and interpretation of data of the study. Evidently, both objectives that underpinned the study have been adequately investigated and achieved. The first objective examines the understanding of the Polokwane Local Municipality in promoting LED to achieve four important objectives: to alleviate poverty, to create sustainable jobs, to share important information about government policies and initiatives and to create enabling business environments for investors. Objective two studies the challenges encountered by the Polokwane municipality in promoting LED. The results reveal that the factors that affect LED planning and implementation are the infrastructure gap, inadequate knowledge of LED, economic challenges, lack of leadership support and commitment, corruption, lack of funding and lack of community participation. The recommendations made by the participants in support of building sustainable LED include stakeholder participation, investment in research, recruitment of competent and qualified graduates, creating awareness of LED projects and interventions, support for local businesses, monitoring and evaluation and no political interference. Thus, the study has met all its objectives.

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ANNEXURE A: INTERVIEW GUIDE

INTERVIEW GUIDE

SECTION A: QUESTION TO THE MUNICIPAL LED OFFICIALS

LED Implementation in different contexts

- 1.1 Do you have an idea about how LED is being planned and implemented in different countries? Yes/No

1.2 If yes, describe the manner in which the LED is planned and implemented in those countries.

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.....

- 1.3 Are you aware of how the LED is being planned and implemented in South Africa? Yes/No.

- 1.4 If yes, describe how the LED is being planned and implemented in South Africa?

.....
.....

- 1.5 What are main objectives of LED intervention in the municipality?

.....
.....

- 1.6 Are you aware of any critical factors that influences the planning and implementation of LED in District Municipality? Yes/No

- 1.7 If yes, describe the critical factors that affect the planning and implementation of LED in District Municipality.

.....
.....

- 1.8 What plans and strategies are being used to support pro-poor LED in the district?

.....
.....

- 1.9 What is your understanding of Pro-poor LED

.....
.....

SECTION B: QUESTIONS TO THE LED BENEFICIARIES

- 2.1 Are there any other stakeholder involved in planning, implementation and promotion of pro-poor LED? Yes/no

- 2.2 If yes, what is their role and how is their participation?

.....
.....

- 2.3 How have you used lessons learnt from these challenges to improve on LED implementation?

.....
.....

- 2.4 How can LED planning and implementation help to address poverty among the youth in the municipality?

.....
.....

- 2.5 How is poverty affecting the community you are living in?

.....
.....

- 2.6 What is your understanding of LED?

.....
.....

- 2.7 How has the participation in the LED programme made difference in the development of your community?

.....
.....

- 2.8 In respect of your experience and participation in LED who are the involved stakeholders?

And what are their roles?

.....
.....

- 2.9 Describe the way LED planning and implementation can help to mitigate unemployment and poverty in the communities of the municipality?

.....
.....



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TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 22 May 2023

PROJECT NUMBER: TREC/125/2023: PG

PROJECT:

Title: The role of municipalities in promoting local economic development: A case of Polokwane Municipality, Limpopo Province.
Researcher: SP Moeketsi
Supervisor: Prof. NI Makamu
Co-Supervisor/s: N/A
School: Turfloop Graduate School of Leadership
Degree: Master of Public Administration and Management

PROF D MAPOSA
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: **REC-0310111-031**

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

ECONIA LANGUAGE PROFESSIONAL

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EDITING CERTIFICATE OF MINI-DISSERTATION

17 November 2023

TO WHOM IT MAY CONCERN

This serves as confirmation that I read the research proposal of Ms SP Moeketsi entitled **"THE ROLE OF MUNICIPALITIES IN PROMOTING LOCAL ECONOMIC DEVELOPMENT: A CASE OF POLOKWANE MUNICIPALITY, LIMPOPO PROVINCE"** to be submitted for the degree; Masters of Public Administration and Management (MPAM) at the University of Limpopo.

I therefore, declare that the document is to my knowledge devoid of language errors which may deprive the said persons' work from being accepted for whatsoever reason.

I am contactable at the above contact details should you have queries.

Econia Mathebula (Miss)