

**EFFECTIVENESS OF MUNICIPAL GOVERNANCE SYSTEMS IN PROMOTING LOCAL
ECONOMIC AND SOCIAL DEVELOPMENT IN RURAL AREAS OF SOUTH AFRICA: THE
CASE OF MOPANI DISTRICT**

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DECLARATION

I, Seshoene Molimisi Evans, hereby declare that this thesis for PhD in Rural Development (PHDRDV) submitted to the Institute for Rural Development, School of Agriculture, at the University of Venda has not been submitted previously for any degree at this or another University. It is original in design and in execution, and all reference material contained therein has been duly acknowledged.



Signature

Date **26/07/2024**

Seshoene M.E

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To my late brothers, Leshata Simon and Sefokatjo Alpheus Seshoene

ABSTRACT

Increasingly, it has been argued that municipal governance systems designed to promote local economic and social development (LESD) are failing to help improve the quality of people's lives in rural communities of South Africa. This happens although municipalities would annually prepare Integrated Development Plans (IDP) which serve as strategic roadmaps guiding services delivery and local development. The developed and approved economic growth plans are rarely implemented to satisfaction of communities. In this study, it is argued that the problem of non-implementation of LESD initiatives can be addressed through strengthening the municipal governance systems. A combination of focus groups and a questionnaire were used to collect quantitative data. Purposive sampling was applied from the identified research population sampled as follows: members of community (vulnerable groups such as youth; women; and people with disabilities); community structures; business community; and Traditional Leaders.

The results of the study revealed significant insights into the effectiveness of existing systems, procedures and processes. Key results were that the highest-ranked perceptions among stakeholders were related to the reduction of poverty and inequality, alongside increased acquisition of relevant training ($P < 0.05$). Conversely, the least effective aspects ($P < 0.05$) were identified as increased incomes for businesses and the attraction of investment, with effectiveness scores as low as 14% and 21%, respectively. Differences in perceptions were noted among Traditional Authorities and Local Municipalities. For instance, residents of Sekgopo, Sekororo and Mogoboya had a more favourable view regarding infrastructure maintenance compared to other areas. Furthermore, significant disparities were observed in perceptions of poverty reduction and business retention among municipalities ($P < 0.05$), highlighting the need for targeted interventions tailored to specific local contexts.

The implications of these findings suggest a multifaceted approach to enhance LESD effectiveness. Key recommendations include:

- a) Local Municipalities should prioritize areas identified as ineffective, such as business support services and infrastructure development.
- b) Training programs and partnerships should be established to enhance skills and knowledge among stakeholders.
- c) Enhanced collaboration among Traditional Authorities, Local Municipalities, and other stakeholders is essential for inclusive decision-making.
- d) Policymakers should consider reforms to address systemic challenges and promote innovation in LESD.
- e) Continuous assessment of initiatives is crucial for tracking progress and ensuring accountability.



- f) Empowering local communities to participate in the design and implementation of development initiatives is vital for effective governance.

In general, the perceived effectiveness of institutional arrangements for LESD is low, underscoring the need for comprehensive reassessment and improvement in collaboration, transparency, and responsiveness to stakeholder needs. Addressing these challenges is essential for fostering sustainable economic and social development within local communities.

Key words: Local Economic Development; Social development; Rural Area; Municipal Governance Systems; and Effectiveness.

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ABBREVIATIONS

EU	European Union
GTEDA	Greater Tzaneen Economic Development Agency
IDP	Integrated Development Plan
LEDA	Limpopo Economic Development Agency
LEGDP	Limpopo Employment, Growth Development Plan
LESD	Local Economic and Social Development
M&E	Monitoring and Evaluation
MSA	Municipal Systems Act
NDP	National Development Plan
NEFCO	Nordic Environment Finance Corporal
NEPAD	New Partnership for Africa's Development
NGO	Non-governmental Organization
NSDP	National Spatial Development Perspective
OECD	Organization for Economic Cooperation and Development
PPP	Public Private Partnership
PRA	Participatory Rural Appraisal
PSC	Project Steering Committee
SALGA	South African Local Government Association
SLA	Secondary Language Acquisition
SMME	Small Micro and Medium Enterprise
SPSS	Statistical Package for Social Sciences
SSA	Statistics South Africa
UNDP	United Nations Development Programme

CHAPTER 1: INTRODUCTION

1.1 Background

Municipal governance systems play a crucial role in promoting local economic and social development (LESD), especially in rural areas of developing countries. In South African set up, Local Government (1998; 2000) provide the legal framework for local government and governance. Despite these provisions, many rural areas of the country continue to face challenges in terms of economic and social development (Department of Cooperative Governance and Traditional Affairs [COGTA], n.d.).

The purpose of this desktop review is to assess the effectiveness of municipal governance systems in promoting local economic and social development in rural areas of South Africa, with a focus on Mopani District. This paper aims to synthesize the available evidence on the topic, highlight the strengths and limitations of the studies, and draw implications for policy and practice.

The research questions for this review are as follows:

1. What is the state of local economic and social development in rural areas of South Africa, particularly in the Mopani District?
2. What is the role of municipal governance systems in promoting local economic and social development in rural areas of South Africa?
3. What is the evidence of the effectiveness of municipal governance systems in promoting local economic and social development in rural areas of South Africa, with a focus on the Mopani District?

The paper is structured as follows: The literature review section provides a summary of the existing studies on the effectiveness of municipal governance systems in promoting local economic and social development in rural areas of South Africa. The methodology section describes the process of the desktop review, including the criteria used to select studies and the methods used to assess the quality of the studies. The results and findings section presents a synthesis of the findings from the included studies, and the limitations and future directions section acknowledges the limitations of the desktop review and suggests directions for future research. Finally, the conclusion section summarizes the main findings, implications for policy and practice, and offers final thoughts on the effectiveness of municipal governance systems in promoting local economic and social development in rural areas of South Africa.

1.2 Introduction

Local authorities are constitutionally obliged to contribute towards improving the wellbeing of community members. The local authorities are supposed to create an enabling environment and thereby facilitate local economic and social development (LESD). The World Bank (2017) supports this view by advocating that development is meant for growth, equity, and should aim at addressing societal challenges. A United Nations Development Programme report (2016) also agrees with the notion that local economic and social development should be beneficial to everyone. Undoubtedly, it can be confirmed from the above arguments that local government has a responsibility to deliver on LESD for eventual improvement of people's lives. However, the non-implementation of LESD initiatives leaves out millions of people economically inactive and vulnerable. This further causes deep-rooted unending societal disadvantages. It also puts the image of local government under examination. There is an argument that local government has not done enough in ensuring the promotion of LESD programmes within rural areas. Before examining the reasons for this state of affairs, it is crucial to present the definition of LESD.

Several Scholars have defined the concept of LESD as mentioned below: Christian (2017) defines it as a bottom-up approach to sustainable economic empowerment, growth, and development through activities in and by localities for the benefit of residents. Nel (2015) advances a definition that LESD is about social intervention which eventually amounts to social and economic development. On the other, Namangaya (2014) contends that LESD is about a participatory process in which local people from all sectors come together to stimulate local commercial activities, resulting in a resilient and sustainable economy. All these definitions converge on the need for utilizing local resources towards growing local economy and ensuring that the people's quality of life improves. Additionally, it is expected that a relationship should exist between understanding the LESD definition and to properly contextualize it for purposes of achieving the intentions behind it. Thus far, effectiveness of local governance systems in promoting LESD is narrowly understood. Building effective governance systems for LESD should be underpinned by understanding the basic elements.

The desktop study goes with an observation made on the hybrid LESD elements. This study has both legislated elements and those observed on the ground. On the legislative front, the National Framework for LED of South Africa (2006-2011), provides for the following as crucial elements that bring about LESD: (a) local government collaborating with private and community sectors, community-based programmes and link to markets; (b) municipal LESD officials providing direction and guidance regarding development as well as encouraging

partnership formation and joint action; (c) linkages with the economic growth strategy that embraces the local community, global and spatial dimensions; and (d) establishment of LESD agencies; and monitoring & evaluation of programmes. In addition, the Constitution of the Republic of South Africa (1996) and Municipal Systems Act of 2000 expect that local government should execute its legal responsibility to ensure local economic development. Despite all these legislative prescripts, there have not been visible efforts by local government to push for LESD to take off the ground.

On the other, the non-implementation of LESD initiatives drives the communities into a permanent state of poverty and dependence. In response to the absence of local government, community members would organise themselves in the form of a stokvel to respond to a social crisis. These types of interventions would always contribute positively to any identified social crisis. This being the case, there is a need to demonstrate both the dimensions and elements of the LESD.

Table 1.1 below demonstrates the LESD legislated dimensions and related elements. These are indicators through which LESD implementation is gauged. Conversely, there would not be any display of the un-legislated elements because they operate in an unregulated space although the intervention is appreciated by the beneficiaries.

TABLE 1.1.: LOCAL ECONOMIC AND SOCIAL DEVELOPMENT DIMENSIONS

Dimension	Elements/Components of LESD
1. LESD Strategy	Adopted strategy/review Linkage of LESD initiatives with municipal vision
2. Establishment of LESD units	Organogram/review Number of officials in the LESD unit
3. Establishment of LESD agencies	Number of established agencies Service Level Agreements with the agencies
4. Network with markets	Marketing strategy Accessibility of markets Local, national, international links
5. Private sector/community collaboration	Policies developed for stakeholder relations
6. LESD Funding	Amount budgeted for LESD Funding institutions
7. LESD Forum	Adopted Terms of Reference Established Forum Number of meetings held Decisions taken and implementation
8. Sustainable job creation	Indigent policy/register Number of job opportunities created
9. Small, Macro, & Medium Enterprise (including cooperatives)	Number of SMME's registered Period of existence Type of support provided

Source: National Framework for LED in South Africa (2006 – 2011)

Despite the availability of LESD indicators, some countries of the world still experience difficulties in implementing LESD. The non-implementation has dire implications on the lives of ordinary civilians and this is a problem. It appears as though there was little room for countries and their institutions to embark on benchmarking exercises to learn and exchange best practices. This argument is supported by the findings conducted by scholars such as Vallet *et al.* (2017) who reveal that LESD in Belgium had failed owing to absence of clearly and well-defined directives towards implementation. On the other hand, in an assessment conducted in Jamaica, Scholburgh (2014) reveals that 14 local authorities accede that marketing and coordination, participatory strategies, leadership and organizational capacity for local development are ineffective and cannot drive LESD. This revelation is supported further by Nel & Rogerson (2016) who advocate that LESD is not seen anchoring on the defined principles of developmental local government as introduced by South African government. Davis *et al.* (2006) also reveal that LESD implementation in South Africa is difficult due to ineffective monitoring and evaluation, limited capacity in implementing programmes and projects, and poor communication among stakeholders. It is against the above backdrop that the next move would be to focus on how municipalities approach the LESD through their IDPs as strategic documents.

The Integrated Development Plans (IDPs) for Mopani District Municipality which were developed between 2006 and 2016 have always captured LESD programmes and projects. However, there was unfortunately no implementation as a result of poor municipal governance systems. It can therefore be averred that LESD implementation challenges generally revolve around institutional incapacity to develop effective governance systems. This study will later in Chapter 2 demonstrate the evolution of LESD, and also the impact towards unequal societies. LESD implementation is a global challenge. Hence, this study chose to focus on the governance systems that are supposed to drive LESD. Thus, challenges on the non-implementation of LESD are the driving force behind this study. The next discussion focuses on the ideal LESD measuring tools despite its non-implementation.

Apart from these structural considerations, an assessment of any governance system should also bring to the fore elements of measurement realities. Admittedly, measuring the LESD seems to be a tedious undertaking. Local government could have progressed had the governance systems been effective. In support of this view, Scholburgh (2014) advocates that one form of assessing local economic growth is through developing a research questionnaire to be administered by the respondents. It implies further that the same tool may not be used to measure an untargeted project as the objective would be different. In this case, it would

constitute a manageable gap. Another scholar, Morgan (2010) contends that LESD is not easily measured, instead indicators must be developed to cover a particular area of interest. In addition, Hoogendoorn & Visser (2016) agree that measuring LESD is not easy because it covers a number of areas including tourism, which is not a focus of this study. Based on the above arguments, it is therefore evident that LESD assessment is premised on the situational socio-economic considerations. This argument is further supported by Vyas-Doorgapersad (2017) who argues that LESD is measured through capacitating both men and women by promoting socio-economic evolution of households.

1.3 Problem Statement

Although rural-based local municipalities in South Africa have institutionalised LESD, they are reported not to be delivering on their mandate to the satisfaction of society. This is partly attributed to the weak governance systems. The challenge with weak governance systems is that production is at its lowest and people are subjected to survive below means. This argument is supported by Ukwandu & Jarbandhan (2016) who reveal that Sub-Saharan Africa experiences 66% food production. The remaining percentage plunges countries to vulnerability. Other scholars such as, Rogerson (2018) have revealed that 80% of local entrepreneurs in Kenya are not provided with electricity grid and cannot deliver as expected. Thus, it is crucial to build a better contextual understanding of governance elements in relation to LESD delivery within local government. It is undisputable that local government has a constitutional obligation to ensure delivery of local economic and social development within the given jurisdiction. However, local government does not have effective governance systems to drive the LESD implementation. This argument is supported by other scholars such as Jili *et al.* (2017), deficiencies were identified in the following governance areas: poor organisational leadership; poor monitoring and evaluation; poor organisational planning; poor communication among stakeholders; lack of relevant skills; lack of marketing and coordination strategies; lack of strategies on investor attraction; and lack of participatory strategies. It was also confirmed by Powe & Hart (2017), LESD fails due to poor planning. The non-implementation of LESD is a dereliction by local government and it impacts negatively on the lives of civilians. It is prudent to reflect on why the LESD non-implementation is unpalatable.

The non-implementation of LESD has dire implications to the lives of people. The people's socio-economic conditions are wholly dependent upon the interventions by government to grow local economy. This view is supported by Masuku & Selepe (2017) who argue that the non-implementation of LESD plunges South Africans into a high rate of unemployment leading

to poverty amongst many households. Other scholars such as Yustika *et al.* (2014) accede that local government must create space and encourage local development to thrive. The non-implementation of LESD further contributes to a perpetual and incessant state of unequal societies. Note is taken that LESD plans and guidelines are available. However, it is the implementation that gets suffocated. This is supported by Christian (2017) who argues that LESD exists predominantly on paper and not on the ground. Thus, this study aims to unearth the weaknesses of the current governance systems for LESD. The study to eventually propose a sustainable effective governance system for LESD in rural municipalities. The next subject reflects on the legislative framework that guides LESD.

Government has introduced a plethora of pieces of legislation to guide LESD implementation within local government. The National Framework for Local Economic Development was developed to cover the period 2006 – 2011. This mentioned framework spells out four key LESD focus areas. However, local government still experienced challenges in implementing the framework. This is evidenced by the introduction of a reviewed National Framework for local economic development almost eight years later. This reviewed LED framework is set to cover the period 2018 – 2028. The reviewed LED framework is set to create innovation-driven local economies and it focuses on six areas this time. The reviewed framework has considered the issues of including informal economy and ensuring skilled entrepreneurs. It can be observed that these two mentioned frameworks have exposed government. The years between 1994 – 2005 and 2012 – 2017 are not covered if the period is anything to go by. We reflect on the contribution by informal sector into economic growth in line with the reviewed LED framework.

The contribution by informal sector in the local economy is of paramount importance. Local government only focused on formal sectors and this approach was exclusive. The research by other scholars have revealed that informal sector has positively contributed to economic growth. This argument is backed by Etim & Daramola (2020), who argue that in the sub-Saharan Africa there is 20% of informal employment. Alenda-Demoutiez & Mugge (2019), advance that informal sector contributes 3.3% of employment to job seekers in South Africa. Although not focusing at the contribution from same angles as other scholars, Jili *et al.* (2017), advance that SMME was found to have reduced unemployment by 55% by contributing 61% to employment in South Africa. They further argue that there was a contribution of 75% on poverty alleviation by SMME. Hence, a need by local government to introduce effective governance systems to drive LESD sustainably. The next paragraph focuses on the internal challenges towards implementing Mopani District Municipal LESD.

As revealed in some literature, (Mopani District Municipal IDP, 2011-16 and 2016 2021) acknowledge that LESD could not be implemented owing to the following impediments: stagnant LESD; lack of business skills; lack of municipal capacity; saturation of labour market; unsustainable community projects; non-attraction of investors; lack of support programmes for Small, Medium and Micro Enterprises (SMME); absence of Public Private Partnership (PPP); and lack of funding for projects. The Non-implementation of LESD in rural areas implies that the unemployment rate would perpetually increase and people would continuously be dependent. High rate of unemployment subjects families to incessant levels of poverty. It further implies that there would not be any collection of revenue on services by the municipality. The LESD non-implementation could be a demonstration that there was no involvement of key institutions such as Traditional Leadership. This study would therefore afford them space to participate by registering their issues for consideration.

1.4 Purpose of the study

The main objective of the proposed study is “to propose an effective governance system for local economic and social development in rural local municipalities of Mopani District”. This will be achieved through the following specific objectives:

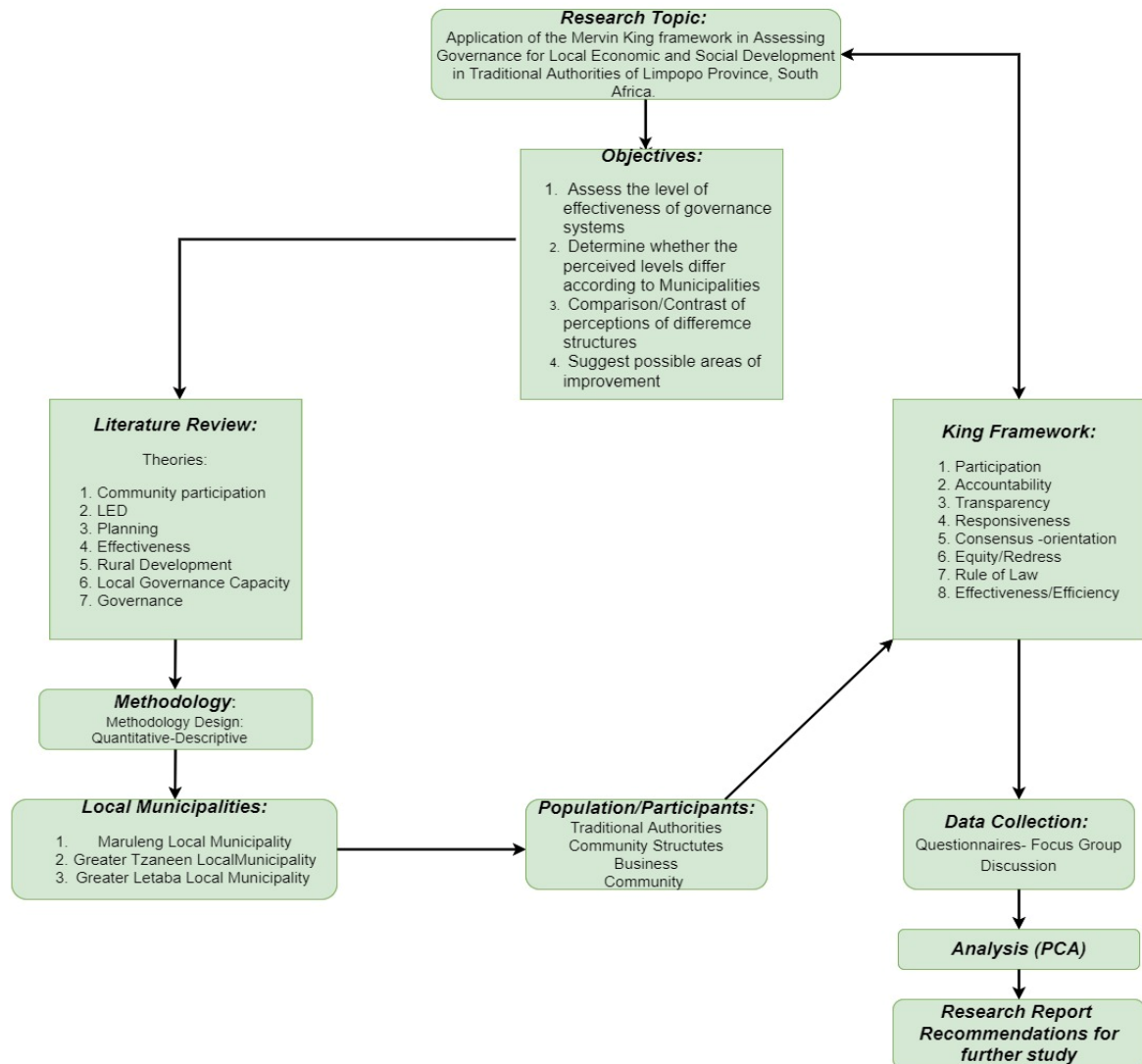
1. To assess the level of effectiveness of governance systems;
 - a) What are the deficiencies in the current governance systems?
 - b) Who is affected by these deficiencies?)
 - c) What is the problem with these deficiencies?
 - d) Why are these deficiencies a problem?

2. To determine whether the perceived levels of governance systems differ according to municipalities;
 - a) What are the identified different governance systems in municipalities?
 - b) How are these differences identified?
 - c) How are these differences impacting on the governance systems?

3. To conduct a comparison and contrast of the perceptions of different governance structures;

- a) How do different stakeholders perceive the performance of municipalities regarding LESD?
 - b) Are these perceptions negative or positive?
 - c) What is the impact of either of these perceptions?
 - d) How do the municipalities manage the perceptions by stakeholders?
 - e) What are the tools used to manage the perceptions?
4. To suggest possible areas of improvement;
- a) What are the processes of bringing about the improved governance systems within municipalities?
 - b) What are the prospects of succeeding in bringing about the improved governance systems to LESD?
 - c) Who will benefit from these improved governance systems?

Theoretical Framework



1.5 Significance of the Study

The study had identified governance deficiencies relating to municipal governance systems meant to promote LESD in the rural areas of South Africa. Non-implementation of local economic and social development initiatives defeats the central intention of government which is about the improvement of the lives of people. Scholars such as Eagle *et al.* (2017) contend that LESD should always have its presence at all social, economic, political, and must appeal for localism as a sense for control. It has to be noted that the absence of LESD programmes would always give rise to local economic and social underdevelopment. This is a recipe for poverty and inequality amongst communities. In forcing local government to cooperate, Schragger (2010) recommends that there have to be legal rules making it difficult for local government to abdicate its responsibilities on LESD. The referred rules shall not be adhered to in the absence of effective governance systems. This study therefore was aimed at suggesting the effective governance systems to promote LESD within rural areas to bring confidence among communities. A reflection was made on the area of study and why it was selected.

Mopani District Municipality was selected as a study area for three reasons. Firstly, the district municipality has been consistently without a fully-fledged LESD unit since inception in year 2000. Secondly, the district municipality indicated that implementation was always difficult owing to lack of institutional capacity (MDM, 2006 – 2011). As a result, this study was to prove a gap between developing policies and the ability to implement such. The implication of failing to implement policies is dire. In addition, Barnette & Park (2017) concede that a relationship must exist between the developed policies and the services delivered. Lastly, the municipality had been receiving adverse and disclaimer audit opinions from Auditor General since 2011/12 financial year (MDM, 2011 – 2016). This portrayed an institution with imperfect adherence to principles of good governance. It implied also that there were no effective or compliance to governance systems within the institution. The suggested governance systems were to be beneficial to multiple stakeholders.

In summation, the introduction of effective LESD governance systems would in the end result in society affording to pay for services because they will believably be economically active. Municipalities would as well be financially viable and deliver the improved level of services. Economically active society implies an improved quality of life and effectively manifestation of rural development. This would eventually guarantee an element of customer satisfaction.

1.6 Definitions of Key Concepts

- a) Effectiveness in the context of the study would refer to the functionality, usefulness or efficiency of planned activities leading up to the final stage of achieving the expected results. In addition, Anderson & Obeng (2016) define effectiveness as an institutionalised culture to help ensure that there is execution of activities and delivery on the set targets.
- b) Local economic and social development according to Rogerson (2010), is a participatory process that encourages partnership arrangements between the main private and public stakeholders of a defined territory, enabling the joint design and implementation of common developmental strategy by making use of local resources.
- c) According to Local Government (Act, 32 of 2000), the concept of local government entails the provision of core principles, mechanisms and processes necessary to enable municipalities to move towards the social and economic development of local communities. Other scholars such as Drake *et al.* (2001-2) define governance as the exercise of institutional power to manage its affairs. Whereas, Namara *et al.* (2014) advance that local governance systems should stimulate economic growth, compete and create jobs, and make better use of local resources. Undoubtedly, these definitions are in tandem with the content of the research topic.
- d) According to Ministry of Rural Development and Land Reform (2009), rural area is defined as places where rural people are enabled to take control of their destiny, thereby dealing with their rural poverty through optimal use and management of natural resources. The rural areas should at all times consider to share every opportunity with women, youth, people with disabilities and older persons.
- e) Shah (2014) describes sustainability as programmes and services meant to tackle inter-related challenges, in this case, of poverty; inequality; hunger and environmental degradation. The concept of sustainability should eventually be concerned with issues of durability; quality and quantity of goods and services delivered.
- f) According to Millard (2018), governance system framework must be about open assets; open services; and open engagement. It advocates for doing more with less to realise the potential of governance.

1.7 Outline of the study

This study comprises six chapters. Chapter 1 of the study covers the introduction; background to the study; statement of research problem; justification; key objective together with specifics and related questions including the key guiding concepts.

Chapter 2 covers the literature review related to the study. This chapter discusses the theories underpinning this study. It discusses the evolution of local economic and social development; the importance of LESD globally and its practice; current municipal governance systems in promoting LESD; and policies governing stakeholder participation.

Chapter 3 provides the research methodology which comprises of design; population of the study; sampling procedures, data collection and analysis. It also covers issues of ethical considerations. Chapter 4 presents the results of the study. Chapter 5 discusses the results whereas Chapter 6 brings conclusion of the study.



CHAPTER 2: LITERATURE REVIEW ON THE EFFECTIVENESS OF MUNICIPAL GOVERNANCE SYSTEMS IN PROMOTING LESD IN RURAL AREAS OF SOUTH AFRICA

2.1. Introduction

The literature on the effectiveness of municipal governance systems in promoting LESD in rural areas of South Africa is limited. However, there are several studies that have investigated the role of municipal governance in promoting LESD and the challenges facing LESD initiatives in rural areas. This literature review will therefore provide an overview of the key findings from these studies and the implications for promoting LESD in the Mopani District of South Africa.

2.2. Evolution of LESD

There are different views registered regarding the originality of LESD. Other views argue that the LESD concept is new whereas others indicate that LESD is old. There are those who argue that no matter how old or new the concept is, it has long been practiced informally. A study conducted by Rogerson (2016) reveals that LESD is new but the practice stretches back to the 19th century in the case of United States. The LESD evolution is presented in the next rubric.

Local economic and social development was conceived as a localized attempt for allowing countries of the world to introduce and implement initiatives towards economic growth for the benefit of their populace. Previous studies point to the fact that world wars 1 and 2 had adverse effects on the economies of the world. There had to be restorative programmes which adopted different approaches depending on the targeted area. This view is supported by Davids *et al.* (2005) who mention that countries of the world had to assist one another in providing either loans financially or any form of technical assistance including the development of policies to ensure and process economic restoration. Both countries of the north and south were so much affected that they had to follow in introducing LESD as a developmental strategy meant to respond to socio-economic challenges David & Rodrieguez-Pose, (2005; 2010). This assistance seemed to have come handy to the affected countries because it tackled both areas of infrastructure refurbishment and governance matters. Understandably, LESD has underwent stages that informed the kind of intervention and the civilization evolved. In other words, the would not be relevant in the current epoch because of the evolutionary nature of socio-economic challenges. Hence, the current interventions seem to be focusing on both municipalities and community members instead of the country.

This study has relevantly drawn closer to both institutions of government and the beneficiaries. The view is further supported by Swinburn *et al.* (2006) that local economic and social development was introduced for purposes of allowing the demonstration of ability by local communities to improve their quality of lives, create new economic opportunities and fight poverty. It is therefore crucial to mention that LESD had undergone numerous evolutionary stages which also affected the metamorphoses of concepts adopted. Table 2.1 below demonstrate the LESD evolutionary stages.

Table 2.1 below reflects six stages which LESD has undergone. Stage 5 focuses on the development of rural communities which is a direct contribution to rural development. Subsequently, the referred developmental process should be technically supported by the governance systems both during and post- implementation. This is done to ascertain sustenance. In their study, Hodges & Henson (2017) warned that weak foundations are a cause for the non-implementation of LESD initiatives. Therefore, it is proper to develop adequate systems as a guarantee to the effective implementation.

2.3. The Role of Municipal Governance in Promoting LESD

Municipal governance systems have a crucial role to play in promoting LESD in rural areas Department of Cooperative Governance and Traditional Affairs (2015). By providing essential services, such as water and sanitation, energy, and transport, the municipal governance systems can create an enabling environment for local economic development Department of Trade and Industry (2011). However, the limited access to resources and services is one of the main challenges facing LESD initiatives in rural areas Department of Trade and Industry (2011). The municipal governance systems need to be strengthened to ensure that adequate resources are available to support LESD initiatives Department of Cooperative Governance and Traditional Affairs (2015).

2.3.1 Challenges Facing LESD Initiatives in Rural Areas

Several studies have investigated the challenges facing LESD initiatives in rural areas of South Africa. One of the main challenges is the limited access to resources and services, such as finance, infrastructure, and human capital Department of Trade and Industry (2011). Another challenge is the lack of information and support for LED initiatives Department of Trade and Industry (2011). This is compounded by the limited capacity of local government to implement LESD initiatives effectively Department of Cooperative Governance and Traditional Affairs (2015).

TABLE 2.1: EVOLUTIONARY STAGES OF LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

Source	Period	Focus
Koma (2012)	1960-1980	Investments, making hard infrastructure
	1980-1990	Individual business Inward investments
	1990 onwards	Entire business environment
Luda (2012)	1990-1994	Pilot projects
	1994-2000 (Pilot Projects)	Development of rural communities
	2000-2006	Economic Reforms and Development formations

2.3.2 The Importance of Effective Implementation

Effective implementation is crucial for ensuring that LESD initiatives are successful in rural areas of South Africa Department of Trade and Industry (2011). The municipal governance systems need to be strengthened to ensure that they have the capacity to implement LESD initiatives effectively Department of Cooperative Governance and Traditional Affairs (2015). This requires a review of the existing fiscal policies and the development of new financial instruments to support LESD initiatives in rural areas National Treasury of South Africa, (2011).

2.4 Local Economic and Social Development Legislation in South Africa

Local economic development (LESD) is a key aspect of promoting economic and social development in rural areas of South Africa. The country has various policies and legislation in place to support LESD, including the National Integrated Plan (NIP) for the Development of Small and Medium Enterprises and Co-operatives, the New Growth Path (NGP), and the Industrial Policy Action Plan (IPAP) Department of Trade and Industry (2011). These policies aim to create a favorable environment for economic growth, job creation, and poverty reduction in rural areas.

One of the main challenges facing LESD in rural areas of South Africa is the limited access to resources and services, such as finance, infrastructure, and human capital Department of Trade and Industry (2011). The municipal governance systems have an important role to play in addressing these challenges and promoting LESD in rural areas. By providing essential services, such as water and sanitation, energy, and transport, the municipal governance systems can create an enabling environment for local economic development.

2.4.1 Municipal Finance in Promoting LESD

One of the key challenges facing municipal governance systems in promoting LESD in rural areas of South Africa is the limited access to finance. The municipal finance systems need to be strengthened to ensure that adequate resources are available to support LESD initiatives Department of Cooperative Governance and Traditional Affairs (2015). This requires a review of the existing fiscal policies and the development of new financial instruments to support LESD initiatives in rural areas.

The National Treasury of South Africa has identified a range of financial instruments, including grants, loans, and equity financing, to support LESDS in rural areas National Treasury of South Africa (2011). These instruments are designed to support local businesses, improve access to finance, and create a favorable environment for investment in rural areas. However,

it is important to ensure that these instruments are implemented effectively and that the benefits are directed towards the intended beneficiaries.

2.4.2 Municipal Governance and Rural Development in South Africa

The rural areas of South Africa are facing significant challenges with regard to economic and social development Department of Rural Development and Land Reform (2011). Despite the efforts made by the government to promote rural development, the outcomes have been limited Department of Rural Development and Land Reform (2011). The role of municipal governance in promoting local economic and social development in rural areas has been highlighted as one of the key factors that need to be addressed Department of Cooperative Governance and Traditional Affairs (2015).

In order to promote local economic and social development in rural areas of South Africa, the municipal governance systems need to be strengthened Department of Trade and Industry, (2011). The municipal governance systems need to provide adequate services and infrastructure, such as water and sanitation, energy, and transport, to support LESD initiatives Department of Trade and Industry (2011). The municipal governance systems also need to provide a supportive environment for local businesses and entrepreneurs to flourish Department of Trade and Industry (2011).

2.5 Case Study: Mopani District

The Mopani District Municipality is one of the rural areas that is facing significant challenges with regard to local economic and social development Mopani District Municipality IDP (2018). Despite the efforts made by the government to promote LESD in the Mopani District, the outcomes have been limited Mopani District Municipality IDP (2018). The role of municipal governance in promoting LESD in the Mopani District has been highlighted as one of the key factors that need to be addressed, Mopani District Municipality IDP (2018).

Mopani District Municipal IDP (2018) argues that in order to promote LESD in the Mopani District, the municipal governance systems need to be strengthened. In order to strengthen this front, the municipal governance systems need to provide adequate services and infrastructure, such as water and sanitation, energy, and transport, to support LESD initiatives. In addition, Mopani District Municipal IDP (2028) mentions that municipal governance systems also need to provide a supportive environment for local businesses and entrepreneurs to flourish.

2.6 Role of Local Government in Ensuring LESD in Southern Africa

In a study by Nkambule & Shisana (2015), the role of municipal governance in promoting local economic development (LED) in rural areas of South Africa was investigated. The study found that the lack of capacity in local government was a major challenge in implementing LESD initiatives effectively in rural areas. The study also found that the lack of coordination and integration between different government departments was another challenge facing LESD initiatives in rural areas. The authors concluded that in order for LESD initiatives to be successful in rural areas, the capacity of local government needs to be strengthened, and better coordination and integration between different government departments is needed.

Another study by Nyoni & Mkhwanazi (2016) investigated the role of municipal governance in promoting LESD in rural areas of South Africa. The study found that the limited access to resources and services was a major challenge facing LESD initiatives in rural areas. The study also found that the lack of information and support for local businesses and entrepreneurs was another challenge facing LESD initiatives in rural areas. The authors concluded that the municipal governance systems need to provide adequate resources and services, and provide information and support to local businesses and entrepreneurs in order to promote LESD in rural areas.

The role of local economic development legislation in promoting LESD in rural areas of South Africa was investigated in a study by Rambuda & Sibiya (2017). The study found that the lack of implementation of LESD legislation was a major challenge facing LESD initiatives in rural areas. The study also found that the limited capacity of local government to implement LESD legislation effectively was another challenge facing LESD initiatives in rural areas. The authors concluded that effective implementation of LESD legislation is crucial for promoting LESD in rural areas, and the capacity of local government needs to be strengthened in order to effectively implement LESD legislation.

In a study by Khoza & Shongwe (2018), the challenges facing LESD initiatives in rural areas of South Africa were investigated. The study found that the limited access to financing was a major challenge facing LESD initiatives in rural areas. The study also found that the lack of partnerships between local government and the private sector was another challenge facing LESD initiatives in rural areas. The authors concluded that better access to financing and partnerships between local government and the private sector are crucial for promoting LESD in rural areas.

2.7 Case study: Mopani District

In a case study by Mabunda & Mabuza (2019) on the Mopani District of South Africa, the challenges facing LESD initiatives in the district were investigated. The study found that the lack of coordination and integration between different government departments was a major challenge facing LESD initiatives in the Mopani District. The study also found that the limited capacity of local government to implement LESD initiatives effectively was another challenge facing LESD initiatives in the Mopani District. The authors concluded that better coordination and integration between different government departments, and the strengthening of the capacity of local government, are crucial for promoting LESD in the Mopani District.

2.7 The Role of Private Sector in Promoting Local Economic and Social Development

Furthermore, it is also important to examine the role of the private sector in promoting LESD in rural areas of South Africa. Private sector investment can play a crucial role in the development of rural economies by providing employment opportunities, contributing to local tax revenues, and improving the quality of life for local residents. To ensure the involvement of the private sector in LESD initiatives, municipal governance systems must create a supportive business environment and provide incentives for private sector investment.

Another important aspect of promoting LESD in rural areas is the need to address poverty and inequality. In South Africa, poverty and inequality remain persistent challenges in many rural areas, despite the country's efforts to promote economic growth and development. Municipal governance systems must therefore implement LESD initiatives that are inclusive and that take into account the needs of the most vulnerable members of the local community. This can include measures to improve access to education and health services, and the provision of support for small-scale entrepreneurs and farmers.

Finally, it is important to note that promoting LESD in rural areas of South Africa requires a long-term commitment from all stakeholders. This includes the local government, the private

sector, and the local community. Municipal governance systems must work together with other stakeholders to ensure the sustained implementation of LESD initiatives, and to address any challenges that may arise. Through this collaborative approach, it will be possible to promote sustainable and inclusive local economic and social development in rural areas of South Africa.

In summation, the effectiveness of municipal governance systems in promoting LESD in rural areas of South Africa is a critical issue that requires attention from policy-makers and researchers. Through a better understanding of the challenges facing LESD in rural areas, and the role of municipal governance systems in promoting LESD, it will be possible to develop effective policies and programs that contribute to the economic and social development of rural areas in South Africa.

2.8 Current LESD Conditions within Municipalities

Municipalities are legislatively mandated to create a conducive environment for local economic environment Local government (Act 32 of 2000). In this context, it should be clear that LESD implementation is a legislative requirement and must therefore be complied with. This section will further reflect on both the regulated and unregulated spaces where LESD manifests.

Regarding the regulated characteristics, Shannon (2018) mentions that LESD characteristics are about ensuring and empowering youth entrepreneurship; social entrepreneurship; investing on women; neighbourhood renewal; funding relating to enterprise initiatives; bringing stakeholders together; and; ensuring local tourism. In addition, Kamara (2017) mentions that the LESD characteristics are about providing direct and hands-on support by provincial/local government in selected areas; facilitation of programmes, coordination and monitoring of donor programmes; management and technical support to nodal economic development planning; and assisting on local economic development capacity building processes. These mentioned characteristics are also factored in the Cogta (2017) legislation such as National Framework for Local Economic Development, which governs the LESD provision.

However, interpretation and proper application remains a menace to local government. On the other hand, community members have observed that government was not promptly equal to address their socio-economic issues. For this reason, they had to organize themselves for purposes of helping each other to improve their well-being. They did this by introducing an intervention which has since proved to be important to their situations. The section below reflects on the unregulated LESD.

The unregulated LESD in this case refers to informal entrepreneurship. Examples of unregulated characteristics include but not limited to money rotational schemes; street hawkers/vendors; and stokvels. The element of Social in Local Economic Development fits squarely on this front. The social element focuses on issues related to homelessness; health; vulnerability; poverty and unemployment O'Sullivan *et al.* (2020). A study conducted by, Jili (2017) reveals that these unregulated and yet acceptable initiatives have a huge impact in job creation and poverty alleviation in rural areas. In addition, Silvia (2018) propagates that the informal economy had a huge presence in the South African economy with 56% in 2018. Flowing from the above unregulated space, a conclusion can be made that this category constitutes a hidden local economy and it has a huge following. Majority of the followers are women. A conundrum though is that the regulated characteristics embrace women as one of the categories accommodated whereas such is not the case practically. Practically, women fall within the unregulated category and this is where their presence makes a huge economic impact.

Local economic and social development is expected to also benefit youth and previously disadvantaged groups as the intended recipients. The challenge though was that being included did not necessarily imply that they were benefiting from any of the initiatives. It was also revealed in a study conducted by Rodgerson (2017) that municipalities did not take LESD serious. As a result, LESD was not given the prominence it deserved.

2.9 Policies governing stakeholder participation

Another key factor that can impact the effectiveness of municipal governance systems in promoting LESD in rural areas is the level of community engagement and participation. Community participation is crucial in ensuring that LESD initiatives are responsive to local needs and priorities, and that they promote inclusive and sustainable development. In the case of Mopani District, municipal governance systems can encourage community engagement by providing opportunities for local residents to participate in decision-making processes and by providing information and resources to support local development initiatives.

Furthermore, the quality and availability of infrastructure and services in rural areas can also play a critical role in promoting LESD. In order to attract investment and promote economic growth in rural areas, it is necessary to provide access to basic services such as water, electricity, and transportation. Municipal governance systems must therefore prioritize the development of infrastructure and services in rural areas, and work to ensure that they are accessible and affordable to local residents and businesses.

In order to measure the effectiveness of municipal governance systems in promoting LESD in rural areas, it is important to have a clear understanding of what success looks like, and to establish appropriate performance indicators. In South Africa, there is a need for a comprehensive approach to monitoring and evaluation that takes into account the interrelated and complex nature of LESD. This can include measures of economic growth, poverty reduction, and social development, as well as the satisfaction of local residents and businesses with the services and infrastructure provided by the municipality. The next paragraph reflects on the category of stakeholders and their impact.

Community participation makes impact when executed by relevant stakeholders. For example, the target for the socio-economic interventions are women; youth and people with disability. Table 2.2 below demonstrates the categories of ideal stakeholders for an effective LESD.

It is quite apparent from the above that the principle of public participation cannot bring changes without effective support structures in place. Previous studies conducted on this subject reveal that the establishment of stakeholders' forum alone is not enough. This view is supported by Sebola (2017) who emphasizes the importance of technical tools to avoid rendering the stakeholder participation meaningless. In addition, Alrazi (2020) stresses the importance of stakeholder evolution to apportion its relevance to developmental initiatives. Members of the established structures should be capacitated to a particular level to ensure effectiveness. This is supported by scholars such as Franklin (2020) who propagates that knowledge of stakeholders is required, their strength, weaknesses, and limitations. This knowledge will certainly guarantee a targeted intervention.

Finally, it is important to consider the role of the national government in promoting LESD in rural areas. The national government can provide support for local development initiatives, and can play a critical role in creating a supportive policy environment for LESD. This can include the provision of funding and technical assistance, and the development of policies and programs that promote investment in rural areas. In addition, the national government can work with municipal governance systems to develop a coordinated approach to LESD, and to ensure that LESD initiatives are aligned with national development priorities.

TABLE 2.2: DEMONSTRATION OF COMMUNITY PARTICIPATION MATRIX

Category of stakeholders	of Interest of stakeholders in relation to the programme	Rank importance of the programme' success	Rank influence of the stakeholder over the programme
Primary stakeholders			
Women	Active local economic drivers Job creation	5	High
Youth	Investment in the future economic drivers Job creation	5	High
People with disability	Bridge the stigma of economic exclusion. Job creation	5	High
Men	Job creation Protection over the vulnerable groups	5	High
Secondary stakeholders			
Traditional Leaders	Traditional Leaders in their own right.	5	High
Community structures	Community representation; ownership and management. Job creation	5	High
Local authorities	Have obligation to improve community' socio-economic conditions.	5	High
Sector Departments	Have obligation to deliver services to communities.	5	High
Non-governmental organisations	Those relevant for rural development.	5	High
State-owned enterprises	Have obligation to grow local economy.	5	High
Agencies	Economic drivers on behalf of government.	5	High
External stakeholders			
Private sectors	Solicit financial assistance. Marketing and networking.	5	High
Donors/funders	Financial assistance. Capacity building to project implementers.	5	High

In summary, promoting LESD in rural areas of South Africa is a complex and multifaceted challenge that requires the cooperation and collaboration of multiple stakeholders. Municipal governance systems play a critical role in promoting LESD, and must work with other stakeholders to ensure that LESD initiatives are effective and sustainable. Through a better understanding of the factors that impact the effectiveness of municipal governance systems in promoting LESD, it will be possible to develop policies and programs that promote inclusive and sustainable local economic and social development in rural areas of South Africa.

2.10 King iv principles of governance & LESD

The King principles of governance provide a useful framework for understanding the relationship between local economic and social development and effective municipal governance. The King principles emphasize the importance of transparency, accountability, and participatory governance in promoting sustainable development. By applying these principles to the promotion of LESD in rural areas of South Africa, it is possible to develop more effective and sustainable approaches to local development.

According to King iv report (2016), the following are generally applicable principles of good governance: participation; rule of law; transparency; responsiveness; accountability; consensus-orientation; equity, redress and inclusiveness; and effectiveness and efficiency. It has to be appreciated though, that the referred principles are said to have been designed for private sector. However, they have a bearing in ensuring proper governance systems within a public institution. Other scholars such as Graham *et al.* (2003) have also identified the governance principles although with different naming. However, the content is similar. From the two versions, there may be differences in approaches but there is a meeting point. They both agree that principles of good governance serve as a framework to guide both private and public institutions should put systems in place towards ensuring improved delivery of services. The challenge though is that, despite the availability of guidelines, the institutions still find it difficult to comply and deliver. This view is confirmed by World Bank (2016) which laments that there are manifestations of governance crisis in its member countries.

For example, the principle of transparency requires that municipal governance systems provide timely and accurate information to local residents and businesses, and that they be open and accountable in their decision-making processes. This can help to build trust and confidence in the municipality, and can support the development of inclusive and participatory LESD initiatives.

Similarly, the principle of accountability requires that municipal governance systems be held responsible for the provision of basic services and infrastructure, and that they take actions to address the needs and concerns of local residents and businesses. By establishing systems for monitoring and evaluation of LESD initiatives, it is possible to ensure that the municipality is responsive to local needs and priorities, and that it is taking effective action to promote LESD.

The principle of participatory governance emphasizes the importance of community engagement and participation in promoting sustainable development. Municipal governance systems can support participatory LESD initiatives by providing opportunities for local residents to participate in decision-making processes, and by supporting the development of local organizations and networks that can advocate for LESD.

Finally, the principle of sustainability requires that LESD initiatives be designed and implemented with a long-term perspective, and that they promote inclusive and equitable growth. By ensuring that LESD initiatives are sustainable, it is possible to promote the development of local economies that are resilient and able to adapt to changing circumstances.

By linking local economic and social development with the King principles of governance, it is possible to develop more effective and sustainable approaches to promoting LESD in rural areas of South Africa. By applying these principles, municipal governance systems can work to promote inclusive, participatory, and sustainable local development, and to ensure that rural areas are able to contribute to broader economic and social development in South Africa.

2.11 A reflection on the governance practice in Asia

The continent of Asia has adopted principles of good governance to guide the performance of countries towards the delivery of quality services. Nevertheless, the practice of good governance experiences implementation challenges and this results in the hampering of services delivery. This is supported by Pepinsky (2020) who argues that poor governance system in Asia is attributed to narrow focus on the principles of governance such as corruption; governance ineffectiveness; rule of law; and regulatory quality. The argument on the disregard for the principles of good governance is supported by Varughese (2015) who went further to recommend that local government should be a proactive driver of development to bring fundamental changes. The recommendation further calls for both a change in approach by both politicians and technocrats to involve members of the community.

It is correct that impediments should be dissected and properly categorized first before any intervention is enacted. Challenges may either take a form of operational; financial; procedural; administrative; or political. Issues of interference might occupy a wider space in instances where politics are at play.

2.12 A closer look at governance practice in Australia

Countries in Australia experience governance challenges and this results in slow economic development. Studies were conducted with recommendations premised on the findings. In contrast, the situation has not changed despite the intervention. This stance is supported by a study conducted by Nel (2015) who reveals that New Zealand has had challenges of integrating the support governance systems. Accordingly, the recommendations from the above study were that the non-state organs should be afforded space to act where government was constraint. However, this intervention could not be executed owing to unsustainable and ineffective governance systems. The finding on the frustrated governance systems is supported by another study conducted by Rowe (2015) who indicates that LESD initiatives in Australia could not survive owing to incapacity of government to control or influence the processes to deliver the desired outcomes. The inability by government institutions to interpret and apply LESD can also be attributed to unwillingness on the side of both officials and politicians. This is because politicians have a social contract with the electorates and they therefore must monitor the performance by municipal officials without interfering in the administrative procedures. The next section reflects on the state of governance in Australia.

The poor state of governance systems in Australia is also reflected in the study conducted by Sustain (2017). The referred study mentions lack of institutional systems to coordinate the key sectors on the socio-economic front, namely; health and well-being; economic development; and planning. Institutions of government have wide choices to adopt when planning. For example, the planning theory affords space for collaborative and integrated strategies. This view is supported by Goodspeed (2016) who argues that government institutions must plan together because they serve the same constituency. It is expected of the government spheres to coordinate their activities to fill any perceived gap. The benefit of collaborative planning is that all sectors will eventually bring or coordinate the resources for an integrated execution. The experiences from Asia confirms the importance of the theory of collaborative planning. Government officials and their politicians should be familiar to these theoretical approaches for proper application.

2.13 A view on the application of governance practices in America

Challenges of governance systems affect countries irrespective of their developmental stage. Principles of good governance embed institutions both in urban and rural areas. It is because development is required by both developed and developing areas alike. This view is supported by Rafael *et al.* (2016) who reveal that institutional performance is mostly influenced by the environment under which it operates. In addition to this view, Selod (2017) argues that being a developed country does not necessarily mean that the area is totally developed. In other words, development is relative and has to be perpetual although at differing paces depending on the area. This is further supported by Propheeter (2019) who advocates that Colorado still experiences a situation of having small towns and rural towns. The existence of rural small towns implies that there is still a need for improvement of systems as alluded above.

2.14 A focus on the governance practice in Africa

Governance seems to present torrid times to some African countries as per the revelations by previous studies conducted. Previous studies point to a series of challenges which confirm that LESD has perpetually been on paper rather than on the ground. This argument is properly factored in the study conducted in Kenya by Muriithi (2017) who reveals that Small and Medium Enterprise (SMEs) cannot sustain due to poor management in government; lack of competency and coordination skills by local government; and corruption. This finding is supported by Pal (2017) from the study conducted in Ethiopia which reveals that lack of community participation contributes to projects failure; lack of competent workforce; and lack of efficient and effective service engagement plan. Another study conducted in Nigeria by Alao (2015) reveals that governance systems are very poor owing to issues of corruption; undue intervention by politicians; over-politicization of administration including nepotism and lack of accountability by leadership. Although the LESD impediments take different shapes according to countries, it remains apparent that the LESD initiatives get suffocated because of inability by local government to manage and process elements of good governance. The element of political interference also preoccupies some municipalities as revealed by some scholars mentioned above. The problem with interference is that all elements of good governance are suspended and insidiousness manifests. The total disregards for the elements of good governance has dire implications to the intention of improving the socio-economic crisis. Given the political and procedural challenges which hamper LESD, the next section reflects on yet other operational related impediments.

The LESD implementation is also blocked by operational challenges within a municipal space. The challenges include matters of failure by municipalities to allow space for participation by interested stakeholders. This is supported by studies conducted in South Africa and Colorado which reveal that community structures are poorly coordinated and at times excluded from the LESD processes Lawrance & Prophter (2016; 2019). The same element of networking was also identified as a challenge in a study conducted in Uganda by Namara *et al.* (2015). The cited studies seem to have used cooperation and networking concepts which amount to bringing stakeholders together. The municipalities have dismally failed in coordinating LESD issues in the main. The next section reflects on issues of municipal leadership in the midst of these challenges.

Poor leadership coupled by inadequacies in recruiting municipal officials has played a major role in suffocating the LESD initiatives. Failure to interpret and apply LESD guidelines major concerns in the municipalities. This matter is advanced by Scholburgh (2014) who emphasis that poor leadership and prioritization have contributed negatively to the quest of ensuring that LESD thrives. The leadership in a municipal environment would refer to both administration and political fronts. As an addition to the findings by scholars, Morgan (2010) reveals that municipalities have no regards for policy innovation which would strategically drive the LESD process. Poor political leadership excludes community members from the processes. Community members will then end up organizing themselves without the support of government. The next paragraph focuses on the experiences of organized community structures, in particular the contribution of rural women to rural development.

Rural women; youth and people with disability have not been allowed participatory space to LESD programmes. Women in particular have found their way into participating in the growing of local economy through informal programmes. The referred informal initiatives contribute hugely in quelling the social crisis affecting rural and poor families. This notion is supported by scholars such as Bophela (2019) who reveals that women in South Africa have huge contribution and influence on how rotational savings are managed. Rotating savings are said to contribute largely to growing rural economy. The referred study further reveals that stokvels or rotational savings have an estimated value of R 49 billion and a membership of 11, 5 million in a country with populace of 57 million. The stokvels are informal enterprises most practiced by people who borrow each other money. The rural women, majority of whom are not educated, have dominated this industry and their socio-economic conditions have improved largely Storchi & Ngcobo (2018; 2019). The conducted studies reveal that stokvels have permeated positively and are functional. According to Murithi (2017), the unregulated LESD contributes 90% to employment in Ethiopia; 49% in Ghana; 70% in Nigeria; 60% in Rwanda; 20% in Tanzania; 90% in Uganda; 30% in Zambia; 15% in Zimbabwe; 80% in Kenya; and 60%

in South Africa. This happens despite the non-participation of government in the enterprise. It is therefore clear the revelations, that community members have found alternative ways of augmenting failures by local government. However, this should not discount the fact local government has to ensure the implementation of LESD initiatives.

2.15 Linking local economic and social development with principles of good governance

2.15.1 Linkage between Local Economic and Social Development with Participation as a Governance Principle

Participation as a governance principle is essential for promoting local economic and social development in rural areas of South Africa. By encouraging and enabling local residents and businesses to participate in decision-making processes and in the design and implementation of LESD initiatives, it is possible to build trust and confidence in the municipality, and to ensure that development efforts are aligned with local needs and priorities.

Research has shown that participatory governance can play a key role in promoting sustainable LESD in rural areas. For example, a study by Mashele & Zuma (2019) found that community-based organizations and networks that engage in participatory decision-making processes and advocate for LESD are more effective in promoting inclusive and sustainable local development. The study also found that these organizations and networks are able to secure greater levels of investment and support for LESD initiatives, and to achieve greater impact in terms of economic and social development.

In addition, participatory governance can help to ensure that LESD initiatives are inclusive and equitable. By engaging with a broad range of stakeholders, including marginalized and disadvantaged groups, it is possible to ensure that the benefits of LESD are shared more widely and that development efforts are designed to address the specific needs and priorities of these groups.

To summarize, participation as a governance principle is critical for promoting effective and sustainable LESD in rural areas of South Africa. By enabling local residents and businesses to participate in decision-making processes and in the design and implementation of LESD initiatives, it is possible to promote inclusive and equitable local development, and to ensure that LESD initiatives are aligned with local needs and priorities.

2.15.2 Rule of law as a governance principle

The principle of rule of law is also critical for promoting local economic and social development in rural areas of South Africa. The rule of law refers to the principle that everyone is subject to the law, including government officials and institutions. When this principle is upheld, it creates a stable and predictable legal framework that supports economic development and protects individual rights and freedoms.

Studies have shown that the rule of law is essential for attracting investment and promoting LESD in rural areas. For example, a study by Mnguni & Maseko (2017) found that the rule of law plays a crucial role in providing security for businesses and entrepreneurs operating in rural areas, and in ensuring that disputes are resolved fairly and efficiently. The study also found that the rule of law helps to create a stable and predictable investment environment that is attractive to both local and foreign investors.

In addition, the rule of law is critical for promoting social development in rural areas. By ensuring that the rights and freedoms of individuals are protected and that they have access to justice, it is possible to create a more inclusive and equitable society. This, in turn, supports economic development by enabling all members of the community to participate fully in the economy and by reducing the risk of conflict and unrest.

To summarize, the principle of rule of law is essential for promoting effective and sustainable LESD in rural areas of South Africa. By upholding the rule of law and creating a stable and predictable legal framework, it is possible to attract investment, protect individual rights and freedoms, and promote social and economic development in rural areas.

2.15.3 Local economic and social development with transparency as a governance principle

Transparency is another key governance principle that is critical for promoting local economic and social development in rural areas of South Africa. Transparency refers to the openness and accountability of government and public institutions, and it is essential for building trust and confidence in the political and economic systems.

Studies have shown that transparency is critical for attracting investment and promoting LESD in rural areas. For example, a study by Mashele & Zuma (2019) found that transparency is essential for reducing corruption and improving the efficiency of government services. By

increasing the transparency of government operations, it is possible to create a more predictable and stable investment environment, which attracts both local and foreign investors.

Transparency is also important for promoting social development in rural areas. By ensuring that government operations are open and accountable, it is possible to reduce the risk of corruption and abuse of power, and to improve the delivery of essential public services. This, in turn, supports economic development by enabling all members of the community to participate fully in the economy, and by reducing the risk of conflict and unrest.

To summarize, transparency is a key governance principle that is essential for promoting effective and sustainable LESD in rural areas of South Africa. By increasing the transparency of government operations and creating a more open and accountable political and economic system, it is possible to attract investment, reduce corruption, and promote social and economic development in rural areas.

2.15.4 Local economic and social development with responsiveness as a governance principle

Responsiveness is another key governance principle that is critical for promoting local economic and social development in rural areas of South Africa. Responsiveness refers to the ability of government and public institutions to respond effectively to the needs and priorities of the community, and it is essential for ensuring that development is driven by the needs of local people.

Studies have shown that responsiveness is important for promoting LESD in rural areas. For example, a study by Mnguni & Maseko (2017) found that responsive governance is essential for creating a supportive environment for local businesses and entrepreneurs, and for ensuring that development is driven by the needs of the community. By ensuring that government and public institutions are responsive to the needs and priorities of the community, it is possible to create an environment that is conducive to economic growth and job creation, and that supports social development.

Responsiveness is also important for promoting social development in rural areas. By ensuring that government and public institutions are responsive to the needs and priorities of the community, it is possible to improve the delivery of essential public services and to reduce the risk of conflict and unrest. This, in turn, supports economic development by creating a stable and supportive environment for investment and business, and by enabling all members of the community to participate fully in the economy.

To summarize, responsiveness is a key governance principle that is essential for promoting effective and sustainable LESD in rural areas of South Africa. By ensuring that government and public institutions are responsive to the needs and priorities of the community, it is possible to promote economic growth, job creation, and social development in rural areas.

2.15.5 Local economic and social development with accountability as a governance principle

Accountability is another important governance principle that is critical for promoting local economic and social development (LESD) in rural areas of South Africa. Accountability refers to the ability of government and public institutions to be held responsible for their actions and decisions, and it is essential for ensuring that development is driven by the needs of local people and is delivered in an effective and sustainable manner.

Studies have shown that accountability is an important factor in promoting LESD in rural areas. For example, a study by Mashele & Zuma (2019) found that accountability is essential for promoting transparency and for ensuring that public resources are used effectively to support local economic and social development. By ensuring that government and public institutions are accountable for their actions, it is possible to promote effective and sustainable development, and to reduce the risk of corruption and mismanagement.

Accountability is also important for promoting social development in rural areas. By ensuring that government and public institutions are accountable for their actions, it is possible to improve the delivery of essential public services and to reduce the risk of conflict and unrest. This, in turn, supports economic development by creating a stable and supportive environment for investment and business, and by enabling all members of the community to participate fully in the economy.

To summarize, accountability is a key governance principle that is essential for promoting effective and sustainable LESD in rural areas of South Africa. By ensuring that government and public institutions are accountable for their actions, it is possible to promote economic growth, job creation, and social development in rural areas, and to reduce the risk of corruption and mismanagement.

2.15.6 Local economic and social development with consensus-orientation as a governance principle

Consensus-orientation is another important governance principle that is critical for promoting local economic and social development (LESD) in rural areas of South Africa. Consensus-orientation refers to the ability of government and public institutions to engage in open and inclusive dialogue with local communities and stakeholders, and to make decisions that are based on the needs and priorities of local people.

Studies have shown that consensus-orientation is an important factor in promoting LESD in rural areas. For example, a study by Mnguni & Maseko (2017) found that consensus-orientation is essential for promoting participatory governance and for ensuring that local people have a voice in the decisions that affect their lives. By engaging in open and inclusive dialogue with local communities and stakeholders, it is possible to build trust, reduce the risk of conflict, and promote sustainable development.

Consensus-orientation is also important for promoting social development in rural areas. By ensuring that local people are involved in the decisions that affect their lives, it is possible to build stronger, more resilient communities, and to improve the delivery of essential public services. This, in turn, supports economic development by creating a stable and supportive environment for investment and business, and by enabling all members of the community to participate fully in the economy.

To summarize, consensus-orientation is a key governance principle that is essential for promoting effective and sustainable LESD in rural areas of South Africa. By engaging in open and inclusive dialogue with local communities and stakeholders, it is possible to promote economic growth, job creation, and social development in rural areas, and to reduce the risk of conflict and unrest.

2.15.7 Local economic and social development with equity, redress and inclusivity as a governance principle

Equity, redress and inclusivity are critical governance principles for promoting local economic and social development (LESD) in rural areas of South Africa. These principles ensure that government and public institutions are fair, transparent, and inclusive in their decision-making processes and in the distribution of resources.

Studies have shown that addressing equity, redress and inclusivity is essential for promoting LESD in rural areas. For example, a study by Kgafela & Kgwete (2018) found that the implementation of equity-based policies has helped to reduce poverty and promote economic growth in rural areas. Similarly, Nkosi & Mokgoatsana (2019) found that addressing redress and inclusivity is crucial for promoting social development and for reducing inequality in rural areas.

Inclusivity is also important for promoting LESD in rural areas. By ensuring that all members of the community, including women, youth, and people with disabilities, have equal access to opportunities and resources, it is possible to build more resilient and sustainable communities, and to promote economic growth and job creation. This, in turn, supports social development by enabling all members of the community to participate fully in the economy and to access essential public services.

To summarize, equity, redress and inclusivity are important governance principles that are essential for promoting effective and sustainable LESD in rural areas of South Africa. By addressing these principles, it is possible to reduce poverty and inequality, promote economic growth and job creation, and support social development in rural areas.

2.15.8 Local economic and social development with effectiveness and efficiency as a governance principle

Effectiveness and efficiency are crucial governance principles for promoting local economic and social development (LESD) in rural areas of South Africa. These principles ensure that government and public institutions operate in an effective and efficient manner, and that resources are used in an optimal way to achieve desired outcomes.

Studies have shown that improving effectiveness and efficiency in the governance of LESD can have a positive impact on local communities. For example, a study by Ndlovu & Mokgatla (2017) found that the implementation of effective and efficient governance systems has helped to reduce poverty and to promote economic growth in rural areas. Similarly, Mohale & Mofokeng (2019) found that improving efficiency in the delivery of public services has helped to increase access to essential services, such as healthcare and education, in rural areas.

Efficiency in the governance of LESD is also important for ensuring that resources are used in the most effective way. This helps to ensure that public funds are spent in a responsible and transparent manner, and that they are used to support the development of local communities. By improving the efficiency of governance systems, it is possible to achieve

better outcomes for local communities, and to promote economic growth and social development in rural areas.

To summarize, effectiveness and efficiency are important governance principles that are crucial for promoting sustainable LESD in rural areas of South Africa. By addressing these principles, it is possible to reduce poverty, increase access to essential services, and promote economic growth and social development in rural areas.

The governance of local economic and social development in rural areas of South Africa plays a crucial role in promoting sustainable development. Through the principles of participation, rule of law, transparency, responsiveness, accountability, consensus-orientation, equity, redress and inclusivity, effectiveness and efficiency, it is possible to ensure that public institutions operate in a responsible and transparent manner, and that resources are used to support the development of local communities.

Studies have shown that improving governance in rural areas can have a positive impact on local communities. By addressing the principles of governance, it is possible to reduce poverty, increase access to essential services, and promote economic growth and social development in rural areas. However, it is important to note that the effectiveness of municipal governance systems in promoting LESD in rural areas depends on many factors, including the level of political will, the capacity of local government, and the support of local communities. Therefore, there is a need for continued research and engagement with local communities to ensure that municipal governance systems are effective in promoting LESD in rural areas of South Africa.

In light of these findings, it is recommended that further research be conducted to examine the governance of LESD in rural areas of South Africa, and to identify best practices for improving the effectiveness of municipal governance systems in promoting LESD. In addition, it is recommended that local communities be engaged in the development of municipal governance systems, and that their voices be heard in decision-making processes.

In summation, the governance of LESD in rural areas of South Africa is crucial for promoting sustainable development. Through effective governance systems, it is possible to reduce poverty, increase access to essential services, and promote economic growth and social development in rural areas.

2.16 Determination whether the perceived levels of governance systems differ according to municipalities

Municipalities have a responsibility of ensuring that both urban and rural areas benefit from LESD initiatives. For this to happen, municipalities have a responsibility of ensuring an equitable distribution of resources to their areas. Communities should be encouraged to participate as per the framework provided. Accordingly, a balance would have to be struck between the participation of people in rural areas versus those in urban areas. It is obvious that urban areas are more developed than rural ones, hence a need to balance the participation and distribution of resources. The reason for reflecting on this part is to demonstrate that rural communities would react differently to those in the urban areas when it comes to public participation programmes of government.

2.17 Proponents of LESD

This section deals with advocates of LESD and their areas of focus. Many studies were conducted in the past on the LESD subject. However, the specific area on the effectiveness of governance systems meant to promote local economic and social development in rural areas, which this study is about, has not been researched. For example, Patrick Bond writes about the strategic LESD issues affecting LESD debates and implementation South Africa. The debates focus more on the general processes aimed at driving LESD. These are similar process issues that are raised in the National LESD Framework. Consequently, my study was focusing on specific areas that have a bearing in the realization of the LESD.

Timothy Bartik is a renowned international proponent and has written prolifically on LESD practices. Christian Rodgers writes a lot about the LESD practices in South Africa. However, there has not been full attention given to the effectiveness of governance systems within municipalities as espoused in the above-mentioned National LESD Framework. Findings from various studies conducted were on the general deficiencies of LESD application. The difference with this study is that it has focused on each LESD component in relation to its contribution towards an improved implementation.

2.18 Performance Monitoring and Evaluation (M&E) of municipal programmes

This section focuses on regulations governing accountability by those in authority. The accountability element is also regulated as much as it also counts to the good governance front. Legislatively, Local Government (2000) provides that a municipality must establish a performance management system that suits its circumstances and resources. This matter is

supported by the Local Government (1998) mentions that monitoring and evaluation are supposed to ensure that plans get implemented to produce the desired impact and further that resources are used efficiently. The monitoring and evaluation plays an important role in ensuring that there is compliance to the principles of good governance. However, it has to be noted that M&E can only be executed in an unpolluted environment. For example, there is a need for both administrative and political willingness to drive monitoring and evaluation processes. The question though is as to whether there is monitoring of the LESD work done within municipalities.

2.19 Theoretical Framework of the Study

This section presents the theoretical framework that underpins this LESD study. The following theories were found to be relevant for this study: community participation; local economic development; effectiveness; collaborative planning; rural development; local government capacity; and governance. In Table 2.3, the theories are presented. A discussion of each theory is flagged later.

2.20.1 Theory of community participation

This theory informs the dynamics behind public participation and has a direct correlation with our research work. As a matter of emphasis, community or public participation is a legislative requirement and municipalities have a duty to implement it (Local government, 2000). The question though is whether there are effective systems to ensure application and sustainability. This motion of encouraging community members to participate is captured in a study conducted by Namara *et al.* (2015) who reveal that the 2013 Commonwealth Local Government Conference reminded the participating countries to develop effective community participation systems and to sustain them. Coleman *et al.* (2007; 2009) who advocate that people must be both the target of development and the tools with which to attain it further emphasize this. This version is further amplified by Cunningham and Meyer-Stamer (2005) who advocate that local decision-makers are expected to promote economic development which eventually guarantees an improvement in the income stream of local people. It is deduced from the above research that municipalities can easily collect revenue from the economically active populace. The opposite will drive community members into the abject impoverishment. It is therefore very crucial that LESD is implemented with community members.

TABLE 2.3: TABULATION OF LESD THORIES

Name of Theory	Content	Source
Community Participation	It is a democratic platform on which members of public are afforded space to participate in the municipal public participatory processes.	Local Government: Municipal Systems Act, 32 of 2000 Ngubane, N.D (2005)
Local economic development	It deals with major accountabilities of local government in ensuring economic growth for the benefit of residents.	Local Government: White Paper on Local Government (1998) Schragger (2010) Pike et al, (2014)
Theory of effectiveness	Organizational effectiveness is based on two basic approaches which are goal model and resource acquisition model.	Richard H. Hall (1980)
Collaborative Planning	Importance of planning together by all relevant stakeholders for purposes of ensuring economic growth and sustenance.	Healey (2003) Bartik (2003) Morgan (2010) Godspeed (2016)
Rural Development	It seeks to afford rural communities to champion their own development.	Nardi (2011) Department of Rural Development and Land Reform, 2009 Schmidt and Laycock (2009)
Local government capacity	It advocates for local government capacity in all fronts to deliver on LESD.	Local Government: Municipal Systems Act, 32 of 2000 Rodriguz-Pose (2005) Honadle (2001)
Governance	It advocates for compliance to generic principles of good governance. It spells that administrative instability and political contestations are impediments to elements of good governance.	Graham et al. (2003) Morgan (2010) Elcock (2014)

2.20.2 Theory of local economic and social development

This theory is premised on the legislation obligation for the provision of LESD by municipalities. Various scholars have conducted studies to establish if municipalities comply with the legislation regarding the delivery of LESD. This was also revealed in a study conducted by Schragger (2010) that local government officials can exert some influence on the local economic growth and or the decline thereof. In other words, the life and demise of LESD is in the custody of local government officials. This is a confirmation of the relationship between administration and LESD. This view is supported by scholars such as Pike *et al.* (2014) who emphasize that municipal officials should always vie to capacitate and re-skill themselves to be equal to the task of ensuring the provision of LESD sustainably. It can be argued that the absence of LESD because of either unwillingness or incapacity subjects community members to poverty levels. Municipal leaders are expected to internalize the dynamics of LESD and its implications. Nel (2016) who argues that the absence of local economic activities in rural areas subjects people to levels of inequalities in socio-economic capacity supports this. This ends up segregating people as either asset poor or income poor.

Table 2.4 below depicts a municipality with two extreme communities. The one community is affluent whereas the other survives below the means. The gulf between the two communities can be surmounted through the introduction of unpopular regime which is specific in its approach. The referred regime should be biased towards an upliftment of impoverished communities to improve their socio-economic conditions. All these challenges are a consequences of lack of LESD. O'sullivan (2020) advocates for LESD which strives for improvement of societal well-being by fighting poverty.

2.20.3 Collaborative Planning Theory

This theory emphasizes on the need to plan together. The approach might adopt the shape of stakeholder participation but with a different content. All relevant stakeholders are afforded an arena to indulge in planning matters. This platform is not a consultative process but it is to plan for a consultative processes. This view is supported by Goodspeed (2016) who indicates that planning theory allows for stakeholders to indulge in planning together and mobilizing resources together. On the other hand, Healey (2003) relates on the importance of collaborative planning theory why it has to be upheld. In addition, Morgan (2010) advocates that after planning there must be continuous policy innovations and product development. This being the case, we may need to take an inward look to assess the implementation challenges that are likely to be faced by this theory.

TABLE 2.4: DEMONSTRATION OF UNEQUAL SOCIETIES WITH MUNICIPALITIES

Municipality	
Community A	Community B
High revenue collection rate	No revenue collection
High category	Low category
High level participation	No participation
Quality Services	No/poor services
Customer satisfaction	Incessant service delivery protests
High credit rating	Credit unworthiness
Economically active	No income
Wealthy/Rich	Poverty

Source: Schragger (2010)

It will need the capacitated municipal officials to dissect, balance and consolidate all the available plans to guide the implementation agenda. The balancing act will accommodate plans from the less affluent structures versus those affluent. This also includes recognizing all the participants regardless of the size organization they represent. In supporting this view, Honadle (2001) advances that planning done by those knowledgeable on the subject will result in a proper action. This is further demonstrated in Figure 2.1.

2.20.4 Theory of Effectiveness

Effectiveness in this case would refer to efficacy of governance systems that are meant to respond to issues of LESD. According to Hall (1980), effectiveness would involve two basic approaches which are goal and resource acquisition models. The two approaches are results oriented. This theory resonates with the study in that there is need for effective systems to achieve the set goals.

2.20.5 Rural Development Theory

This theory focuses on the contribution by local government to ensure rural development. The theory also encourages community members to participate and take control of their destiny. Nardi (2011) who reveals that rural communities in Argentina had to fight their way out for recognition in the rural development processes also advances this position. Local government officials who have no rural development knowledge may flout the processes and cause long lasting social damages.

2.20.6 Theory on local government capacity

This theory is about the capacity of local government to deliver on its obligations. The concept of capacity is relative and it depends on the subject to be dealt with. Capacity may refer to numbers or ability to act. In this context, capacity refers to the ability of local government to perform and deliver as expected. Issues of capacity both at institutional and individual levels are crucial in the life of an organization. This is supported by Rodriguez-Pose (2005) who reveals that local government capacity in Sub-Saharan Africa was considered weak because municipal authorities and officials often lack important information and tools to inform their planning. In supporting the notion of institutional capacity, Scholburgh (2014) reveals that local government in Jamaica lacks capacity to even distribute resources and this negatively affects LESD implementation. From the advanced arguments, it can be concluded that both institutional and individual capacities are seamless. Local government capacity starts with recruiting adequately. It goes further to refer to issues of interpreting and applying legislation

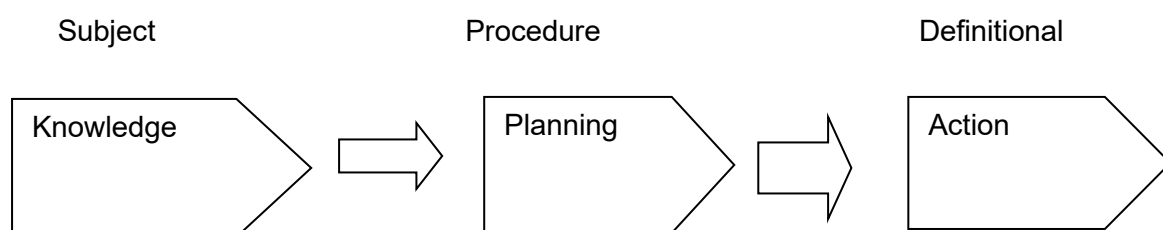
governing systems. Accordingly, local government capacity or institutional effectiveness is determined by either the presence or absence of individual and institutional abilities.

2.20.7 Theory on governance

This theory is about compliance to the generic principles of good governance. The study conducted by Graham *et al.* (2003) lists the following as principles of good governance: participation; responsiveness; effectiveness; efficiency; accountability; transportation; equity; and rule of law. In addition, Morgan (2010) contends that governance has got to do with management style towards achieving the set institutional objectives by adhering to good governance principles. It is through these principles that institutions are guided to strive towards effectiveness and excellence. The failure of institutions is mainly attributed to management styles and cultures adopted. As a matter of emphasis, local government should set the effective governance systems in place guided by these generic governance principles. This view is further developed by Elcock (2014) who warns that governance systems within local government are hampered by both administrative instability and unmanageable political contestations. This warning fields an element of willingness to adhere to the principles either from administration or politicians. That being the case, an institutional culture should be set through policies to guide the individual conduct and to maintain the corporate image. Institutions end up being viewed to be ineffective based on the unwillingness of individuals whereas they are capable and skilled. This would be uninformed conclusions. Thus a need for the study was identified.

Figure 2.1 demonstrates the ideal steps that get into collaborative planning. It starts with knowledge of the subject and gets to planning procedures before an action takes place. These are steps to guarantee a proper set up of a collaborative planning process.

FIGURE 2.1: THE DISPLAY OF RELATIONSHIP BETWEEN PLANNING, KNOWLEDGE AND ACTION.



Source: Honadle (2001)

2.21: Summary of the Literature Review

The literature on the effectiveness of municipal governance systems in promoting LESD in rural areas of South Africa is limited. However, the studies that have been conducted suggest that the municipal governance systems have a crucial role to play in promoting LESD and addressing the challenges facing LESD initiatives in rural areas. The limited access to resources and services and the lack of information and support are major challenges facing LED initiatives in rural areas. Effective implementation is crucial for ensuring that LESD initiatives are successful in rural areas of South Africa.

The promotion of LESD in rural areas of South Africa is crucial for economic and social development. The municipal governance systems play an important role in addressing the challenges facing LESD, including limited access to resources and services, and inadequate access to finance. The policies and legislation in place to support LESD, such as the NIP, NGP, and IPAP, provide a framework for promoting economic and social development in rural areas. However, it is important to ensure that these policies are implemented effectively and that the benefits are directed towards the intended beneficiaries. The Mopani District of South Africa is one of the rural areas that is facing significant challenges with regard to LESD, and the role of municipal governance in promoting LESD in the Mopani District needs to be addressed.

The literature on the effectiveness of municipal governance systems in promoting local economic and social development in rural areas of South Africa highlights the key challenges facing LESD initiatives in rural areas. The limited access to resources and services, the lack of information and support, the limited capacity of local government, the lack of implementation of LESD legislation, and the limited access to financing and partnerships with the private sector are major challenges facing LESD initiatives in rural areas. Effective implementation is crucial for ensuring that LESD initiatives are successful in rural areas of South Africa, and the municipal governance systems need to be strengthened in order to provide adequate resources and services, and provide information and support to local businesses and entrepreneurs. The case study of the Mopani District of South Africa highlights the challenges facing LESD initiatives in the district and the need for better coordination and integration between different government departments and the strengthening of local government capacity. In order to promote LESD in rural areas of South Africa, it is essential for the municipal governance systems to address these challenges. This can be achieved through the effective implementation of LESD legislation, the provision of adequate resources and services, the provision of information and support to local businesses and entrepreneurs, the

strengthening of local government capacity, and the establishment of partnerships between local government and the private sector.

It is important to note that the success of LESD initiatives in rural areas of South Africa will have a significant impact on the economic and social development of these areas. Thus, it is important for municipal governance systems to prioritize the promotion of LESD in rural areas in order to contribute to the overall development of the country.

On the other hand, there is more literature on the principles of good governance and how they are applied globally. However, the literature is limited on the effectiveness of governance systems for promoting local economic and social development in rural areas. In this study, an element of social in the local economic development was infused to demonstrate the relationship between the society and material resources. Some previous studies have pointed to the fact that people should be both the means towards achieving local development and the beneficiaries. O'sullivan *et al.* (2020) advocate for the social development which must aim at improving the societal wellbeing. It is acknowledged that LESD has undergone various evolutionary stages. However, there are identified gaps that still need to be addressed. This is evidenced by a focus per stage as informed by the material conditions.

The literature on regulated and unregulated LESD is a demonstration of the existing social gaps. The society has since noticed that government has limited capacity to address their socio-economic challenges. They have therefore used unregulated LESD to occupy space and compete with the regulated LESD. That is an indication that local government is missing. Hence, this study is meant to contribute in filling the identified gap.

In future studies, it would be valuable to investigate specific LESD initiatives in rural areas of South Africa and assess their effectiveness in promoting local economic and social development. This would provide valuable insights into best practices for promoting LESD in rural areas, and would contribute to the development of more effective LESD policies and programs.

CHAPTER 3 RESEARCH METHODOLOGY

3.1. Introduction

This chapter details the processes; methods; tools and techniques used to collect and analyse data. It also presents a narration of the study area and the research population.

3.2. Description of Study Area

There are five District Municipalities in Limpopo Province and Mopani District is one of them. Mopani District Municipality comprises the following local Municipalities: Greater Letaba; Greater Tzaneen; Greater Giyani; Ba-Phalaborwa; and Maruleng. It is bordering Lepelle-Nkumpi Municipality in Sekhukhune District; Molemole Municipality in Capricorn District; Makhado and Thulamela Municipalities in Vhembe District. Mopani District Municipality is also bordering Mozambique; Kruger National Park; Thaba-chweu and Bushbuckridge Municipalities in Mpumalanga. In terms of the space, the district is 81% rural and 14% of people reside in urban whereas 5% reside in farms. Mopani District Municipal offices are in Giyani town. The town of Giyani is 166 kilometres east of Polokwane and 68 kilometres south of Thohoyandou. Mopani is a Sepedi name for the worms (masonja) which are in abundance in the area. The dominating vernacular languages are Tsonga and Sepedi with Khelobedu as a dialect.

There are 32 Traditional Authorities in Mopani District. In terms of sampling, two Traditional Authorities were identified for data collection in each local Municipality. However, the other Traditional Authorities took long to respond and we resorted to accepting the ones which responded in time. This study was therefore conducted in the six Traditional Authorities which are located in the following local Municipalities: Greater Tzaneen (Mhlava and Mogoboya); Greater Letaba (Sekgopo and Mamaila-Mphotwane); and Maruleng (Sekororo and Letsoalo) Municipalities.

The above map shows the extent of Mopani and its components in terms of Wards, Villages and Urban areas. It was noted that the total number of villages had increased from 325 to 354 in a period of eight years imposing a high demand in the provision of basic services facilities including local economic and social development.

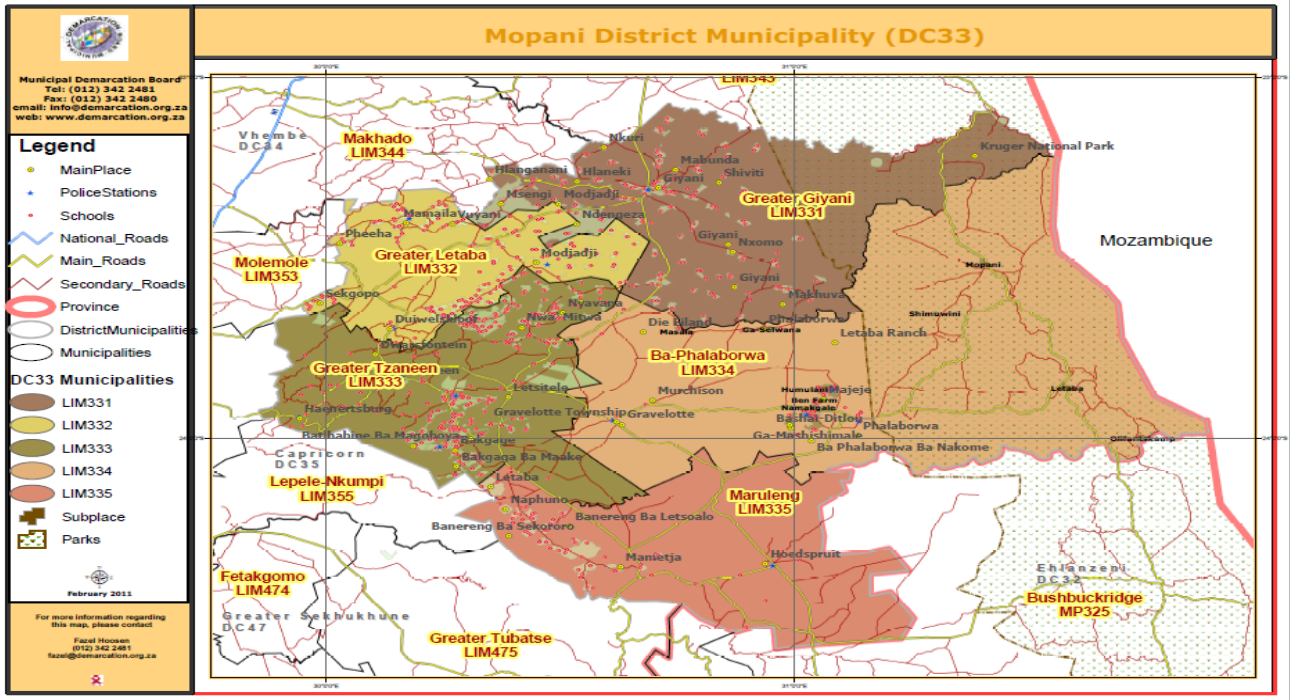


FIGURE 3.1: MOPANI MUNICIPAL MAP (SOURCE: MUNICIPAL DEMARICATION BOARD, 2011 CENSUS 2011)

3.3. Research Design

This study adopted a combination of both qualitative and quantitative approaches which included description and data computation. The referred methods were applied in phases such that one came after another. The data was collected, stored and analysed in stages. Six Traditional Authorities have participated in the study. The referred authorities are located in Greater Letaba; Greater Tzaneen; and Maruleng Municipalities. Participants were purposefully sampled from the four clusters as follows: Traditional Authorities; Community members; Community Structures; and Business Community.

3.3.1 Population sampling

There are 32 Traditional Authorities in Mopani District Municipal area which are spread in all the 5 local municipalities. Traditional Authorities were randomly picked as areas of research. According to Patton & Shaheen *et al.* (1990; 2021) random sampling of small samples tends to increase the credibility of the results. Letters requesting for their participation in the research were issued to the Offices of Secretaries. However, there were delays in responding and only 6 Traditional Authorities out of 10 responded. The 6 that responded are Mhlava; Mogoboya; Letsoalo; Sekororo; Sekgopo; and Mamaila-Mphotwana. According to Stratton (2021), the details of participants must be recorded. For that reason, we continued and purposefully sampled the participants from the following categories: Traditional Authorities; ordinary community members; business community; and community structures. For the participants, the invite was issued openly to everyone from all the categories to participate. Expectedly, the participants were representative of adults; youth and people with disabilities which accommodates both genders (male & female). For consistency, a similar sample was applied throughout all the Traditional Authorities in order not to lose the objective. All participants were considered knowledgeable on matters of LESD. Therefore, it was befitting to categorize them as key informants for LESD issues. They resonate well with LESD matters, hence a purposive sampling.

Table 3.1 demonstrates a statistical profile of the municipalities in Mopani District Municipality and in particular, the participating municipalities and wards. Three municipalities participated with the exception of two whose ward data is not factored. A total of 199 participants from the three municipalities were representing a total population of 56 429 from a district figure of 1 097 598. It implies that a wider area was covered. It can further be assumed that the findings are representative of all municipalities in the municipalities.

TABLE 3.1: POPULATIONS STATISTICS OF THE PARTICIPATING WARDS

Municipality	Municipal Population	Ward Number	Ward Population	Population Ranking
Greater Tzaneen	390 098	24	10 369	15
		33	11 993	
Greater Letaba	212 701	9	12 948	27
		22	8755	
Maruleng	99 946	09	7706	121
		14	4658	
Ba-Phalaborwa	150 635	None	-	73
Greater Giyani	244 218	None	-	30

3.3.2 Selected sampling

According to Shaheen *et al.* (2019) purposive helps the researcher to choose participants that will contribute in answering the research questions. These are participants who are believed to possess an acute awareness of the research topic. For this reason, purpose sampling was adopted for this study. Through this sampling, the researcher was able to collect relevant qualitative data from the focus groups and connect it to the research objectives. Rimando *et al.* (2015) further advocate that purposive sampling has logic and purpose. In this case, the participants were considered dependable owing to their knowledge of the subject, which was more central to this study. Participants were drawn from the six (6) Traditional Authorities in Mopani District area. Table 3.2 shows the distribution of Traditional Authorities in the five (5) Local Municipalities.

3.3.3 Size of focus groups

According to Barriet & Twycross (2018), it is advisable to constitute a focus group of between 6 – 12 people. With this size, everyone is guaranteed space to participate and enhance the debate. For this purpose, the size of the focus groups in each Traditional Authority ranged between 5 and 10. This called for multiple focus groups representing community and business in Letsoalo Tribal Authority where the total attendance stood at 64. The sizes of focus groups were adjusted to between 10 – 15 participants. The adjustment was also dictated by the size of the venue (hall) for the meeting. Plummer (2017) confirms that focus groups play a pivotal role in qualitative data collection.

3.3.4 Functionality of focus group

The previous findings by other scholars such as Taherdoost (2016) point to the fact that some participants in the focus group would dominate the discussions throughout. This has a potential to threaten other participants to a point that they no longer contribute meaningfully, and this leads to limited information. However, the other side of this reality would be that other participants including the researcher stand to benefit from the engagements. On the contrary, scholars such as Olisen (2012) indicates that one other disadvantage is that focus group is time consuming and at times expensive because it needs trained facilitators. For this study, time was promptly managed and the researcher facilitated the sessions.

3.4 Data collection methods, tools and techniques

A questionnaire was developed to collect qualitative data from the key focus group. Field notes were taken to capture additional data which could perhaps not be factored on the questionnaire. The items below present an account of all tools used to collect and analyse data.

TABLE 3.2: DISTRIBUTION OF TRADITIONAL AUTHORITIES IN MOPANI DISTRICT AREA

ID	Municipality	Number of Traditional Authorities
1.	Greater Giyani	10
2.	Greater Letaba	7
3.	Greater Tzaneen	5
4.	Ba-Phalaborwa	3
5.	Maruleng	5
Total		30

3.4.1 Preparation of data collection tools

The data collection process started off with the development of a questionnaire. The questionnaire was numbered according to Traditional Authority and name of stakeholder. The questionnaire had three parts covering the following areas: perceptions of effectiveness of systems, procedures and processes of LESD; perception of institutional arrangements of LESD; and perception of governance systems. The questionnaire was structured in a manner which allowed for flow of information. Each question or statement was divided into three columns as follows:

- a) Column 1: A guiding statement posted in the form of a question.
- b) Column 2: Extent to which we agree with the view. This was demonstrated through an allocation of seeds. Participants were expected to count 25 seeds and allocate them among the statements under each principle. Statements with more seeds denoted a high level of acceptance more than any on the list. Participants were advised to avoid having the same number of seeds throughout.
- c) Column 3: Suggestions to improve effectiveness of LESD.

Matters to consider when applying a questionnaire:

Kabir (2016) advises that a questionnaire should be designed in a manner which enables the researcher to collect data uncompromisingly. As a result, the following steps are crucial in managing a questionnaire:

- a) Venue of the data collection meeting:

All six data collection meetings were held at the Tribal Offices. These venues made it easy for participants to cooperate with the process. The choice of venue was also considerate of issues of safety for every participant. Meetings were free of other disturbances and therefore information sharing was freely executed. People with disabilities and adults were accommodated in the identification of venues. The venues are easily accessible and there was no transport arranged for any of the identified categories.

- b) Language used on the questionnaire:

Kabir (2016) advises that the questionnaire must be accommodative of literacy levels and must not be ambiguous of the participants. Language is at times a barrier and the intended message may not be properly conveyed. In that regard, the quality of the end product is

therefore adversely affected and seriously compromised. In this case, the questionnaire allowed the participants to relate with the discussions.

c) Duration for the meeting

All meetings started at 09h00 and finished at 13h00. This arrangement was made to accommodate the concentration span of the participants. However, Kabir (2019) advocates that participants should not be stretched to exhaustion as that will compromise the quality of data. However, *Sealy et al.* (2015) argue that the short time spent may at times lead to limited information. In the overall, it implies that the little time available for data collection should be maximally utilized. As indicated above, the 4 hour data collection exercise was also considerate of the concentration levels of the participants.

d) Type of the questions

Taherdoost (2019) propagates that it is advisable for qualitative questionnaires to be open-ended. This approach allows the researcher to link questions to the study and allow participants to share as much information as possible. It is understandable though, that the researcher will be required to facilitate the discussions so that participants could use their information to raise debates in the group. In this case, the situation rises to group dynamics and information explosion. For this study, questions were open ended and participants were afforded space to factor in suggestions on what needs to be done to address the identified challenges. In support of the referred flow of issues, Kabir (2016) advocates that questions should be standard in order to flow with the data collection processes.

e) Sensitivity of the data collected

Participants would not feel comfortable if they are expected to share sensitive information in an unsafe environment. The researcher has a duty therefore, to explain everything related to the study for the participants to freely engage. In this case, the Tribal offices served as secured spaces for the data collection exercise and participants were able to cooperate.

f) Evaluation and adoption of data collection methods

The questionnaire was pre-tested by both the supervisory team and the researcher to gauge its reliability and capacity to contribute to the study. The review was done to re-examine the quality of the questions and the format of the questionnaire. A trial run between the supervisory team and the researcher was conducted as part of the review process.

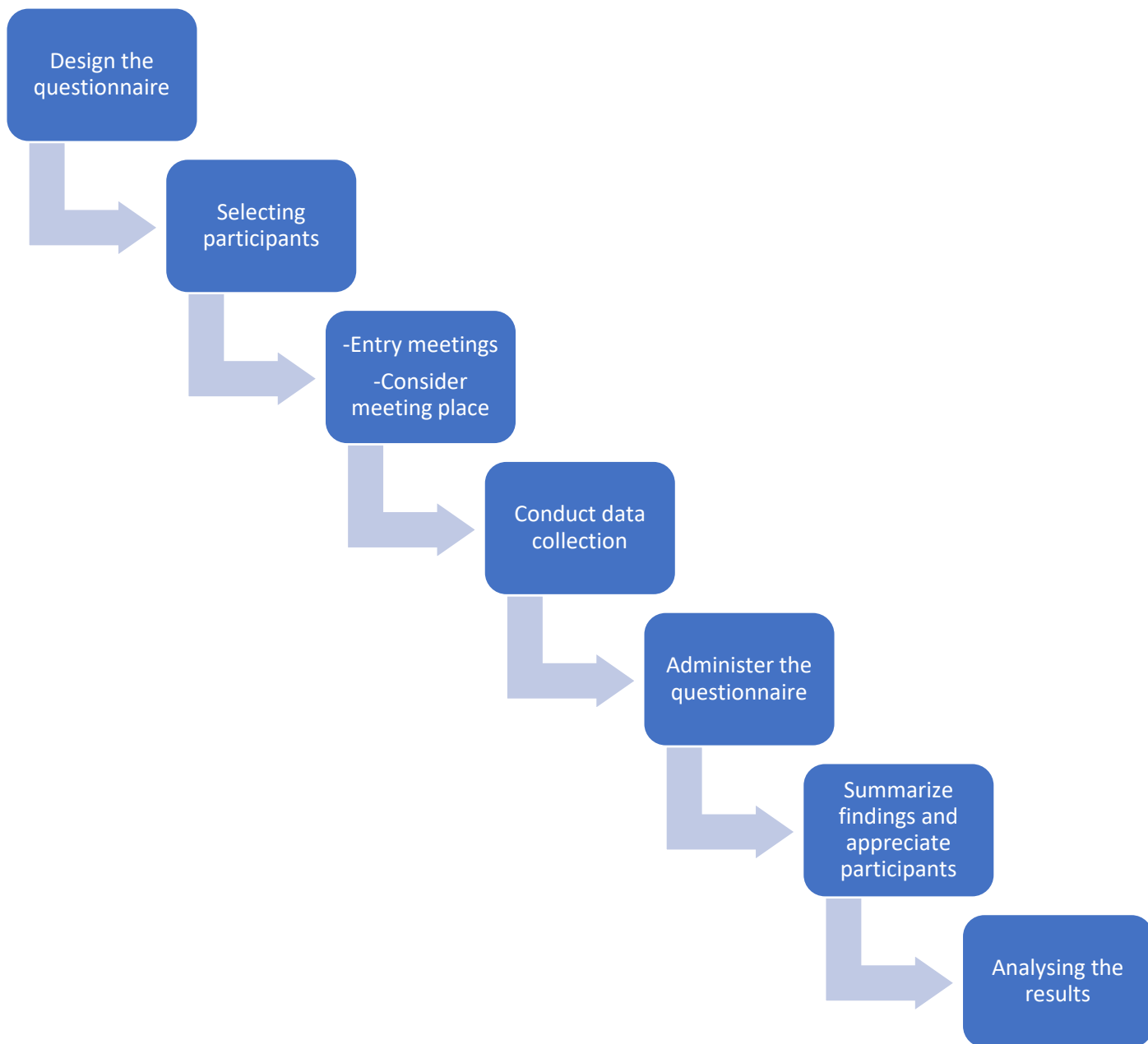


FIGURE 1.2: PROCESSES OF CONDUCTING THE KEY FOCUS GROUP (SOURCE: KABIR, 2016)

3.4.2 Actual data collection

Data collection started off with coordination of entry meetings with the Traditional Councils at the Tribal Offices. The entry meetings were attended by delegations led by either Chairperson or Secretary of the Tribal Council. The entry meetings adopted dates for the actual data collection sessions. These referred meetings also agreed on the sharing of responsibilities to ensure successful data collection.

As a way of gaining entry into the Traditional Authorities, we made and fulfilled appointments for meetings. These referred meetings had discussed and clarified every activity that needed to be handled, including coordination of the focus groups which the Traditional Authorities offered to execute. The questionnaire and agenda were part of the clarified items. The Traditional Authorities acceded to providing the venues and to as well liaise with the Ward Councillor together with Ward Committees including other identified structures. Administratively, the research team was responsible for administering the group discussions. The other administrative processes included the provision of water/food; keeping attendance registers and the filled questionnaires.

Every participant was present when meetings got started. The researcher had to set the scene by clarifying what needed to be done. Subsequently, the break-away sessions for the focus groups was embarked upon. There were groups for the youth; traditional authorities; community members; and structures. Each group had to nominate its chairperson and secretary to assist in filling the questionnaire. All the groups for effective data collection applied participatory budgeting technique.

Language usage: all data collection meetings never experienced challenges of language usage. The Chairpersons of Tribal Councils and Ward Councillors provided support to those who were struggling. According to Hsieh & Shannon (2005), the language barrier may lead to participants withholding some key information which could have helped the researcher.

Data collection fatigue: the meetings were collected within a reasonable concentration span of participants. The sessions were conducted in a manner which experienced no elements of fatigue from either the participants or researcher. Table 3.3 shows dates of both entry and data collection meetings in the six Traditional Authorities. Correspondingly, the attendance registers; copies of agenda and pictures are attached as appendices for easy reference.

TABLE 3.3: DETAILS OF DATA COLLECTION ITINERARY

Traditional Authority	Introductory meetings	Data collection
Mamaila-Mphotwane	25/01/2022	18/02/2022
Sekgopo	26/01/2022	15/02/2022
Mhlava	27/01/2022	10/02/2022
Letsoalo	27/01/2022	16/02/2022
Sekororo	27/01/2022	14/02/2022
Mogoboya	27/01/2022	11/02/2022



FIGURE 3.3: SCHEMATIC PRESENTATION OF THE STUDY

3.4.3 Participatory budgeting approach

Focus group discussions adopted a participatory budgeting model in their engagements. According to Cabannes (2015), the participatory budgeting was adopted in Brazil and went on to be practiced in more than 1 700 local governments in more than 40 countries globally. This is a model which allows community members to participate and propose solutions on matters which affect their space. Sintomer et al. (2012) support this assertion in advocating for the citizen participation. Participatory budgeting is believed to be a space where all participants are allowed to present their views irrespective of seniority. It is believed that elements of either bottom up or top down are reconciled through participatory budgeting model.

Through participatory budgeting, the participants are expected to rank their responses in order to priority. In this case, each of the scribes in the focus groups was given seeds to allocate to the statements as way of ranking them. The ranking is done in a manner that all participants had to first discuss a given statement and then allocate the seeds. The allocation of more seeds implied that participants agreed with it. Pictures of the allocated seeds were taken in each focus group as evidenced by the attached appendices. The study preferred a route of collecting data through focus groups and not individuals. This approach had intended to solicit tested views from the identified collective. For this reason, the perception was to be representative of the groups from different areas.

3.4.4 Data management and analysis methods

Previous findings by scholars have revealed that there are useful techniques for managing and processing the raw data until it is analyzed. The absence of data management processes would probably compromise the research and its findings. Prince & Kulkarni (2019) reveal that raw data should be processed within a particular time after collection. Data processing includes even the notes taken and the captured pictures. Sun *et al.* (2018) mention that data cleansing and transformation should happen immediately after being collected to avoid distortion.

For this study, the collected data was immediately stored on the excel spreadsheet and later exported into Statistical Package for Social Science (SPSS). According to Cronk (2018), the excel spread sheet should display variables throughout and the rows would represent participants.

In terms of data management, Verma (2013) advises that data needs to be cleaned before it is loaded on to SPSS. There is argument that the uncleaned data will mislead the researcher to arrive at wrong conclusions. This is because there could have been instances of participants

providing incomplete or incorrect information. Other scholars such as Sun *et al.* (2018) accede to the effect that data cleaning is crucial in the business of processing data.

3.4.5 Transcription of interview data

Data transcription was done immediately after collection. It is easy to connect with the issues raised before they escape the researcher's memory.

3.4.6 Grounded theory approach to data analysis

Khan (2014) recommends that qualitative research should adopt grounded theory for a number of reasons. One of the advantages of grounded theory is that data collection and analysis happen sequentially. The other reason is that data explanation is as well-grounded which enables the researcher to develop theories.

3.5 Coding process

Coding is relevant for this study as it was used to assemble and categorise data according to the identified characteristics. Williams & Moser (2019) reveal that coding is vital in qualitative research since it processes the collected data and sort it thematically to allow for a construction of meaning. Holton (2010), that coding is a conceptual abstraction of data and its integration augments these findings.

The study had adopted a combination of both exploratory and descriptive approaches. The reason for exploratory approach is that data was to be collated and to seek clarities on why things were done in the manner they happened. The descriptive design has helped in putting together and describing all the data collected. The research further adopted an interpretivism approach for purposes of interpreting the themes, codes and their meaning in line with the research objectives. The studies conducted on this subject indicates that the approach on interpretivism is supported by O'Connor & Gibson (2010) who emphasizes that, it is advisable for a research philosophy to adopt this approach and interpret the research findings. The research further adopted a combination of qualitative and quantitative methods for purposes of consolidating the literature based as well as statistical information. The importance of combining is supported by Manona (2005) who concedes that the qualitative method tends to be rich in details, sensitive to context, and capable of showing complex process or sequences of life while quantitative deals with statistics. It is for this reason that there is a combination approaches in the study.



TABLE 3.4: TOOLS AND TECHNIQUES FOR DATA COLLECTION AND ANALYSIS

Specific objectives	To assess the level of effectiveness of governance systems;	To determine whether the perceived levels of governance systems differ according to municipalities;	To conduct a comparison and contrast of the perceptions of different governance structures	To suggest possible areas that need intervention for the improvement of governance systems.
Variables	LESD successfulness Number of structures initiated through LESD intervention	Types of stakeholders participating LED Forum Number of meetings held Age, Gender Demographics	Number of established SMMEs Number of local groups established and supported. Demographics Age, Gender Employment rate Sustainability of LESD projects/programmes Educational levels	Establishment of effective LESD systems
Sampling approach	Purposive sampling. Targeting 200 respondents 199 (Traditional Authorities; Community members; Business Community; Village Committees)	Purposive sampling.	Purposive sampling Targeting 200 but respondents were 199	Purposive sampling Targeting 200 respondents 199
Data collection methods	Questionnaire Focus groups Observations	Questionnaire Focus groups Observations	Questionnaire Focus groups Observations	Questionnaire Focus groups
Techniques and tools	Focus groups Questionnaire Participatory budgeting	Focus groups Questionnaire Participatory budgeting	Focus groups Questionnaire Participatory budgeting	Focus groups Questionnaire Participatory budgeting
Data analysis method	Non-parametric data analysis Thematic Content Analysis Coding	Participatory budgeting Coding	Coding SPSS	Participatory budgeting Coding

TABLE 3.5: TRADITIONAL AUTHORITIES, VERNACULAR LANGUAGE AND COMPOSITION OF RESPONDENTS IN THE STUDY ON EFFECTIVENESS OF GOVERNANCE IN PROMOTING LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

Traditional Authority	Local Municipality	Common language(s) spoken	Number of Participants				
			Total	Females	Males	Youth	Adults
Mhlava	Greater Tzaneen	Xitsonga	32	13	19	5	27
Mogoboya		Sepedi	27	15	12	7	20
Sekororo	Maruleng	Sepedi	20	6	14	9	11
Letsoalo		Sepedi	64	42	22	27	37
Sekgopo	Greater Letaba	Sepedi	21	13	8	4	17
Mamaila-Mphotwane		Sepedi	35	13	22	6	29

In each Traditional Authority area, four focus groups were established. The focus groups were constituted as follows: (a) Chairpersons and Secretaries of Traditional Councils including the

headmen; (b) Assorted interest groups including Ward Committees; Community Development Workers; Community Policing Forum, School Governing Bodies and Civic Associations; (c) ordinary grassroots community members comprising youth and adults; and (d) the business sector. It would be prudent to present a narration of how the focus groups were facilitated.

The meetings started in the presence of all participants. The Chairperson of Traditional Council or the Ward Councillor would preside over the processes. As the driver of the process, the researcher gave the purpose including the questionnaire and how to fill it using the tools of participatory budget model, which are seeds in this case. After presenting the questionnaire, the researcher established groups which had their Chairpersons and Scribes.

Each group was given seeds to rate statements as outlined on the questionnaire. The more the seeds meant that they were agreeing with the statement.

3.6. Data Analysis

Means and standard deviations of means were calculated. The referred comparison had focused on the LESD perceptions by the Traditional Authorities; Municipalities and Interest groups. There were multiple tools used to analyse and test the collected data.

The non-parametric data analysis was also applied to test the certainty of the results. This method is normally applied together with Chi-square and Kruskal Wallis. The Kruskal Wallis is normally used to ascertain the assumptions resulting from non-parametric method.

3.7. Ethical Considerations

The Research Ethics Committee of the University of Venda had processed and issued the ethical clearance to allow for data collection exercise. The permission to conduct research was sought from Mopani District Municipality as the research area. Participants were identified and the following ethical considerations were explained to everyone as a way of guiding the data collection process: people's privacy; confidentiality; anonymity; protection from any form of physical/emotional/mental harm; recording devices; and copy rights among others. All respondents participated voluntarily without any undue pressure or deception. This was done to ensure credibility of the collected data.

Data was collected through a questionnaire and key focus groups. The participants were provided with explanations regarding the nature, purpose and objectives of the research to allow them to decide whether to register their willingness to participate or not. Accordingly,

they registered their interest to participate with the exception of others who could not avail their services. All the participants were treated with respect and dignity.

The mechanisms for feedback would be effected after the finalization of the research report. This includes a district summit where all relevant stakeholders would be invited to receive the report. The feedback was to provide an update on the research recommendations and implementation process plan. This would contribute in registering a motion of confidence to the researcher by the participants and beneficiaries. As part of feedback, we are also to provide Mopani District Municipalities with a governance systems model to assist in ensuring an effective local economic and social development. Mopani District Municipality will keep records of the research report and to share it with the local municipalities thereby ensure the implementation of the recommendations.

CHAPTER 4 RESULTS OF A STUDY ON EFFECTIVENESS OF GOVERNANCE SYSTEMS FOR LOCAL ECONOMIC AND SOCIAL DEVELOPMENT IN MOPANI DISTRICT

4.1 Introduction

This chapter demonstrates an analysis of the research results. It will demonstrate the perception of participants on how local government functions regarding LESD matters. The chapter will compare the collective perceptions of participants in all the three municipalities. For the demonstration to be effective, a comparison was made on the Traditional Authorities; Municipalities and Interest groups.

4.2 Results

The section below presents an analysis of how participants perceived the effectiveness of LESD governance systems from the six Traditional Authorities in the three participating municipalities. In addition, the perceptions were also ranked in line with descriptive statistics.

4.3 Effectiveness of systems, procedures and processes of local economic and social development practice

In Table 4.1 the means of ranks of the perceptions of how effective the systems, procedures and processes of local economic and social development (LESD) in Greater Letaba, Greater Tzaneen and Maruleng Municipalities were. The top two perceptions were “Reduction of poverty and inequality” and “Increased acquisition of relevant training”, respectively. However, the systems, procedures and processes of LESD were least effective in terms of the following desired results, “Increased incomes for businesses” and “Attraction of investment”. Overall,

the estimated relative scores of 14 % for the perceptions, “Increased incomes for businesses” and 21 % for “Reduction of poverty and inequality” revealed that the respondents regarded the systems, procedures and processes as grossly ineffective.

Highly significant differences in the perception, “Construction and better maintenance of infrastructure” as a measure of effectiveness of systems, procedures and processes of LESD practice were observed among Traditional Authorities ($P < 0.01$). Residents of communities under the Sekgopo Traditional Authority agreed significantly more ($P < 0.01$) with this perception than those in the Mamaila and Letsoalo areas. A similar observation was made between the residents of Sekororo and Letsoalo Traditional Authority areas, with the former agreeing more with the same perception. Moreover, it was observed that the respondents of Mogoboya agreed to a greater extent with this perception than those in Letsoalo, Mamaila and Mhlava Traditional Authority areas. There were no significant inter-Traditional Authority area differences for the remaining perceptions ($P > 0.05$).

Statistically significant differences in perceptions were observed among Local Municipalities ($P < 0.05$) with respect to “Reduction of poverty and inequality”, “Increased acquisition of relevant training” and “Existing businesses retained and expanded” as measures of effectiveness of systems, procedures and processes of LESD. Residents of Greater Tzaneen Local Municipality were more than twice in agreement with these perceptions compared to their counterparts in Greater Letaba Local Municipality. However, there were no differences of perceptions of respondents in Greater Tzaneen and Maruleng Local Municipalities ($P > 0.05$). Nor were there differences between the perceptions of residents of Greater Letaba and Maruleng Local Municipalities ($P > 0.05$).

4.4. Effectiveness or functionality of institutional arrangements for local economic and social development practice

The perceived effectiveness of institutional arrangements for LESD involving government, higher education institutions, private sector, state-owned agencies, NGOs, Traditional Councils and Local Municipal Office were considerably low, ranging from mean \pm standard deviation of 3.9 ± 1.01 to 6.1 ± 1.21 . These results for effectiveness of institutional arrangements for LESD revealed that overall rating extended from 16-24 %. The perceptions of functionality of the institutional arrangements were the same among the Traditional Authorities, Local Municipalities and interest groups ($P > 0.05$).

4.4.1 Perception of participation in local economic and social development practice

Mean \pm standard deviations of ratings of perception of participation in LESD ranged from almost identical respective estimates of 6.5 ± 1.30 and 6.3 ± 1.23 out of a maximum of 25 for “Development planning is carried out with governments, private sector, grass roots communities and civil society (NGOs) participate actively” and “The municipality has structures such as the LESD Forum to increase participation of citizens” to 5.1 ± 1.03 for “Key players in promoting LESD work closely and in harmony with the municipalities”. This reveals positive rating scores of 20-26 % for the extent of participation in LESD. There were no differences in perceptions ($P > 0.05$) among the Traditional Authorities, Local Municipalities and interest groups.

Table 4.1: PERCEIVED EFFECTIVENESS OF SYSTEMS< PROCEDURES AND PROCESSES OF LOCAL ECONOMIC AND SOCIAL DEVELOPMENT PRACTICE

Perceptions	Descriptive statistics		Significance of differences among		
	Mean score (out of 25)	Standard error	Traditional Authorities	Municipalities	Interest groups
a. Reduction of poverty and inequality	5.2	0.86	ns	*	ns
b. Increased acquisition of relevant training	5.2	1.19	ns	*	ns
c. Better uptake of innovation to improve performance of business	4.8	0.86	ns	ns	ns
d. Existing business retained and expanded	4.4	0.87	ns	*	ns
e. Construction and better maintenance of infrastructure	4.2	0.55	**	ns	ns
f. Increased number of jobs created	4.0	0.91	ns	ns	ns
g. Attraction of investment	3.5	0.66	ns	ns	ns
h. Increased incomes for businesses	3.4	0.52	ns	ns	ns

Key: * = $P < 0.05$

** = $P < 0.01$

ns = not statistically significant

TABLE 4.2: PERCEPTION OF THE RULE OF LAW IN LOCAL ECONOMIC AND SOCIAL DEVELOPMENT PRACTICE

Perception	Descriptive statistics		Significance of differences among		
	Mean score (out of 25)	Standard error	Traditional Authorities	Municipalities	Interest groups
a. Process of acquiring land for business development are clear, comply with legislation and free from unnecessary red tape	6.4	1.19	Ns	Ns	Ns
b. Adequate and effective safety and security arrangements exist, which helps to create a business-friendly environment	4.7	.99	Ns	Ns	Ns
c. LESD practice is aligned with the provisions of the National Framework for Local Economic Development: Creating innovation-driven local economies, 2018 – 2028	4.7	1.34	Ns	Ns	Ns
d. Any competent citizen can secure a contract to provide relevant LESD services	4.3	1.04	Ns	Ns	Ns
e. Citizens have a clear understanding of the distinct roles and responsibilities of the local municipalities and the District	4.2	1.08	Ns	*	Ns
f. Law enforcement bodies or agencies are not corrupt	3.8	1.10	Ns	*	Ns
g. Tenders are fair and executed without any favours	3.4	1.06	Ns	Ns	Ns

Key: * = $P < 0.05$

** = $P < 0.01$

ns = not statistically significant

In Table 4.2, seven measures of the rule of law and how residents of Greater Letaba, Greater Tzaneen and Maruleng Local Municipalities perceived them are presented. On average, the residents ranked the rule of law lowly, with approval ratings extending from “Tenders are handled fairly and executed without any favours” (14 %) to “Process of acquiring land for business development are clear, comply with legislation and free from unnecessary red tape” (26 %).

Inter-Municipality differences in perceptions of “Citizens have a clear understanding of the distinct roles and responsibilities of the local Municipalities and the District” and “Law enforcement bodies or agencies are not corrupt” were observed ($P < 0.05$). The residents of Greater Tzaneen agreed almost two times more with these perceptions compared with those in Greater Letaba. The same trend was observed between the residents of Maruleng and Greater Letaba Local Municipalities in perception of “Citizens have a clear understanding of the distinct roles and responsibilities of the local Municipalities and the District”, with the former agreeing to a greater extent. There were no other statistically significant differences in the rest of the perceptions among Municipalities, interest groups and Traditional Authorities ($P > 0.05$).

4.4.2 Perception of transparency in local economic and social development practice

Overall, the perceptions regarding the three governance principles that explained the level of transparency in LESD were low. The mean scores ranged from 4.0 ± 1.10 to 6.2 ± 1.39 out of a maximum of 25. “Communication systems used to ensure that different stakeholders in a society are reached” was rated highest (25 %) followed by Citizens easily obtain useful and reliable information from several sources (19 %) and “Systems and procedures in place help account for public funds in a transparent manner” (16 %). The rest of perceptions were similar ($P > 0.05$) among the Traditional Authorities, Local Municipalities and interest groups.

4.4.3 Perceived extent of responsiveness in local economic and social development practice

The mean \pm standard deviation score out of a total of 25 for the rankings of the perception, “Key institutions and organisations championing LESD respond to stakeholder enquiries and requests in a timely manner” within the context of responsiveness as a principle of LESD practice was 5.4 ± 1.27 . This reflects an average rating of 22 %. The other perceptions relating to responsiveness as a governance principle were “LESD activities in our local Municipality focus on both addressing the needs of the poor and also growing the economy” (21 %) and “The fact that LESD is a top priority of municipal business is reflected in it receiving a large

portion of the annual budget” (17 %). All the perceptions were the same ($P > 0.05$) across Traditional Authorities, Local Municipalities and interest groups.

4.4.4 Level of accountability in local economic and social development practice

Four perceptions on accountability as a principle of LESD practice were considered. On average, the respondents ranked highest (mean \pm standard deviation of 5.9 ± 1.09 out of 25) the perception, “Public entities and elected leaders keep stakeholders and grassroots communities informed about LESD programmes, projects and activities”. This translates to an average rating score of about 24 %. The next popular perceptions in descending order were, “Feedback is always given in a timely and consistent manner” (19 %), “The LESD Office takes responsibility for its actions” (16 %) and “Feedback is always given in a timely and consistent manner” (16 %). Ordinary members of grassroots communities agreed significantly more than Traditional and elected leaders, and representatives of the business sector ($P < 0.05$) with the perception that “The LESD Office takes responsibility for its actions”. No differences were observed among the rest of the interest groups ($P > 0.05$).

4.4.5 Consensus–orientation in local economic and social development practice

Respondents considered three perceptions of consensus–orientation in LED practice. The highest ranked perception was “Decisions are made in an engaged manner that shows a deep understanding of historical, cultural and social realities or context”. Its mean \pm standard deviation score of 5.2 ± 1.18 revealed that the respondents in all the Local Municipalities estimated their satisfaction with this view to be 21 %. The level of satisfaction with the remaining dimensions of consensus-orientation, namely “When decisions are made, we are able to explain or understand the reasons for making them”, was about 18 %. All the interest groups in the three Local Municipalities and six Traditional Authorities held similar views ($P > 0.05$) on consensus–orientation as a principle of LESD practice.

Table 4.3 shows the seven measures of equity, redress and inclusiveness and how they were perceived within the context of LESD. “Services such as water, sanitation, refuse removal and electricity are being delivered such that poverty is being reduced and development is taking place” was ranked the highest. On average, the rank scores were considerably low (17-26 %). The least ranked measure of equity, redress and inclusiveness (17 %) was “Youth are empowered through various initiatives”.

TABLE 4.3: PERCEPTION OF EQUALITY< REDRESS AND INCLUSIVENESS IN LOCAL ECONOMIC AND SOCIAL DEVELOPMENT PRACTICE

Perception	Descriptive statistics		Significance of differences among		
	Mean score (out of 25)	Standard error	Traditional Authorities	Municipalities	Interest groups
a. Services such as water, sanitation, refuse removal and electricity are being delivered such that poverty is being reduced and development is taking place	6.6	1.01	*	Ns	ns
b. All groups in our society, including vulnerable people, have easy access to municipal support and enjoy services rendered	6.0	1.17	*	Ns	ns
c. Members of society feel part of LESD work and empowered to improve their quality of life	5.0	1.07	ns	Ns	ns
d. LESD Office continuously reviews its processes and procedures with a view to enhance its services	4.6	1.03	ns	Ns	ns
e. Women are empowered through various initiatives	4.4	1.00	ns	Ns	ns
f. People with disabilities are empowered through various initiatives	4.4	1.01	ns	Ns	ns
g. Youth are empowered through various initiatives	4.3	1.20	ns	Ns	ns

Key: * = P < 0.05

** = P < 0.01

ns = not statistically significant

Statistically significant inter-Traditional Authority differences were observed ($P < 0.05$) for the perceptions, “Services such as water, sanitation, refuse removal and electricity are being delivered such that poverty is being reduced and development is taking place” and “All groups in our society, including vulnerable people, have easy access to municipal support and enjoy services rendered”. The residents of Mogoboya and Sekgopo Traditional Authority areas agreed with both perceptions to a greater extent ($P < 0.05$) than those of the Mamaila and Mhlava communities. Lastly, the respondents residing in the area under the jurisdiction of the Mogoboya Traditional Authority agreed more than their counterparts in the Sekororo community with the view that “All groups in our society, including vulnerable people, have easy access to municipal support and enjoy services rendered”. There were no statistically significant inter-Traditional Authority differences in the rest of the perceptions.

4.4.6 Effectiveness and efficiency in local economic and social development practice

The residents of the six Traditional Authority areas in Greater Letaba, Maruleng and Tzaneen Local Municipalities perceived LESD to be practiced in a highly ineffective and inefficient manner. “The Local Municipality is providing quality, affordable services to citizens” was ranked highest with an approval rating estimated to be 22 %. “The Local Municipality is utilizing its convening powers to facilitate the required partnerships for planning, implementation and monitoring of development and service delivery ranked a close second (21 %). The next popular views, each with a rating score approximating to 18 %, were “Development is taking place, integrating provincial, national, regional and international objectives”, and “Resources used carefully to meet the needs of society whilst also guaranteeing that future generation will benefit”. The respondents were least satisfied (16 % approval rating) with the perception that “The LED Forum is functional”. There were no inter-Traditional Authority, Local Municipality and interest group differences ($P > 0.05$) in all these perceptions of effectiveness and efficiency as principles of LESD practice.

4.5 DISCUSSION

The study found that the systems, procedures, and processes of LESD were perceived as being ineffective and there were significant differences in perceptions among the Traditional Authorities and Local Municipalities in the Greater Letaba, Maruleng, and Tzaneen Local Municipalities in South Africa. These have significant implications for local economic development in rural areas of South Africa because the low perceived effectiveness of the systems, procedures, and processes of LESD can lead to a lack of coordination and cooperation between the various stakeholders involved, hindering the success of local

economic development initiatives. Other studies conducted by scholars such as Braber *et al.* (2018) point to the multidimensional poverty index. At the centre of this revelation is an expression that poverty is relative. They speak of three levels of poverty as follows: poverty; standard poverty; and extreme poverty. According to Diamond & Sekhon (2013), the multidimensionality of poverty is about the covariates of poverty which have a huge contribution to either reduce or aggravate it. For example, Lokshin & Raval-Lion (2000) argue that the rurality of an area can contribute hugely to poverty levels such as; travelling from village to town and issues such as population density. The longer the distance between residential site and town could be suggestive of extreme poverty. This implies therefore that those without resources would spend much longer time without accessing town.

The observed significant differences in perceptions of the effectiveness of LESD among Traditional Authorities and Local Municipalities suggest that there may be disparities in the resources and support available for local economic development in different areas. For example, residents in communities under the Sekgopo Traditional Authority agreed more with the perception of "Construction and better maintenance of infrastructure" compared to those in the Mamaila and Letsoalo areas, while residents of Greater Tzaneen Local Municipality agreed more with the perceptions of "Reduction of poverty and inequality", "Increased acquisition of relevant training", and "Existing businesses retained and expanded" compared to their counterparts in Greater Letaba Local Municipality. These disparities in perceptions and effectiveness can result in unequal opportunities for local economic development and exacerbate existing inequalities in rural areas of South Africa. Addressing these disparities and improving the perceived effectiveness of the systems, procedures, and processes of LESD are crucial steps towards promoting sustainable local economic development in these areas. Oyedele (2015) mentions that a maintenance culture is required to keep the infrastructure connected to the end-users. It is correct that the unmaintained infrastructure is dangerous to communities. It is costly to government as well, because what cannot be maintained timeously with little funds will demand more money the next time as it would have worsened. It ends up not being addressed because of lack of funds. On the other, according to Braber *et al.* (2018), the mismatch of skills contributes to unemployment, or else the employed person will contribute shoddy services leading to poor quality of work.

Effectiveness of institutional arrangements for LESD was low. The perceptions of functionality of the institutional arrangements were the same among the Traditional Authorities, Local Municipalities, and interest groups. This low perceived effectiveness of institutional arrangements has significant implications for local economic development in rural areas of South Africa. Anindo *et al.* (2016) mention that a study conducted in Kenya regarding their

set target of vision 2030 which advocates for the ever changing market, needs some academic levels of capabilities to manage the daily dynamics. In another study Coccia (2021) reveals that 191 countries agree that there is a relationship between development and skills.

Ineffective institutional arrangements can lead to a lack of coordination and cooperation between the various stakeholders involved in LESD, thereby limiting the effectiveness of local economic development initiatives. Vaughan & Dessai (2014) assert that institutional arrangements involve putting systems in place to facilitate the implementation and processing of an agenda. In this case the municipal agenda is to ensure implementation of LESD through effective governance systems. Akompab *et al.* (2013) reaffirm that good governance and institutional arrangements are inextricable towards ensuring effectiveness. At the centre of these processes is leadership which is said to play a critical role in guiding the institutional performance towards the realisation of a vision. This is supported by Armitage *et al.* (2012) who mention that management should always be matched with governance for purposes of effectiveness.

Positive rating scores of 20-26% for the extent of participation in LESD were observed. There were no differences in perceptions among the Traditional Authorities, Local Municipalities, and interest groups. This suggests that there is some level of community engagement and participation in LESD initiatives, but more efforts are needed to increase participation and ensure that all stakeholders are involved in local economic development planning and implementation. Almansour (2015) confirms that collaboration brings together various expertise and institutions will grow both in size or capacity. It is assumed that municipalities do not have any partnership arrangements on LESD. This is evidenced through the low scoring by participants on a number of areas. An element of cooperative governance plays a critical role in bringing together various stakeholders to a common cause. Guimon *et al.* (2015) propagates for collaboration which he claims is key to integration. The participants have scored them low on internal arrangements, which confirms a perception on the deficiencies of institutional arrangements.

The study also found that the residents of the Greater Letaba, Greater Tzaneen, and Maruleng Local Municipalities ranked the rule of law lowly, with approval ratings extending from 14% to 26%. There were statistically significant differences in the perceptions of "Citizens have a clear understanding of the distinct roles and responsibilities of the local Municipalities and the District" and "Law enforcement bodies or agencies are not corrupt" between the Local Municipalities. The residents of Greater Tzaneen agreed more with these perceptions compared to those in Greater Letaba, while the residents of Maruleng agreed more with the

perception of "Citizens have a clear understanding of the distinct roles and responsibilities of the local Municipalities and the District" compared to those in Greater Letaba. These differences in perceptions of the rule of law can have negative implications for local economic development, as a lack of trust in the government and law enforcement bodies can reduce investment and limit the effectiveness of local economic development initiatives. Rugege (2002) argues that the roles and responsibilities of institutions meant to support government should be explicit and leave no room for common sense. The absence of clarity creates room for unnecessary conflict. This is supported by Crabbe & Leroy (2008) who mention that meritocracy should be promoted at all times to ensure quality services. In conclusion, the results highlight the need for efforts to improve the effectiveness of institutional arrangements and increase trust in the government and law enforcement bodies.

The low perceptions of transparency, responsiveness, and accountability in LESD practice among the residents of the six Traditional Authority areas in Greater Letaba, Maruleng, and Tzaneen Local Municipalities in South Africa have significant implications for improvement of the quality of life of residents of rural areas. Transparency is crucial for ensuring that the government is accountable to its citizens and that public funds are used in an appropriate manner. The low rating of "Systems and procedures in place help account for public funds in a transparent manner" with a score of only 16% suggests that the government is not adequately transparent in its use of public funds. This lack of transparency can erode trust in the government and negatively impact local economic development. This study confirms Triegaardt & Wekwete (2013; 2014) who also noted that lack of transparency impacts negatively on the effectiveness of governance systems. Lack of transparency implies the uninformed communities which also translates into poor or lack of participation, as argued by Akompab *et al.* (2013).

Responsiveness is also crucial for effective LESD. The low rating of "Key institutions and organizations championing LESD respond to stakeholder inquiries and requests in a timely manner" with a score of only 22% suggests that the institutions and organizations responsible for promoting LESD are not responsive to the needs of the community. This can lead to a lack of community engagement and participation in local economic development initiatives, which can limit their effectiveness. Previous studies conducted by scholars such as Caldwell (2016), reveal that public participation takes either normative perspective or instrumental perspective. Normative perspective focuses on values and policy directives whereas instrumental perspective is action oriented. In addition to the above approach, Nyandika & Ngungi (2014) argue that public participation will be meaningless if it does not influence decision making.

Results revealed that communities normally subscribe to participating in action oriented matters because they want to address matters which concern their well-being. Results further indicated that public participation contributes in ensuring accountability and transparency which leads to good governance.

Accountability is important for ensuring that the government and other stakeholders are held responsible for their actions and decisions. The low rating of "The LESD Office takes responsibility for its actions" with a score of only 16% suggests that the government is not adequately accountable for its actions. This lack of accountability can negatively impact LESD by reducing trust in the government and other stakeholders. Jindal (2014) attests that lack of accountability brings rise to elements of corruption. Projects are left incomplete and this pushes society into a permanent state of extreme poverty. According to Singh (2009), the unavoidable looting of funds in government entities and LESD projects that lacked accountability was revealed in the poor success rate. Projects could not take off the ground as a result. In addition, Oyedele (2015) points out that Municipal administrators have failed several infrastructure projects hiding behind poor governance systems.

From the above narration, it can be deduced that the low perceptions of transparency, responsiveness, and accountability in LESD practice among the residents of the six Traditional Authority areas in Greater Letaba, Maruleng, and Tzaneen Local Municipalities in South Africa have significant implications for local economic development in rural areas of the country. The government and other stakeholders need to take steps to improve transparency, responsiveness, and accountability in order to promote effective local economic development.

The results of the study conducted in the six Traditional Authority areas in Greater Letaba, Maruleng, and Tzaneen Local Municipalities in South Africa suggest that the residents perceive the LESD to be ineffective and inefficient. The approval rating for the statement "The Local Municipality is providing quality, affordable services to citizens" was estimated to be 22%, while the statement "The Local Municipality is utilizing its convening powers to facilitate the required partnerships for planning, implementation and monitoring of development and service delivery" was ranked a close second with an approval rating of 21%. These results have significant implications for local economic development in rural areas of South Africa. If the residents perceive the local municipality as not providing quality, affordable services and not utilizing its convening powers effectively, it may lead to a lack of trust in the government and a decrease in investment. Jung Kim *et al.* (2021) reveal that there is limited research conducted on the sustainability of small businesses and lending patterns. As a matter of fact, the small businesses need some financial injections for their survival. On the other, Avramidis

et al. (2022) also reveal that other countries have since introduced Community Reinvestment Act (CRA) to address financial challenges faced by small businesses. Osokina *et al.* (2019) report supports that the Nordic Environment Finance Corporal (NEFCO) which operates in countries such as Denmark, has set out conditions which point to the fact that they only fund small business with positive impact to the region. Which is a limit to other small businesses. Understandably, the funders would not be drawn into funding operations that are not adequately marketed.

The respondents in the current study had a similar perception regarding, "Development is taking place, integrating provincial, national, regional, and international objectives" and "Resources used carefully to meet the needs of society whilst also guaranteeing that future generations will benefit" with approval ratings of approximately 18% each. This suggests that the residents do not believe that the local municipality is effectively integrating different levels of government and utilizing resources in a sustainable manner. According to Guimon *et al.* (2015), the collaborative planning is seen to have contributed hugely in setting up institutions and to ensure sustainability. In another study, Chagolla *et al.* (2013) share the importance of interdepartmental collaboration. The South African government has also introduced District Development Model as a collaborative effort to bring together all service delivery institutions. However, the implementation remains to be seen.

It was revealed that the respondents were least satisfied with the perception that "The LED Forum is functional" with an approval rating of only 16%. This highlights the need for efforts to improve the functionality of the LED Forum and ensure that it is effectively facilitating partnerships and planning for local economic development. According to Nyandika & Ngugi (2014), government is easily executed through bringing together resources and monitoring thereafter. However, Caldwell (2016) sees it differently that bringing together stakeholders is not an easy exercise and the job ends up not being done owing to delays.

The study results suggest that the residents of the six Traditional Authority areas in Greater Letaba, Maruleng, and Tzaneen Local Municipalities in South Africa perceive the LEDSD to be ineffective and inefficient, and that there is a need for improvement in several areas such as the quality of services provided by the local municipality, the utilization of convening powers, the integration of different levels of government, the use of resources, and the functionality of the LED Forum. According to Mkhize *et al.* (2018) & Ncube *et al.* (2020), these results are similar to findings from other studies conducted in South Africa and Zimbabwe respectively, which have found that local economic development practices are often perceived as ineffective and inefficient by local communities. The low approval ratings for the provision of quality,



affordable services to citizens and the functioning of the LED Forum highlight the need for improved service delivery and better engagement with local communities in the planning and implementation of LESD initiatives.

CHAPTER 5 CHALLENGES FACING LOCAL ECONOMIC AND SOCIAL DEVELOPMENT IN MOPANI DISTRICT

5.1 Introduction

Rural development is a crucial aspect of sustainable development. It is essential to ensure that rural areas have access to economic and social opportunities to reduce poverty and improve livelihoods. However, the areas often face various challenges that hinder local economic and social development (LESD). The Mopani District in South Africa is one such rural area facing numerous challenges that limit the growth of the local economy and affect social development. This chapter is designed to present and discuss the limitations and challenges highlighted during a study in some rural areas of Mopani District that are under Traditional Authority. The study used a thematic analysis approach to identify the critical subthemes that emerged from the qualitative data collected.

5.2 Thematic areas and Implications for rural development

The issues raised by traditional leaders point to a lack of effective and inclusive governance in rural areas. The lack of public participation, community empowerment, and skills and knowledge for entrepreneurship could hinder the potential for economic growth and development. The need for capacity building and support for community structures highlights the importance of local ownership and involvement in development initiatives. The ineffective governance on Traditional Leadership and Local Government matters underscores the need for clarity and compliance with legislation. The issues raised by traditional leaders highlight the importance of addressing the needs and concerns of rural communities to ensure sustainable development.

The lack of specific and targeted public participation engagements by the government, inadequate community awareness of LESD issues, and weak consultation on infrastructure projects are significant themes identified across multiple traditional authorities. These issues point to a lack of effective communication and collaboration between local governments and communities, resulting in a disconnection between the needs of the communities and the actions taken by the government.

TABLE 5.1: THEMES, RELATED SUBTHEMES AND IMPLICATIONS FOR RURAL DEVELOPMENT

Theme	Subthemes
Lack of public participation and awareness (x6 TAs)	a) Government not initiating specific public participation engagements
	b) Lack of awareness about LESD issues
	c) Need for continuous training on government programmes
	d) Lack of knowledge about municipal services and operations
	e) Weak relationship between Traditional Authorities and Local Government
	f) Weak consultation on infrastructure projects
Community empowerment and capacity building (x4 TAs)	a) Need for establishment of business fora within communities
	b) Community awareness and buying locally for sustainability
	c) Diversity in government programme participation
	d) Greater support from Economic Development Agency
	e) Continuous training and workshops
Lack of skills and knowledge for entrepreneurship (x2 TAs)	a) Collapse of SMMEs due to lack of skills and knowledge
	b) Discouragement to apply for government projects due to previous failures
Governance and legislative compliance (x2 TAs)	a) Lack of knowledge about legislation governing Traditional Leadership
	b) Ineffective governance on Traditional Leadership and Local Government matters
	c) Dysfunctional LESD Forum
	d) Unclear roles between Municipal Councillors and Traditional Leaders
Service delivery and maintenance (x2 TAs)	a) Services provided but maintenance is lacking
	b) Closure of businesses due to high crime rate
	c) Need for capacity building and support for community structures
	d) Emphasis on ownership of community projects

TAs means Traditional Authorities

In addition, the need for continuous training on various government programs and the lack of knowledge about municipal services and how they operate are also critical themes. These themes reflect a lack of capacity and knowledge among community members, hindering their ability to participate effectively in local economic development initiatives.

The weak relationship between Traditional Authorities and Local Government is another significant theme. Traditional leaders have a vital role to play in promoting rural development, but their unclear roles in local councils and lack of engagement with the government limit their ability to contribute meaningfully.

Overall, the identified themes and subthemes indicate that the current state of governance in LED in Mhlava Traditional Authority is not effective in promoting rural development. The implications of these issues are that rural communities remain disconnected from the decision-making process, hindering their participation and contribution to local economic development initiatives. Additionally, the lack of collaboration and communication between traditional leaders and local governments limits the potential for traditional leaders to play a meaningful role in promoting rural development.

Addressing these issues will require a concerted effort from all stakeholders, including traditional leaders, local government, and community members. Specific actions such as targeted public participation engagements, continuous training on various government programs, and strengthening the relationship between Traditional Authorities and Local Government can contribute to a more effective governance system that promotes rural development.

5.3 Challenges

In table 5.1, wide ranges of challenges facing local economic and social development (LESD) are presented. The moderate frequency of the subtheme emphasizing the need for door-to-door engagement processes promotes community awareness and involvement in LESD. Secondly, the weak relationship between authorities and local government is another critical subtheme. The lack of clarity on the role of traditional leaders in councils, occasional meetings between traditional leaders and local government, and weak consultation on infrastructure projects limit traditional leaders' involvement in LESD and collaboration between traditional leaders and local government.

Weak consultation on infrastructure projects limits community use of completed projects. Thirdly, the lack of diversity in participation could limit community involvement and cooperation in LESD. The continual selection of the same participants in government programs and discontent and apathy towards government programs limit diversity in community participation in LESD. Fourthly, the need for business fora is crucial to promote connection with community members and sustainability of projects/businesses. The importance of community awareness and buying locally for the sustainability of projects/businesses promotes the sustainability of projects/businesses.

Inadequate support from Greater Tzaneen Economic Development Agency (GTEDA) could limit access to LESD resources was yet another challenge. GTEDA's inadequate involvement and lack of visibility in LESD limit access to LESD resources. Sixthly, the lack of skills and knowledge among small, medium, and micro-enterprises (SMMEs) and fear of failure due to collapsed SMMEs could limit the success of SMMEs in LESD and community involvement in LESD. Seventhly, the lack of knowledge on legislation governing traditional leadership could limit compliance with legislation. No corrective measures to ensure effective governance on traditional leadership also limit compliance with legislation. Eighthly, the ineffective LESD Forum could limit community involvement in LESD. However, the need for revamping of the LESD Forum promotes community involvement in LESD. Ninthly, the lack of clarity on roles between municipal councillors and traditional leaders limits collaboration between them. Tenthly, inadequate maintenance of services limits the community's use of completed projects, while a high crime rate within communities limits business development and community safety. Finally, established community structures not empowered to function limits the community's ability to participate effectively in LESD. In conclusion, the table highlights several limitations and challenges that could hinder local economic and social development in rural areas of Mopani District. To promote community awareness and involvement in LESD, establish effective community structures, promote collaboration between stakeholders, and provide continuous training on various government programs is necessary. Additionally, clarifying roles, promoting compliance with legislation, and maintaining services and community safety are crucial to ensure successful LESD in rural areas of Mopani District.", inserting in-text citations from South African journals and reference list.

TABLE 5.2: CHALLENGES HINDERING EFFECTIVE LOCAL ECONOMIC AND SOCIAL DEVELOPMENT IN MOPANI DISTRICT

Theme	Subthemes	Implications for Rural Development
1) Public participation and awareness	Initiate targeted public engagement processes to enhance community involvement; Implement door-to-door engagement to improve local awareness; Increase community awareness of government programs; Educate the community about municipal services.	Enhances community involvement, improves awareness and understanding of local economic and social development (LESD) initiatives, and encourages active participation in rural projects.
2) Governance and institutional collaboration	Clarify the roles of traditional leaders in councils to improve their involvement; Foster more frequent and effective consultations on infrastructure projects; Strengthen relationships between local government authorities and traditional leaders.	Strengthens the role of traditional leaders, improves collaboration on infrastructure projects, and fosters better relationships between traditional and municipal authorities.
3) Diversity in participation	Ensure diverse representation in government programs to reflect the broader community; Address community apathy and discontent towards government programs; Avoid repeatedly selecting the same participants for government initiatives.	Ensures a broader range of community voices are heard, reduces discontent and apathy, and increases inclusivity in LESD programs.
4) Business engagement and sustainability	Establish business fora within communities to connect businesses and local members; Promote local buying to support project and business sustainability; Ensure that projects and businesses are sustainable through community engagement.	Connects businesses with the community, supports local economic growth, and enhances the sustainability of projects through local engagement.
5) Support and visibility of gteda	Increase GTEDA's involvement in local economic and social development initiatives; Enhance the visibility of GTEDA programs to improve access to resources.	Improves access to LESD resources by enhancing the role and visibility of GTEDA, leading to more effective support for rural development projects.
6) SMME development and support	Provide essential skills and knowledge training for Small, Medium, and Micro Enterprises (SMMEs); Address and mitigate the fear of failure among SMMEs due to past collapses.	Provides necessary training and support for SMMEs, helping them succeed and contributing to economic growth and development in rural areas.
7) Continuous training and capacity building	Offer ongoing training on government programs to improve community understanding; Enhance community versatility through continuous capacity building.	Promotes continuous learning and adaptability, improving community understanding and engagement in LESD initiatives.
8) Knowledge and compliance with legislation	Increase knowledge of legislation governing traditional leadership; Implement corrective measures to ensure effective governance and compliance with legislation.	Ensures compliance with relevant legislation, enhancing effective governance and the proper functioning of traditional leadership structures.
9) Effectiveness of lesd forums	Revamp LESD forums to address current inefficiencies; Enhance the effectiveness of	Improves community involvement and addresses

Theme	Subthemes	Implications for Rural Development
	forums to promote greater community involvement.	inefficiencies within LESD forums, leading to more effective rural development strategies.
10) Community safety and empowerment	Address high crime rates to improve safety within communities; Ensure the adequate maintenance of services to support community use; Empower established community structures to encourage participation and support development.	Enhances safety, ensures the functionality of services, and empowers community structures, fostering a more supportive environment for rural development.

5.4 Discussion

According to Mkhize & Mngomezulu (2021), the issues raised by traditional leaders in rural areas point to a lack of effective and inclusive governance. This lack of governance is attributed to a lack of public participation, community empowerment, and skills and knowledge for entrepreneurship. The authors argue that this could hinder the potential for economic growth and development in these areas. Furthermore, the need for capacity building and support for community structures highlights the importance of local ownership and involvement in development initiatives.

In a study by Mokhele (2019), it was found that there is a lack of specific and targeted public participation engagements by the government. This, combined with inadequate community awareness of local economic and social development (LESD) issues and weak consultation on infrastructure projects, results in a disconnection between the needs of communities and the actions taken by the government. This lack of communication and collaboration between local governments and communities was identified as a significant theme across multiple traditional authorities.

The study by Mashele & Mosoma (2019) also identified a lack of knowledge about municipal services and how they operate as a critical theme. This reflects a lack of capacity and knowledge among community members, hindering their ability to participate effectively in local economic development initiatives. Continuous training on various government programs was identified as a necessary action to address this issue.

Mokhele (2019) identified the weak relationship between Traditional Authorities and Local Government as another significant theme in the study. Traditional leaders have a vital role to play in promoting rural development, but their unclear roles in local councils and lack of engagement with the government limit their ability to contribute meaningfully. This finding is again supported in the study conducted by Sibiya & Ngobeni (2020), which found that the ineffective governance on Traditional Leadership and Local Government matters underscores the need for clarity and compliance with legislation.

Overall, these studies indicate that the current state of governance in LED in rural areas is not effective in promoting rural development. The implications of these issues are that rural communities remain disconnected from the decision-making process, hindering their participation and contribution to local economic development initiatives. To address these issues, targeted public participation engagements, continuous training on various government

programs, and strengthening the relationship between Traditional Authorities and Local Government are necessary actions that can contribute to a more effective governance system that promotes rural development.

The importance of public participation in local economic and social development (LESD) has been emphasized in several South African journals. According to Musitha & Otieno (2018), "public participation is a crucial component of good governance and sustainable development, as it empowers communities to participate in decision-making processes, ensuring that their needs and aspirations are taken into consideration" (p. 1). Similarly, Nkuna & Makwakwa (2018) highlight that "public participation is an important element of LESD, as it enables the community to voice their concerns and needs, and to actively participate in the decision-making process" (p. 136).

The lack of public participation in rural areas of Mopani District is also highlighted by the current study. The government's failure to initiate specific/targeted public participation engagements, inadequate community awareness of LESD issues, inadequate training on various government programs, and inadequate knowledge of municipal services and operations all limit community awareness and involvement in LESD. However, the moderate frequency of the subtheme emphasizing the need for door-to-door engagement processes promotes community awareness and involvement in LESD. This is consistent with the findings of Baloyi & Ngcamu (2020), who argue that "door-to-door engagement is an effective strategy for promoting public participation in rural areas, as it enables the community to actively engage in the decision-making process" (p. 11).

The weak relationship between authorities and local government is a critical subtheme that could limit local economic and social development in rural areas of Mopani District. The lack of clarity on the role of traditional leaders in councils, occasional meetings between traditional leaders and local government, and weak consultation on infrastructure projects limit traditional leaders' involvement in LESD and collaboration between traditional leaders and local government (Banda, 2021). Additionally, weak consultation on infrastructure projects limits community use of completed projects (Tshabangu & Mathole, 2017).

The lack of diversity in participation is another subtheme that could limit community involvement and cooperation in LESD. The continual selection of the same participants in government programs and discontent and apathy towards government programs limit diversity in community participation in LESD (Matsobane & Mabunda, 2021). The need for business fora is crucial to promote connection with community members and sustainability of projects/businesses. The importance of community awareness and buying locally for the

sustainability of projects/businesses promotes the sustainability of projects/businesses (Nyamakura, 2019).

Inadequate support from Greater Tzaneen Economic Development Agency (GTEDA) could limit access to LESD resources. GTEDA's inadequate involvement and lack of visibility in LESD limit access to LESD resources (Masoga, 2016). The lack of skills and knowledge among small, medium, and micro-enterprises (SMMEs) and fear of failure due to collapsed SMMEs could limit the success of SMMEs in LESD and community involvement in LESD (Matsobane & Mabunda, 2021). Furthermore, lack of knowledge on legislation governing traditional leadership could limit compliance with legislation. No corrective measures to ensure effective governance on traditional leadership also limit compliance with legislation (Van Niekerk & Smith, 2018).

The ineffective LESD Forum could limit community involvement in LESD. However, the need for revamping of the LESD Forum promotes community involvement in LESD (Nyamakura, 2019). The lack of clarity on roles between municipal councillors and traditional leaders limits collaboration between them (Banda, 2021). Inadequate maintenance of services limits the community's use of completed projects, while a high crime rate within communities limits business development and community safety (Masoga, 2016). Established community structures not empowered to function limits the community's ability to participate effectively in LESD (Tshabangu & Mathole, 2017).

Flowing from the above, it can be concluded that addressing the limitations and challenges highlighted in the table 5.4 is essential to ensure successful local economic and social development in rural areas of Mopani District. Effective collaboration between stakeholders, continuous training on various government programs, clarifying roles, promoting compliance with legislation, and maintaining services and community safety are crucial. Additionally, promoting diversity in community participation, revamping the LESD Forum, and empowering community structures could enhance community involvement in LESD.

The results presented in the table provide insights into the factors that could limit local economic and social development in rural areas of Mopani District. Several South African and African studies have examined similar themes and provide support for the results presented in the table. One important theme identified in the table is the lack of public participation, which could limit community awareness and involvement in LESD. This theme is consistent with the findings of a study by Chinsinga *et al.* (2019), which found that community participation is a crucial factor in ensuring effective implementation of rural development policies in Malawi. The

authors argue that community participation in policy design and implementation can help ensure that policies are responsive to local needs and that communities should take ownership of development initiatives.

Another important theme identified in the table is the weak relationship between authorities and local government. This theme is consistent with the findings of a study by Zinyama & Shava (2017), which found that the lack of cooperation and communication between traditional leaders and local government officials in Zimbabwe can limit the effectiveness of rural development programs. The authors argue that effective collaboration between traditional leaders and local government officials is essential for ensuring that rural development programs are responsive to local needs and priorities. The lack of diversity in participation is another important theme identified in the table. This theme is consistent with the findings of a study by Arinaitwe & Kanyesigye (2020), which found that the lack of inclusivity and diversity in community participation can limit the effectiveness of rural development initiatives in Uganda. The authors argue that promoting diversity and inclusivity in community participation can help ensure that the voices and perspectives of marginalized groups are heard and that development initiatives are responsive to their needs.

The importance of business fora and community awareness in promoting sustainability is another important theme identified in the table. This theme is consistent with the findings of a study by Iwu & Afolayan (2019), which found that promoting local entrepreneurship and community participation is essential for ensuring the sustainability of rural development initiatives in Nigeria. The authors argue that promoting entrepreneurship and local ownership of development initiatives can help ensure their long-term sustainability and success.

In summation, the results presented in this chapter are consistent with the findings of several South African and African studies on rural development. These studies highlight the importance of community participation, collaboration between stakeholders, inclusivity and diversity in participation, promoting entrepreneurship and local ownership, effective communication, cooperation between traditional leaders and local government officials in ensuring the effectiveness and sustainability of rural development initiatives.

CHAPTER 6 CREATING ENHANCED CAPACITY FOR LOCAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH COLLABORATIVE GOVERNANCE IN SOUTH AFRICA

6.1 Introduction

The study provides valuable insights into the residents' perceptions of the effectiveness and efficiency of the Local Economic Development (LESD) in the six Traditional Authority areas in Greater Letaba, Maruleng, and Tzaneen Local Municipalities in South Africa. By measuring the residents' perceptions, the study provides a baseline for evaluating the effectiveness of LESD initiatives in these areas.

In terms of contributions to the body of knowledge, the study sheds light on the residents' views on the provision of quality, affordable services by the Local Municipality, the utilization of the convening powers of the Local Municipality, the integration of regional, national, and international objectives in development, the use of resources to meet the needs of society while ensuring future benefits, and the functionality of the LED Forum. This information can inform policy and practice in local economic development by highlighting areas that need improvement.

In conclusion, the results of the study indicate that the residents of the six Traditional Authority areas in Greater Letaba, Maruleng, and Tzaneen Local Municipalities perceive the LESD to be ineffective and inefficient. The low approval ratings for the various perceptions highlight the need for policy and practice to address these issues.

In terms of recommendations for policy and practice, the Local Municipality and other stakeholders involved in LESD should work towards improving the provision of quality, affordable services to citizens and the utilization of their convening powers to facilitate the required partnerships for planning, implementation, and monitoring of development and service delivery. Additionally, efforts should be made to ensure that development takes place while integrating regional, national, and international objectives, and that resources are used carefully to meet the needs of society while ensuring benefits for future generations. Finally, efforts should be made to ensure the functionality of the LED Forum.

In terms of research gaps, further research is needed to understand the underlying reasons for the low approval ratings for the various perceptions and to evaluate the effectiveness of interventions aimed at improving LESD in these areas. Research could also be conducted to

explore the perceptions of LESD in other rural areas of South Africa to compare and contrast the findings of this study.

6.2 Contribution to the body of knowledge

The study contributes to the body of knowledge through identifying several limitations and challenges that could hinder local economic and social development in rural areas of Mopani District. In this chapter, critical themes and subthemes were identified. For example, lack of public participation, weak relationship between authorities and local government, lack of diversity in participation, inadequate support from Greater Tzaneen Economic Development Agency (GTEDA), lack of skills and knowledge among small, medium, and micro-enterprises (SMMEs), lack of knowledge on legislation governing traditional leadership, ineffective LESD Forum, lack of clarity on roles between municipal councillors and traditional leaders, inadequate maintenance of services, high crime rate, and established community structures not empowered to function. The envisaged LESD framework should contribute in filling the identified deficiencies.

6.3 Recommendations for policy and practice

The study recommends that policymakers and practitioners need to focus on establishing effective community structures and promoting collaboration between stakeholders to ensure successful LESD in rural areas of Mopani District. Policymakers need to initiate specific/targeted public participation engagements, increase community awareness of LESD issues, provide adequate training on various government programs, and improve knowledge of municipal services and operations to promote community awareness and involvement in LESD. In addition, policymakers need to promote compliance with legislation governing traditional leadership, establish corrective measures to ensure effective governance on traditional leadership, and revamp the LESD Forum to promote community involvement in LESD.

6.4 Recommendations for Research

The study identifies several research gaps that need to be addressed in future studies. These are:

- a) Explore the impact of community participation in LESD on community development in rural areas of Mopani District
- b) Infuse and embed the role of Traditional Leaders and contribution in promoting effective governance Framework for LESD in rural municipalities of South Africa;

- c) Explore the effectiveness of GTEDA in promoting LESD in rural areas of Mopani District.
- d) Examine the impact of LESD on community safety in rural areas of Mopani District.
- e) Improve municipal governance systems: The municipality of Mopani District must focus on improving its governance systems to promote local economic and social development. This can be achieved through increased transparency, accountability, and responsiveness of the municipality to the needs of the local communities. The municipality should also work towards creating an environment that supports local economic development, including providing the necessary infrastructure and services to support businesses and entrepreneurs.
- f) Strengthen community participation: The municipality of Mopani District must also strive to increase the participation of local communities in the decision-making processes that affect their lives. This can be done by increasing public awareness of the governance systems and by ensuring that local communities are involved in the planning and implementation of development projects. The municipality should also establish mechanisms to allow for public feedback and complaints and to ensure that these are acted upon in a timely manner.
- g) Foster an enabling environment for local economic development: The municipality of Mopani District must create an enabling environment that supports local economic development. This can be achieved through policies and regulations that promote the growth of local businesses and encourage investment in the area. The municipality should also work towards reducing bureaucracy and improving the efficiency of its services to the local business community.
- h) Invest in education and skills development: The municipality of Mopani District must invest in education and skills development to support local economic development. This can be done by providing training programs for local entrepreneurs and small business owners, and by supporting the development of vocational and technical education programs in the area. The municipality should also work towards ensuring that the local schools are equipped with the necessary resources to provide quality education to the local communities.
- i) Support for small and medium-sized enterprises: The municipality of Mopani District must support the growth of small and medium-sized enterprises in the area. This can be done by providing access to finance, technical assistance, and marketing support to small business owners. The municipality should also work towards creating a supportive environment for small businesses by reducing red tape and bureaucracy and by promoting entrepreneurship and innovation.

- j) Monitoring and evaluation: The municipality of Mopani District must establish a robust monitoring and evaluation system to track the progress of local economic and social development efforts. This will allow for the identification of challenges and the development of strategies to address these challenges. The municipality should also engage with stakeholders, including local communities, to ensure that the monitoring and evaluation process is inclusive and transparent.

6.5 Areas for Further Research

- a) Impact of local economic development on poverty reduction: Further research is needed to assess the impact of local economic development efforts on poverty reduction in rural areas of South Africa, including the Mopani District. This research will provide important insights into the effectiveness of local economic development efforts in promoting inclusive and sustainable growth.
- b) Link between local governance and local economic development: More research is needed to explore the relationship between local governance and local economic development. This research should focus on the role that good governance plays in promoting local economic development, and the challenges that municipalities face in promoting good governance practices.
- c) Women's participation in local economic development: There is a need for research to explore the role that women play in local economic development and the barriers that they face in participating in local economic development initiatives. This research will provide important insights into how to promote the participation of women in local economic development and the impact that their participation has on local economic development outcomes.
- d) Evaluation of local economic development initiatives: Further research is needed to evaluate the effectiveness of local economic development initiatives in rural areas of South Africa, including the Mopani District. This research will provide important insights into the impact of these initiatives on local economic and social development and the factors that contribute to their success.
- e) Pilot testing the proposed effective governance system for LESD in at least three selected rural municipalities in different provinces of South Africa.

To sum up, the study of the effectiveness of municipal governance systems in promoting local economic and social development in rural areas of South Africa, specifically the case of Mopani District, is a complex and multidisciplinary field. The results of this study indicate that

there is a positive correlation between good governance principles, such as participation, rule of law, transparency, responsiveness, accountability, consensus orientation, equity, redress, inclusivity, effectiveness and efficiency, and local economic and social development.

However, the implementation of these principles in practice is not always straightforward, and there are various challenges and obstacles that must be overcome. For example, many rural areas in South Africa lack adequate resources and infrastructure, which can limit the ability of local governments to implement effective and efficient policies. Additionally, there may be limited participation and engagement of stakeholders, which can hinder the development of effective governance systems.

To address these challenges, it is recommended that local governments in South Africa invest in developing the capacity of local communities and stakeholders to participate effectively in the governance process. This could include providing training and resources to support the development of community-based organizations and initiatives, as well as engaging stakeholders in decision-making processes. Furthermore, it is important to ensure that local governments have access to the necessary resources and infrastructure to implement effective policies, including the development of effective monitoring and evaluation systems to track progress.

In addition, further research is needed to better understand the specific challenges and opportunities facing rural areas in South Africa, and to develop targeted and effective solutions to promote local economic and social development. This could include case studies of successful governance systems in other countries, as well as in-depth studies of the factors that contribute to the success or failure of governance systems in specific communities.

Promoting LESD in rural areas of South Africa requires a multi-faceted approach that takes into account the unique challenges and opportunities facing these communities. Through the implementation of good governance principles and the development of effective policies and strategies, it is possible to support the growth and sustainability of local economies, and to improve the quality of life for communities in rural areas.

6.6 Conclusion

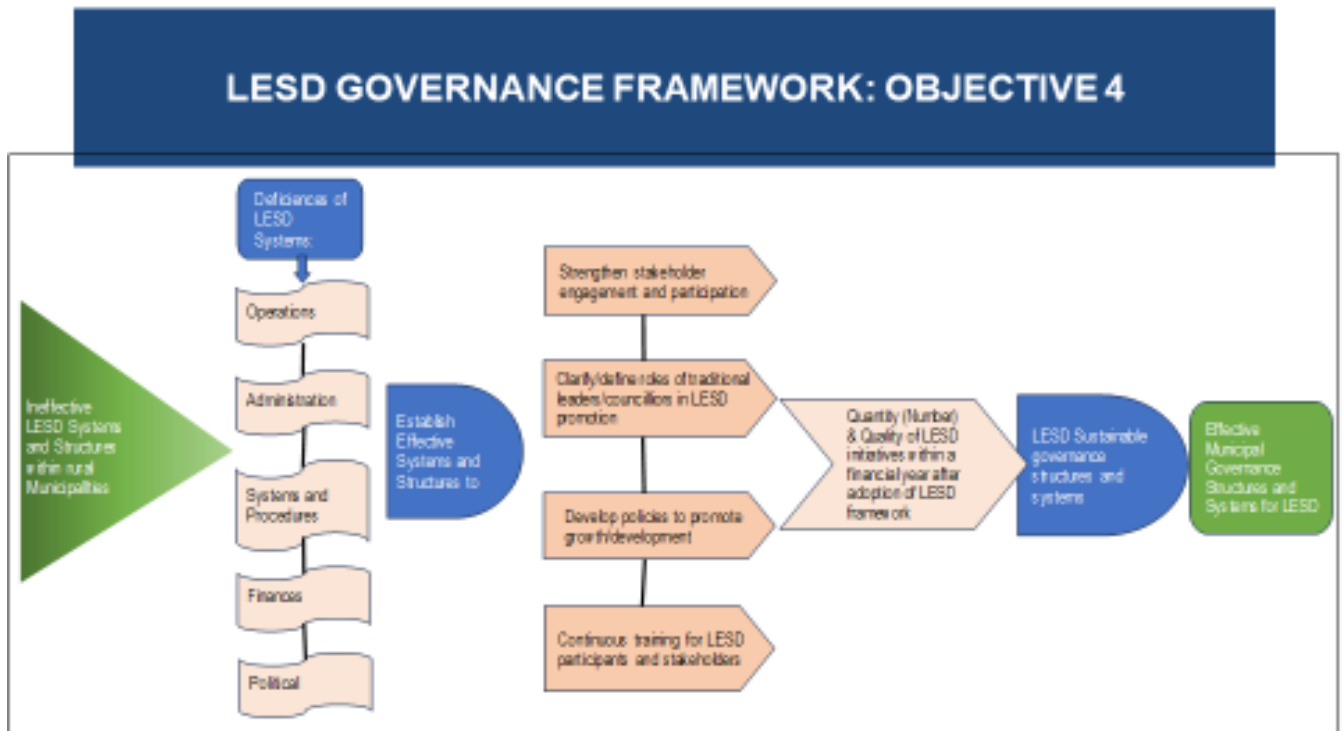
Poor public participation, weak relationship between authorities and local government, lack of diversity in participation, inadequate support from GTEDA, lack of skills and knowledge among SMMEs, lack of knowledge on legislation governing traditional leadership, ineffective LESD Forum, lack of clarity on roles between municipal councillors and traditional leaders,

inadequate maintenance of services, high crime rate, and established community structures not empowered to function could all limit local economic and social development in rural areas of Mopani District. To promote community awareness and involvement in LED, establish effective community structures, promote collaboration between stakeholders, and provide continuous training on various government programs is necessary. Clarifying roles, promoting compliance with legislation, and maintaining services and community safety are crucial to ensure successful LED in rural areas of Mopani District.

The findings in this paper were derived and organised using the SLA principle, which postulates that the assets are interconnected; one asset cannot function well or not function at all without the other assets. The researcher aimed at investigating the availability of support to LED projects by the Municipalities by assessing the availability of the five assets (physical, natural, financial, social and human) at Mopani District Municipality in Limpopo Province. It was revealed that most LED projects have been operating for years with no recognition from the local government; some of the businesses have collapsed, while some are still operating though struggling and without support. The National government, according to the National LED Framework (2012-2016), makes policy and provides funds, research and other support for local economic development to create employment and alleviate poverty at local level, but the results of this intervention are not seen in rural communities.

Table 6.1 represents processes for consideration in ensuring effective governance systems for local economic and social development within rural municipalities. Research findings have pointed that municipal machinery lacks experience; skills and are not properly trained on LED issues. This table responds to objective 4 on the suggestion of possible areas that need intervention for the improvement of governance systems. There is a need therefore to establish proper structures and ensure that they collaborate with everyone who has a stake in the service delivery business. Elements of creativity should be brought on board and to empower all affected stakeholders. Empowerment would be multifaceted as elements of resources and capacity building come into play. It is believed that the sustainability of all established systems would eventually bring about effective governance systems for LED.

TABLE 6.1: THE LESD GOVERNANCE FRAMEWORK



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APPENDICE 1: PICTORIAL OF KEY FOCUS GROUP



APPENDICE 2: PERMISSION TO CONDUCT THE STUDY

SECTION A: PARTICIPATION OF LETSOALO TRIBAL AUTHORITY

Enq: Seshoene M.E
Cell: 082 691 8150/ 073 558 0013

P.O. Box 1273
GA-KGAPANE
0838
20th December 2021

The Secretary

Letsoalo Tribal Authority

Dear sir/madam

SUBJECT: PARTICIPATION OF LETSOALO TRIBAL AUTHORITY IN THE ACADEMIC RESEARCH PROJECT

The matter above refers:

1. My name is Molimisi Evans Seshoene, a PhD Candidate at the University of Venda. I am herewith submitting a request for your Tribal Council to participate in my academic research which is targeting Ward 09 of Maruleng Municipal area.
2. My research is titled "Effectiveness of municipal governance systems in promoting Local Economic and Social Development in rural areas of South Africa: a case of Mopani District. The research duration will be a minimum of two months commencing in January 2022. I will communicate a schedule of meetings in due course.
3. We also expect the following participants: Ward Councillors; municipal officials dealing with LED; Non-governmental Organisations (NGO); Community Development Workers; SGB; and Other Community Based Organisations.
4. I commit to abide by all the ethical considerations during data collection exercise.

Regards



Seshoene M.E (Mr)

PhD Candidate (Researcher)

20/12/2021

Date



APPENDICE 3: INVITATION TO DATA COLLECTION MEETING



University of Venda

PARTICIPATE IN THE LOCAL ECONOMIC AND SOCIAL DEVELOPMENT RESEARCH ENGAGEMENT MEETING

Enq: Seshoene M.E

Cell: 082 691 8150/ 073 558 0013

SUBJECT: INVITATION TO PARTICIPATE IN THE LOCAL ECONOMIC AND SOCIAL DEVELOPMENT RESEARCH ENGAGEMENT MEETING

The above matter refers:

You are cordially invited to the above engagement session which is scheduled as follows:

Date: 14/02/2022

Venue: Sekororo Tribal Office

Time: 09h00 – 13h00

Your presence is highly appreciated in advance. Regards

Seshoene Molimisi

Researcher

07/02/2022

Date

APPENDICE 4: APPROVAL FROM MOPANI DISTRICT MUNICIPALITY

Enq: Seshoene M.E
Cell: 082 691 8150/ 073 558 0013

P.O. Box 1273
GA-KGAPANE
0838
07th November 2019

Acting Municipal Manager
Mopani District Municipality
P/Bag X9867
GIYANI
0826

SUBJECT: A REQUEST FOR PERMISSION TO CONDUCT AN ACADEMIC RESEARCH
IN MOPANI DISTRICT MUNICIPALITY

The matter above refers:

I, Molimisi Evans Seshoene, a PhD Candidate at the University of Venda, do hereby write to request for permission to conduct research in your municipality as part of my academic requirements. The topic for my research is "Effectiveness of municipal governance systems in promoting Local Economic and Social Development in rural areas of South Africa: a case of Mopani District. The research duration will be a minimum of two months.

I will use interviews and group meetings as part of my data collection techniques. I commit to abide by all the terms and conditions applicable within your municipality. I also promise that all ethical matters will be highly considered and adhered to in the duration of my research.

I am expecting to commence with my research almost immediately upon granting of approval.

Thanking you in anticipation

Regards



Seshoene M.E (Mr)

Approved
 7/11/2020

07/11/2019

APPENDICE 5: REQUEST FOR PERMISSION TO CONDUCT DATA COLLECTION AND STAMPED APPROVAL



University of Venda
Institute for Rural Development, School of Agriculture, Private Bag X5050, Thohoyandou 0950; Tel: 27 15 962 8804/9045; Cell: 27 76 409 3976 Fax: 27 15 962 4749; Email: joseph.francis@univen.ac.za

TO WHOM IT MAY CONCERN

12 January 2021

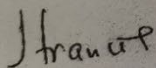
RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH MR SESHOENE M.E. (STUDENT NUMBER: 16023401) PHD IN RURAL DEVELOPMENT THESIS

The matter above has reference.

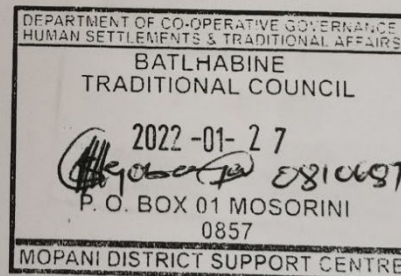
I am writing this in my capacity as the Director of the Institute for Rural Development at the University of Venda. This is to confirm that Mr Seshoene M.E. is a PhD in Rural Development student who I am supervising. His research topic is **Effectiveness of Municipal Governance Systems in Promoting Local Economic Development in Rural Areas of South Africa: The case of Mopani District**. He is due to start collecting data to use to produce his PhD thesis. Note that the University of Venda Social Research Ethics Committee has already issued an ethical clearance certificate for the research.

Through this letter, I would like to request you to consider Mr Seshoene's request to collect data in Mopani District. Feel free to contact me should you want any clarity on this matter.

Sincerely



Prof J. Francis
Director, Institute for Rural Development



APPENDICE 6: CONDUCTING OF THE QUESTIONNAIRE AND KEY FOCUS GROUPS

CODING OF THE QUESTIONNAIRE

A: Perception of effectiveness of systems, procedures and processes of
LESD Coding

Question 1 Construction and better maintenance of infrastructure A1

Question 2. Increased incomes for business A2

Question 3. Increased number of jobs created A3

Question 4. Attraction of investment A4

Question 5. Existing business being retained and expanded A5

Question 6. Increased acquisition of relevant skills e.g through training
programmes A6

Question 7. Reduction of poverty and inequality A7

Question 8. Better uptake of innovation to improve performance of
businesses A8

B: Perception of effectiveness or functionality of institutional arrangements
for LESD

Question 1. A well-functioning LED office exists B1

Question 2. There are effective LED promotion mechanisms that include
all Departments of the Municipality B2

Question 3. Our municipality has formal functional agreements or
partnerships with: B3

(a) Private sector B3a

(b) Government departments B3b

(c) State-owned agencies such as SEDA, LEDA... B3c

(d) NGO's B3d

(e) Traditional Councils B3e

(f) Foreign/international bodies B3f

(g) Higher education institutions e.g Universities, TVET
Colleges, Community colleges B3g

A: Perception of Governance Principles

10. Participation (PAR) PAR

a). Development planning is carried out with government, private sector,
grassroots communities and civil society (NGOs) participating actively PAR1

b). Key players in promoting LESD work closely and in harmony with our
Municipality PAR2

c) The Municipality has structures such as the LED Forum to increase participation of citizens PAR3

11. Rule of law (RUL)

a) Law enforcement bodies or agencies are not corrupt RUL1

b). Processes of acquiring land for business development are clear, comply with legislation and free from unnecessary red tape RUL2

c). Adequate and effective safety and security arrangements exist, which helps to create a business-friendly environment RUL3

d).Tender are fair and executed without any favours RUL4

e) Any competent citizen can secure a contract to provide relevant LESD services RUL5

f) Citizens have a clear understanding of the distinct roles and responsibilities of the Local Municipality and the District RUL6

g). LESD practice is aligned with the provisions of the National Framework for Local Economic Development: Creating innovation-driven local economies, 2018-2028 RUL7

12. Transparency (TRA) TRA

a). Citizens easily obtain useful and reliable information from several sources TRA1

b). Systems and procedures in place help account for public funds in a transparent manner TRA2

c). Communication systems used ensure that different stakeholders in society are reached TRA3

13. Responsiveness (RES) RES

a). Key institutions and organizations championing LESD respond to stakeholder enquiries and requests in a timely manner RES1

b). The fact that LESD is a top priority of municipal business is reflected in it receiving a large portion of the annual budget RES2

c). LESD activities in our Local Municipality focus on both addressing the needs of the poor and also growing the economy RES3

14. Accountability (ACC) ACC

a) .Public entities and elected leaders keep stakeholders and grassroots communities informed about LESD programmes, projects and activities ACC1

b). Feedback and constructive criticism are easily embraced or accepted ACC2

c). The LESD Office takes responsibility for its actions ACC3

d). Feedback is always given in a timely and consistent manner ACC4

15. Consensus-orientation (CONS)	CONS
a). The process of formulating the LESD is making it possible for the Local Municipality, stakeholders and individual members of society to take ownership of their own development through combining skills, ideas and resources	CONS1
b). Decisions are made in an engaged manner that shows a deep understanding of historical, cultural and social realities or context	CONS2
c). When decisions are made, we are able to explain or understand the reasons for making them	CONS3
16. Equity, Redress and Inclusiveness (EQU)	EQU
a). Services such as water, sanitation, refuse removal and electricity are being delivered such that poverty is being reduced and development is taking place	EQU1
b). All groups in our society, including vulnerable people, have easy access to municipal support and enjoy services rendered	EQU2
c). Members of society feel part of LESD work and empowered to improve their quality of life	EQU3
d). LESD Office continuously reviews its processes and procedures with a view to enhance its services	EQU4
e). Youth are empowered through various initiatives	EQU5
f). Women are empowered through various initiatives	EQU6
g). People with disabilities are empowered through various initiatives	EQU7
17. Effectiveness and Efficiency (EFF)	EFF
a). Local Municipality is utilizing its convening powers to facilitate the required partnerships for planning, implementation, and monitoring of development and service delivery	EFF1
b). Development is taking place, integrating provincial, national, regional and international objectives	EFF2
c). Resources used carefully to meet the needs of society whilst also guaranteeing that future generations will benefit	EFF3
d). Municipality is providing quality, affordable services to citizens	EFF4
e). The LED Forum is functional	EFF5

3.5.1 Coding:

The questionnaire had 26 statements or questions which were to be responded to by the four key focus groups (Traditional Authorities 1; Community members 2; Business Forum 3; Structures 4) and were coded accordingly as follows:

APPENDICE 7: CODING OF THE FOCUS GROUP ON THE QUESTIONNAIRE

CODING OF THE FOCUS GROUP ON THE QUESTIONNAIRE

Traditional Authority	Code number	Focus group
Sekgopo	1	Traditional Authority
	2	Community members
	3	Business Forum
	4	Structures
Mamaila-Mphotwane	5	Business Forum
	6	Structures
	7	Traditional Authorities
	8	Community members
Mogoboya	9	Traditional Authority
	10	Business Forum
	11	Community members
	12	Structures
Letsoalo	13	Structures
	14	Business Forum
	15	Community members
	16	Traditional Authority
	17	Community members
	18	Business Forum
Mhlava	19	Structures
	20	Traditional Authority
	21	Community members
Sekororo	22	Business Forum
	23	Traditional Authority
	24	Business Forum
	25	Structures
	26	Community members

APPENDICE 8: CODING OF THE INVOLVED MUNICIPALITIES

CODING OF THE MUNICIPALITIES WHERE THE TRADITIONAL AUTHORITIES ARE LOCATED

Municipality	Traditional Authority	Coding
Greater Letaba Municipality	Mamaila/Mphotwane Sekgopo	1
Greater Tzaneen Municipality	Mhlava Mogoboya	2
Maruleng Municipality	Letsoalo Sekororo	3

APPENDICE 9: PERCEPTION OF THE EFFETIVENESS OF GOVERNANCE SYSTEMS IN PROMOTING LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

Instructions

The importance of ensuring that there is good governance in local economic and social development (LESD practice is clearly explained in the introduction above. We have provided you with the following: 1) statements that explain what is expected under each principle of governance as it relates to LESD; and 2) maize seeds, which you are expected to allocate to the statements within each principle of governance. Count 25 seeds and allocate them among the statements under each principle. Statements with most seeds indicate that you agree with the view more than any other on the list. Make sure that the number of seeds are not the same among the statements.


Name of Traditional Authority _____ Stakeholder _____

A: Perception of Effectiveness of Systems, Procedures and Processes of LESD

Governance Principle & Explanations	Extent to which we agree with the view (Allocation seeds)	What must be done to improve LESD
Systems, procedures and processes applied to promote LESD are resulting in:		
1. Construction and better maintenance of infrastructure		
2. Increased incomes for businesses		
3. Increased number of jobs created		

4. Attraction of investment
5. Existing businesses being retained and expanded
6. Increased acquisition of relevant skills e.g. through training programmes
7. Reduction of poverty and inequality
8. Better uptake of innovation to improve performance of businesses

B: Perception of Effectiveness or Functionality of Institutional Arrangements for LEDS

Elements of Perception	Extent to which we agree with the view (Allocation seeds)	What needs to be done to improve LEDS
<ol style="list-style-type: none">1. A well-functioning LED Office exists2. There are effective LED promotion mechanisms that include all Departments of the Municipality (Component 1)3. Our Municipality has formal and functional agreements or partnerships with:<ol style="list-style-type: none">a) Private sectorb) Government departments (Component 4)c) State-owned agencies such as SEDA, LEDA..... (Component 2)d) NGOs (Component 3)e) Traditional Councilsf) Foreign/international bodiesg) Higher education institutions e.g. universities, TVET Colleges, community colleges		

A: Perception of Governance Principles

Governance Principles & Explanations	Extent to which we agree with the view (Allocation seeds)	What needs to be done to improve LESD
1. Participation		
a. Development planning is carried out with government, private sector, grassroots communities and civil society (NGOs) participating actively		
b. Key players in promoting LESD work closely and in harmony with our Municipality		
c. The Municipality has structures such as the LED Forum to increase participation of citizens		
2. Rule of Law		
a. Law enforcement bodies or agencies are not corrupt		
b. Processes of acquiring land for business development are clear, comply with legislation and free from unnecessary red tape		
c. Adequate and effective safety and security arrangements exist, which helps to create a business-friendly environment		
d. Tender are fair and executed without any favours		
e. Any competent citizen can secure a contract to provide relevant LESD services		
f. Citizens have a clear understanding of the distinct roles and responsibilities of the Local Municipality and the District		
g. LESD practice is aligned with the provisions of the National Framework for Local Economic Development: Creating innovation-driven local economies, 2018-2028		
3. Transparency		
a. Citizens easily obtain useful and reliable information from several sources		
b. Systems and procedures in place help account for public funds in a transparent manner		
c. Communication systems used ensure that different stakeholders in society are reached		
4. Responsiveness		
a. Key institutions and organizations championing LESD respond to stakeholder enquiries and requests in a timely manner		
b. The fact that LESD is a top priority of municipal business is reflected in it receiving a large portion of the annual budget		
c. LESD activities in our Local Municipality focus on both addressing the needs of the poor and also growing the economy		
5. Accountability		
a. Public entities and elected leaders keep stakeholders and grassroots communities informed about LESD programmes, projects and activities		
b. Feedback and constructive criticism are easily embraced or accepted		
c. The LESD Office takes responsibility for its actions		

Governance Principles & Explanations	Extent to which we agree with the view (Allocation seeds)	What needs to be done to improve LESD
d. Feedback is always given in a timely and consistent manner		
6. Consensus-orientation		
a. The process of formulating the LESD is making it possible for the Local Municipality, stakeholders and individual members of society to take ownership of their own development through combining skills, ideas and resources		
b. Decisions are made in an engaged manner that shows a deep understanding of historical, cultural and social realities or context		
c. When decisions are made, we are able to explain or understand the reasons for making them		
Governance Principles & Explanations		
7. Equity, Redress and Inclusiveness		
a. Services such as water, sanitation, refuse removal and electricity are being delivered such that poverty is being reduced and development is taking place		
b. All groups in our society, including vulnerable people, have easy access to municipal support and enjoy services rendered		
c. Members of society feel part of LESD work and empowered to improve their quality of life		
d. LESD Office continuously reviews its processes and procedures with a view to enhance its services		
e. Youth are empowered through various initiatives		
f. Women are empowered through various initiatives		
g. People with disabilities are empowered through various initiatives		
8. Effectiveness and Efficiency		
a. Local Municipality is utilizing its convening powers to facilitate the required partnerships for planning, implementation, and monitoring of development and service delivery		
b. Development is taking place, integrating provincial, national, regional and international objectives		
c. Resources used carefully to meet the needs of society whilst also guaranteeing that future generations will benefit		
d. Municipality is providing quality, affordable services to citizens		
e. The LED Forum is functional		