

**THE EFFECT OF DEVELOPMENTAL LOCAL GOVERNMENT IN IMPLEMENTING
LOCAL ECONOMIC DEVELOPMENT STRATEGY: A CASE OF POLOKWANE
LOCAL MUNICIPALITY**

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DECLARATION

I, Maela Khutso Delphus, Student number: **15009784**, hereby declare that this Doctoral Thesis is my work and has not been previously submitted for any degree or evaluation at any other University. This Doctoral thesis is being submitted in fulfillment of the requirements for the degree of Doctor of Administration at the University of Venda submitted by myself, this is my work in design and execution, and all reference materials contained herein have been acknowledged.



26/08/2024

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DEDICATION

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ABSTRACT

The study evaluates effect of developmental local government (DLG) in implementing local economic development (LED) strategy, using the Polokwane Local Municipality as a case study. DLG is borne out of a complex of socio-economic and political procedures marked by democratization, marketization, and decentralization. DLG presents a new approach to the pursuit of collective welfare and developmental goals, leveraged by ideas that favour a redefinition of the role of the state and government. Most important is the decentralisation of functions of the state and government as an important strategy to boost local economies to address high levels of poverty, unemployment, and inequalities facing most communities. LED is a localized, 'place-based' approach to local development. LED as a development strategy has in the recent past gained widespread popularity and acceptance as a grassroots-based approach, especially in the developing world. The study applied mixed-methods research approach to understand the scope and nature of the study. The study used a pragmatic research paradigm while descriptive and contextual research design were applied. Questionnaires and interviews are the data collection methods that were used in this study. The population of the study consists of municipal officials, councilors, and selected community members within the Polokwane Local Municipality area. The study used non-probability and probability. Data was analysed using thematic and statistical analysis. The data collected through questionnaires were analysed through the International Business Machinery: Statistical Product and Service Solutions (IBM: SPSS) the latest Version 28.0. The information was presented in the form of tables, and graphs followed by frequencies and percentage. Data collected through interviews was analysed using thematic analysis.

The major findings of the study are:

- DLG improves the living standards of the communities through the implementation of LED.
- DLG empowers local communities and ensures independence.
- DLG ensures the availability of funds to support the LED strategy.
- There is active community and stakeholder participation in the LED project development and implementation.
- DLG ensures that LED alleviates poverty.
- The DLG ensures proper communication channels to coordinate and implement LED strategy.
- Polokwane community members through their participation work with Municipality towards achieving the LED strategy.
- DLG create job opportunities through LED.

- Traditional Leaders, community stakeholders, community development workers, community development groups and NGOs should be incorporated in Municipal LED projects to ensure the effective implementation of LED in the Municipality.
- The increase in funding may sufficiently support the implementation of LED programmes.
- The continuous workshops to educate the local communities and municipal officials about new technological development are necessary since they will be able to adapt to the new changes, for instance the operation of e-governance under the evolution of 4th industrial revolution. The training or workshops of communities and municipal officials is vital for fostering effective LED planning and implementation
- Deployment of sufficient resources for implementing LED programmes is essential.
- Corruption and other mal-administrative practices must be effectively curtailed through oversight mechanisms such as Chapter 9 institutions.
- Sufficient support for the government departments such as Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA, Public Works inter alia is needed.

Recommendations of the study are:

- The study recommends for the sustainable developmental local economic stimuli theory (SDLEST) which is based on the following principles: community-stakeholder participation, public/community value, utilization of local resources, job creation, accountability measures, local education and training, participative NGOs, local investors, and empowerment.
- The study suggests the support of Small Medium and Micro Enterprises (SMMEs) as they are significant contributors to economic growth and employment.
- Education and training regarding the usage of local resources and participation in municipal affairs is vital in Polokwane Local Municipality.
- The study suggests for municipality together with COGHSTA to partner with NGOs and private sectors to encourage sustainable business practises. Sustainable business practises should be aimed at tackling the community problems such as social inequality, unequal distribution of wealth, failing economics, community conflict, gender inequality, lack of education, rampant poverty and provision of quality life for all.
- The study recommends for sufficient budget to be able to cater all the projects the municipality considers to improve the social, political, and economic needs of the communities.

- The study recommends the encouragement of community, and relevant stakeholder participation as a way of empowering community members.
- The study suggests for collaborative partnerships with linguists, cultural organizations, universities, and tourism agencies around Polokwane Local Municipality to enhance local economic development.
- E-government is also recommended as an effective method for the implementation of LED since the issues of corruption, maladministration, and nepotism will be reduced.
- The study recommends that there should be the development of an inclusive and robust local economy to eradicate poverty and create jobs.
- The study recommends for agriculture, tourism, SMMEs, education and training, e-government, service delivery, utilisation of local resources, collaboration, participation and public-private partnership as centres of effective LED through DLG.

Keywords: Local government; developmental local government; local economic development; Development; Municipality; Developmental state.

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ABBREVIATIONS

DBSA	DEVELOPMENT BANK OF SOUTHERN AFRICA
DLG	DEVELOPMENTAL LOCAL GOVERNMENT
IDP	INTERGRATED DEVELOPMENT PLAN
LED	LOCAL ECONOMIC DEVELOPMENT
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
PLM	POLOKWANE LOCAL MUNICIPALITY
SDLEST	SUSTAINABLE DEVELOPMENTAL LOCAL ECONOMIC STIMULI THEORY
GEAR	GROWTH EMPLOYMENT AND REDISTRIBUTION POLICY
RDP	RECONSTRUCTION AND DEVELOPMENT PROGRAMME
DPLG	DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT
SCACAG	SESHEGO COMMUNITY AGAINST CRIME AND GANGSTERISM
NDP	NATIONAL DEVELOPMENT PLAN
CDM	CAPRICORN DISTRICT MUNICIPALITY
DDS	DEMOCTRATIC DEVELOPMENTAL STATE
DS	DEVELOPMENTAL STATE
ANC	AFRICAN NATIONAL CONGRESS
LGSETA	LOCAL GOVERNMENT SETA
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
COGTA	COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
RSA	REPUBLIC OF SOUTH AFRICA
SMMEs	SMALL, MEDIUM AND MICRO-ENTERPRISES
OECD	ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT
PPP	PUBLIC-PRIVATE PARTNERSHIP
NGO	NON GOVERNMENTAL ORGANIZATION

LDP	LIMPOPO DEVELOPMENT PLAN
LEDF	LOCAL ECONOMIC DEVELOPMENT FUNDS
EGDP	ECONOMIC GROWTH DEVELOPMENT PLAN
LEDT	LIMPOPO ECONOMIC DEVELOPMENT TOURISM
ADS	AGRICULTURAL DEVELOPMENT STRATEGY
HRD	HUMAN RESOURCE DEVELOPMENT
CLGF	COMMONWEALTH LOCAL GOVERNMENT FORUM
CDT	COMMUNITY DEVELOPMENT TRUSTS
CCE	COMMUNITY CONTROLLED ENTERPRISES
PGDS	LIMPOPO PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY
4IR	4 TH INDUSTRIAL REVOLUTION
SADC	SOUTHERN AFRICA DEVELOPING COUNTRY
EPWP	EEXPANDEDD PUBLIC WORKS PROGRAMMES

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. INTRODUCTION

The study evaluates the effect of developmental local government (DLG) in implementing local economic development (LED) strategy, a case of Polokwane Local Municipality in Limpopo Province. The DLG is borne out of a complex socio-economic and political procedures marked by democratization, marketization and decentralization (Schoburgh & Chakrabarti, 2016:21). According to Nkwana (2012:156); Schoburgh and Chakrabarti (2016:21), DLG present a new approach to the pursuit of collective welfare and development goals, leveraged by the ideas that favour a redefinition of the role of the state and government and, importantly, the transfer of functions of the state and government to the other actors. Decentralization of authority and responsibility below the centre is linked to the governance paradigm and thus provides conceptual support for the perceived essentially of local government to the creation of a democratic polity (Nkuna, 2011:15; Koma, 2014:141).

Contemporaneously, trends in decentralization have been specific to meeting economic development ends, evidenced in the decentralising development discourse that makes assumptions about the role of sub-national government (Schoburgh & Chakrabarti, 2016:21). There are different explanations on the concept of local government. The common one is that of Reddy (1999:9), who defines it as a second or third sphere of government deliberately created to bring government to the local populace as well as to give its members a sense of involvement in the political processes that control their daily lives. In addition, Machaka (2012:39); Sebola, Tsheola, Phago and Balkaran (2016:05); Maela (2021:42) view local government as a government of a city, county, parish, township, municipality, borough, board, or district closest to the people, and where people are inclusive in its processes of governance, service delivery, and sustainable socio-economic development, that is central in creating jobs for the masses. All the countries in the world have this level of government, but they differ in terms of the nature and the extent to which it improves the lives of the people it governs and provides local public goods and services (Kickbusch, 2012:12).

Meyer and Venter (2013); Koma (2014) describe LED as an important strategy to boost local economies, to address high levels of poverty, unemployment and inequalities facing most communities. In addition, Nkwinika and Munzhedzi (2016:76); Rogerson and Nel (2016) stress LED as a localised 'place-based' approach to local development. LED as a development strategy has in the recent past gained widespread popularity and acceptance as a grass root-based approach, especially in developing countries (Kahika & Karyeija, 2017:159; Gamede,

2020:388). LED as a development strategy has since evolved over the past few decades and is widely considered by various governments, development policy makers and organisations or agencies over the world (Shilangu, 2019:632; Mabunda & Ndou, 2019:347).

1.2. BACKGROUND OF THE STUDY

Tsatsire, Raga, Taylor and Nealer (2009:131) assert that the DLG in South Africa largely owes its origins to a number of factors. Such origins are found in the colonial history of the country, mainly from the Dutch and British influences. Both these countries (Holland and England) left their mark on the local government system in South Africa. The Dutch occupied the Cape of Good Hope from 1652 to 1795 and later again from 1803 to 1806. The British influence took place during their period of occupation between 1795 and 1803 and again from 1806 to the time that South Africa became a Union in 1910 (Tsatsire *et al.*, 2009:131). Cloete (1988:238) emphasises that the local authorities emerged gradually at the Cape of Good Hope after Jan van Riebeeck, representing the Dutch East India Company, arrived in Table Bay by ship on 6th of April 1652. The urban area known as Cape Town developed gradually from a hamlet into a town and eventually into a city. It became necessary to appoint magistrates (*landdrosts*) and councillors (*heemraden*) to also undertake the local government and administration of the districts outside the Cape Peninsula (Tsatsire *et al.*, 2009:131). The foundations for a system of local government with an elected council, comparable with present-day city and town councils, were laid when the Municipal Ordinance for the Cape Colony took effect on 15 August 1836 (Tsatsire *et al.*, 2009:131).

According to Nkuna (2011:32), the notion of DLG has become part of the South African local government dispensation as of the year 2000. Maserumule (2010:19); Nkuna (2013:32) are of the view that DLG emerged from the fusion of the social interventionist goals of the *Reconstruction and Development Programme (RDP), 1994*, and the market-driven economic strategies of the *Growth Employment and Redistribution policy (GEAR)*; the two main national policies of the post-apartheid era for addressing economic growth and poverty eradication in South Africa. *Department of Provincial and Local Government, 1998*, contends that the RDP and GEAR represented different visions on how to bring about equity and redistribution in a deeply divided state and economy. Although many years have passed since the country's transition to democracy, there's been a passing parade of catch phrases, starting with the more progressive developmental ones that emanated from the short RDP era, and the early concerns with nation-building. The fundamental meaning of DLG in South Africa is derived from the policy intentions provided for in the *White Paper on Local Government, 1998*.

Tsatsire *et al.*, (2009:17); Nkwana, (2012:156) opine that section B of the *White Paper on Local Government, 1998*, provides that a new DLG was envisaged for South Africa. The *White Paper on Local Government, 1998*, describes the kind of leadership municipalities need to build with their communities, organizations, businesses, and others who can contribute towards the local development of their geographical areas of jurisdiction. It also described, *inter alia*, integrated development planning (IDP) which is a new approach to planning to assist municipalities to fulfil their developmental role. The DLG should also ensure that all local communities have access to basic municipal services, that all can participate in the decision-making processes and planning, that the local economies grow, that job opportunities increase, and that local resources are used wisely to improve the quality of life for all, now and in the future. *The White Paper on Local Government, 1998*, provides the following characteristics of DLG: maximizing social development and economic growth; integrating and coordinating development planning; promoting democratic development; and building social capital at the local level to enable local solutions to development challenges.

Globally, Straydom (2016:73) argues that LED has increasingly emerged as a crucial policy imperative for local communities. Hofisi, Mbeba, Maredza and Choga (2013:591) note that the emergence of LED is explained by various government policies. However, the implementation and success of LED has also not been championed by local municipalities. This is reflected by the ever-increasing unemployment and poverty rates as well as low economic development in rural areas (Straydom, 2016:73). Local government was designated as a separate sphere of government that was to play a central role in the economic development of the country (DPLG, 1998; Bobat *et al.*, 2000; DPLG, 2000).

1.3. PROBLEM STATEMENT

Local government in South Africa is characterised by and faced with mammoth challenges of high poverty and unemployment levels, poor or lack of services, stagnant local economies, shortage of skills required to propel LED, lack of administrative capacity, and ineffective implementation of policies (Lethoko & Mashamaite, 2018:114; Letsoalo, 2019:2; Munzhedzi & Phago, 2020). Local government in South Africa has a constitutional obligation to play a critical role in promoting social and economic development in terms of section 152 of the *Constitution of the Republic of South Africa, 1996*, and the *White Paper on Local Government, 1998*, which clearly entrench the developmental duties of municipalities. The *Constitution of the Republic of South Africa, 1996*, and the *White Paper on local government, 1998*, encourage municipalities, through LED, to play a leading role in as far as creating job opportunities and poverty reduction are concerned.

According to Koma (2014:3); Masuku, Jili and Selepe (2016); Mashabela (2020:614), the local government is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities. However, local government is not directly responsible for creating jobs, as set out in the *White Paper on Local Government, 1998*. Instead, municipalities can provide special economic services such as revenue generation and creation of jobs, by facilitating and coordinating LED. In terms of the state of the LED function of municipalities in South Africa, various reviews have revealed that this role is not fully understood. For instance, the 2015 State of Local Government Report found the function to be erratic and inconsistent. Despite these clear legal mandates, municipalities in South Africa, including Polokwane Local Municipality are still failing to effectively implement LED to address the challenges of poverty, unemployment, and stagnant local economic growth and development of local communities.

According to news24 on the 18th of March 2021, Polokwane residents burned tyres and barricaded the main roads leading to the areas (D19 road and parts of Nelson Mandela Drive) with stones and tree branches. The residents were reacting to consistent electricity cuts, water shortages, and dilapidated roads that resulted from the previous rainfalls. The above evidence shows that the Polokwane Local Municipality is not successfully meeting the Local Economic Development strategy as it is aimed at improving the lives of the communities, economically and socially (News24:2021).

In addition, the Coronavirus disease of 2019 otherwise commonly known as the COVID-19 pandemic also increases the unemployment rate and impacts on development in the municipalities. South Africa's unemployment rate increased by 1,8 percentage points to 34,4% in Q2:2021 compared to Q1:2021. The National Development Plan (2030) through LED and IDP is negatively affected since the municipalities are heading towards local economic recovery as impacted by the pandemic. The municipalities are still failing to overcome the problems of unemployment rate and poverty caused by the COVID-19 pandemic.

1.4. AIM OF THE STUDY

The aim of the study is to examine the effect of the developmental local government in implementing local economic development and to recommend a model that can be utilised successfully to enhance development through LED.

1.5. OBJECTIVES OF THE STUDY

The following objectives of the study benchmarked the aim of the study:

- To comprehend the state of DLG in South Africa.
- To examine the state of LED in the South African local government.
- To determine the role of DLG in implementing LED in the Polokwane Local Municipality.
- To assess the effect of DLG on the LED of the Polokwane Local Municipality.
- To recommend mechanisms that can be used to ensure effective implementation of LED through DLG.

1.6. RESEARCH QUESTIONS

The following were the research questions that the researcher sought to answer when conducting the study.

- What is the state of DLG in South Africa?
- What is the state of LED in the South African local government?
- What is the role of DLG in implementing LED in the Polokwane Local Municipality?
- What are the effects of DLG on LED of the Polokwane Municipality?
- What are the recommendations that can be used to ensure effective implementation of LED through DLG?

1.7. SIGNIFICANCE OF THE STUDY

The study will enhance and contribute to public administration and management as a discipline and as an activity. The study will further enhance the knowledge of DLG and LED within the local communities in the Polokwane Local Municipality. The study will assist the policy discourse in the local sphere of government, particularly through the model that has been recommended to shape planning in local government. The study is conducted to ensure that local government performs its mandate stipulated in Chapter 7 of the *Constitution of the Republic of South Africa, 1996*, namely, to provide democratic and accountable government for local communities and to promote social and economic development. The study will also give knowledge to the communities of Polokwane Local Municipality about the importance of their contribution and involvement in the development of their local economy. The study affirms that through LED, the local government develops and transforms communities by creating employment, reducing poverty and providing quality services. The study also ensures empowerment to local communities since they will be involved in the local decision-making.

The study will help the Municipality with its financial and administrative capacity to strive towards achieving local development. The study will also alert the communities about the importance of LED and its purpose in their areas. The study was conducted to add more knowledge to the discipline and other research in similar domain. Finally, the study is important for the University of Venda as an academic institution for reference by other scholars and students of Public Administration and other disciplines to acquire knowledge with regard to DLG and LED.

1.8. DELIMITATION OF THE STUDY

The study is about the effect of DLG in implementing LED, a case of Polokwane Local Municipality. The study is however, delimited to the Polokwane Local Municipality, which is one of the four local municipalities within the Capricorn District Municipality in the Limpopo Province. Polokwane Local Municipality, like many other municipalities in South Africa, is faced with challenges such as high poverty and unemployment levels, poor or lack of services, stagnant local economies, shortage of skills required to propel LED, lack of administrative capacity, and ineffective implementation of policies to ensure DLG.

1.9. DEFINITION OF CONCEPTS

This section intends to provide the meaning of important concepts which are used in this study. These important concepts include developmental local government, local economic development, local government, development and economy

1.9.1. Development

According to Abuyanda (2018:01), development simply means the conditions for the realisation of the human personality. Pearson (1992:32) asserts that development includes an improvement qualitatively, quantitatively, or both in the use of available resources. According to Kuye (2011:171-172), development is a term intended to promote economic growth with a focus on building the drivers of production. Development is the process of improving the quality of all human lives (Sakalasoorya, 2021:4). For this study, development refers to the improvement of the local communities of the Polokwane Local Municipality, economically and socially. Therefore, the Polokwane Local Municipality must aim at improving the quality of life of their local communities.

1.9.2. Developmental Local Government

According to Van der Waldt (2015:16), DLG is about creating a better future for communities through the promotion of local socio-economic development programmes and projects. The

DLG is declared as a local government that is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs and improve the quality of their lives (White Paper on Local Government of 1998:17). Schoburgh (2014:5) maintains that DLG is a sub-national government which is development-oriented and is “mandated to design and implement policies aimed at increasing local economic growth resulting in positive social transformation of the lives of residents in a sustainable way. For this study, Polokwane Local Municipality is considered a local municipality of local communities and must be entitled to maximising social development and economic growth, integrating and coordinating, democratising development, and leading. The Polokwane Local Municipality officials must ensure that rural communities are well developed socially and economically.

1.9.3. Local Economic Development

According to Sibanda (2013:647); Mashabela (2020:14), LED is clarified as a national, government policy drive towards economic development that allows and encourages local communities and stakeholders to work together to achieve sustainable growth and development. In addition, Meyer and Venter (2013); Mabunda and Ndou (2019:347) observe LED as a cooperative participation in which local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. Shilangu, (2019:632) expounds that LED is considered a panacea to the triple challenges of unemployment, poverty, and inequality in South African municipalities. For this study, LED in Polokwane Local Municipality must be intended to maximise the economic potential of all localities and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation, and development initiatives within the context of sustainable development. LED is there to ensure that communities of Polokwane Local Municipality are well developed in terms of employment, wealth, and health.

1.9.4. Local government

Sidgwick (2014:02); Hussein (2019:562) assert that local government is the government of some sub-organs that have special powers to issue regulations within their jurisdiction. In addition, Godwin (2014:02-03) defines this kind of government as the management of their affairs by the people of the locality where they are. Local government can be described as some government bodies elected by the people that have administrative, legislative, and executive functions on the territories under their jurisdiction (Ndreu, 2016:6). For this study, local government is well-known as the government closest to the people of Polokwane and its

surrounding localities. For this study, local government is considered to be a government that offers the local communities an opportunity to engage in municipal affairs.

1.10. ORGANISATION OF THE STUDY

This research was divided into six chapters as follows:

Chapter 1: Introduction and background of the study- This chapter discusses the introduction and background of the study, problem statement, aim of the study, objectives of the study, research questions, significance of the study, delimitation of the study, definition of operational concepts and organisation of the study.

Chapter 2: Developmental local government in South Africa - This chapter reviews the literature on the perspective on developmental local government, and concepts of DLG. Concept of local government, the importance of local government, conceptualising of developmental local government in South Africa, the challenges faced by developmental local government, strategies for implementing local economic development through DLG, legislative framework, and local economic development.

Chapter 3: Chapter three presents the conceptualisation of local economic development, local economic development: an international perspective, a national perspective, a provincial perspective and local perspective, the historical development of LED strategy, local government as an enabler of local economic development, LED and economic sectors at Polokwane Local Municipality, local economic development and SMMES, promoting local economic development by supporting informal economy, challenges associated with the developmental local government when implementing local economic development strategy and mechanisms responsible for the implementation of LED.

Chapter 4: Research Design and Methodology- This chapter presents the research design and methodology that the researcher followed when conducting the research. The chapter also presents the methodology, study area, population of the study, sampling, sampling method, sampling size, data collection, pilot study, data analysis, and ethical considerations and limitations of the study.

Chapter 5: Data presentation, analysis, and interpretation This Chapter presents the data collected through questionnaires and interviews. The chapter also discusses analyses and interpret the data by discussing the sampled population's respondents

as a way of providing an understanding of the nature of the research findings on the effect of DLG in implementing LED.

Chapter 6: Findings, recommendations and conclusions- This Chapter discusses the findings, recommendations and conclusions. This chapter further discusses the findings, recommendations on the effect of DLG in implementing LED well as the synthesis of the study. It also discusses recommendations of future research study on a related subject and the limitations of the study.

CHAPTER 2:

THEORETICAL FRAMEWORK ON DEVELOPMENTAL LOCAL GOVERNMENT

2.1. INTRODUCTION

The previous chapter provided the introduction and background of the study, problem statement, aim of the study, objectives of the study, research questions, significance of the study, delimitation of the study, the definition of operational concepts, and organisation of the study. In this chapter the study focuses on presenting the theories of developmental local government, conceptualising the local government, the importance of local government in contemporary society, local government as the key institution for democracy and empowerment of disadvantaged groups in South Africa, democratic governance in South Africa, contextualising local democracy, the validity of the concept of democratic governance in local government, the concept of developmental local government, developmental local government relation with local economic development and legislative framework supporting LED and DLG.

2.2. THEORIES OF DEVELOPMENTAL LOCAL GOVERNMENT

The two theories chosen for this study are the development and local governance. Tobie and Ayodeji (2023) view local governance as the way and manner in which the affairs of government at the sub-national level are managed. In addition, Obioha (2019) suggests that this conception of local governance encompasses the activities of the government, non-state actors, and non-profit organisations at the sub-national level. It has been pointed out that not every form of governance at the sub-national level is qualified to be labelled 'local governance', instead, local governance is about the participation of the local people in the determination of matters that affect their living conditions and the advantages that flow to them. Therefore, the development and local governance theories are applied to support the study. The application and relevancy of both the development and local governance theories are discussed below.

2.2.1. Development Theory

Qureshi (2019:381-382) opines that the concept of development has been used by scholars and practitioners to demonstrate changes for the better in the lives of individuals, communities, nations and regions. In addition, Qureshi (2019) explains that the practice of development has historically been associated with interventions and categorizations that have had the opposite effect in countries and regions deemed to be developing. Hence, the current notions of development predicated on respect for individual rights, human freedoms, environmental

sustainability, health and well-being and education have been more successful in achieving improvements in the lives of people. However, all approaches are concerned with the relationship between development and governance. In support of Qureshi (2019), Furher (1996:220) alludes that development is usually seen as crucially determined by structures of governance; governance is interpreted through and shaped by the goal of development. In addition, Furher (1996:220) claims that most development theory equates development with national economic growth and sees the state as its primary agent; consequently, one of its central concerns is to understand and explain the role of the state in development and the nature of government-market relations.

In supplementing Furher (1996), Halperin (2018) concludes that because the above explanations relate to the development outcomes to the extent and form of the state's role in development, there is a close relationship between development theory and practice. Scoones (2016) addresses that development theory has changed over time with changes in ideology and the international environment, and as it changes, so do its conceptions of development and governance and how they are related. Scoones (2016) further demonstrated that changing conceptions of governance and its relation to development can be traced through the major perspectives on development that have emerged since World War II, as represented by theories of modernization and growth, dependency and world systems theories, the resurgence of neoclassical theory, and an array of newer critical perspectives. Schoburgh, (2012); Sinan, Anirudh, Ding, Rozlyn, Tobin, Wei, and Ceylan (2022) add that development is increasingly being locally driven by the uneven impact of globalisation on countries and geographic areas within countries. However, Sinan *et al.*, (2022) state that, indeed, it is acknowledged that the opportunities and risks that come with globalization have different implications for territories as well as the groups that inhabit them.

Schoburgh (2012) seconded that there is an emerging consensus linked to the mantra 'think globally, act locally' that sustainable development efforts must, of necessity, link institutions such as local government with a local economic development strategy as a basis for enhancing economic prosperity, arresting growing unemployment levels, and improving the standard of living and general welfare. Schoburgh (2012); Sinan, *et al.* (2022) additionally claim that the interpretation of local government applied in this case is any sub-national-level structure that is a legitimate arena for local politics, policy decision-making and governance, whereas the definition of 'development' accounts for its multidimensionality and thus might be construed as a process of social transformation. This process of social transformation entails both LED as well as community development, given that the problems that concern countries today have their greatest impact at the local level, that is, social spaces such as communities

and neighbourhoods that are recognized as sites of creativity and self-reliance (Schoburgh, 2012; Sinan *et al.*, 2022). According to Schoburgh, Martin, and Gatchair (2016), there is an abundance of social learnings from experiences with the twinning of local government and local (economic) development in countries such as South Africa, Brazil, and India. Schoburgh (2016) additionally, suggests that the policy efforts to reorient the role of local government in regions like the English-speaking Caribbean or circum-Caribbean countries make good comparators, from which inferences about the institutional arrangements that might facilitate the developmental impact of local government or the conditions that militate against this can be made. Importantly, the varied experiences of attempts to link local government with developmental goals offer an opportunity for examining the 'models' of DLG (Schoburgh, 2016).

Coccia (2019) adds that development is a process of disproportionate growth of systems. This is supported by Coccia (2018), who states that development is a multidimensional process that generates economic, technological, social and institutional change to support a wealth of nations and the comprehensive wellbeing of people in society. Coccia (2017) views economic development as a process that generates economic, social, and technical progress of nations. The fundamental element of development in society is the improvement of health. The development theory is relevant to the study of DLG in the sense that since the beginning of South Africa's democracy in 1994, democratic development (expressed through the promise of inclusive socioeconomic development through participatory democracy) has been one of the greatest expectations of many South Africans (Nagar, 2022).

According to Khambule (2020:155), democratic developmentalism is a key ideology of the ruling African National Congress (ANC) and has served as one of the key cornerstones in the country's democratic transition. Khambule (2020:155); Nagar (2022) added that at the national level, it has been encapsulated under the banner of the Democratic Developmental State (DDS), whereas at the local level, it assumed the form of DLG. Schoburgh (2016:20) states that the concept and theoretical framework of DLG heralds from South Africa and is considered to be a recent development in post-development theory. South Africa's DLG is intended to serve as the building blocks of its DDS. Referred to by Schoburgh (2016) as the 'micro-institutional developmental state', South Africa's DLG was envisioned by the *White Paper on Local Government*, 1998, as the localised iteration and replica of the Developmental State model (Khambule 2020:167). In its role, DLG is mandated to work alongside its constituents in the formulation of local developmental policies which respond swiftly to the context-specific needs of their communities.

The theory of classical and neoclassical economics analyses the development in terms of the efficient allocation of scarce productive resources to support optimal growth, produce, and expand the range of goods and services (Todaro & Smith, 2003; Coccia, 2017). New economic approaches explain the development with socio-economic, political, and institutional factors that accelerate economic growth, improve the levels of living, and reduce poverty of the population, income inequality between people, and violent crime in society (Todaro & Smith, 2003; Coccia, 2017). Farazmand (2019) highlighted that development theory is premised on the function of political integration in developing societies that are ethnically plural and diffuse. In addition, Farazmand (2019) suggested strong localized social cohesion can be used as the basis to advance national growth. This theory perceives local government to have a role in the creation of national awareness and the building of national consciousness. In conclusion, the local government in post-apartheid South Africa is a key instrument for building a more integrated society in the face of the history of social segregation orchestrated by the previous regime.

2.2.2. Local Governance Theory

Tobie and Ayodeji (2023) view local governance as the way and manner the affairs of government at the sub-national level are managed. However, Obioha (2019) is of the idea that local governance encompasses the activities of the government, non-state actors and non-profit organisations at the sub-national level. Thapa (2020) also suggested that not every form of governance at the sub-national level is qualified to be labelled 'local governance', rather, local governance is about the participation of the local people in the determination of matters that affect their living conditions and the advantages that flow to them. He further alluded that in determining what constitutes local governance, attention should be on the participation of the local population and their well-being rather than what actors of governance do (Thapa, 2020). Nissen (2020) added that local governance is about power, relationship, and accountability: it addresses questions like who has the influence, who makes the decisions, and how decision-makers are held accountable. In addition, Koma (2012) asserts that what is expected of local government now is required to go beyond the basics of service delivery.

Mohale (2017:28) posit that local government systems vary from one country to another. Further, Mohale (2017:28) found that the level of power assigned to local authorities in each country depends on whether decentralisation takes the form of devolution. Whereas, Tobi and Ayodeji (2023) allude that the reasons for the delegation of powers that local government enjoy often range from economic, social, cultural, and political environment. In the case of South Africa, historical and political reasons have largely influenced the kind of state institutional arrangements and the consequent distribution of powers and functions among the

three spheres of government. Additionally, Tobi and Oikhala (2021) claim that globally, local governments exist to promote development and effective governance at the local level. Hence, regardless of the reasons used for local government existence; they are all tailored toward the need to improve grassroots development. Therefore, they are seen as decentralised institutions for promoting effective governance at the sub-national level. They are strategically located to handle the pressing demands of the people because of their efficiency and ease of operation (Tobi & Oikhala, 2021). Tobi and Oikhala (2021) further, succinctly describe local governments as decentralised agencies that promote democracy. Rahman and Tasnim, (2022) argue that governance is an umbrella concept. It is known as the exercise of power in the management of political, economic, and administrative affairs. Tobi and Oikhala (2021); Kaywood (2021) posit that this is the process by which governments are chosen, monitored, and changed.

Governance is viewed by Du Plessis (2019) as a system where interaction between and among administration, legislature, and judiciary branches of government takes place and where public policies are made and implemented. Kaywood (2021) opines that local governance is also the mechanism through which citizens and groups define their interests and interact with institutions of authority and with each other. Governance values transparency, participation, openness, and the rule of law. Trein and Maggetti (2019) suggest that governance takes place at multi-levels and Multi-level Governance (MLG) has turned out to become an approach in studying politics and administration since the functioning of the European Union. Trein and Maggetti (2019); Mende (2021) suggest local government as a multi-purpose entity and local governance ensures the participation of all segments of society and all actors in the policy-making and execution process by the government. In addition, Mende (2021) asserts that developing countries have adopted polycentric governance that involves the decentralisation of local governance organs that involve both state and societal institutions at the regional and community levels. Ramodula and Governder (2023:1554) assert that the nature of South African DLG stems from the constitutional provisions of local government as a sphere of government.

For example, the South African vision of a developmental state which mainly focuses on economic development has automatically become a local government agenda. Ramodula and Governder (2020:60-61); Ramodula and Governder (2023) argue that DLG implies a local government that works with various stakeholders, including local communities, to establish sustainable ways to improve general socioeconomic well-being, and thus improve the quality of living standards. Additionally, Ramodula and Governder (2020:60-61) alluded that the assessment of the transfer of a wide scope of political, economic, and administrative functions

to local authorities must focus on the prevailing local economic activity and particular patterns of class forces that arise from it. Hence, Tobie and Ayodeji (2023); Amah, (2018) address that political decentralisation is known as devolution, which signifies the downward dispersal of political authority to a lower level of government. Local government is the closest political arrangement to this type of decentralisation. Amah (2018) posits that the objectives of political decentralisation, among other things, encompass the need to devolve governmental power to people in their locality to promote their meaningful participation in the determination of issues that affect their well-being and equally promote accountability and development to the local populace. Makara (2018:25); Arends (2020) express that decentralisation goals are coalesced into increasing governmental activities and development at the sub-national level. Monday and Wijaya (2022) further assert that political decentralisation, in particular, stresses the exercise of discretion by the people of a locality in the decision-making process, the use of local initiatives in the conception and execution of programmes, and the introduction of administrative efficiency, effectiveness and responsiveness in the governance process at the sub-national level.

Furthermore, Arends (2020) argues that decentralisation is a mechanism for addressing the evils of centralisation and the paternalistic influence of central institutions on institutions of local governance. With the aforementioned suggestion and views, Chaudhary (2019); Mudalige (2019) claim that decentralisation is seen as part of the processes of inclusion of hitherto marginalised and underserved groups and sections of the community. The inclusion of the local population in the governance process, apart from promoting a sense of belonging and legitimacy, enables policies and programmes to reflect local preferences and interests (Chaudhary, 2019; Mudalige, 2019). With the preceding discussions, Tobie and Ayodeji (2023) conclude that decentralisation is equally seen as a formidable mechanism for strengthening local governments charged with the responsibility of promoting the development of the grassroots. In addition, Tobie and Ayodeji (2023) suggest that in terms of administration, decentralisation reduces the volume of work and pressure on the central or national government through the dispersal of such functions to sub-national institutions that are better placed to discharge such functions. It should however be noted that not all decentralisation reforms tend to promote effective local governance.

For this study, the local governance theory is relevant to the DLG since it encourages the local communities of Polokwane Local Municipality to be involved in the activities of the municipality and be able to submit their needs. The local governance theory is vital for encouraging the delivery of the basic needs of the community. It encourages the municipality in making the policies or laws to consider the participation of the community to ensure that their needs are

submitted, prioritised, and converted to output. The DLG is responsible for good governance in the local municipality; therefore, the concept of local governance theory encourages governance in the municipality through participation. The *Constitution of the Republic of South Africa, 1996*, encourage democratic government which is responsible for meeting the societal, social, and economic problems. Local governance is there to ensure that the principles of democracy are practised in local government. For local government to be developed, there is a need to ensure the following principles of democracy: accountability, transparency and participation. It is concluded that the local governance theory is responsible for the development of local government. The functioning and operation of local government are encouraged and supported by the local governance theory. Therefore, local governance theory is vital for local government operation and development. The local governance theory encourages decentralisation of power amongst the spheres of government with the intention of inclusive local government that caters for full public participation to promote wealth and meet the basic needs of society. Therefore, local governance in local government encourages development, participation, collaboration, cooperation and contribution which are the principles of a democratic state

2.3. CONCEPTUALISING THE LOCAL GOVERNMENT

Thapa (2020:4) asserts that local government can be described as some government bodies elected by the people that have administrative, legislative and executive functions on the territories under their jurisdiction. Moreover, Thapa (2020:4) adds that local government is part of the government of a country which deals mainly with problems or issues related to a given population within a given territory. Maela (2021:40) articulates that a local government is a process which affects all, and influences the places where the public lives, the services that it is entitled to receive, the economies the public is part of, and the social communities, which give the identity and security, and define who are as local communities and as a nation. Furthermore, Mashamaite and Lethoko (2018:116) stress that the local governments, particularly local municipalities in South Africa have a constitutional obligation to play a critical role in promoting social and economic development in terms of section 152 of the *Constitution of the Republic of South Africa, 1996* and the *White Paper on Local Government, 1998*, which entrenches the developmental duties of municipalities. *The Constitution of the Republic of South Africa, 1996*, and the *White Paper on Local Government, 1998*, encourage municipalities, through LED, to play a leading role in as far as creating job opportunities and poverty reduction are concerned.

According to Local Government Seta (LG SETA) (2019), the local government in South Africa is assigned with the crucial role of rebuilding local communities and environments, as the basis for a democratic, integrated, prosperous and truly non-racial society. Breed, Jones, Pillay and Zondi (2023:31) posit that it is important to note that local government is the support engine for the economy, it is not the engine itself. Moreover, Breed *et al.*, (2023:31) assert that a municipal institution must aim to act as a stimulant, as the spark that combusts the engine (local community) into a forceful locomotive that gently and determinately moves on its tracks (mission) to its destination (vision). Breed (2020) adds that local institutionalism should have broadly the interrelated and critical attributes by the constitutional objectives of local government in South Africa augmented by expressed systemic mandatory societal needs and expectations. Therefore, the interrelatedness includes: creating, innovating, and fulfilling opportunities, which is an efficient vehicle that endeavours to grow a more mature society and political maturity. It should provide communities with the means to flourish through their human and social capital's potential (Reddy, 2016; Breed, 2020).

Reddy (2016); Breed (2020) acknowledge that the interconnectedness aimed to take care for its people and their future through mechanisms, initiatives, and structures suitable for the times they are living in. Reddy (2016); Breed (2020) further, opine that the interconnectedness must inspire them to obtain bigger goals; to deliver better services sooner, faster, and more smoothly in all spectrums of its proclaimed institutional ability, including the needs, aspirations and expectations of its society, as outlined in the government's Batho Pele Vision (Department of Public Service and Administration, 2014) and to create capable leadership and an environment that will fertilise socio-economic growth. Thornhill (2012:132) posits that capable officials acting with impeccable integrity and expertise should be employed to carry out complex policies to promote socioeconomic development with the cooperation of the members of society. However, Msomi, Reddy, and Zondi (2018:105) claim that the success of many government policy initiatives in South Africa, including the National Development Plan (NDP) Vision 2030, depends on the effective and efficient roles of a transformed and democratic local governance system.

The *Constitution of the Republic of South Africa, 1996*, mandates the local government to: provide a democratic and accountable government for local communities, ensure the provision of services to communities in a sustainable manner, promote social and economic development, promote a safe and healthy environment, and encourage the involvement of communities and community organisations in the matters of local government. The National and sub-national levels of government are mandated by the *Constitution of the Republic of South Africa, 1996*, to promote the Bill of Rights, which reflects the nation's values of human

dignity, equality, and freedom, and upholds the principles as enshrined in the *Constitution of the Republic of South Africa, 1996*. Moreover, the *White Paper on Local Government, 1998*, establishes the basis for a developmental local government system, which is committed to working with citizens, groups, and communities. The *White Paper on Local Government, 1998* directed the political leadership of the municipalities to create conditions that facilitate and realise principles and values of social justice, racial equality and nation-building. Thus, obligations for local government to be involved in facilitating social cohesion are mandated by the *Constitution of the Republic of South Africa, 1996*. Khaile, Roman and Davids (2021:17) add that the notion of a DLG as contemplated by the *White Paper on Local Government, 1998*, is relevant to pursuing outcomes related to social cohesion. For instance, DLG is described by the *White Paper on Local Government, 1998*, as a 'local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve their quality of life'. In this regard, municipalities are expected to mobilise citizens and their respective organisations to collectively participate in efforts to find solutions to challenges experienced in their communities.

According to Siddle and Koelble (2016:05), the new constitutional dispensation of South Africa is given a critical developmental role to play in rebuilding local communities and environments as the basis for a democratic, integrated, prosperous and non-racial society. Siddle and Koelble (2016:05) further suggest that local government must be structured along decentralised lines, with the municipalities being given the right under the *Constitution of the Republic of South Africa, 1996*, to govern, on their initiative, the local government affairs of their communities (Siddle & Koelble, 2016:05). The *Constitution of the Republic of South Africa, 1996*, establishes local government as a dynamic sphere of government with a new and innovative role. According to the *Green Paper on Local Government, 1997*, local government has a constitutional obligation to play a developmental role and to strive to achieve developmental objectives. However, Koma (2012) argues that the formulation of a new policy for a democratic system of local governance provides the people with a rare and historic opportunity to shape and restructure that part of government which is closest to the millions of its population. The *Green Paper on Local Government, 1997*, emphasises that the local government stands at the threshold of an exciting and creative era in which it can make a powerful impact on reconstruction and development in our 30 years of democracy.

The local sphere of government remains at the core of the realisation of basic services within any government dispensation (Koma, 2014; Sebola, 2015:2-3; Mahlo, 2017: 08; Hussein, 2019:562). The South African government has assigned municipalities with the role of delivering services that are essential and valuable to the livelihood of local communities and

welfare of the society in general (Mashumi, 2013: 625; Sebola, 2015:2-3). Unquestionably, local government is by its nature closest to its constituents and involved in rendering a wide range of services that materially affect the lives of the inhabitants residing within its area of jurisdiction (Koma, 2014; Sebola, 2015:3). The rendering of a wide range of services, in essence, requires the coordination of a variety of necessary functional areas to deliver such services. In the case of South Africa, the area of local government has become more critical of the fact that the country's constitutional democracy requires local government to be developmental as it renders basic services (Sebola, 2015:3). In essence, the South African local government system is meant to be developmental or to have what can be referred to as developmental mandate. According to Hussein (2019: 562), a developmental mandate refers to the application of interrelated tools and approaches that assist municipalities to become more efficient. Hussein (2019: 562) adds that in this case, such tools and approaches are those that promote and require community participation and have requisite integrated development planning as well as performance management systems that can assist in monitoring and evaluating government performance.

According to Mdlongwa (2014), this arrangement is different to the traditional system of local government wherein a municipality is expected only to deliver functionally specialised services like the provision of portable water, maintenance of streetlights and refuse removal. The *White Paper on Local Government, 1998* and the *Constitution of the Republic of South Africa, 1996*, both require municipalities to exercise their powers and to perform their functions effectively and efficiently to achieve their developmental mandate. LED ensures the responsibility of addressing development, poverty eradication, job creation and economic growth challenges at the local government level. LED is an integral part of local government development strategy through Integrated Development Planning (IDP) processes (Mogale, 2014:23). Taking this study into consideration, the concept of local government refers to Polokwane Local Municipality as it is responsible for the delivery of basic municipal services to the local communities of its area of jurisdiction. All areas around Polokwane are catered by the Polokwane Local Municipality. Therefore, the Polokwane Local Municipality plays an important role in ensuring that local communities get basic municipal services. All the communities around the Municipality are responsible for paying the municipal services such as electricity and water bills for the Municipality to be able to sustain its local communities and service maintenance. For this study, the local government refers to the Polokwane Local Municipality.

2.3.1. Importance of Local government in contemporary society

Sidgwick (2014); Thapa (2020) assert that the local government is a very important notion for the contemporary society for the sustainable development of the entire nation because of the following peculiarities of the local government.

- **Local authority**

Sidgwick, (2014) asserts that the management or governance of a certain locality is made by a body composed of persons directly elected by the people of that area. This representative body is responsible for the administration of local affairs in that area. Local government provides municipal services for residents of the areas within its jurisdiction, which is the main goal of this sphere of government. In addition, Thapa (2020) alluded that the operation and structure of local authorities can vary significantly from one place to another, depending on the local government system, the size and population of the locality, and the specific needs of the community. However, the fundamental principles mentioned are consistent in local governance worldwide.

- **Local finances**

Sidgwick (2014); Thapa (2020) conquer that effective financial management helps local areas to maintain the trust and support of their communities while fostering economic growth and quality of life for their residents. In addition, Mashamaite and Lethoko (2018) claim that it is important for local governments to carefully manage their finances to ensure that they can meet their obligations, provide essential services, and maintain a balanced budget. Moreover, Sidgwick (2014); Thapa (2020) address that to provide services and perform functions effectively, the local areas must have its finances. Since local government provide the services to citizens it must be financially covered. These finances can be obtained from local taxes and also from state subsidies.

- **Local autonomy**

According to Chigwata, de Visser and Ayele (2021), the local government has the right to establish and operate in the activities and functions that are recognised by law. Moreover, Chigwata *et al.*, (2021) state that local autonomy includes the legal right of residents to choose their representatives that will govern the territory under the set or prescribed laws. However, Thapa (2020) emphasises that autonomy does not mean sovereignty over these bodies, as municipalities belong and legally depend on state structures. In summary, Tsige (2019) views local autonomy as a concept that recognizes the legal authority of local governments to govern and make decisions on behalf of their communities within the framework of state laws. Tsige (2019) additionally points out that local autonomy allows for the participation of residents in

the democratic process by electing their representatives, ensuring that local interests and needs are taken into account while maintaining the overall authority and sovereignty of the state.

- **Local participation**

According to Ozden (2023), the success or failure of the development plans of the territory relates to extent of the active participation of the local people. However, the success of local participation also depends on factors like the level of community organisation, access to information, government support, and the quality of the participatory process. In addition, Sahin (2017) argued that effective engagement methods, transparency, and mechanisms for holding decision-makers accountable are important for ensuring that local participation is meaningful. In conclusion, Sahin (2017) asserts that the active participation of local people is crucial for the success of the development plans in a territory, as it leads to more contextually relevant, sustainable, and community-supported initiatives. It's an essential aspect of participatory and inclusive development.

- **Local leadership**

Ngqwala and Ballard (2020) point out that local government is essential as it provides a training ground for political leadership, especially for those intending to venture into the arena of national politics. Moreover, Ngqwala and Ballard (2020) explain that leadership is regarded as a key success factor for all activities to achieve an organisation's mandate and effective performance, of its operations to achieve the constitutional objectives of local government. Thapa (2020) states that usually, people who deal with local governments, especially in rural areas, are characterised by a lack of experience, and professionalism. Hence, they should be provided with leadership-management skills to develop various projects initiated (Sidgwick, 2014).

- **Local accountability**

Hlamza (2021) contends that recent developments and reforms in local government across the globe have heightened the need to establish a local governance system centred on the needs of its citizens. In support of the above-mentioned statement, Hlamza (2021) added that this system of governance should evolve around three main principles. Local governments should be responsive, where citizens drive governance choices. It should be responsible and committed to quality, effectiveness, and efficiency. It should be accountable to the local constituency and respect the formal rules of the system. However, Thapa (2020) proposes that the local representatives of the people are elected by the people to meet the ultimate goal which is to provide municipal services in the most effective manner possible. Hlamza, (2021) additionally suggests that local government is generally seen as a defence mechanism against

arbitrary power by the government as it is a means whereby an unhealthy concentration of power at the centre is prevented. The political activities inherent in local government, i.e. elections, rule-making, political pressure, publicity and public debate close the gap between the citizens and the administration and provide opportunities for grievances to be aired and wrong remedied (Sidgwick, 2014).

- **Local development**

Thapa (2020) points out that local development is an important feature because the primary goal is the development of local government within the area in which it exercises jurisdiction. However, Thapa (2020) supports Sidgwick (2014) by adding that the importance of this government is primarily in support of democracy. According to Ofei-Aboagye (2018), the communities of practice must support the harmonisation of development activities by facilitating the development of a well-documented plan for local assemblies. However, Slack (2014) is of the view that local governments should form the rallying ground for strategising and implementing programs towards the attainment of the DLG as they are best placed to implement inclusive development and ensure that no one is left behind in the pursuit of the DLG to achieve LED. Sidgwick (2014); Thapa (2020); state that the requirements of citizens are transmitted to the central government by local government bodies, and on the other hand the central government policies are made known to the public through local government organs. This two-way relationship makes possible a close relationship between people and high levels of government. More specifically, the most important functions of local government are as follows:

- To promote local democracy
- For the development
- For effective service delivery
- To empower
- To promote the people's participation
- To make policy decisions
- To make the institutionalisation of inclusiveness
- For the dispute resolution
- Effective utilisation of resources

- To create feelings for doorstep government
- To perform the role of central government
- For sustainable development and
- Makes the bridge between the central government and the people.

In summary, local governments are essential for fostering participatory democracy, efficient service delivery, and sustainable development at the community level. They serve as a crucial bridge between the people and higher levels of government, facilitating effective governance and addressing the unique needs of local populations.

2.3.2. Local Government as the key institution for democracy and empowerment of disadvantaged groups in South Africa

The Cooperative Governance and Traditional Affairs (2020:3) points out that the notion of an inclusive democracy continues to be a canon of governance thinking in the post-apartheid democratic era. COGTA (2020:3-4) adds that since the advent of local democracy in 2000, local government is seen as the key institution for making the political institutions of the state inclusive and is charged with the responsibility for deepening democracy by facilitating the participation of communities. COGTA (2020:3-4) states that the local government, by its very nature of bringing government closer to the people, ought to translate community needs into policy and development programmes more likely. Cerri, Maskrey and Peppard (2020) deduce that locally based decisions are often more practical and sustainable in that they acknowledge and accommodate local diversity and historical complexities that may exist within a particular locality. Moreover, Cerri *et al.*, (2020) opine that while the aim of community participation is for citizens to be in a position to influence development priorities within their respective local municipalities and also be able to hold their respective local municipalities on the decisions and actions the municipalities take, in most cases, communities are not included in their respective local municipalities' planning and prioritising processes.

The South African decentralised government system consists of three distinct, interrelated and interdependent spheres of government: national, provincial and local. *The Constitution of the Republic of South Africa, 1996*, establishes and entrenches local government as a distinct sphere of government. In comparison with other federal systems, local government in South Africa enjoys considerable constitutional recognition. In many respects, South Africa is a leader in the emerging role that local government is expected to play in entrenching democracy and promoting development. Based on the notion that local government is the sphere of government closest to the people, the *Constitution of the Republic of South Africa*,

1996, mandates local government to provide democratic government in line with the constitutional framework. The *White Paper on Local Government, 1998*, put forward a vision of developmental local government, of meeting the economic, societal, and social needs of the community. A central principle of the post-apartheid Reconstruction and Development Programme (RDP) was the empowerment of poor and marginalised communities. People-centred and people-driven development that emphasises growing empowerment and reliance on mobilising the energies of communities was a central concept of the RDP. According to the *White Paper on Local Government, 1998* local government is uniquely placed to achieve this inclusivity. The *White Paper on Local Government, 1998*, emphasizes that a key characteristic of the vision of developmental local government is leading and learning. In this regard, local government must play a central role in empowering and improving the quality of lives of their communities, especially those members and groups within communities that are most often marginalised or excluded, such as women and the very poor.

The *White Paper on Local Government, 1998* stipulates inclusive local government as the government responsible for community development as encouraged by the developmental local government. The *White Paper on Local Government, 1998*, states that given the importance of local government in enhancing democracy, it should be inclusive of the entire community it represents, including disadvantaged groups. An inclusive form of governance requires that all the inhabitants of the community claim their rightful place in local government. However, this requires a strong local community that can interact with local government in an informed and directed manner and use the spaces available for participation in key decisions for more effective local solutions. In this regard, local government must encourage and create conditions for the local community to participate in the affairs that govern them. The South African local government system is premised on bringing government closer to the people through both representative and participatory democracy.

The *White Paper on Local Government, 1998*, provides that local government is charged with the responsibility for deepening democracy by facilitating the participation of minorities and disadvantaged groups. Inclusive local government is vital for the sustainability of the institution and the enhancement of democracy. The world over, local governments are premised on the notion that the municipal institution belongs to the inhabitants of the locality. In South Africa, this position is legislated. Fundamentally, local government legislation defines a municipality as comprising its political structures, administration, and the municipality's community. Local government legislation, thus, makes it clear that communities are an integral part of municipal governance and local government affairs. *The White Paper on Local Government, 1998* points out that a municipality must develop a culture of municipal governance that complements

formal representative government with a system of participatory governance. Weger, Van Vooren, Luijckx, Baan and Drewes (2018) state that locally-based decisions are often more practical and sustainable in that they acknowledge and accommodate local diversity and historical complexities that may exist within a particular locality. However, Weger *et al.*, (2018) added that the aim of community participation is for citizens to be in a position to influence development priorities within their respective local municipalities and also be able to hold their respective local municipalities on the decisions and actions the municipalities take. Weger *et al.*, (2018) further add that in most cases communities are not included in their respective local municipalities' planning and prioritising processes. In this regard, local government must encourage and create conditions for the local community to participate in the affairs that govern them.

The South African local government system is premised on bringing government closer to the people through both representative and participatory democracy. Local government according to the *White Paper on Local Government, 1998*, is charged with the responsibility for deepening democracy by facilitating the participation of minorities and disadvantaged groups. According to COGTA (2020), inclusive local government is vital for the sustainability of the institution and the enhancement of democracy. The world over, local governments are premised on the notion that the municipal institution belongs to the inhabitants of the locality. In South Africa, this position is legislated.

2.3.3. Democratic governance in South Africa

South African government is considered a democratic one, which is in line with the *Constitution of the Republic of South Africa, 1996*. However, Cachalia (2019) asserts that a constitutional democracy is a government that allows the supremacy of the constitution and legislation that originates from it. In addition, Cachalia (2019) view a constitutional democracy as a democratic state that is ruled through adherence to the *Constitution of the Republic of South Africa, 1996*. Democratic governance in South Africa refers to the government's adherence to democratic principles as pronounced by the *Constitution of the Republic of South Africa, 1996*. Mhlongo (2020) states that democracy is a form of government that allows citizens to participate in the affairs of their country. South Africa attained democracy in 1994 and has since undergone many political changes. Most of these changes were ushered in by the Interim Constitution, which introduced a new system of government and new institutions. Moreover, Tushnet (2019) alludes that constitutional democracy is known as a democratic state because the Constitution is a supreme tool that binds all the institutions, political or otherwise. Albertyn (2019) deduces that constitutional democracy is a system of government that is built on the principle of the rule of law. A constitutional democracy stands in contrast to authoritarian and totalitarian

regimes that have no regard for the rule of law. Kotzé (2022) asserts that the key feature of democracy is the continuing responsiveness of government to the preferences of individuals, considered as political equals. In addition, Albertyn (2019); Kotzé (2022) point out that democracy is approached from either a procedural or a substantive point of view, or as a combination of the two. The procedural aspects concentrate on constitutional arrangements (such as the separation of powers, rule of law, human rights, free and fair elections, and checks and balances on the executive), while substantive matters include socioeconomic characteristics (such as the level of inequality, quality of life or economic opportunities) (Kotze, 2022:3). However, Titilope, Gukurume and Bangura (2022) address that the relationship between the legislative and executive authorities of the state relies on the principle of separation of powers and specific checks and balance arrangements, such as parliamentary oversight, motions of no confidence or budget approvals. Kotze (2022) alludes that a dominant executive poses risks to a democracy while a weak or inactive parliament jeopardises the democratic assumptions about public participation and representation.

Titilope *et al.* (2022) state that procedures of policy- and decision-making are a derivative of the previous element. Decision-making in a democratic framework must be done in public, by public representatives and they must be accountable for it. The public administrators are responsible for the implementation of the policies and for that, they can have delegated powers, but the public representatives (executives) remain still responsible or accountable for it.

2.3.3.1. Direct democracy

Fatke and Freitag (2012:238) indicate that direct democracy promotes transparency in the political decision-making process because publics are involved in the exercise. The direct democracy is an uninterrupted exercise of authority by the people to influence government decisions by utilising various mechanisms established to allow the public to participate in government affairs. The direct democracy enables people to vote on important issues that may be excluded from, or cut across, representative party politics (Fatke & Freitag, 2012:238). The decision of the popular majority can be expressed beyond representative processes that are potentially distorted and elitist. However, mechanisms of direct democracy may become tools of majoritarian populism, by which leaders can bypass and weaken representative processes by appealing directly to the people (Bulmer, 2014:67). The elected representatives may, once in office, put the interests of privileged elites before those of ordinary citizens, treating their position as a personal entitlement rather than a public office. Representatives from different parties may collude to the international idea (Bulmer, 2014:67).

For this study, direct democracy allows the communities to participate in policy making and decisions, which may alleviate all possible principal-agent problems. It is argued that through voting initiatives, voters in a direct democratic system act as an additional veto player and, thus, can reject inefficient spending projects and petition for better ones, demand more productive public sector investments, induce competitive bidding on public auctions, lower production costs by fighting public sector unions or other established interest groups, etc. In general, the introduction of direct democratic elements to complement institutions of representative democracy is expected to increase government efficiency by breaking the established status quo and inducing more accountable governments. For effective implementation of LED through DLG, communities should be allowed to partake in all activities. The direct democracy enables people to vote on important issues that may be excluded from, or cut across, representative party politics. The decision of the popular majority can be expressed beyond representative processes that are potentially distorted and elitist. However, mechanisms of direct democracy may become tools of majoritarian populism, by which leaders can bypass and weaken representative processes by appealing directly to the people.

2.3.3.2. Participatory democracy

Kersting (2021) supported Smit and Oosthuizen (2011:60) by adding that participatory democracy enables the public to participate in the decision-making procedures of public institutions including municipalities. Kersting (2021) additionally, view participatory democracy as an instrument for promoting accountability in government because citizens are aware of government programmes and policies and how they should be achieved. As such, elected representatives and public officials must always work towards the attainment of the government's objectives (Smit & Oosthuizen, 2011:60). Participatory democracy is a process of collective decision-making that combines elements from both direct and representative democracy. The public has the power to decide on policy proposals and politicians assume the role of policy implementation (Smit & Oosthuizen, 2011:60). Zondy and Reddy (2016) point out that public participation in local government activities is crucial for municipalities to keep in touch with the public on matters of community development through effective and efficient service delivery systems. Community participation is also a key instrument in facilitating local democracy through formal municipal structures (Zondi & Reddy, 2016:27).

In the South African context, the concept of community participation became relevant with the introduction of the *Reconstruction and Development Programme (RDP), 1994*, which was aimed at mobilising South African local communities towards the total eradication of repressive systems and social exclusion (Zondi & Reddy, 2016:27). RDP is not only concerned with the

provision of goods to passive local communities but also imply the growing involvement of the population (African National Congress, 1994:5). The most important aspect of participatory democracy is the participation of the people in the planning process and their ability to influence decision-making. *Section 4 of the Promotion of Administrative Justice Act, 2000 (PAJA)*, allows the local communities to contribute and impact upon decisions which affect their lives. According to the OECD (2020), participatory democracy can be seen as an active approach in terms of involving the local communities in the decision-making process. OECD (2020) states that in so doing, the government can directly address problems such as the lack of trust and weak legitimacy. *The Constitution of the Republic of South Africa, 1996*, directs legislators in the national, provincial and local spheres to ensure that their law-making functions are discharged with due regard to representative and participatory democracy, accountability, transparency, and community participation.

Carson and Elsturb (2019) state that linking participatory democracy to democracy is viewed as a healthy form of democracy and is perceived to be very close to the core of democracy. Elsturb and Escobar (2019) assert that one of the most important contemporary developments in public policy and administration has been the rise of innovations in participatory governance, which seek to complement representative institutions and enhance the effectiveness and legitimacy of policymaking. Heinelt (2018) adds that participatory governance, refers to participatory forms of political decision-making, involving organised and non-organised citizens, to improve the quality of democracy. Moreover, Heinelt (2018) argues that participatory governance is often based on the principles of deliberative democracy, which emphasises free, open and local communities reasoning. According to Bua and Bussu (2021), local government constitutes an important level of participatory democracy, where communities play an active role not only as the electorate, but also as end-users and consumers, and thereby can hold their municipal council accountable for their actions.

Nzimakwe (2012:151) postulates that participatory democracy can only come into being when ordinary men and women, young and old, are allowed to actively and meaningfully contribute to their well-being. In this study, it is argued that participatory democracy exists to promote governmental accountability towards its citizens, to create active and knowledgeable citizens, and also to establish conditions necessary for achieving effective and sustainable community participation in decision-making processes. Hence, for effective implementation of LED, community participation is essential.

2.3.4. Contextualising local democracy

Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) directs local municipalities to establish ward committees to enhance local democracy. However, Maela (2019) states that ward committees are community-based structures that bridge the gap between members of the community and the local municipality. According to the European Union and Committee of the Regions (2022), the local government promotes local democracy by bridging the communication gap between the community and the municipality by giving the community a platform to interact with municipal officials. Sellers, Lidström, and Bae (2020) supplement Gwala (2011:3) that authentic and empowering community participation entails the creation of space for the public to influence, direct, control, and own the development process as beneficiaries of the programme or project. In addition, Sellers and Scharff (2020) view democracy as consolidated when the local communities are allowed space to participate in decision-making at the micro-level. In addition, Heywood (2007:72) argues that, even though democracy is almost universally regarded as a good thing when the interests of a particular organisation and/or certain individuals are served under the umbrella of democracy whilst the needs of the public are not, this cannot be regarded as democracy.

Şahin (2017); Ozden (2023) emphasise that the widespread acceptance of the view that traditional representative democracy reduces citizen participation only to election periods has led to the acceptance of the demand that elected officials do not exclude citizens from policy-making and implementation processes, and has led civil society organizations to begin advocating their views more effectively and participative in contemporary democracies. In addition, Ozden (2023) alludes that this has led to the acceptance of the concept of participatory democracy. The guiding principle of democracy is the existence of citizenship. Moreover, Tekeli (2017) added that the concept of local community participation shapes the principle of citizenship as the right of citizens to participate in the political life of their own country as a collective action. Such a principle is generally defined in terms of different participatory models that the public uses in local governments.

Şahin (2017) supported Tekeli (2017) that local governments are considered an important ground for the use of participatory mechanisms and the implementation of democratic principles because they are the closest units to the local communities. Akova and Kantar (2020) opine that community participation is one of the most important building blocks of civil society actions. The effectiveness of democracy depends on the capacity of citizens to influence policy development and implementation processes. Akova and Kantar (2020) in addition, state that the needs of citizens cannot be fully reflected in politics within the scope of modern democratic systems (representative democracies in general) because, in this system,

participation is limited to elected representatives. Local governments are at the centre of participation practices as they are units closer to the citizens (Şahin, 2017). Furthermore, Şahin (2017) points out that local governments bring the government closer to the citizens, and this brings the opportunity to participate in the determination of the needs of the citizens regarding urban life to a realisable dimension. Moreover, Arıkboğa (2020) states that the success of participation mechanisms depends on good planning and analysis of the participation process. In addition, Arıkboğa (2020) asserts that ensuring active participation or establishing participation mechanisms does not always have the meaning of efficiency. Polat (2017) claims that if the participation process is set up only to fulfill the legislative requirements, it results in the citizen's decisions not being implemented in practice. Achieving the desired results of participation depend on creating different participation mechanisms that appeal to various citizen groups (Wilson 1999; Polat 2017). Ozden (2023) states that citizen participation means that citizens take a leadership role together with administrators and play an active role in making decisions and developing policies that directly affect their daily lives. Akova and Kantar (2020) state that a participatory process should be designed in such a way that citizens can express themselves comfortably and communicate directly with decision-makers. For this reason, some principles and methods should be developed to guide the development of effective participatory processes.

2.3.5. The validity of the concept of democratic governance in local government

South Africa is classified as a constitutional democracy. This simply entails that the *Constitution of the Republic of South Africa, 1996* has been accepted and serves as the supreme law of the country. Section 40 of the *Constitution of the Republic of South Africa, 1996* describes the country's organisation of government machinery as a three-tiered unitary model. Thus, the national, provincial and local government spheres each enjoy respective constitutionally entrenched powers and functions, although there are areas where the powers and functions are shared concurrently, as stipulated in Schedules 4 and 5, and Sections 156, 104, and 44 of the *Constitution of the Republic of South Africa, 1996*. These respective sets of functions and powers are coordinated, at least in principle, through the principles of intergovernmental and cooperative governance as promulgated in the *Intergovernmental Relations Framework Act 13 of 2005*. The spirit and philosophy of local government in South Africa demands, instead, that the sphere be pursued and guided by good governance principles. Section 152 (1) (e) of *White Paper on Local Government 1998* provides that the local government promotes local democracy and accountability while providing services sustainably.

Section 152 and 153 of the *Constitution of the Republic of South Africa 1996*; Section 6 of *Municipal Structures Act 2000 (Act 32 of 2000)* advocate for sound and sustainable financial management characterised by transparency, accountability and effectiveness. Section 215 (1) of the *Constitution of the Republic of South Africa, 1996* Sections 60 and 61 of *Municipal Finance Management Act 2003 (Act 56 of 2003)* ensure the promotion of effective and efficient governance. Section 59 of *Municipal Structures Act 2000 (Act 32 of 2000)* and section 160(1) (d) of the *Constitution of the Republic of South Africa, 1996* advocate for the local government that is responsive to the needs of communities through the process of needs analysis called integrated development planning. Taking the above section into account, good governance in South Africa's local government is, therefore, mandatory. Although good governance in local government could be pursued for other considerations, such as appealing to both the voters and donors by the political elite, it essentially remains a mandate and obligation in South Africa. But however, in doing so, the local government must not neglect its developmental role.

2.4. THE CONCEPT OF DEVELOPMENTAL LOCAL GOVERNMENT

Masiya, Davids and Mangai (2021) address DLG as a local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives. The *White Paper on Local Government, 1998* defines DLG as a government that is committed to working with citizens in creating suitable and sustainable mechanisms of meeting the social, political and economic needs of the people, and subsequently improving their livelihoods (Department of Provincial and Local Government, 1998). Therefore, the above definition is grounded on the four principal actors of the developmental state, namely the state, business, society and bureaucracy. Khambule (2018) views that South African DLG is the local developmental state because it is underpinned by the developmental state ideology of promoting development, maximising social development and accelerating economic growth. Ramodula and Govender (2023) argue that the DLG has to be understood as the local developmental state, as it is grounded on the developmental ideology (the central role of the state in economic development) of the developmental state.

This is evident in the *White Paper on Local Government, 1998* which states that a DLG must be characterised by the following features: maximise social development and economic growth, integrate and coordinate development planning, promote democratic development and build social capital at the local level to enable local solutions to development challenges. In argument, Mello (2020) translates that DLG is regarded as a remedy for the deep-rooted

structural socio-economic challenges in South Africa. Mathebula (2016); Ramodula and Govender (2023) allude that the vision of a DLG is one of the ideas mostly put forth in defining the constitutional mandate of local government in the post-apartheid era, the vision remains too abstract and perhaps too remote from the realities of the local authorities. Mathebula (2016) further, elaborates that local government is treated as if it is a matter of choice whether to be developmental and not an obligation because all three cases (and perhaps all municipalities) are yet to produce more effective developmental outcomes along the ideals of a DLG; especially its defining feature of socio-economic development. Mello (2020:6-8); Chakwizira, Peter, and Thompson (2021); Pieterse (2023) assert that the interpretation of the DLG as the local developmental state is necessitated because the abovementioned defining characteristics are tenets of the developmental state. Pieterse (2023) adds that, notably, these characteristics are in line with the ideological component of the developmental state, which argues that the state is the most important player in accelerating development and growth. For example, whilst developmental states coordinate economic development planning at the national level, the local developmental state, through the *White Paper in Local Government, 1998* coordinates economic development planning at the local level.

Khambule (2020) contends that the local developmental state is driven by the need to maximise economic growth and social development. Khambule (2020); Ramodula and Govender (2023) dispute that all of these examples justify the intimate involvement of the local developmental state (DLG) in economic development matters because a democratic developmental state will only succeed if it is effective at the grassroots level. Van der Waldt (2015) declares that the main function of DLG is to help address national development challenges, promote development opportunities and advance the realisation of national developmental goals. It is, therefore evident that DLG translates to the local developmental state. The task of the local developmental state is, therefore to mitigate the worsening triple challenges of unemployment, poverty and inequality by dedicating the necessary capacity and resources, which represent the structural component of the developmental state (Khambule, 2020). Section 152 of the *Constitution of the Republic of South Africa, 1996* mandates municipalities to provide local communities with sustainable services. In promoting a developmental approach, Section 153 (1) requires municipalities to structure and manage their respective administrations and to budget and plan so as to prioritise the provision of basic services to communities. Furthermore, municipalities must also promote the social and economic development of the communities they service or serve.

Chapter 2 of the *Constitution of the Republic of South Africa, 1996* on the Bill of Rights, provides that communities have the fundamental right of access to social services. The

government promulgated a *White Paper on Local Government, in 1998* that sought to operationalise 'DLG institutions by compelling them to work with the citizenry and groups within the community to find sustainable ways to meet their social, economic and material needs as well as enhance their quality of life. The key developmental outcomes identified in the *White Paper on Local Government, 1998* include that municipalities should focus on the provision of sustainable household infrastructure and services and create liveable and integrated local areas. The municipal developmental mandate is further expressed in the *Local Government: Municipal Systems Act 2000 (Act 32 of 2000)*. Among other provisions, the Act assigns municipalities the responsibility to promote access to affordable services and to encourage local community participation in municipal affairs. Furthermore, the Act outlines principles, mechanisms and processes which enable local governments to achieve their developmental mandate. Municipalities in South Africa are mandated to deliver services that meet basic communal needs such as housing, water and sanitation, land, electricity and infrastructure (Dassah, 2012; Reddy, 2016). The municipality as an institution is considered an engine for local development and central to service delivery (Maphumulo & Bhengu, 2019; Masiya *et al.*, 2021). South Africa has also adopted the concept of DLG and, in conferring this developmental role on municipalities, the government has implemented an elaborate statutory framework and obligations to operationalise it.

The *Green Paper on Local Government, 1997* introduced a vision of local government in South Africa as a DLG system. The conceptualisation of this vision prioritises the meaning of 'developmental' and what 'local government' must do, ignoring the word 'system. Koma and Kuye (2014); Good Governance Learning Network (GGIN) (2018); Ramodula and Govender (2020) maintain that the local sphere of government has been positioned in such a way that makes it developmental both in content and form. Moreover, GGIN (2018); Ramodula and Govender (2020) added that one of the major components of DLG is LED aimed at addressing pressing issues around poverty, unemployment and limited resources. Strauss (2019) asserts that the basis behind the ideology of DLG is that the imperatives are presupposed by a thriving legacy from South Africa's past. This form of local government refutes the previous undemocratic system's tendencies towards racial exclusion and a 'segregationist planning' mentality. Ozden (2023) states that democratisation of development means a change in who participates, how they participate and where they participate.

Ozden (2023), furthermore, views the democratisation of local government in this context as meaning that local communities can have a say in the kind of services delivered and the amount charged, such as rates and taxes, water and sanitation, etc. For integration, municipalities in terms of section 153 of the *Constitution of the Republic of South Africa 1996*,

are also expected to play their developmental role by participating in the planning processes of the national and provincial government. It is in this notion that South Africa started to advocate for a developmental state through the facilitation of local government which should by nature be developmental. The *White Paper on Local Government, 1998* explains that a DLG has four features. Schoburgh (2014:5) emphasises DLG as a sub-national government that is development-oriented and is mandated to design and implement policies aimed at increasing local economic growth, resulting in the positive social transformation of the lives of residents in a sustainable way. Schoburgh (2014:5) expresses that DLG recognises the importance of partnering with the private sector to facilitate employment through investment. It realises the need to improve the local environment through the provision of basic infrastructure as a requirement for investment attraction. The *White Paper on Local Government 1998*, is conceptually self-limiting in that it assumes a municipality can perform its functions outside the realm of cooperative governance. It is evident that a new system of local government is tasked to achieve socio-economic development as a key outcome through community participation (Reddy & Wallis, 2012:78).

In terms of section 152 of the *Constitution of the Republic of South Africa 1996*, an ideal DLG must specifically meet these objectives: provide democratic and accountable local government to communities; provide services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy environment and encourage the involvement of communities and community organisations in matters of local governance. A developmental state can broadly be described as a state that has economic development as the top priority of government policy and seeks to design policies and institutions to promote this broad objective (Van der Waldt, 2015:18). The *White Paper on Local Government 1998*, discusses the characteristics of DLG, identifies a series of development outcomes, and proposes several tools to assist municipalities to become developmental (Ndevu & Muller, 2018:2). This makes it importance that national government attaches to service delivery at local government level quite evident. Furthermore, the *White Paper on Local Government, 1998* deals with two interrelated and equally important aspects of DLG.

The first concept that it deals with is integrated development planning (IDP), which provides a powerful tool for municipalities to facilitate integrated and coordinated service delivery within their locality. Secondly, it also refers to the concept of performance management that ensures that IDP is being implemented and that municipalities are having the desired development impact. The net effect of these changes has been the establishment of what was generally referred to as 'developmental local government'.

Subban and Theron (2011:98) highlight the importance of deepening the local democratic culture, where development and participation would be seen as intertwined concepts. Mohale (2017:35) asserts that, indeed, a DLG must take all political, social, economic, and environmental issues and their interconnectedness, which impact the right of citizens to development. Mohale (2017) opines that the DLG is the one which builds functional networks that straddle the extremes of private and public, domestic and global, local, and national and still be able to provide leadership over local development matters through mediation of conflict between and among different policy actors. Coordination becomes an important skill that a developmental local government needs to build. In addition, Okafor, Chukwuemeka, and Udenta (2015: 53-55) assert that DLG is an approach whose mandate is sustainable LED. This approach offers a framework in which local governments can develop their own-tailored strategies for meeting unusual local needs and promoting the socio-economic development of their people. DLG, as an approach to sustained grassroots socio-economic development in the country, requires that the councils become more capacitated, purposeful and strategic in the way they function.

The LED, as a new mandate of DLG, offers local government, the private sector, the not-for-profit sectors, and the local community the opportunity to work closely to improve the local economy (Department of Provincial and Local Government, 2006:5). Molekwa (2021) discourses that DLG through LED aims 'to build up the economic capacity of a local area to improve its economic future and the quality of life for all by undertaking a collaborative, strategically planned process to understand, and then act upon, its strengths, weaknesses, opportunities and threats. In addition, the Department of Provincial and Local Government (2006:9); Molekwa (2021) demand that the powers and functions of local government should be exercised in a way that has maximum impact on the social development of communities, particularly meeting the basic needs of the poor and on the growth of the local economy. Furthermore, Malefane (2019); Nomafu, Van Vuuren and Davies (2023) propose that the role of local governments in this context includes: support for small, medium and micro enterprises (SMMEs) through the provision of training and support mechanisms and creating optimal infrastructure, e.g. SMME incubators; the improvement of infrastructure and services in general to enhance economic efficiency and productivity; training and capacity building initiatives; targeted investment to boost potentially growing sectors, like tourism, knowledge industries, and agriculture; pro-localism procurement and servicing policies; simplifying regulations and by-laws to stimulate, as opposed to hindering economic development; urban renewal strategies; marketing to attract potential investors; and defining the local authority as an economic actor in the local economy with considerable clout and leverage capability. In

this context, local governments should play critical roles in stimulating and developing sustainable local economies through LED (Nomafu *et al.*, 2023).

2.4.1. The development in developmental local government

The common aspect of development is that it seeks to improve the well-being and the general quality of life, as understood and advanced by the United Nations and its agencies. One could argue that this is its heart, and almost all development goals seek to achieve this, although in different ways and at different levels as noted below.

2.4.1.1. Material wellbeing and empowerment

Ruggeri, Garcia-Garzon, Maguire, Matz and Huppert (2020) attest that material well-being has been concerted efforts, almost exclusively, to improve the material well-being of people over the years. In addition, Ruggeri *et al.*, (2020) argue that although this is a commendable lament, a sole focus on the desire to improve the well-being of people has led to a misguided concept of development, which is referred to as 'developmentalism. However, De Visser (2005: 10) adds that this has two important implications. Firstly, development as a concept is multifaceted and multidimensional; a fundamental consideration the developmentalist approach tends to grossly omit. Secondly, related to this, there is a need to balance how development is understood and practised broadly to avoid creating and promoting developmentalism as opposed to development. Lekala (2019) articulates that development has become an alienating and humiliating concept for people helplessly sensing that they are to be developed and made to feel that their preoccupations other than their material well-being are retrograde. Thus, Mkandawire (1997) calls for a form of development that does not insensitively objectify and seemingly presume that people are inanimate objects. Proponents of this view are also likely to be followers of the humanist school of thought, which sees people as being able to be active and take charge of their future and well-being.

2.4.1.2. Dignity and freedom of choice

As contained and stated in many legal documents, including the *Constitution of the Republic of South Africa, 1996* especially its Bill of Rights chapter, in support of dignity, people have freedom of choice and are entitled to their right to choose. Furthermore, Section 10 of the *Constitution of the Republic of South Africa, 1996* declares that everyone has inherent dignity. Moreover, Gelaye (2021) discourses that the essence of human dignity is the attribution of respect to a huma and the recognition of their superior value in comparison to other creatures. International Labour Organization (2019:iv) expresses that development is regarded as a process of enlarging people's choices. Thus, by empowering people and recognising their

dignity, increasing their prospects to realise their full potential and ability to make decisions independently, increases and could sustain development (UNESCO, 2018). Increasing people's choices involves enhancing three main abilities to lead a healthy and lasting life (often measured as improved life expectancy), and be knowledgeable. This ability is often measured in terms of literacy rates according to the Human Development Index (HDI). It is also recognised as being relevant to Indigenous Knowledge Systems (IKS) and to have access to necessary and decent living standards in essence, a person must be in a position to be able to decide about, and secure, their well-being and all that impacts upon it (UNESCO, 2018).

2.4.1.3. Equity

Khaile, Roman and Davids (2021) attest that local government in South Africa is expected to contribute towards efforts to realise the constitutional vision of building national unity, diversity, belonging, social justice and a cohesive society. In addition, Khaile *et al.*, (2021) view the municipalities as spheres of government closest to communities and are expected to contribute towards this constitutional vision by facilitating among other things a sense of belonging as an aspect of social cohesion. However, Njozela, Shaw and Burns (2017:30) highlight that there is consensus that 'social cohesion influences economic and social development and that nurturing a more cohesive society is an important policy goal in itself'. Moreover, Njozela *et al.*, (2017) assert that the need for social cohesion is widely considered to be a strategic requirement by which to transform South African society. In support, Pieterse (2019) argues that social cohesion in South Africa is an indispensable tool with which to achieve transformation, policy direction, inclusive growth and representative democracy for all. Ballard, Hamann, Joseph and Mkhize (2019:35) argue that social cohesion has five dimensions which include, (i) 'common values and civic culture; (ii) social order and social control; (iii) social solidarity and reduced inequality; (iv) social networks and social capital; and (v) territorial belonging and identity'. Similarly, Lefko-Everett, Burns, Nontshokweni and Njozela (2018) list trust, identity, belonging, solidarity, tolerance and inclusion as some of the dimensions of social cohesion.

Khaile, Roman and Davids (2021) contest the degree of social interaction and inclusion in communities and society at large, and the extent to which mutual solidarity finds expression among individuals and communities. Lefko-Everett *et al.*, (2018); Ballard *et al.*, (2019) point out that in terms of this definition, a community or society is cohesive to the extent that the inequalities, exclusions and disparities based on ethnicity, gender, class, nationality, age, disability or any other distinctions which engender divisions, distrust and conflict are reduced and/or eliminated in a planned and sustainable manner. This, with community members and citizens as active participants working together for the attainment of shared goals, has been

designed and agreed upon to improve the living conditions for all (Ballard *et al.*, 2019). Lefko-Everett *et al.*, (2018) asserted that the relevance thereof is reflected by its accurate understanding of the divisions, conflicts, and exclusions between and within the communities in South Africa. Similarly, Khaile *et al.*, (2021) stress that equity is made appropriate by the need to consider and harness relationships between people, irrespective of their diversity, as well as the intention to promote interaction, reduce conflict based on race, ethnicity, and class, and to respond to the current high levels of social exclusion and polarisation. Moreover, Khaile *et al.* (2021) posit that quite clearly, the above definition does not promote coercion and conformity to the dominant group. It, therefore, requires inclusivity, participation, and voluntary association as opposed to forced assimilation. Intersocial equity seeks to take into account vulnerable members of society, who have often been marginalised and need to be accommodated through redistributive equality. Intergenerational equity echoes the sustainable development call that one generation's development should not impede the ability of future generations' ability to develop, nor should any generation be privileged at the cost of another for that matter (Khaile *et al.*, 2021).

Ballard *et al.*, (2019) point out that the notion of a DLG as contemplated by the *White Paper on Local Government, 1998* is relevant to pursue outcomes related to social cohesion. For instance, DLG is described by the *White Paper on Local Government, 1998* as a 'local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve their quality of life'. In this regard, municipalities are expected to mobilise citizens and their respective organisations to collectively participate in efforts to find solutions to challenges experienced in their communities. One of the vital approaches that may be used to mobilise people to participate meaningfully in the municipality's efforts to address the developmental challenges faced by the local citizens, is the Integrated Development Plan (IDP) (Ballard *et al.*, 2019). The IDP is mandatory and serves as a primary strategic planning process for the municipality

2.4.2. Building blocks of developmental local government

The DLG Framework illustrates the integration of development planning using the six building blocks of development. Public participation is also viewed as a building block of development in local governments. The building blocks of development fit perfectly into the new development management framework with a *Development Facilitation Act (Act 67 of 1995)* which highlights the correction of the historically distorted spatial allotment of settlements. *The White Paper on South African Land Policy 1997* supports this Act by pronouncing that the *Development Facilitation Act (DFA) (Act 67 of 1995)* is an essential means by which to achieve a bottom-up approach. DLG as a development reform process, is established based on these

six building blocks of development namely, empowerment, self-reliance, social learning, capacity building, sustainability and participation. Development by using the building blocks, cannot take place without regulation. Thus, the model demonstrates the links between the building blocks of development and the integration with legislative acts promulgated since 1994. The micro-level and macro-level legislation explained in this Chapter makes a significant contribution towards the development of local government and the promotion of participation in the IDP.

2.4.2.1. Empowerment

Taylor, Draai and Jakoet-Salie (2020) indicate that local government, by its very nature of bringing government closer to the people, ought to translate community needs in policy and development programmes more likely. In addition, Derek *et al.*, (2020); Khaile *et al.*, (2021) asserted that locally-based decisions are often more practical and sustainable in that they acknowledge and accommodate local diversity and historical complexities that may exist within a particular locality. The South African system of decentralised government consists of three distinct, interrelated and interdependent spheres of governments: national, provincial and local. The *Constitution of the Republic of South Africa, 1996* establishes and entrenches local government as a distinct sphere of government. In comparison with other federal systems, local government in South Africa enjoys considerable constitutional recognition. In many respects, South Africa is a leader in the emerging role that local government is expected to play in entrenching democracy and promoting development. Based on the notion that local government is the sphere of government closest to the people, the *Constitution of the Republic of South Africa, 1996*, mandates local government to provide democratic and accountable government to local communities and encourage the involvement of communities and community organisations in matters of local government.

In line with the constitutional framework, the *White Paper on Local Government (1998)* put forward a vision of DLG, one that is committed to working with citizens, groups, and communities in meeting the social, economic, and material needs of communities holistically. A central principle of the post-apartheid *Reconstruction and Development Programme (RDP) 1994* was the empowerment of poor and marginalised communities. People-centered and people-driven development that emphasises growing empowerment and reliance on mobilising the energies of communities was a central concept of the RDP of 1994. According to the *White Paper, local government, 1998*, is uniquely placed to achieve this inclusivity. The *White Paper on Local Government, 1998*, emphasises that a key characteristic of the vision of DLG is leading and learning. In this regard, local government must play a central role in empowering and improving the quality of life of their communities, especially those members

and groups within communities that are most often marginalised or excluded, such as women and the very poor. Combaz and Mcloughlin, (2014) argue that given the importance of local government in enhancing democracy, it should be inclusive of the entire community it represents, including disadvantaged groups. An inclusive form of governance requires that all the inhabitants of the community claim their rightful place in local government (Combaz & Mcloughlin, 2014). But this requires a strong public that can interact with local government in an informed and directed manner and use the spaces available for participation in key decisions for more effective local solutions. In this regard, it is incumbent on local government to encourage and create conditions for the local community to participate in the affairs that govern them.

2.4.2.2. Self-reliance

Binns and Nel (2019) point out that self-reliance is the social and economic ability of an individual, a household or a community to meet essential needs (including protection, food, water, shelter, personal safety, health and education) in a sustainable manner and with dignity. According to Okoli and Ogheneakpoje (2021), self-reliance is considered as independence. It is the ability to think and act without the help or influence of others, the ability to decide what you should be or do. It is one of the bases of effective community development in Nigeria as it is in most of sub-Saharan Africa. Moreover, Okoli and Ogheneakpoje (2021) state self-reliance, as a programme approach, refers to developing and strengthening the livelihoods of persons of concern and reducing their vulnerability and long-term reliance on humanitarian/external assistance. United Nations High Commissioner for Refugees (2023) states that self-reliance is made upon strong social structures, increasing levels of economic activity, and social and economic links with local communities (the hosting communities among whom refugees live, or those communities receiving returnees). Social self-reliance refers to the flexibility of a community to function with a level of cohesion, social accountability and mutual dependence making decisions, mobilising resources, and building and maximising interpersonal capacity to pander to issues and initiatives for mutual benefit. Economic self-reliance relies upon access to, and management of, material and monetary assets.

United Nations High Commissioner for Refugees (2023) stipulates that the concept of self-reliance (not to be confused with the humanitarian principle of independence, which suggests that humanitarian objectives must be detached from economic, political, military, and other objectives) appears similar to the concept of autonomy, which involves mechanisms for building the partners' capacities, so they will function more effectively and meet the wants of the partnership more sustainably. In addition, the United Nations High Commissioner for

Refugees, (2023) addressed that it is a concept that applies far more to the partner than to the programme or the partner's actions. However, it doesn't appear to be the priority of the international partners, whereas the implementation partner needs it soon to be more efficient and to properly fulfil the partnership's objective, whilst respecting the principle of accountability (United Nations High Commissioner for Refugees, 2023). Binns and Nel (2019) claim that there are concepts of people-centered, democratic, and appropriate welfare systems. Binns and Nel (2019) further asserted that the goal of developmental aid might be a humane, peaceful, and caring society that might uphold welfare rights, facilitate the meeting of basic human needs, release people's creative energies, and help them achieve their aspirations, build human capacity and self-reliance, and participate fully altogether spheres of social, economic, and political life. According to Smith (2020), South Africans are urged to play an energetic role in promoting their well-being and contributing to the expansion and development of our nation. In addition, Smith (2020) asserts that the challenge facing the welfare system is to plot appropriate and integrated strategies to cater to the alienation and thus the economic and social marginalisation of vast sectors of the population who sleep in poverty, are vulnerable and have special needs.

2.4.2.3. Social learning

Rana (2019) outlines social learning (SL) as the process of social interaction between actors through which people learn behaviour within a societal context. Social learning proponents ignored the group cognition process, which has been modified by the recent users of the social learning perspective. De Felice, Hamilton, Ponari and Vigliocco (2022) claim that the ultimate development of the social learning approach has proliferated its usage in different aspects. Moreover, De Felice *et al.*, (2022) defines that governance as an act of governing and a process of decision-making. Thus the social learning process applies to understanding the mechanism of governance as well as strengthening its implications. Maela and Selepe (2023) posit that good governance emphasises the active participation of citizens and civil society in the functioning of the municipality. Rana (2019) is of the view that social learning is very relevant in the process of engaging individuals or groups of people in decision-making. The input of the multi-stakeholders is encouraged in the good governance process, which is also one of the preconditions of the social learning perspective (Rana, 2019). For the state to be functional, it should include all of the stakeholder otherwise, poor governance will ensue.

Jeong (2020) mentioned that the proper social interaction between multiple actors could strengthen the governance procedure. Policymaking is one of the important tasks of government. An efficient and pro-people policy could be formulated including actors within different networks (Jeong, 2020). The lack of participation, collaboration between actors, and

integration of policy legacies and environment (political, economic, sociocultural, technological, and legal) hinder the state from developing and implementing a sound governance system for the betterment of its citizens. Siddiki and Leach (2017) allude that the social dimension of governance by academia and civil society demands active and meaningful participation of multiple actors in the decision-making process. A citizen could play an active role in shaping public policies and framing solutions (Siddiki & Leach, 2017).

2.4.2.4. Capacity building

Eger, Miller and Charles (2018); Chrysostom, Munthali and Ado (2019); Haque, Ramesh, Puppim De Oliveira, and Gomide (2021); Ricks and Doner (2021) suggest that capacity building has been granted a pivotal role in development discourse and practice. Capacity building is the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time. In addition, Eger *et al.*, (2018); Chrysostome *et al.*, (2019); Haque *et al.*, (2021); Ricks and Doner, (2021) deduce that capacity operates at three levels: individual, organisational, and institutional individual levels, capacity refers to technical and analytical abilities, skills, competences, and/or knowledge. Haque *et al.*, (2021) added that at the organizational level, capacity refers to organisational capabilities or the ability to get groups of agents, a team, or a unit to get the right policy done right. However, Ricks & Doner, (2021) suggest that at the institutional level, capacity is the overall ability of individuals, organisations, communities, states and societies as a whole to successfully tackle their collective challenges and create long-term benefits for their diverse stakeholders. But to convert individual skills into organisational capabilities, one must assess institutional capacities (Ricks & Doner, 2021).

In other words, these levels are interconnected; they also take different shapes and forms depending on project contexts, including new capacities to be built or existing capacities to be developed at the institutional level (Chrysostome *et al.*, 2019). Chrysostome *et al.*, (2019) additionally, asserted that to build sufficient capacity among local communities to manage sustainable development interventions in resource-limited settings, training of community members in financial management is needed. According to Koma (2010); Thapa, Matin, and Bajracharya (2019) capacity refers to the availability of and access to concrete or tangible resources (human, financial, material, or technological) and knowing to implement policies and the delivery of public services.

In addition, Thapa *et al.* (2019) describes capacity as the intangible resources such as commitment to and leadership for the implementation of policies and delivery of public services. Raynor, Cardona, Knowlton, Mittenthal and Simpson (2018) assert that for local

government, capacity is regarded as the potential for something to happen. A three-pronged definition of capacity is succinctly provided in the framework touching on individual, institutional, and environmental capacity factors. Raynor *et al.* (2018) added that individual capacity is the potential and competency, or lack thereof, found within a person, normally reflected through their specific technical and generic skills, knowledge, attitudes, and behaviour accumulated through forms of education, training, experience, networks, and values. Moreover, Raynor *et al.* (2018) view institutional capacity as the potential and competency, or lack thereof, found within organisations. It includes human resources, strategic leadership, organisational purpose, institutional memory, internal confidence, partnerships, intergovernmental relations and functions, infrastructure, and financial capability (Raynor *et al.*, 2018).

However, according to the National Capacity Building Framework (2008), environmental capacity is the potential and competency, or lack thereof, found outside of municipalities' formal structures. These include socio-economic composition (e.g. tax base) and demographic composition, the political, legislative, and social capital within communities, and the natural and mineral resources available (NCBF, 2008). Grinde (1997); Vincent and Stephen (2015) assert that capacity building is concerned with human resource development (people), institutional development (local government system), and the overall policy environment within which the local governments (as public service organizations) operate and interact. In addition, Grinde (1997) states that capacity building can also help to determine the efficient utilization and allocation of human resources among competing demands. Vincent and Stephen (2015) further allude that capacity building implies activities which strengthen the knowledge, abilities, skills, and behaviour of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals sustainably. Grindle (1997) furthermore, supported that capacity building is intended to encompass a variety of strategies that have to do with increasing the efficiency and effectiveness of government performance.

United Nations Capital Development Fund (UNCDF) (2005); Vincent and Stephen (2015) argue that the aim of capacity-building within local development programmes is to improve the performance of local organisations by addressing human resource, material or logistical, institutional and other constraints. UNCDF (2005) suggest that different measures are required to address different types of constraints, and any comprehensive capacity-building strategy should be a composite of these. UNCDF (2005) additionally supported that within such a framework, training and institutional development then becomes measures or strategies for achieving the wider goal of capacity-building for improved performance.

Strengthening human resources at the local level is one of the most important activities undertaken by LDPs and requires significant effort, time, and resources. Other measures include addressing material or logistical capacity at the local level, through either direct or demand-driven provision (Grinde, 1997; UNCDF, 2005; Vincent & Stephen, 2015).

2.4.2.5. Sustainability

Salvador and Sancho (2021) argued that to be developed highlights that the presence of at least four institutional capacities that directly affect the institutional structure of local government action is relevant to successful sustainability policy-making: strategic or leadership capacity, analytical and data management capacity, organizational management capacity, and collaborative or network management capacity. Millennium Development Goals (MDGs) (2000); Sachs (2012) emphasise that sustainability is described as the ability or capacity of something to be maintained or to uphold or preserve itself. It is about taking what we need to live now without jeopardising the potential for people to meet their needs in the future. Moreover, Sachs (2012); Nkhabu (2021) state that living sustainably is about living within the means of our natural systems (environment) and ensuring that our lifestyle does not harm other people (society and culture). Nkhabu (2021) further alluded that the increasing of our lifestyle is placing more and more pressure on natural systems and scientists are therefore continuing investigations into how human interactions with natural systems, can be improved and sustained. These same principles apply to government/governance and examples are described below. In the year 2000, the Millennium Development Goals (MDGs) were adopted marking a historic and effective method of global mobilisation to achieve a set of important social priorities worldwide till 2015 (MDGs, 2000).

These goals expressed widespread public concern about poverty, hunger, disease, unmet schooling, gender inequality, and environmental degradation. By packaging these priorities into an easily understandable set of eight goals and by establishing measurable and time-bound objectives, the MDGs helped to promote global awareness, political accountability, improved metrics, social feedback, and public pressures (MDG, 2000). To foster the implementation of these SDGs in Africa, an Open Government Partnership (OGP) was established. Dlodlo (2016:1) asserted that it is an international voluntary effort to improve governance and encourage citizen participation proposed to provide a platform for reformers committed to making their governments more open, accountable and responsive to citizens. In addition, Dlodlo (2016) claims that the SDGs can also be tackled through innovation centres where ideas and innovations are nurtured, experimented with, shared, and eventually implemented to support the delivery of these SDGs. In South Africa, the Centre for Public Service Innovation (CPSI) was created to develop innovative, sustainable and responsive

models for improved service delivery through partnerships with businesses and institutions in government, especially local government and the community (Kauzya, 2016:14). Kauzya (2016:2) adds that there are particular prerequisites set to achieve the SDGs, notably the most critical one, namely that of sound, good governance subtended by, among other things, an effective, efficient, responsive, professional, accountable, creative and innovative public service. However, Kroukamp (2016) asserted that governance refers to the processes of governing, the processes of interaction and decision-making among the government, creating, using, and managing networks, involving citizen groups to create, reinforce, and/or reproducing social norms and institutions that facilitate sustainable development, provide effective and efficient services, and ultimately improve the quality of human life. Kroukamp (2016) additionally opines that the public service should provide the bedrock on which all operations of all role-players should be anchored; that is, the rule of law and justice, observance of human rights, law and order, security of person and property, leadership, transparency, accountability, ethical conduct, and integrity.

2.4.2.6. Participation

Masuku and Malope (2020) assert that in South Africa, community members have the constitutional right to partake in local governance and the local municipal council has the constitutional mandate to facilitate community participation. In addition, Masuku and Malope (2020) further assert that community participation at the most fundamental level, particularly with disadvantaged groups, has become increasingly vital in the international development discourse. It has been made an integral element of local governance administration and management in South Africa, as prescribed in the *Constitution of the Republic of South Africa 1996; the Local Government: Municipal Structures Act 1998 (Act 117 of 1998)* and the *White Paper on Local Government and the Public Participation Framework, 1998*. These Acts require local municipalities' country-wide to put in place measures, processes, and systems to promote, encourage and sustain community participation in policy formulation and implementation in respect of local development matters.

Petunia and Selepe (2020) claim that the purpose of entrenching community participation through such a legislative framework is to ensure that the delivery of public services by the local municipalities is people-centred and embedded within the country's democratic framework. Pandeya (2015:93); Maela and Selepe (2023) note that public participation is a process that enables the poor to exercise their voice through consultation and/or mobilisation designed to inform and to influence larger institutions and policies. Tufte (2017:143); Maemu (2021) argue that community participation not only has a positive impact on service delivery but also increases accountability and inhibits corruption and mismanagement. It does this by

facilitating information dissemination and increasing public awareness of the actions of municipal governments. *The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (MSA)* provides for a municipality to encourage the involvement of the local community through mechanisms established, such as ward meetings, Integrated Development Planning (IDP) meetings and imbizos programs. It is important that municipal councils regularly inform the community about the quality level, impact and range of municipal services delivered by the municipality, which is regarded as a key to regulating the level of services requested by the community. Pollit (2007:99) defines public participation as the most active form of link since the citizens are often directly engaged in the decision-making process. It is also important in the sense that it sustains democracy and promotes good governance in local government, especially municipalities.

The *Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)* provides that even though municipalities encourage the community to actively participate, it remains the task of the municipality to ensure public participation. This along with the *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)* Section 4 sets out the duties of a municipality; firstly, it must encourage the involvement of the local community and consult the local community about the level, quality, range, and impact of municipal services. Secondly, the municipality must provide the community with information about the available options for basic services. In the local sphere of government, municipalities utilize public participation as a key to deepen local democratic culture (Madumo, 2012:45). Thus, local democracy is entitled to ensure the promotion of the delivery of goods and services to the communities (Madumo, 2012:45). Participation creates an inextricable link between the processes of public participation and development. South African Legislative Sector (2013:07) states that public participation in South Africa simply means any activity from the election of the representatives to consultation of people when formulating legislation by those elected.

Seduma (2014:18) added that municipalities have the potential to involve the people in a participatory process to enhance the local economy and thereby create sustainable livelihoods. Maemu (2021) claims that community participation is aimed at achieving the development of local government, thereby creating an environment that is conducive to growth. For growth to succeed there is a need for municipalities to understand the needs of the community (Madumo, 2012:45). These needs could be attained through an Integrated Development Plan (IDP). The IDP is a strategic process through which municipalities aim to effectively and efficiently achieve their developmental goals. Moreover, Du Plessis (2012:21) suggested that it is important for participation to take place in local government since

municipalities, as facilitators of IDP, are the agents of the state closest to the local communities.

2.4.3. The importance of developmental local government

According to GGLN (2018); Lekala (2019); Madumo (2012), the purpose of DLG is to solve common national development problems, to create new development opportunities and to achieve common national development goals. DLG is there to extend the reach of development to a local sphere of government. Mogale (2003:231); Koma (2012); Lekala (2019); Madumo (2012) claim that the role of DLG in South Africa is to extend the benefits of democracy to all. However, Schoburgh (2014:5) asserts that DLG recognises the importance of partnering with the private sector to facilitate employment through investment. It realises the need to improve the local environment through the provision of basic infrastructure as a requirement for investment attraction. In terms of section 152 of the *Constitution Republic of South Africa, 1996*, an ideal developmental local government must specifically meet these objectives: provide democratic and accountable local government to communities; provide services to communities in a sustainable manner; promote social and economic development; promote a safe and healthy environment encourage the involvement of communities and community organisations in matters of local governance (Mohale, 2017:34).

2.4.3.1. Developmental local government and distribution of resources

Ramodula and Govender (2021) opine that there are several areas where DLG is engaged in the distribution of resources. Moreover, Ramodula and Govender (2021) asserted that some of these areas of engagement are familiar to those operating in the local government arena, as they have traditionally been functions of local government. Other areas are new to the local government arena and are consequently less easily accepted (Ramodula & Govender, 2021). The area of land use management has traditionally been undertaken by local authorities (Tomlinson, 1994). Schoburgh and Chakrabarti (2016) allude that the allocation of land and the restriction of the use of land play a key role in the redistribution of resources. Schoburgh and Chakrabarti (2016) additionally opine that land use management plans whether in the form of town planning schemes, zoning plans or guide plans have traditionally been drawn up by planning professionals. Mashamaite and Lethoko (2018) argued that this particular local government activity, while having the potential to be developmental, is not currently so due to limited participation in the production of land use management plans.

Moreover, Mashamaite and Lethoko (2018) opine that in the past some of the more proactive local authorities have been involved in the economic development of their areas of jurisdiction. However, this involvement has usually been limited to facilitating the implementation of

national policies and programmes at the local level. Mashamaite and Lethoko (2018); Mahambehlala (2022) further alluded that there has been a rapidly expanding amount of literature relating to local economic development in post-apartheid South Africa that led to the need for adding another element to economic development at the local level. In addition, Mahambehlala (2022) added that the core activity of this second element of local economic development is the fostering of indigenous economic activities, which traditionally take place on a relatively small scale. A further element that considers regeneration initiatives could be added to the approaches used in local economic development (Dauskardt, 1994). This element of regeneration deals specifically with the support and refocusing of established industries. Another concern related to resource distribution is the consolidation of livelihoods in a sustainable fashion (Mahambehlala, 2022).

This area is often linked to the development of economic activity and the management of land. An example of this linkage is where a local government land zones for agricultural use and then invests in the basic infrastructure that allows land for the production of food gardens. Local government is also required to manage the natural environment and natural resources. This mandate has by and large been a result of the adoption of the Agenda 21 programme by the United Nations at the Earth Summit in Brazil in 1993. Agenda 21 recognised that the local level of implementation was the most practical and realistic level at which a programme aimed at the sustainable use and conservation of environmental resources was possible.

2.4.3.2. Developmental local government as an entrepreneurial

Godlewska and Pilewicz (2020) claim that the local authorities should adjust internal administrative structures to local needs and should ensure effective management for example, by encouraging entrepreneurial activities of local governments. Furthermore, Godlewska and Pilewicz (2020) argue that the entrepreneurial activities of local governments are crucial for local economic development, especially in peripheral rural areas. Herein, local governments may directly and indirectly support entrepreneurship through the development of positive business environments, hence positively affecting the investment attractiveness of specific locations. Godlewska and Morawska (2020) added that it is worth highlighting that local, formal institutions like local governments are critically important for developing local and regional entrepreneurship. The location values of local governments greatly affect the intensity of local and regional entrepreneurship and vice versa (Godlewska & Maraowska 2018). Moreover, Godlewska and Pilewicz (2020) suggests that local governments create incentives for investors 'in making their location choices. The entrepreneurial activities of local governments may be understood as 'enterprising human action in pursuit of the generation of value, through the creation or expansion of economic activity, by identifying and exploiting new products,

processes or markets', and take place in 'economic, political, legal, social, cultural and natural settings' (Ahmad & Seymour 2008, 8). Audretsch, Falck, Feldman and Heblich (2012) added that in undertaking such activity, local governments provide locational factors that influence the location decisions of new investors. Moreover, Audretsch *et al.* (2012) opine that the important question, however, is if there is a significant statistical relationship between the different classes of potential investment attractiveness (understood as a standardised and comparable index for local governments consisting of local location metrics affecting the goals of investors, elaborated further in detail) and the variety of entrepreneurial activities undertaken by local governments. Tomlinson (1994) asserts that DLG, as characterised by an entrepreneurial outlook, does only apply to its activities when it is engaged in LED, but can be extended to all its activities.

The afore-mentioned DLG characteristics are necessary due to changes in the way in which the global economy operates. Cities are increasingly competing against each other for a slice of the investment cake (Halfani, 1997). Foreign direct investment in national economies is no longer channelled through the national government but is invested directly in cities. To avoid global marginalisation, cities need to compete directly in the global economy and gear up their productive capacity to do so. DLG needs to be entrepreneurial in its outlook to support the realignment of this capacity.

2.4.3.3. Developmental local government is responsible for meeting the basic needs

Swilling (1997); Koma (2014); Khaile *et al.*, (2021) assert that a further characteristic of developmental local government is that it is engaged in meeting the basic needs of communities within its area of jurisdiction. The provision of basic services can be divided into two areas. Firstly, local government is responsible for facilitating and providing a range of soft services such as primary education, primary health care, and pension pay-out points. In most cases, the local government does not directly supply these services but either acts as an agent for other spheres of government or, at the very least, facilitates the operation of these services (Khaile, 2021). Local government is also responsible for the delivery of hard services such as water, sewage, electricity, roads, and stormwater. Moreover, Maemu (2021) alluded that local government is usually more directly involved with the provision of services than it is with social services. In developing countries, local government is responsible for building and maintaining at least a minimum level of service. A minimum level of service is to supply the basic needs of a household. The World Bank's (1993) minimum level of service is as follows:

- Water supply by communal standpipe
- Bucket system or shared toilet

- Graded and gravelled main routes and tracks
- No formal drainage
- No solid waste collection
- No electricity supply

In a nutshell, it is important to note that these standards represent a very basic level of service and are considered minimal by today's standards. The World Bank (1993) and various international organizations have worked to improve living conditions and access to better services in low-income communities since then. These minimum standards have evolved to address the needs and expectations of the people living in such areas.

2.4.3.4. Developmental Local Government facilitate the interaction of civil society with itself and with other civil society actors

Mubangizi (2022) states that in recent years, following the dawn of democracy in South Africa, there has been a renewed thrust by civic organisations in matters of local-level service provision. In addition, Mubangizi (2022) asserted that the role of formal and informal organisations in highlighting the inadequate provision of basic services by municipalities has attracted the attention of, first, the media and now researchers and policymakers alike. Mavee (2010:50); Mavee (2019) allude that collaboration between residents, including civic structures, and local government is considered an important mechanism for, inter alia, citizen empowerment, achieving mutual goals, strengthening governance and accountability, and developing trust between the public and private sectors. However, Helao (2015); Klein, and Lee (2019) suggested that this can only be achieved when a country follows democratic principles in terms of involving citizens in discussions to voice their real needs and improving the accessibility and affordability of services provided to them. In addition, Helao (2015) states that there should therefore, be a structure/forum where local governments and citizens should not only discuss local government affairs but also developmental issues as this can promote participation in the local government sphere.

Mavee (2019) highlighted that democracy is a system of government based on the principle of popular sovereignty, political equality, popular consultation, and majority government. Moreover, in any democracy, the local governance sphere should receive specific attention as it “plays an important role in the day-to-day” experiences of citizens, and therefore shapes people’s perceptions of governance and the government. Helao (2015) states that it is also at the local level where people can get involved in public structures and proceedings and where they build a sense of citizenship. However, Helao (2015) alluded that it can, therefore, be deduced that strong local democracy is the basis for good governance or democratic governance on a national level. For this reason, the focus of the arguments in this is the

involvement of the local communities in the affairs of their local government. Forester (1980) highlighted that the goal of clear undistorted communication is ultimately the empowerment and democratisation of communities. The assumption is that clarity of communication will result in efficient use of resources, as state and civil society actors will know what opportunities are real opportunities and what threats are real threats. In developmental terms, therefore, local government has a crucial role to play as a disseminator of information (Mavee, 2015; Mavee, 2019; Mubangizi, 2022). This information needs to be comprehensible, sincere, legitimate and truthful if it is to be useful to the development process.

2.4.4. The Characteristics of DLG as enforced by white paper on local government 1998

According to Nkuna (2011:23); Koma, (2014: 12) and Van der Waldt (2015: 23) the *White Paper on Local Government 1998* stipulate the following interrelated characteristics for Developmental Local Government.

2.4.4.1. Maximizing social development and economic growth

According to Koma (2012:56-57); Auriacombe and Van der Waldt (2020), social development and economic growth could be achieved in municipalities through practical implementation of local economic development (LED) strategies to support small, medium and micro-enterprise development and business retention, expansion and attraction. Moreover, Auriacombe and Van der Waldt (2020) state that local government is not directly responsible for creating jobs. The *White Paper on Local Government, 1998*, stipulates that local government is responsible for active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities. In terms of the *White Paper on Local Government, 1998*, local government can also promote social development through functions such as arts and culture, the provision of recreational and community facilities, and the delivery of aspects of social welfare services. Municipalities have the constitutional power to provide childcare facilities and may provide grants to associations. The empowerment of marginalised and disadvantaged groups is a critical contribution to social development.

Van der Waldt (2018) asserted that through its traditional responsibilities (service delivery and regulation), local influence on government exerts a great influence over the social and economic well-being of local economies communities. Each year, municipalities collect a large sum in rates and user charges. Local government is also responsible for the provision of basic services, an essential component of social and economic development. According to the *Reconstruction and Development Programme, 1994*, and the *Constitution of the Republic of South Africa, 1996* all South Africans are entitled to basic services, and the government must

take reasonable steps within its available resources to fulfil these rights. Koma (2014) asserted that the starting point must be to prioritise the delivery of at least a basic level of services to those who currently enjoy little or no access to services. This can be achieved with the assistance of grants from the Municipal Infrastructure Programme (MIP, 2015) through local cross-subsidisation and through mobilizing private investment in municipal infrastructure. Mahlalela (2019) highlighted that good basic services, apart from being a constitutional right, are a prerequisite for labour market participation and economic activity. Where municipalities can provide higher levels of services to residents and businesses on a sustainable basis, this should be encouraged.

Moreover, Mahlalela (2019); Auriacombe and Van der Waldt (2020); argued that a Municipalities employ thousands of people throughout the country to be responsible for the price and quality of water, electricity and roads and to control the use and development of land. Van der Waldt (2018) asserted that a Municipality should set the agenda for local politics, and the way they operate should give strong signals to their residents and prospective migrants or investors. These functions give local government a great influence over local economies. Moreover, Van der Waldt (2018) points out that simple changes to existing procedures, such as buying locally, linking municipal existing contracts to social responsibility, speeding up approval procedures or proactively procedures identifying and releasing land for development could have a significant impact at no additional cost. Local government is also responsible for the provision of basic services, an essential component of social and economic development (OECD, 2020).

The starting point must be to prioritise the delivery of at least a basic level of services to those who currently enjoy little or no access to services. This can be achieved with the assistance of grants from the Municipal Infrastructure Programme (MIP, 2015) through local cross-subsidisation and through mobilising private investment in municipal infrastructure. Good basic services, apart from being a constitutional right, are a prerequisite for labour market participation and economic activity. In summary, the powers and functions of local government should be exercised in a way that has maximum impact on the social development of communities. This involves meeting the particular needs of the poor, namely, economic, social, and environmental needs and impacting the growth of the local economy. Through its traditional responsibilities (service delivery and regulation), local government exerts a great influence over the social and economic well-being of local communities. Each year, municipalities collect a large sum in rates and user charges.

2.4.4.2. Integrating and coordinating

The *Local Government: White Paper on Local Government, 1998*, states that DLG must provide a vision and leadership for all those who have a role to play in achieving local prosperity. OECD (2021) asserted that poor coordination between service providers could severely undermine the developmental effort. According to Ntlabezo (2013), municipalities should actively develop ways to leverage resources and investment from both the public and private sectors to meet developmental targets. Asha and Makalela (2020) point out that the local sphere of government remains an important role player in ensuring the effective delivery of services and basic infrastructure. However, Dlamini and Reddy (2018) state that the developmental role assigned to local government requires adequate institutional capacity and the implementation of sound strategic tools. Local municipalities have the mandate to provide their communities with services which are a priority, well-informed by a consultative process, and sustainable (Dlamini & Reddy, 2018). One of the strategic tools put in place to assist local authorities in accelerating service delivery is the Integrated Development Plan (IDP). The main purpose of IDP is to improve and accelerate the delivery of municipal basic services (Maake, 2016; Mathebula, 2018).

Van der Waldt (2018); Munzhedzi, Phago and Mubangizi (2022) assert that the processes of the integrated development plan (IDP) and reviews for the municipalities should be geared towards working with local communities and respective organisations within those communities to find sustainable ways to achieve their social, economic and material needs as well as improve the general quality of life of their people as well as to ensure coordination. Manzini (2016) asserts that greater coordination and integration can be achieved through the integrated development planning (IDP) process, which provides powerful tools for municipalities to facilitate integrated and coordinated service delivery within their localities. Moreover, Manzini (2016) states that it is clear that the establishment of sustainable and liveable settlements depends on the coordination of a range of services and regulations, including land-use planning, household infrastructure, environmental management, transport, health and education, safety and security, and housing. Koma (2014) asserted that DLG must see itself as the steward of all these other actors, providing a vision and leadership for all those who have a role to play in achieving local prosperity.

Poor coordination between sectors and spheres could severely undermine the development effort. Moreover, Koma (2014) alluded that the Constitution gives local government jurisdiction over local areas (within the framework of cooperative governance). Municipalities, both individually and through organised local government, need to begin to fully exercise their

jurisdiction of local areas. In conclusion, the municipalities must, therefore, work closely with other spheres of government and service providers and assume an active integrating and coordinating role. Any local area is a place where many different agencies, such as other spheres of government, parastatals, trade unions, community groups and private sector institutions.

2.4.4.3. Democratising development, empowerment, and redistribution

Ramolobe (2023) opines that the power disparity between traditional leaders and councillors is a concern for the local government's developmental focus; even though service delivery is urgently needed by the people they serve, the municipality and traditional authorities are occasionally unable to agree. Moreover, Ramolobe (2023) adds that the local government councils play crucial roles in promoting grassroots democracy. Mawere, Matshidze, Kugara and Madzivhandila (2022) state that both municipal councillors and traditional leaders are legally permitted to represent the same rural populations, emphasising the necessity of their co-existence as well as the requirement that they act honourably and respect one another's standing. Mawere *et al.*, (2022) address that in addition to representing community interests in the council, ward councillors should promote the involvement of people and community groups in the design and delivery of local government programmes. Malemane and Nel-Sanders (2021), in support of the *White Paper on Local Government, 1998*, municipalities require active participation by citizens at four levels: as voters, to ensure maximum democratic accountability of the elected councillors; as citizens who express via different stakeholder associations, their views before, during and after the policy development process to ensure that policies reflect community preferences as far as possible; as consumers and end-users who expect value-for-money, affordable services and courteous and responsive service; and as organised partners involved in the mobilisation of resources for development via for-profit businesses, non-governmental organisations and community-based institutions.

Pretorius (2017); Malemane and Nel-Sanders (2021) stipulate that municipal councils, as elected structures representing the diversity of community interests, play a central role in promoting local democracy. In addition to representing community interests within the Council, municipal councillors should promote community involvement in the design and delivery of municipal programmes. Moreover, Pretorius (2017) alludes that municipalities should see themselves as not simply administering to residents, but also responding to them. Battilana, Yen, Ferreras and Ramarajan (2022) assert that societies around the world face two intertwined, urgent problems: the destruction of the environment and the ensuing climate crisis, and the crisis of democracy driven by systemic and growing inequalities. According to the Human Rights Commission (2020), 2020 has been a disastrous year for human rights in

Europe and Africa. While, increasingly, commitment to upholding human rights standards has been faltering all over the continent for several years, the COVID-19 pandemic has unpeeled the erosion of the democratic fabric of our society, on which the protection of human rights ultimately depends. In addition, the OECD (2021) shows that the pandemic has unpeeled people's lives in the same way that the 2008 financial crisis did, and possibly more so. It has also provided many governments with an ideal pretext to exploit fears and crackdown on dissent, restrict people's rights and pass emergency legislation that risks having long-term consequences, beyond the health crisis (Human Rights Commissions, 2020).

2.4.4.4. Human Rights

The Chapter 2 of the *Constitution of the Republic of South Africa, 1996*, contains Bill of Rights which ensures that every person in South Africa is accorded human rights, which reflect the nation's values about human dignity, equality and freedom. However, Durmus (2020) states that the local government engagement could provide a response to critiques of human rights in many ways. Local governments are considered uniquely positioned to localise human rights and bridge the gap between the universality and cultural relativism poles. According to Pieterse (2022), it is generally acknowledged that local government actions and activities matter for the realisation and enjoyment of human rights. Moreover, Pieterse (2022) alludes that cities, towns, and villages are the sites where civil and political rights are performed, where the objects of socio-economic rights are accessed and delivered and where the participatory dimensions of all rights are actualized. Pieterse (2022) posits that when it comes to ground-level enjoyment of rights, regardless of whether states have signed up to their treaty-embodied legal form, urban local governments' positioning about residents' everyday experiences means that they simultaneously hold tremendous potential to violate rights, and to advance their protection and fulfilment.

However, Chueca (2017) added that international human rights law typically engages local governments only indirectly, as subservient organs of state accountability for observing human rights via the obligations of national governments. Recent contested and largely incomplete shifts towards acknowledging mostly urban local governments as international law actors have mostly occurred outside of the human rights arena. Pieterse (2017) stipulates that when it comes to the enjoyment, realization, and assertion of human rights in cities it is therefore necessary to pay attention to more than just the manner and extent to which local governments are held accountable for their compliance with obligations to respect, protect, and fulfil rights. Moreover, Peiterse (2017); Peiterse (2022) argue that it is also necessary to consider the manner and extent to which municipalities and communities they are in turn empowered, both by the constitutional devolution of state power and by the fact of their human rights obligations.

Peitirse (2022) further, argues that to steer powerful the non-state actors both those directly or indirectly involved in urban governance and those exercising power over urban residents and space in other ways towards and to hold them accountable for, rights-compliance. This will also hinge on the manner and extent to which rights apply to those non-state actors over which this power is asserted (Pieterse, 2017). Koma (2014); Marks (2016) state that the rights that must be included in the local government include: freedoms, personal security and privacy, freedom of religion, expression, movement, trade, fair labour practices, ability to own property, and political rights. These rights further include access to a healthy environment, adequate housing, health care services, education, information, and courts. Koma (2014) concluded that municipalities should strive to ensure that these rights become part of the daily life experience of every person in the nation. These rights should be exercised with responsibilities as enshrined in the *Constitution of the Republic of South Africa, 1996*. Besides the above-mentioned freedom stipulated by the *Constitution of the Republic of South Africa 1996*, COVID-19 forced the government to make restrictions to avoid the pandemic. The restricted activities include freedom of movement, healthcare, expression, participation, and information (OECD, 2021)

2.4.4.5. Gender Equity

Vyas-Doorgapersad (2023) asserts that gender disparity is a significant issue that is present in South African municipalities. Moreover, Vyas-Doorgapersad (2023) suggest that municipalities play an important role in providing services to individuals based on their needs and expectations because they are a level of government closest to the people. However, Malesa (2023:3) states that gender inequality poses a barrier within municipalities due to discrimination, a lack of gender mainstreaming, a lack of gender policies, and a lack of women's empowerment, limiting women's capacity to contribute to civic life and municipal duties that guide the nation's growth. United Nations Office on Drugs and Crime (UNODC) (2020) contends that inequality between the sexes makes it more difficult for women to support themselves, creating socioeconomic problems in their communities and additional issues for the government to address to ensure effective, efficient, economical, fair, and inclusive governance. Jansen (2023:4) found that municipalities are not implementing gender equality measures in either decision-making structures, political portfolios or policy documents, which result in tremendous challenges for promoting gender equality.

This situation is also witnessed in the bureaucratic portfolios, as confirmed by Shava (2021:909) and supported by Malesa (2023:3), stating that women still have minimal access to the highest levels of management positions. Chapter 9, section 187 of the *Constitution of the Republic of South Africa, 1996*, compels local government to actively establish gender

equity in society, through eradicating and replacing (internal and external) practices that systematically discriminate against women on the basis of their sex. There are several ways local government can promote gender equity, including the development of a Gender Policy in conjunction with its Affirmative Action Policy, as required in terms of the *Labour Relations Act*. Malesa (2023) added that a gender Policy should clearly express the commitment of the municipality to the principle of gender equality and specify concrete strategies in all aspects of operation, in systems and procedures, to advance women's interests, participatory governance and human resources policies and practices. Such a policy should further specify procedures for consultation and mechanisms to ensure that staff, councillors and community representatives have an opportunity to monitor the implementation of the policy. It should also be linked to clear performance targets (Malesa, 2023).

2.4.4.6. Leading and Learning

Local government is a sphere of government that has a crucial role to play in building social conditions favourable for development (Madumo, 2012:46; Koma, 2014). This can be done through the following: building the kind of political leadership capable of bringing different groups and interests together; responsive problem-solving and a commitment to working in open partnerships with stakeholders; ensuring free flow and management of information for easy access; enhancing local democracy by creating strong awareness on human rights and constitutional issues; building awareness on environmental issues and their impacts; investing on youth development; always seeking to empower the marginalized or vulnerable groups; empowering ward councillors so as to play crucial roles in building a shared vision and mobilizing community resources for development (Nkuna, 2013:23; Van der waldt, 2015:23). Nkuna, (2011:23); Van der Waldt, (2015:23) support that these four characteristics are not only fundamental to giving content to local government's developmental mandate but that they are also very useful in interpreting constitutional and statutory provisions that deal with local government. Therefore, local government, has a key role in building social capital and finding local solutions for increased sustainability. Municipalities are crucial role policymakers, thinkers' innovators and institutions of local democracy. Municipalities should, therefore, become learning organisations and mobilise a range of resources to meet basic needs and achieve developmental goals.

2.4.5. Developmental local government within a development state

According to Van der Waldt (2015:18), DLG is a state that evinces a clear commitment to a national development agenda, has solid capacity and reach, seeks to provide growth, and aims at poverty reduction and the provision of public services objectives. A developmental

state generally attempts to deploy its administrative and political resources for economic development. This means that the state must have the capacity to control its territory and possess core capacities enabling it to design and deliver policy objectives. Nkuna (2011:36) posits that it is important to present development as a concept. The notion of DLG needs to be conceptualised as a single concept just like a developmental state and be unpacked beyond the simple outline as explained in the *White Paper on Local Government, 1998*. The intentions of DLG are greater than the simple description presented in the *White Paper on Local Government, 1998*. According to Schoburgh (2016:3); Khambule (2020:156), the South African government system is based on the relationship between the developmental state and the local developmental state through its DLG ideology. In addition, Schoburgh (2016) traced the origins of the DLG concept to South Africa's democratic dispensation.

The *White Paper on Local Government, 1998* introduced the idea of a DLG as the key feature of the South African local government-led development landscape (Department of Provincial and Local Government, 1998). Section 152(1) of the *Constitution of the Republic of South Africa, 1996*, mandated the establishment of democratic and accountable local governments, responsible for the provision of service delivery to communities while promoting social, and economic development and a safe and healthy environment (Nkuna, 2013:25; Van der Walt 2015:13 & Khambule, 2020:157). The DLG links national developmental goals with the local state by using local government as a developmental agent at the subnational level in line with decentralised governments (Schoburgh, Martin & Gatchair, 2016). The DLG has to be understood in line with the role of local government in a developmental state because it represents a new type of governance. This type of governance represents an alternative trajectory in the development landscape accompanied by a shift from traditional developmental states to democratic developmental states that include the role of the local state (Khambule, 2020:157).

2.4.6 Developmental local government relation with local economic development

Khambule (2018) describes DLG as an approach aimed at sustained grassroots socio-economic development in the country, and it requires that council actively become more capacitated, and strategic in their functioning. According to Mokoena (2019), LED is therefore considered a new mandate for DLG in ensuring that local government, the private sector, the non-profit sector, and the local community are given an opportunity to work together to improve the local economy (Department of Provincial and Local Government 2006:5). Mashamaite (2018) claims that local government should engage communities and other key stakeholders in participatory development processes which are all critical in the prioritisation of LED projects and programmes. Mashamaite (2018) added that local government plays a critical role in

coordinating LED planning and promotion, and the provision of most of the basic services which are important to the local economy and improvement of the standards of living for all local communities as prompted by the DLG. However, in South Africa, LED is a mandatory function and is entrenched in the *Constitution of the Republic of South Africa, 1996*, and other accompanying legislation. These frameworks are developed to guide LED planning and implementation at the national level and further mandate local government to play its facilitation and coordination role. Hlongwane (2018) asserts that LED in the context of DLG is asseverated as a process by which public, business and non-governmental sector partners work collectively to provide better conditions for economic growth and sustainable employment generation.

Koma (2014); Khambule (2018); Mashamaite, (2018) added that DLG through LED therefore, aims to build the economic capacity of a local area to improve its economic future and the quality of life for all by undertaking a collaborative, strategically planned process to understand and then act upon, its strength, weakness, opportunities and threats (World Bank 2003:1-2). The Department of Provincial and Local Government (2006:09) states that the powers and functions of local government should be exercised in a way that has maximum impact on the social development of communities, particularly meeting the basic needs of the poor and on the growth of the local economy. Local governments, especially in developing countries, have taken a proactive role in the development of localities as well as the responsibility for promoting the local economy (Mashamaite, 2018). Khambule (2020) asserts that the developmental state concept refers to a state-led economic development model driven by a developmental ideology premised on the need for the state to direct and accelerate economic development through interventionist policies. Khambule (2020) further alluded that developmental states are motivated by the need to attain economic growth, which should be accompanied by radical changes in socio-economic conditions.

According to the City of Umhlathuze LED strategic review (2021), the local government, in this context play a critical role in stimulating and developing sustainable local economies. Moreover, the City of Umhlathuze LED strategic review (2021) added that this can be done by undertaking shared economic activities with private investors and other stakeholders in the economic generating sectors capable of inducing local employment opportunities and advancing the socio-economic interest of the citizens. The priority areas include agriculture, fisheries, animal husbandry and forestry; local mineral resources development such as limestones etc; manufacturing industry like in bakery, palm oil, and palm kernel processing; other categories of food processing like yam and cassava flour etc and marketing distribution of commodities through bulk sales and retail outlets (the City of Umhlathuze LED strategic

review, 2021). Voluntary National Review (VNR) report (2019) asserts that through rural financial systems such as local development banks, cooperative banks, community banks, and other micro-credit facilities, the local government can assist local enterprises with funds. The LED remains an appropriate approach for achieving human development aims. Canzanelli (2001:29); Van Niekerk (2020) elucidate that even though the LED approach comprises some aspects that are inherent to the human development philosophy, such as participation in economic opportunities, it is not so for others, such as harmonization of social and economic values, gender equality, and facilitation of access to opportunities for the previously disadvantaged.

Moreover, Van Niekerk (2020) opines that due to the concerns about achieving short-term rapid economic change, costs of capacity building, and difficulties in coordinating social policies with economic support that constrain harmonization and equitable access programmes, the local authorities prefer involving the active part of the population to the exclusion of the disadvantaged. However, Canzanelli (2001) demarcate a long-term vision that allows public participation in economic opportunities. International Labour Organization (ILO) (2021) proposes that to avoid social conflicts the local government should implement welfare policies and economic development policies in the interest of the disadvantaged and also conduct training programmes, offer support to micro businesses, promote employment tutorship, cooperative and social enterprises that are designed and harmonized in line with the vision of the local government. Majola (2021) points out that DLG empowers rural dwellers through the development of productive employment, enhancing their income, ensuring the protection of the environment, promoting gender responsiveness and advocating adequate care for vulnerable groups. Majola (2021) continued that this bottom-up approach to socio-economic development is therefore, anchored on the local government serving as catalyst and facilitator of LED by working in collaboration with stakeholders at both the primary and secondary levels.

Moreover, Majola (2021) further that at the primary levels, allows the participation of the ill-informed public and their representatives through community development associations and elected councillors, clusters of the small scale and medium enterprises (SMMEs), cooperative societies and local chambers of commerce. At the secondary level, allows full active participation of the relevant Federal and state ministries/agencies, foreign development agencies and their investors, financial institutions such as banks and insurance companies, and universities. The universities play an active role in LED through training and orientation (Binza, 2010: 251-253 & Majola, 2021). Binza, (2010: 251-253); Majola (2021) circumscribe that the contribution of the universities is to develop the human capital required for sustaining

economic growth and improving the performance of organisations responsible for local public administration. This simply entails that the universities have to develop and streamline courses and modules in line with DLG and LED requirements. DLG must convince the investors that they have the basic infrastructure with the intent to allow the LED to take place (Canzanelli, 2003:2; Binza, 2010:254). These will include physical capital (social infrastructures and natural resources) economic or financial capital (financial resources) human capital (skilled and knowledgeable people) and social capital (learning and training through formal education) (Canzanelli, 2003:2; Binza, 2010:254). Moreover, Binza (2010:254); Canzanelli, (2003:2) indicate that these infrastructures are needed to add value to what they will be obtaining from investors or other sources. However, the social infrastructures such as electricity, access roads, hospitals, well-equipped schools etc are lacking in the country, while the natural resources which are in abundance are unexplored.

According to Tshishonga (2021), the local government is confronted with a low level of financial resources (low internal and external revenue) while the social resources are inadequate to manage the LED projects and programmes. Moreover, Tshishonga (2021) alluded that the local governments have to ensure the availability of these necessary infrastructures. Blakely, cited in Binza (2010: 256), posits that since the data gathering and analysis for LED vary from country to country and from municipality to municipality, the basic tasks to be performed in most cases are the same. LED falls under developmental economics, public administration and community development and focuses on economic, cultural and political requirements for bringing about institutional change (eThekwini IDP, 2019). Majola (2021) added that development economics is conceptualized as the process that aims to improve the quality of life, and access to health, leading to individual freedoms and liberty. One of the objectives of developmental economics is to achieve high income and to ensure that the state intervenes in the economy to improve the lives of the poor (Meyer, 2013). The LED finds a niche in developmental economics and relates to the above-mentioned objectives. The LED cannot only be interrogated or subjected to academics but in government as well the term is widely used as a process that aims to improve equality of residents in the local government sphere (eThekwini IDP, 2019).

According to Frank (2016:97), local economies must find solutions that can improve local effectiveness and competitive advantages to compete on a global scale. Haughton (2016) locates LED within the concept of DLG and argues that LED is an economic lifeline of rural communities by way of stimulating business activity, creating employment opportunities and economic growth. Meyer (2013) concurs by maintaining that LED can play an essential role in rural communities by way of creating employment opportunities. Meshack (2017) argues that

LED is an integral part of the IDP process whilst, Bhengu (2017) maintains that LED is a remedy for finding solutions that can eradicate poverty. Integral Development Planning for local government is defined as the plans that give an overall framework for development. IDP aims to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. It is mandated to consider the existing conditions, problems and resources available for development (eThekweni, IDP 2018). Moreover, Nkhabu (2021) suggested that the three levels of government (national, provincial and local) working in conjunction will have to set the following conditions as a guide: to develop the appropriate legislative and policy framework on DLG and LED; conduct proper feasibility studies on all the local governments to collect relevant data in respect of their political, economic, cultural and social conditions; distinctions should be drawn between the urban and rural local governments; determine the private agencies that could be available for LED projects data regarding business interest, social responsibilities and external links are relevant; determine the capacity and commitment of the various levels of government in LED projects and programmes; adequately integrate LED with the existing rural development initiatives and programmes; educate and orientate the local participants such as the communities, political and cultural groups, business groups and market women, rural farmers etc on the LED projects and training local public administrators on the LED concepts, projects and programmes; instituting a platform for all stakeholders.

DLG has the basic responsibility of taking the lead in LED activities through the creation of a conducive socio-economic environment. The World Bank (2003:6) provide that DLG should follow a five-stage strategic planning process to achieve the LED aims of improved socio-economic conditions of the rural people. These are organizing the effort, conducting the local economy assessment (LEA), creating the LED strategy (5-10 years), implementing LED and Monitoring and evaluating the LED strategy every year or bi-annually.

2.5. LEGISLATIVE FRAMEWORK SUPPORTING LED AND DLG

The legislative framework was formulated at the end of the apartheid era and the aim was to fight poverty, unemployment and inequality as well as to ensure development in local government. The legislative framework serves as a guideline for promoting LED and DLG which includes: the *Constitution of the Republic of South Africa, 1996*, the *White Paper on Local Government 1998*, *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)*, *Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)*, the *Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)*, *Traditional leadership and governance framework act (2003)*, innovation for local economic development (ILED) (2018) and Batho Pele Principles

2.5.1. Constitution of the Republic of South Africa, 1996

The *Constitution of the Republic of South Africa, 1996*, is the foundation and provides for a developmental model of local government. *The Constitution of the Republic of South Africa, 1996*, provides the establishment and objectives of the local government in the country. Municipalities are established with powers and functions based on three categories. The first category is regarded as category A, which are municipalities that have exclusive municipal executive and legislative authority in their area. The second category is referred to as category B, which are municipalities that shares municipal executive and legislative authority in their areas. The last category is classified as category C, which are municipalities that have municipal executive in their areas that includes more than one municipality. Municipalities that fall under category A are called metropolitan municipalities which consist of cities. The category B municipalities are district municipalities. The category C municipalities are local municipalities of which the majority are rural.

In addition, the *Constitution of the Republic of South Africa, 1996*, provides broad strategic objectives of local government namely (a) to provide democratic and accountable government for local communities, (b) to ensure the provision of services to communities in a sustainable manner, (c) to promote a safe and healthy environment, (d) to promote social and economic development, and (e) to encourage the involvement of communities and community organizations in the matters of local government. This implies that municipalities have a role in stimulating local economic growth and development for their local people, ensuring that communities are benefiting equally in the economic activities. The developmental objectives of municipalities as outlined by the Constitution include that (a) the municipality must structure and manage its administration, budgeting and planning process to give priority to the basic needs of the community, (b) the structure of the municipality and its administration must further promote the social and economic development of the community, and that (c) the municipality must participate in national and provincial development programmes of government. The developmental objectives of local government become critical in understanding the institutionalisation and structural dimension of local economic development in municipalities.

The *Department of Constitutional Development, 1997*, states that through its grassroots linkages, infrastructure investment programmes, local economic development strategies, partnerships with the private sector, and integrated development plans, local government is the public service agency best able to have a direct and enduring impact on the lives of its citizens. Mashamaite (2018) stressed that thus, the *Constitution of the Republic of South Africa, 1996*, and the local government legislations give powers to municipalities to enhance economic growth and development, but these powers mean nothing without the capacity and

resources to implement the socioeconomic policies. In addition, the literature shows that municipalities should implement social and economic policies to ensure that public goods and basic needs are provided equally to local people. Municipalities are mandated to provide LED or basic needs such as water, waste management, street lights, households' electricity connection, and roads, while other public goods, such as education, housing, health, and road infrastructure, become the provincial and national competences. Municipalities are viewed as having a crucial role in policy-making, and innovation and are key players in the creation of local prosperity. It is evident that in the absence of effective delivery bodies and efficient institutional arrangements, local government will become powerless as it cannot implement policies and provide services to which local people are entitled. In addition, municipalities have traditional powers and responsibilities to influence social and economic well-being as they set the agenda for local politics and operate in a way that gives clear signals to their residents' prospective migrants and investors (Department of Constitutional Development, 1996).

The Municipalities should promote social and economic development by providing local policies and programmes aimed at creating jobs, combating poverty, marketing local business and promoting small medium and micro-entrepreneurship and community development. Local government is not only responsible for service delivery but also for the socio-economic development of its communities. In terms of the *Constitution of the Republic of South Africa, 1996* local government needs to fulfil the following functions: provide democratic and accountable government for all communities; ensure service provision sustainably; promote social and economic development; promote a safe and healthy environment and encourage community participation and involvement in matters of the area. According to Meyer (2014:626), local government is not only responsible for service delivery but also for the socio-economic development of its communities. Koma (2012:126), Sibanda, (2013); Meyer (2014:626), agree with Sections 152 and 153 of the *Constitution of the Republic of South Africa, 1996*, when it states that municipalities must provide and manage their administration, budgeting and planning process to provide priority to the needs of citizens.

2.5.2. The White Paper on Local Government 1998

The *White Paper on Local Government, 1998*, as another framework, is established to introduce the DLG. Meyer (2014:626) states that the policy has made the introduction of the concept of the DLG, which promotes both social and economic growth. The *White Paper on Local Government, 1998*, defines the DLG as the local government committed to working with citizens, and groups in the community to find a sustainable way to meet their social, economic and material needs and improve their quality lives. *The White Paper on Local Government, 1998*, further translates the constitutional objects and duties into the concept of developmental

local government. *The White Paper on Local Government, 1998*, establishes the basis for a new developmental local government as a framework for transforming and addressing the inherited system of local governance (SALGA, 2015: 11). Madumo, (2015:158); Van der Walddt (2015:23); (Hungwe, 2017:21) attest that the *White Paper on Local Government, 1998* further identifies three key developmental outcomes that local government must focus on, which include the provision of sustainable household infrastructure and services, creation of liveable and integrated local areas, and promotion of LED and community empowerment and redistribution. In essence, the *White Paper on Local Government, 1998*, suggests that local government must be developmental (Van der Walddt, 2015:23). To become more developmental, the instrument provides three approaches which can assist municipalities, namely integrated development planning and budgeting, performance management, and working with local citizens and partners (Madumo, 2015:158). The *White Paper on Local Government, 1998*, states that the powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities, in particular meeting the basic needs of the poor and on the growth of the local economy. The *White Paper on Local Government, 1998*, clarifies that the third sphere of governance is the main custodian of development in local communities and thus has complete jurisdiction over these areas. It must fulfil the mandate of perpetually improving people's lives at the grassroots level. This *White Paper on Local Government, 1998*, is a policy document aimed at influencing future actions while simultaneously dictating and giving direction on how to best help eradicate the injustices of the past.

The policy document makes it quite clear that local government is not responsible for creating jobs. Instead, it will be responsible for ensuring that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities. Consequently, local government is charged with a responsibility of creating an enabling environment for the realisation of LED. Nel (2001); Rogerson (2006); DPLG (2010) argue that although credence is given to other stakeholders such as the private sector, NGOs and others, local government is at the centre of LED development planning in contemporary South Africa. LED is about creating an enabling platform and environment to engage stakeholders in various innovative ways of implementing strategies and programmes (DPLG, 2010). The DLG on the *White Paper on Local Government, 1998*, is the arena of focus in this, as it discusses the developmental duties that the local government ought to achieve in a quest to promote LED.

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

Madumo (2012:41), asserts that not only does legislation play an important role towards ensuring effective municipalities, but the developmental policy that the government advocated

also makes a meaningful contribution. These legislations include The *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)*. Maxengwa, Theron and Draai (2015:77) contend that the *White Paper on Local Government, 1998* together with the *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)* guide local government in facilitating participation among communities as a means of influencing, directing, controlling and owning their own local development spaces. The local government mandate is further expressed in the *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)* which builds on the *White Paper on Local Government, 1998* to establish a new planning framework for DLG. The *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)* assigns the municipalities the responsibility to promote social and economic development, ensure access to affordable services and promote the involvement of local communities in municipal affairs. The Act provides principles, mechanisms and processes necessary to enable municipalities to achieve their developmental mandate.

The *Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)* legislated municipal LED functions as part of Integrated Development Planning to guide the process of a developmental local government (Rogerson, 2010:481; Munzhedzi, 2015:174). The Act requires municipalities to undertake an integrated development planning process to develop an Integrated Development Plan (IDP), which assists local governments to achieve their objectives and give effect to their developmental duties as enshrined in the Constitution of the Republic of South Africa. According to section 25 (1) of the *Local Government: Municipal Systems Act 2000 (Act 32 of 2000)*, each municipal council must, within a prescribed period after the beginning of its elected term, adopt a single, inclusive and strategic plan which links, integrates and coordinates plans and take into account proposals for the development of the municipality. The IDP specifies the development priorities and objectives of the municipal council, including LED. All municipalities in South Africa must develop an LED strategy and integrate such a strategy into the IDP. LED is one of the most strategic tools through which local municipalities adhere to their developmental duties, as prescribed by the *Local Government: Municipal Structures Act 1998 (Act 117 of 1998)*. According to Hofisi, Mbeba, Maredza and Choga (2013: 539), as cited in Kamara (2017: 100), the LED agenda in the context of South Africa, unlike in other countries, is neither voluntary nor just a local government initiative, but a constitutional requirement. Local governments are, therefore mandated to promote and uphold the values and principles enshrined in *the Constitution of the Republic of South Africa, 1996*. The next section focuses on the role that local governments are expected to play in LED planning and promotion.

The main objective of the *Municipal Systems Act, 2000 (Act 32 of 2000)* (that are more relevant to this study) is to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all; establish a simple and enabling framework for the core processes of planning, resource mobilisation and organisational change which underpin the notion of DLG to empower the poor and ensure that municipalities put in place service tariffs and credit control policies that take their needs into account by providing a framework for the provision of services, service delivery agreements and municipal service districts; to establish a framework for support, monitoring and standard setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment; to provide for legal matters pertaining to local government; and to provide for matters related to above.

The second part of chapter 5 in the *Municipal Systems Act, 2000 (Act 32 of 2000)* asserts Integrated Development Planning (IDP) as the area of focus as it speaks directly to LED. Hence, the guidelines provided for the IDP state that an Integrated Development Plan must reflect the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs in geographical areas and across the population in a manner that provides sustainable growth, equity and the empowerment of the poor and the marginalized (DPLG, 2010: 15). Correspondingly, Triegaardt (2010) argues that the key component of the Act is the issue of Integrated Development Planning of which LED is regarded as a core aspect. The importance of promoting LED is eminent as it states boldly that such must be given credence both in the process of planning and in the plan itself. The integrated development planning process is meant to arrive at decisions on issues such as municipal budgets, land management, the promotion of LED and institutional transformation in a consultative, systematic and strategic manner.

2.5.4. Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)

The *Local Government: Municipal Structures Act 1998 (Act 117 of 1998)* requires that municipalities be transformed during the final phase to create a democratic DLG. The *Local Government: Municipal Structures Act 1998 (Act 117 of 1998)* requires municipalities to engage in consultation with civil society so that they can meet their objectives. According to Section 19 of the *Local Government: Municipal Structures Act 1998 (Act 117 of 1998)*, each municipality is required to develop a method by which to consult the community and

community organisations to perform their functions. To hasten the process a balance has to be struck between administrative justice and the practical realities of implementing service delivery to communities in jurisdictional areas. Koma (2014:111); Nkuna (2013:31) assert that the preamble of the South African *Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)* provides that the *Constitution of the Republic of South Africa, 1996* establishes local governments as a distinctive sphere of government, interdependent and interrelated with national and provincial spheres of government. The South African local government will remain interdependent and interrelated to both national and provincial spheres of government. According to the *Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)*, LED is one of the most strategic tools through which local municipalities adhere to their developmental duties.

2.5.5. The Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)

According to Mazibuko and Fourie (2013:131), local government finance deals with a municipality's revenue and expenditure decisions, and municipalities cannot deliver services to communities without adequate financial resources. To further achieve the aims and objectives of 'DLG, the *Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)* prescribes secure, sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities by establishing the norms and standards and other requirements for:

- ensuring transparency, accountability and the appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities;
- the management of their revenues, expenditures, assets and liabilities as well as the handling of their financial dealings;
- budgetary and financial-planning processes and the coordination of those processes with the organs of state in other spheres of government;
- borrowing;
- the handling of financial problems in municipalities; (f) supply-chain management; and
- Other financial matters *Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)*.

However, Hanabe (2016:35) alludes that with the above statement, the communities will often become increasingly aware of how municipalities run their affairs, including their financial management practices.

2.5.6. Traditional Leadership and Governance Framework Act (2003)

The *Traditional Leadership and Governance Framework Act, 2003 (Act 23 of 2003)* is the first and pivotal law in the package of traditional leadership, which was promulgated in 2003 and amended in 2009. The Act aims to provide for the recognition of traditional communities, provide for the establishment and recognition of traditional councils. It is encouraging to note that a considerable number of traditional leaders are driving successful socio-economic development programmes in their communities. In particular, the National House of Traditional Leaders (NHTL) is driving an effective socio-economic programme which benefits rural communities under traditional leadership. Sections 19 and 20 of the *Traditional Leadership and Governance Framework Act, 2003 (Act 41 of 2003)* provides that traditional leadership may be allocated functions by sector departments and other organs of state on various functional areas including economic development in localities. The role of traditional leaders in LED includes participating in research; environmental protection and sustainability; participation in policymaking; and facilitation of community participation. In implementing this framework, traditional authorities will be required to undertake the following:

- Be explicit on radical socio-economic transformation to ensure that traditional leadership is central to the economic development of local communities;
- Consult with communities under traditional leadership as a prerequisite for radical socio-economic development;
- Strengthen the role of traditional leaders in radical economic development and land matters;
- Use land for socio-economic development, and support and enable capacity-development of rural communities;
- Recognise rural-urban interdependencies as it highlights a more inclusive and integrated approach to spatial development; and
- Expand socio-economic opportunities and activities towards the creation of economically self-sustainable traditional communities.

In summary, the Traditional Leadership and Governance Framework Act, 2003 (Act 41 of 2003) and its amendments are important pieces of legislation that recognise and empower traditional leadership structures and emphasise their role in socio-economic development, land management, and community well-being in South Africa's traditional communities.

2.5.7. Reconstruction and Development Programme (RDP), 1994

Mello (2020) added that the ANC government therefore adopted and implemented the RDP after the 1994 national democratic elections. South Africans and political leaders regarded this

programme as a proper foundation for a developmental state. Moreover, Mello (2020) asserted that there was explicit agreement between the RDP and the developmental trajectory of the government. The principal aim of a developmental state, as reflected in the RDP, is to address the socio-economic ills associated with colonialism and apartheid (ANC, 1994:1). As an integrated and coherent socio-economic policy, *Reconstruction and Development Programme (RDP) 1994* attempts to mobilise the country's resources towards the final eradication of apartheid by building a democratic, non-racial and non-sexist future for all South Africans (Malefane & Mashakoe, 2008:476; Malefane, 2009:159; Maloka, 2013:45 & Makalela, 2016). The RDP, in sections 4.3.5, denotes that to foster the growth of local economies, broadly representative institutions must be established to address local economic development needs (Makalela, 2016). The central purpose of the institutions would be to formulate strategies to address job creation and community development. If necessary, the government must provide some subsidies as a catalyst for job creation programmes controlled by communities and workers and target appropriate job creation and development programmes in the most neglected and impoverished areas of the country.

Section 4.3.5 of the RDP states that to foster the growth of local economies, broadly representative institutions must be established to address local economic development needs. Moreover, Lukhele and Madzivhandila (2018) stated that the purpose of the institutions would be to formulate strategies to address job creation and community development (for example, leveraging private sector funds for community development, investment strategies, training, small business and agricultural development, etc.). If necessary, the democratic government must provide some subsidies as a catalyst for job creation programmes controlled by communities and/or workers, and target appropriate job creation and development programmes in the most neglected and impoverished areas of our country.

2.5.8. National Framework for Local Economic Development (2006)

Lukhele and Madzivhandila (2018) point out that the National Framework for Local Economic Development provides a vision for creating "robust and inclusive local economies, exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives. According to Jili (2019), the national framework for LED in South Africa aims to support the development of sustainable local economies through integrated government action. This government action is developmental and aims to stimulate the heart of the economy which comprises those enterprises that operate in local municipal spaces. Moreover, Jili (2019) alluded that the framework is underpinned by an appreciation of the evolving practice of LED internationally and is based on the unique South African context and its challenges. It contextualises the move towards

new institutionalism that breaks down the distinction between economy and society, showing how economic decision-making and action are shaped by the shared values, norms, beliefs, and procedures of the formal and informal institutions of society. The normative agenda of this new Institutionalism is to develop shared meaning and values and to strengthen the network of social interaction. The policy framework also identifies the characteristics of robust and inclusive economies. That is, the people; their leaders; the workforce; the assets; high quality of life experience; natural and built environment; functional partnerships; and income (DPLG, 2006:17). The National Framework for LED (DPLG, 2006) notes that the government has a clear vision for local economies which is stated as “robust and inclusive local economies exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives.

Moreover, the Act points out that this requires that the people in a local economy are willing and able to engage around LED, that local assets are effectively harnessed for the benefit of LED, that quality of life improves, that the natural spaces are attractive and, most importantly, that the income earned in an area is mostly spent in that area. The primary focus of municipalities must be the provision of infrastructure and reliable quality services, the management of spatial policies, the management of land use regulation and development applications, the management of service tariff policies, the management of a progressive property tax system, and marketing the territory. To support municipalities in their LED objectives, the state has implemented several interventions, such as intensifying support to municipalities in terms of the *Local Government: Municipal Finance Management Act 2003 (MFMA) (Act 56 of 2003)* and the *Local Government: Municipal Property Rates Act 2004 (Act 6 of 2004)* and the on-going implementation of Project Consolidate where support personnel are deployed to local municipalities.

2.5.9. Batho Pele Principles (People First Principles)

The *White Paper on Transforming Public Service Delivery, 1997* and *The White Paper on Local Government, 1998* introduced eight Batho Pele principles to improve service standards and promote participative local government that acknowledges the public in municipal affairs. These Batho Pele principles are expressed in broad terms to enable national and provincial departments to apply them according to their own needs and circumstances. The Batho Pele principles are:

- **Consultation/ consulting users of services**

According to the *White Paper on Transforming Public, service Delivery 1997*, all national and provincial departments must, regularly and systematically, consult not only about the services

currently provided but also about the provision of new basic services to those who lack them. The consultation will allow the public to influence decisions about public services by providing objective evidence, which will determine service delivery priorities. Consultation can also help to foster a more participative and cooperative relationship between the providers and users of public services. The *White Paper on Transforming Service Delivery, 1997* emphasises that there are many ways to consult users of services, including customer surveys, interviews with individual users, consultation groups, and meetings with consumer representative bodies, NGOs and CBOs, including bodies representing previously disadvantaged group (White Paper on Transforming Service Delivery, 1997:9). Consultation provides the citizens with chance to influence decision about public services, by ensuring evidence of objectives which will determine services delivery priorities (White Paper on Transforming Service Delivery, 1997:9).

The *White Paper on Transforming Service Delivery (1997:9)* supports that efforts must be made to include the views of those who have been previously disadvantaged or who, due to geography, language barriers, fear of authority or any other reason, have previously found it hard to make their voices heard. The consultation process should be undertaken sensitively; for example, people should not be asked to reveal unnecessary personal information, and they should be able to give their views anonymously if they wish. More than one method of consultation will be needed to ensure comprehensiveness and representativeness (White Paper on Transforming Service Delivery, 1997). Consultation assists in fostering more cooperative and participative relationships between the users and providers of public services. When considering the consultation process, service users must be able to express and say how they need the services to be rendered. Only the consultation process motivates the public generally to feel that they are part of democracy and their concerns are considered (Kroukamp, 1999:327). Sekoto and Staanten (1999:104) affirm that there are many ways to consult the users of services which include: interviews with individuals' users and consulting the group as well as customer surveys. The method or methods suggested must be selected to suit the characteristics of the communities and users (Sekoto, 1999:104). It should be adapted to the context within which communities are located. Consultation must include the demands of those who have previously been denied access to the public service (Sekoto, 1999:104).

- **Setting service standards**

The *White Paper on Transforming Service Delivery (1997:10)* entails that the national and provincial departments must publish standards for the level and quality of services they will provide, including the introduction of new services to those who have previously been denied

access to them. In the case of certain services, such as health or education, national departments, in consultation with provincial departments, may set standards that will serve as national baseline standards. Individual provinces may then set their standards, provided these meet or exceed the national baseline (White Paper on Transforming Service Delivery, 1997). *White paper on Transformation public service delivery (1997:9)* contends that public organisations must set and publish standards for the level and quality of services they will provide, including the introduction of the services to those who have been denied access previously. The Department of Cooperative Governance (2010:12) affirms that the standards must also be measurable and precise so that the users can easily evaluate whether or not they are getting the intended services from their representatives.

The Department of Cooperative Governance (2010:12) states that it is very important for the standards to be realistic in considering the huge differences acquired because of the realms of apartheid and the previously discriminated policies. Department of Cooperative Governance (2010:12) contends that the standards must be set, a stage that is demanding and realistic. These standards must ensure and display the point of the delivery and be communicated as widely as possible to all potential users so that they can be aware of the level of service delivery they are entitled to and could complain if they do not receive it (Department of Cooperative Governance, 2010:12). The standards must be measured to check performance and the result must be published at least once in a year and more than frequently where suitable. The measurements and standards must be published so that everyone can see and be able to reduce the underperformance by the organizations and specific municipalities (The Department of Cooperative Governance, 2010:12).

- **Increasing access**

All national and provincial departments are required to specify and set targets for progressively increasing access to their services for those who have not previously received them (White paper on Transformation public service delivery, 1997:11). In setting these targets, institutions which promote the interests of previously disadvantaged groups, such as the Gender Commission, and groups representing the disabled should be consulted (White paper on Transformation Public Service Delivery, 1997:11). One significant factor affecting access is geography. The public who live in remote areas have to travel long distances to avail themselves of public services. In drawing up their service delivery programmes, national and provincial departments must develop strategies to eliminate the disadvantages of distance, for example, by setting up mobile units, and redeploying facilities and resources closer to those in greatest need (White Paper on Transformation Public Service Delivery, 1997:11). Rapa (2004:209) affirm that all the public organisation are requested to specify and set goals for

progressively increasing access to their services for those previously failed to receive services. Geography is one of the factors that affect access. According to Rapea (2004:209), the majority of people living in remote areas have to travel long distances to get public services. Lack of infrastructure is also another problem that enforces difficulties in communication with remote areas. Service delivery programmes should be able to address the need specifically to redress the disadvantages of all barriers to access (Rapea, 2004:209).

- **Ensuring courtesy**

The *White Paper on Transforming Public Service Delivery (1997:12)* emphasised that the code of conduct for Public Servants stated by the Public Service Commission, clarifies that courtesy and regard for the public is one of the major fundamental work of public servants, by clarifying that public servants treat public as customers who are the receivers of the services. The public must be politely treated as customers so that they can easily participate in identifying their needs. The *White Paper on Transforming Public Service Delivery (1997:12)* contends that the national and provincial departments must specify the standards for how customers should be treated. These are to be included in their departmental Codes of Conduct. These standards should cover, among other things:

- Greeting and addressing customers;
- The identification of staff by name when dealing with customers, whether in person, on the telephone or in writing;
- The style and tone of written communications;
- Simplification and 'customer-friendliness' of forms;
- The maximum length of time within which responses must be made to enquiries;
- The conduct of interviews;
- How complaints should be dealt with;
- Dealing with people who have special needs, such as the elderly or infirm;
- Gender; and language.

The staff performance especially those who deal with communities must regularly be monitored, and poor performance should not be tolerated. The organisation should, therefore, ensure that poor performance is dealt with (Arko-Cobbah, 2002:55). Customer care and

service delivery should be included in all future training programmes, and additional training should be enforced to all those who are responsible and contact with the public, whether face to face or in writing and by telephone (Arko-Cobbah, 2002:55).

- **Providing more and better information**

According to the *White Paper on Transforming Public Service Delivery (1997:11)*, information is one of the most powerful tools at the customer's disposal in exercising their right to good service. The national and provincial departments must provide full, accurate and up-to-date information about the services they provide, and who is entitled to them (*White Paper on Transforming Public Service Delivery, 1997:11*). The national and provincial departments must ensure this is done actively, to ensure that information is received by all those who need it, especially those who have previously been excluded from the provision of public services. The consultation process should also be used to find out what customers and potential customers need to know and then to work out how, where and when the information can best be provided (*White Paper on Transforming Public Service Delivery, 1997:11*). Implementing Batho Pele will require a complete transformation of communication with the public. Information must be provided in a variety of media and languages to meet the differing needs of different customers (*White Paper on Transforming Public Service Delivery, 1997:11*).

Arko-Cobbah (2002:58) regards information as one the most powerful tool at the communities' disposal to exercise their right to access good and suitable basic services. Organizations must ensure full account and updated information about the basic services provided, and who is entitled to them. In addition, Arko-Cobbah (2002:58) states that this must be done actively, to ensure that information is acquired by those who need it, especially those who have previously been excluded from the provision of basic services. The process of consultation should be used to search out what community members and potential community members need to know, and then to work out how, when and where the information can best be provided (Arko-Cobbah, 2002:58).

- **Openness and transparency**

The *White Paper on Transforming Public Service Delivery (1997:13)* adds that openness and transparency are the hallmarks of a democratic government and are fundamental to the public service transformation process. In terms of public service delivery, the importance lies in the need to build confidence and trust between the public sector and the public they serve (*White Paper on Transforming Public Service Delivery, 1997:13*). A key aspect of this is that the public should know more about the way national and provincial departments are run, how well they

perform, the resources they consume, and who is in charge. *The White Paper on Transforming Public Service Delivery (1997:13)* affirms the mechanism for achieving this openness and transparency, which is an Annual Report to the public published by each national and provincial department setting out, in plain language:

- staff numbers employed, and the names and responsibilities of senior officials.
- performance against targets for improved service delivery, financial savings, and increased efficiency;
- resources consumed, including salaries and other staff costs, and other operating expenses;
- any income, such as fees for services;
- targets for the following year; and
- a name and contact number for further information.

Sekoto and Staaten (1999:115) emphasise that there is a need for the public to be informed on how the national and provincial departments are operating, how much they cost and who is in charge. It is of greatest for the Public service and administration to be run as an open book to encourage openness and transparency. The public service institutions must serve the people and people have the right to the services they offer.. Many people, specifically poor people, do not have access to things like social grants, and free basic services because they lack the information to access it (Rapea, 2004:247).

- **Redress**

The *White Paper on Transforming Public Service Delivery (1997:14)* states that the capacity and willingness to take action when things go wrong is the necessary counterpart of the standard-setting process. It is also an important constitutional principle. There are several institutions, such as the Public Protector, the Human Rights Commission and the Auditor-General, which serve to protect the public from maladministration and impropriety by government departments (*White Paper on Transforming Public Service Delivery, 1997:14*). However, such institutions should be seen as a last resort by publics after exhausting departmental remedies, and are not a substitute for swift, effective action by service deliverers when services are falling below the promised standard (*White Paper on Transforming Public Service Delivery, 1997:14*). The public have the right to redress if the services entitled to them by the Public Services are not rendered (Kroukamp, 1999:336). The public servants should

immediately give a suitable apology and tell them what is going to be done to address the problem. If the public servants fail to give a reason they should speak with their supervisor or manager and come up with solutions to tackle the problems. *The promotion of the Administrative Justice Act, 2000 (Act 3 of 2000)* allows the public to ask for reason for any decision taken by the government that affects them.

The promotion of the Administrative Justice Act, 2000 (Act 03 of 2000) makes sure that the public has the right to administrative decisions that are not legit, procedurally fair and reasonable. Where the public is dissatisfied with the reasons given, the *promotion of the Administrative Justice Act, 2000 (Act 03 of 2000)* enables people to complain about the decision taken and appeal for it or review the administrative action by a court or, where independent, impartial tribunal and appropriate. The Batho Pele principle of redress requires a completely new approach to handling complaints. Complaints are seen by many public servants as a time-consuming irritation. The *White Paper on Transforming Public Service Delivery (1997:15)* confirms that the national and provincial departments are required to review and improve their complaints systems, in line with the following principles:

➤ **Accessibility**

The *White Paper on Transforming Public Service Delivery (1997:15)* emphasises that complaints systems should be well-publicised and easy to use. Excessive formality should be avoided. Systems which require complaints to be made only in writing may be convenient for the organisation but can be off-putting to many customers. Complaints made in other ways, such as face-to-face, or by telephone, should therefore also be welcomed.

➤ **Speed**

The longer it takes to respond to a complaint, the more dissatisfied customers will become. An immediate and genuine apology, together with a full explanation will often be all that they want. Where delay is unavoidable, the complainant should be kept informed of progress and told when an outcome can be expected (The White Paper on Transforming Public Service Delivery, 1997:15).

➤ **Fairness**

Complaints should be fully and impartially investigated. Many people will be nervous about complaining to a senior official about a member of their staff or about some aspect of the system for which the official is responsible (White Paper on Transforming Public Service

Delivery, 1997:15). Wherever possible, therefore, an independent avenue should be offered if the complainant is dissatisfied with the response they receive the first time round.

➤ **Confidentiality**

The *White Paper on Transforming Public Service Delivery (1997:15)* states that the complainant's confidentiality should be protected so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

➤ **Responsiveness**

According to the *White Paper on Transforming Public Service Delivery (1997:15)*, the response to a complaint, however trivial, should take full account of the individual's concerns and feelings. Where a mistake has been made, or the service has fallen below the promised standard, the response should be immediate, starting with an apology and a full explanation an assurance that the occurrence will not be repeated and then whatever remedial action is necessary. Wherever possible, staff who deal with the public directly should be empowered to take action themselves to put things right (*White Paper on Transforming Public Service Delivery, 1997:15*).

➤ **Review**

Complaint systems should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service so that mistakes and failures do not recur (*White Paper on Transforming Public Service Delivery, 1997:16*).

➤ **Training**

According to the *White Paper on Transforming Public Service Delivery (1997:15)*, complaints handling procedures should be publicised throughout the organisation and training given to all.

- **Value for money**

According to the *White Paper on Transforming Public Service Delivery (1997:16)* improving service delivery and extending access to public services to all South Africans must be achieved alongside the government's GEAR strategy for reducing public expenditure and creating a more cost-effective public service. The Batho Pele initiative must be delivered within departmental resource allocations, and the rate at which services are improved will therefore be significantly affected by the speed with which national and provincial departments achieve

efficiency savings which can be ploughed back into improved services (White Paper on Transforming Public Service Delivery, 1997:16). Public services should be provided efficiently, effectively and economically to provide publics with the best possible value for money (Arko-Cobbah, 2002:67). The public servants should not waste the scarce resources of the government. They should deliver basic services in a cost-effective and efficient as manner as far as possible. They are tasked to ensure and inform management of any wastage of resources and check for procedures of saving time and money, without compromising the quality of the services to be delivered to the people (White Paper on Transforming Public Service Delivery, 1997:16).

2.6 CONCLUSION

This chapter focused on the theories related to developmental local government. The purpose of the chapter was to provide a fuller context for the study and to develop the scientific grounding of the study. It reviewed several theories of developmental local government. Both the concept of DLG and LED. Moreover, this chapter was about the literature on developmental local government in local government. A theoretical framework for developmental local government provided a conceptual basis for understanding and analysing the processes and factors that contribute to local development. This framework often draws on various theories and perspectives in political science, public administration, sociology, and economics. Therefore, the chapter discussed the following: theories of developmental local government, development theory, local governance theory, democratic participatory theory, conceptualising the local government, the importance of local government in contemporary society, local government as the key institution for democracy and empowerment of disadvantaged groups in South Africa, the concept of DLG. Lastly, the chapter discussed the legislative framework for DLG and LED.

CHAPTER 3:

LOCAL ECONOMIC DEVELOPMENT IN THE CONTEXT OF DEVELOPMENTAL LOCAL GOVERNMENT

3.1. INTRODUCTION

The previous chapter focused on the theories related to developmental local government. Chapter three presents the conceptualisation of local economic development, local economic development: an international perspective, local economic development: a national perspective, local economic development; provincial perspective, local economic development: local perspective, historical development of LED strategy, local government as an enabler of local economic development, LED and economic sectors at Polokwane Local Municipality, local economic development and SMMES, promoting local economic development by supporting the informal economy, challenges associated with the developmental local government when implementing local economic development strategy and mechanisms responsible for the implementation of LED.

3.2. CONCEPTUALISING THE LOCAL ECONOMIC DEVELOPMENT

Abrahams (2018) states that LED has increasingly become an important component of local government's core function whereas, on the other hand, they are faced with the challenge of ensuring the sustainable development of initiatives that will meet the basic needs of local communities and simultaneously improve the quality of people's lives and contribute to the growth of the local economy. However, Jiji (2019) expresses that LED means working directly to build up the economic capacity of localities to improve their economic future and the quality of life of their inhabitants. Moreover, Jiji (2019) asserted that the successful existence of communities depends on local government being able to adapt to the fast-changing and increasingly competitive market environment. Local governments have an essential role to play in creating a favourable environment for pro-poor LED for the benefit of local businesses and to enhance job creation. Similarly, Khumalo (2018:70) addresses LED as a process of improving the locality as a place of doing business which involves collective action from the government, the private sector, non-governmental organisations, and the community. Cleave, Arku, and Chatwin (2019:96); Thani (2021) state that LED is the growing number of initiatives, ranging from industrial policy and regional planning to community development which necessitates formal, well-considered written policies that address LED initiatives. In addition, Ndaguba and Hanyane (2018:5) argue that LED addresses local economic transformation and unemployment of the vulnerable, the economically dependent, and the poor.

In addition, Thani (2021) deduces that local economic development is about creating a platform and environment to engage stakeholders in implementing strategies and programs. In addition, Nkwinika and Munzhedzi (2016:75) attest that these stakeholders develop an LED strategy that is used as a guide in which the local economy could be enhanced. The LED may offer a more people-centered and locality-specific alternative to the structured adjustment programs that have, over the years, dominated the African development spectrum. De Sylva (2018) argued that LED within a global footprint has been seen as a way of reducing government involvement in promoting socio-economic development. Rather, it has been seen as a bottom-up approach where the people take charge of their development and government support via resources skills capacitation, and funding. Khambule (2018) highlights the fact that the Human Sciences Research Council (HSRC) has argued that, without a doubt, South Africa's Local Economic Development agencies have emerged as appropriate institutional structures for advancing socioeconomic development in the local government-led development landscape due to the inability of local municipalities to lead LED. This shift signifies that South Africa is turning to LED strategies to address developmental challenges such as poor socio-economic conditions (unemployment, poverty, and inequality) by creating local development solutions and employment opportunities (Khambule, 2018).

Mlambo *et al.* (2019) supported the South African Local Government Association (2012) and Meyer (2007) in defining LED as an approach to economic development that allows and encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life for all residents in a local municipal area. The South African government implemented LED to mitigate unemployment and poverty rates in its quest for inclusive economic growth (Meyer & Venter, 2013:76). The LED is one of the significant moves associated with that transition to DLG (Ramukumba, Mmbengwa, Mwamayi & Groenewald, 2012). The South African local government has been placed at the forefront of adopting LED processes, which will contribute towards eradicating poverty, and job creation and enhance the local economy (Ntonzima & Binza, 2011; Koma, 2012; Ramukumba *et al.*, 2012). The objective of LED in local government is to create job opportunities; and increase tax base and revenue bases within the jurisdiction of municipalities (Koma, 2014; Masuku, Jili & Selepe, 2016; Mashabela, 2020:614; Gameda, 2020:387).

LED is a process by which public, business, and non-governmental sector partners' work collectively to create better conditions for economic growth and employment generation (Nkwinika & Munzhedzi, 2016:75). The provisions of the 2006 LED framework clarify that the function of the national government is to assist and create the conditions for local action to

emerge and grow (Kamara, 2017). The Department of Provincial and Local Government (DPLG) (now Cooperative Governance and Traditional Affairs) has a chief directorate dedicated to LED that affords support in the following activities in the development and review of national policy, strategy, and guidelines on LED:

- Providing direct and hands-on support to provincial and local government in selected cases.
- Providing management and technical support to nodal Economic Development Planning.
- Facilitating, coordinating, and monitoring donor programs.
- Assisting in LED capacity-building processes.

However, one may note that within this premise, it becomes difficult to determine exactly who the implementing agent is about LED. Meyer (2014) notes that, within the context of LED in South Africa, it is local municipalities who ought to ensure the creation of a steady and conducive environment to ensure that LED initiatives become successful. Mlambo, *et al.* (2022) state that from an Afrocentric perspective, LED (like any other developmental blueprints post the colonial and apartheid eras) is potentially a very powerful tool to spearhead regional integration, however, it remains constrained by several factors, encompassing but not limited to lack of needed resources, FDI, ramped corruption, maladministration, poor governance and so forth. While the grand plan of the democratic government post-1994 has been to uplift the general livelihood of the black population, immense economic challenges have made this hard to achieve. Getting LED to be progressive and successful in South Africa is a vital success factor in addressing the current socioeconomic ills being experienced by millions of people (Mlambo *et al.*, 2022). Because of apartheid, the huge infrastructure backlogs, capacity constraints, and low tax base in many South African areas mean that smaller municipalities pursue to meet immediate needs in terms of providing basic services.

Mlambo *et al.* (2022) deduce that in such conditions, the likelihood of pursuing economic development blueprints takes a back seat. Similarly, throughout South Africa, there is no general role for the private sector in LED initiatives. Such tensions between the public and private sectors are compounded by the fact that the private sector is largely white-owned while on the other hand, the public sector is a black-dominated structure. February (2018) notes that virtually no day goes by in South Africa without protest action. In his budget speech to Parliament in May 2018, former Cooperative Governance and Traditional Affairs Minister Zweli Mkhize said that 87 municipalities, about a third of South Africa's total of 257, remain

'dysfunctional or distressed'. Meyer (2014) asserts that LED strategies and projects should be outcome-based and should focus on their main aims of job creation, poverty alleviation, economic growth, and skills development. In sub-Saharan Africa, for example, a study by Karnani (2011) found that LED or decent work opportunities for locals have led to the creation of jobs, enabled participants to improve their businesses, their economic situation and meet their health needs, and also adopt strategies to pull themselves out of poverty. The United Cities and Local Government Asia Pacific (2016) found that LED offers local government, the private and not-for-profit sectors, and local communities the opportunity to work together to improve the local economy. In turn, this can contribute significantly to skills development, the development of business acumen, and the growth of the local economy. Moreover, Njoya and Seetaram (2017) discovered that tourism-related LED projects in Kenya have the potential to reduce poverty at the national, urban, and rural levels, and the same has been the case in Mauritius and Seychelles.

Mlambo *et al.* (2022) surmise that the success of LED in these countries has been facilitated by increased investments in infrastructure. A community's economic, social, and physical attributes will guide the design of, and approach to, the implementation of a local economic development strategy. To build a strong local economy, good practice proves that each community should undertake a collaborative process to understand the nature and structure of the local economy and conduct an analysis of the area's strengths, weaknesses, opportunities and threats. This will serve to highlight the key issues and opportunities facing the local economy.

3.3. LOCAL ECONOMIC DEVELOPMENT: AN INTERNATIONAL PERSPECTIVE

Mlambo *et al.* (2019) allude that the period from the 1960s to the early 1980s witnessed an economic decline in many developed nations in Europe, and this decline brought with it serious socio-economic repercussions for the continent. Moreover, Mlambo *et al.* (2019); Elhefnawy (2019) added that during this period of hardship, many European states witnessed increased capital flight which, coupled with the effects of globalisation and market unpredictability, gave rise to the implementation and use of LED as a development strategy to assist in the rebirth of local areas and increase the inflow of investment and development. Elhefnawy (2019) stressed that hence during this period, local governments were no longer perceived as mere places of local administration but of local entrepreneurialism, which was at the heart of the quest for a revival process. Kahika and Karyeija (2017) expand that from the 1970s onwards, the governments of the United States and the United Kingdom began to increasingly focus on local areas as the centres of socio-economic development, in particular, socially looking at the resources availability in these regions. For example, in the USA, policy change saw the federal

government taking responsibility for addressing the underdevelopment of American states through local development projects (Kahika & Karyeija, 2017). Subsequently, such developments were also seen in the United Kingdom. The global LED evolution started a few decades ago. Generally, three waves of LED evolution have been registered, the first being from the 1960s to the early 1980s (Rogerson, 2003). During this first LED evolution phase, local governments used the local approach to attract external investment and create an enabling environment to attract business. On the other hand, during the second wave of LED evolution, which ran between the 1980s and 1990s, local governments were more focused on internal development (Rogerson, 2003). They realised the importance of being self-sustaining, and so they started to develop and retain businesses as part of creating a local industrial base. Currently, the world is experiencing a third wave of LED evolution (World Bank, 2000). Moreover, the World Bank (2000) states that this is being strengthened by the creation of partnerships, the development of the required human resources, and the mobilization of private financial resources in the form of credit and capital for entrepreneurial development. Ahmad and Maqbool (2018) echo the above and argue that the concept of LED is not a new phenomenon.

Ahmad and Maqbool (2018) further claim that the beginning of modern LED practices and initiatives can be traced back to the 1960s. Rodríguez-Pose and Tselios (2009) expounded that Europe is generally regarded as the cradle of LED approaches and has become a benchmark for other regions in their quest to integrate LED and development. Kahika and Karyeija (2017) observe that, while the LED approach has gained traction in Western Europe and North America, with globalization and the growing interconnectedness of the globe, many regions of the world have turned their attention to the need to promote LED as an ideology with regards to development, especially at a rural level. De Sylva (2018) argued that LED within a global footprint has been seen as a way of reducing government involvement in promoting socio-economic development. Rather, it has been seen as a bottom-up approach where the people take charge of their development and government support via resources, skills capacitation, and funding.

Rodríguez-Pose and Tijmstra (2005) also argue that implementing LED projects within the context of developed and developing regions has two differentiating factors. Firstly, developed regions have the finance and infrastructure to ensure the implementation of these projects. Moreover, there are strong monitoring and support mechanisms. However, within the context of developing regions, resource availability, bureaucracy, and, at times, the unpredictable political climate are some of the factors that tend to derail the effective implementation of LED projects (Rodríguez-Pose & Tijmstra, 2005). Meyer (2014) stated that it is also worth

mentioning that within a global context, especially in the Western world, LED projects have focused on agriculture and small to medium enterprises. Blessed with an abundance of natural resources that can lift millions of people out of poverty, there has been a growing debate within Africa as to how LED can be positioned within the use of natural resources to spur local development. Rodríguez-Pose and Tijmstra (2005) argue that LED in Africa is an important process, especially because Africa's situation is compounded by increasing levels of poverty and inequality. Hence, LED has been viewed as a key to helping Africa address these issues. Mlambo *et al.* (2019) propose that colonialism hurt economic development in Africa, and it was immediately after decolonization that many African states understood the need for policies to ensure socioeconomic development. Moreover, LED initiatives have become a beacon of hope for developed countries (USA, UK & South Korea) supported by the availability of modern infrastructure networks. In South Africa, LED is seen as a tool to help government lift millions out of poverty. The question is how this would be achieved against the backdrop of a weak economy and the acute socio-economic challenges in rural areas battling to access modern infrastructure.

3.4. LOCAL ECONOMIC DEVELOPMENT: A NATIONAL PERSPECTIVE

Nel and Rogerson (2016: 109); Torien and Wessels (2019) point out that LED is receiving increased attention internationally. In Sub-Saharan Africa, and particularly in South Africa, LED was identified as a critical challenge in the fight against poverty and inequality (Rogerson & Rogerson, 2012: 41). Hoogendoorn and Visser (2016: 95-108) reviewed South African research on small towns. They further, argued that the South African government's policy support for sustainable LED provides a strategic vantage point from which to analyse small towns in South Africa. Additionally, they mentioned that government policy and its relevance to small towns stresses community planning, economic restructuring, and governance. As a consequence, economic development and job creation are priorities. South Africa was initially regarded positively about LED policy and strategy development (Ndlovu & Makoni, 2014: 503). However, after two decades of LED practice, the outcomes of South African efforts were largely disappointing (Nel & Rogerson, 2016: 110). Torien and Wessels (2019) examine the congested trajectory of applied LED in South Africa and focus on the LED strategies of 278 municipalities. Their desk-top survey covered nine metropolitan councils, 54 district municipalities and 215 local municipalities. They reported that the focus of a LED Fund, created to support LED activities, had gradually narrowed to being a government-led intervention in which poverty relief projects are the priority. Accordingly, the government's directives for pro-poor LED planning contributed to disappointing LED performance (Nel & Rogerson, 2016: 120).

Cohen (2010: 3) asserts that a pro-poor focus was understandable given the high levels of poverty and inequality in the country, but institutional responses differed in different areas. In larger metropolitan areas, LED officials: adopted approaches that, to some extent, focussed on creating a more supportive and competitive business environment; focused on investment in infrastructure that reduced the cost of business, the regeneration of inner city and township areas; and focused on research about institutional support to new sectors with high growth and employment potential. Nel and Rogerson (2016: 111) added that in smaller centres the focus was on increased service delivery; extension of the social grant system; public works; initiatives to stimulate small, medium, and microenterprises (SMMEs); and income-generating projects. Ideological resistance of government to market-related strategies resulted in conflict between the public and private sectors and contributed to weak performance. A 'disconnect' between business development and LED planning had developed (Rogerson & Rogerson, 2012: 41).

The promotion of SMMEs, co-operatives, and informal businesses have been favoured by the government but some local governments lacked a complete understanding of their economies and competitive advantages, which resulted in ineffective LED strategies and projects (Cohen, 2010: 20). Consequently, the *Constitution of the Republic of South Africa, 1996*, establishes DLG in rendering the LED agenda an obligatory constitutional requirement in the country (Hofisi, *et al.*, 2013:591). Moreover, Hofisi *et al.* (2013:591) added that unlike in other countries, constitutionally, LED practices in South Africa are neither voluntary nor a mere initiative of local authorities but should be all-encompassing, the state, private, and civil sectors. The prevailing LED practices should be capable of filling the development gaps to address the socio-economic concerns of poverty and inequality in the country. Sections 152(c) and 153(a) of the *Constitution of the Republic of South Africa, 1996*, articulates that local government must 'promote social and economic development' and it must 'structure and manage its administration, and budgeting and planning processes to provide priority to the basic needs of the community while promoting the social and economic development of the community.

Seemingly, the Constitution of the Republic of South Africa, does not clearly define the specific role and responsibility of the national government in LED matters. The Department of Provincial Local Government (now CoGTA) LED policy guidelines of 2005, describe the role of the national government as coordinator of public policies and investment programmes (DPLG, 2005). Based on this portfolio, the national government was charged with the responsibility of the overseer of LED strategies and investment in LED projects. The advent of a new framework on LED in 2006 furnished a discernible and comprehensive role and

function of the national government on matters of LED. The *Department of Provincial and Local Government, 1999*, states that municipalities must seek a partnership with Non-Governmental Organizations (NGOs) in the areas of planning and LED in support of institutional structures in the rural areas that stimulate growth. The *Department of Provincial and Local Government, 1999*, further adds that the institutional-capacity building activities, including establishing commonage committees and building their capacity through training and other programs that enhance the community's ability to engage meaningfully with local authorities must be promoted. On the one hand, the service providers appointed by the municipalities must supplement the capacity through the provision and transfer of skills in local government. Municipalities must provide financial assistance or resources to enable Small, Medium, and Macro Enterprises (SMMEs) to the fullest growth and sustainability. Yet it is the responsibility of the municipalities, on the one hand, to improve existing business practices in the form of SMMEs and encourage new ones, on the other hand. The balanced LED has its legs in the following:

- Retail and grow existing businesses;
- Create new enterprises;
- Attract investment from outside; and
- A firm foundation by investing in LED: The development of an LED strategy will be an integral part of a broader strategic planning process for a sub-national region, city, town, or rural area. Effective strategic planning ensures that priority issues are addressed and limited resources are well targeted.

To achieve this objective, the DPLG has a dedicated chief directorate specifically for LED, pursuing intervention support for provincial and local governments through the development and review of national policy, strategy, and guidelines on the LED. The national government provides direct assistance to provincial and local governments in identified situations, management, and technical support to nodal economic development planning donor initiatives facilitation, coordination, and monitoring assistance on capacity building processes for LED.

3.5. LOCAL ECONOMIC DEVELOPMENT: PROVINCIAL PERSPECTIVE

The 2005 LED policy guidelines set forth key roles and responsibilities for the provinces and local government. The roles and responsibilities of the provincial government on matters of LED are as follows:

- to establish an LED forum to execute the national LED Forum's activities and set up resolute LED units in the provincial government

- to coordinate and assume responsibilities for allocated resources from national to provincial government and ensuring that these are aligned with the priorities of Integrated Development Programmes (IDPs)
- to implement the Provincial Economy, the Provincial Growth and Development Strategy (PGDS) coherent with the national development plan and
- to assist the municipalities in building their capacities to undertake and implement LED strategies

Torien and Wessels (2019) claim that at a provincial level, the PGDS is widely regarded as a vehicle to guide the allocation of state resources, and investment by the private sector towards attaining prioritised development outcomes. The PGDS foster the province to ensure that development spending and economic planning are aligned and occur within the realms of National and Spatial Development Perspective (Phutiagae, 2014:149). There is a nexus between PGDS and the LED strategy within the province. The PGDS is a custodian of prioritised areas for growth and development within the province. The PDGS guides the policy and development planners involved in LED to locate prioritized areas for growth and development within the province and thus utilise them to enrich the contents of LED policies regarding localisation. Koma (2014:56) articulates that the need for a synergy between the PGDS and LED policies is required to facilitate, amongst other things, the IDP between the provincial and local sphere of government, with due cognisance of the district's growth and development strategies and to ensure that the objectives of intergovernmental relations are achieved.

In addition, Torien and Wessels (2019) argue that the weak synergy exist between LED strategies and the various national development policies, such as the national development plan, the national spatial perspectives, the national growth and development strategies established in the LED policy. Furthermore, Koma (2014:55) decries the consequential failure to align these development policies and frameworks as it could jeopardize the realisation of development objectives relating to poverty alleviation, job creation, and economic growth.

3.6. LOCAL ECONOMIC DEVELOPMENT: LOCAL PERSPECTIVE

The 2006 LED framework articulates a clear picture of the roles and responsibilities of local government on matters of LED (Rogerson, 2008). Three core roles are distinctively identified below: to provide leadership and direction in policymaking (cutting red tape, improving the business environment) to administer policy, programs, and LED projects to be the main initiator of economic development through public spending, regulatory powers and promotion of industry, small business development, social enterprises, and cooperatives (DPLG, 2006) Given the provisions of *Local Government Municipal Systems Act (2000)*, the issue of an IDP

features prominently amongst the diverse legislated LED key functions and responsibilities for local government. As a result, the IDP became a compulsory activity for local governments (Nel & Rogerson, 2005), cited in Rogerson (2011:150). This phenomenon, as maintained by scholars (Toerien, 2005; Rogerson, 2011) made South African local authorities to become the wardens of economic growth in their respective jurisdictions. The IDP process, comprising LED components, is fundamental for the delivery of developmental tasks by the local government. Meyer-Stamer (2006); Hofisi, *et al.* (2013) contest that its implementation could myopically portray LED as development activities relating mostly to infrastructure and buildings, then to other typical LED interventions of business networking or business development service programs. The policy and practice of LED significantly evolved in the post-apartheid era in South Africa. Several strategies were developed and implemented through diverse LED initiatives (Binns & Nel, 2002; Moyo, 2007). These strategies could be defined broadly in terms of market and social intervention approach whereby the private sector and the civil society need to play a prominent role and municipalities function as facilitators. As rightly buttressed by some scholars such as Nel and Rogerson (2005); Kaiser and Smallwood (2014) municipalities were applying a succession local initiative, some pro-growth, while others were pro-poor.

Nel (1999) contends that within South Africa, besides the focus of LED on attracting prestigious and strong businesses to many of the larger local authorities, central government involvement directed more attention to community economic development as a strategy for poverty alleviation, especially in small towns. For most municipalities, LED initiatives were confined to micro-level projects, many of them survival projects, in the form of community development projects, which mostly relied on external funding stimulus. These projects were established as mostly unsustainable once donor or public sector financing became untenable and had no real impact on reducing poverty (DBSA, 2008; Rogerson, 2010; Cohen, 2010; Koma & Kuye, 2014 & Kamara, 2017).

3.7. LOCAL ECONOMIC DEVELOPMENT IN POLOKWANE LOCAL MUNICIPALITY

Polokwane Local Municipality is considered as DLG state, while LED is viewed as a package of home-grown initiatives adopted by the municipality (PLM) to grow productive local economy. This part presents Polokwane Local Municipality's (PLM) 2020-2024 LED strategy. The strategy advocates for the strengthening of the multi-sectoral response against the rising levels of unemployment, inequality, and poverty facing PLM (DLG). The strategy was launched at a time when the local economy was facing one of its worst crisis in history (unemployment rate (14.9%); GVA is (1.6%); Gini Coefficient (0.61) (IHS Market Regional Explorer, 2019:6). These figures show that the pace at which the economy is growing is not sufficient enough to

take care of the mounting socio-economic needs of the local population. This strategy provides a package of game-changing solutions to some of the socio-economic challenges outlined (PLM, 2020). In partnership with other sister organisations in the Province, the LED and Tourism Unit will lead efforts in ushering the local economy on the path of a turnaround. With the unwavering support of all social partners (labour, private sector, and all spheres of government), the idea to create an inclusive local economy with a high job absorption capacity (as cherished in the National Development Plan (NDP, the Limpopo Development Plan (LDP) and the Integrated Development Plan (IDP) is still feasible (PLM, 2019).

This strategy gives effect to objective No. 3 of section 152 of the *Constitution of the Republic of South Africa 1996*. Objective No. 3 underscores the need for PLM to design and implement impactful strategies that improve the socio-economic conditions of local communities (PLM, 2020). Due to changes in the local economy over the past Ten years as a result of shifting global, national, and provincial contexts, PLM decided to review its 2008 LED strategy to realign it with its 2030 Economic Growth and Development Plan (EGDP). The 2008 strategy did not take into account the economic development interests of communities that were once part of the now defunct Aganang Local Municipality but which were later incorporated into PLM in 2015 by the Limpopo Provincial Government. This strategy is framed based on inputs generated from the LED Status Quo Analysis Report, itself a product of extensive consultations involving 87 informants drawn from all spheres of government, the private sector, and representatives of various sub-sectors (PLM, 2020). Chapter 7, Section 152 of the *Constitution of the Republic of South Africa 1996* outlines the developmental mandate of PLM. Subsection (b) obligates PLM to implement activities that promote the social and economic development of local communities. In furtherance of this objective, PLM established the LED and Tourism (LEDT) division.

This division's core mission is to coordinate a multi-sectoral response against the triple crisis of poverty, inequality and unemployment. This also entails spearheading or championing LED initiatives on behalf of PLM. The triple crisis of poverty, unemployment, and inequality remains PLM's unresolved developmental challenge. According to IHS Market Regional Explorer (2019:56), 39.7% of people living in PLM have no stable sources of income whilst 26% of its households live below the poverty datum line. Other tricky challenges facing PLM include, among others, unemployment which stands at 14.9%, unacceptable levels of HIV infections (71 007 of its residents were infected by the virus in 2018 alone), low labour market competitiveness due to poor skills and low literacy rates especially among women and youths living in rural areas (IHS Market Regional Explorer, 2019:56). Apart from fulfilling its

developmental role, PLM's core mission is to deliver basic services like roads, water and sanitation, etc. to communities within its geographical boundaries (PLM, 2019).

3.8. HISTORICAL DEVELOPMENT OF LED STRATEGY

LED emerged in developed countries in the northern hemisphere and was adopted after the new post-1994 democratic dispensation in South Africa (Van der Walt, 2018:699). According to Ackron and Auriacombe (2016:44), the advent of the new constitutional dispensation in 1994 heralded significant transformational and governance reform in South Africa. In particular, the *White Paper on Local Government of 1998* formally introduced the concepts of LED and DLG into the South African vernacular, consistent with the evolving national zeitgeist of the developmental state. Thani (2020) asserted that LED, therefore, had its genesis in, and was from the start in effect largely consigned by statute to the local government sphere in the South African context, arguably the governmental sphere least equipped to deal with it. The LED strategy (2019) stipulates that the concept of LED has been gaining prominence in development theory and practice over the last decade. As a result, numerous concepts and definitions of LED have emerged, partially overlapping, partially complementary, and partially contradictory. The *White Paper on Local Government, 1998*, reinforces the LED role of municipalities through the concept of DLG. For LED to be effective, a community needs to identify and consider its economic strengths, weaknesses, opportunities, and threats, and agree on a shared vision and strategy.

LED is a partnership that involves the government, the private sector, and civil society. Collectively, all the stakeholders have roles and responsibilities to play in the process. As such, the roles and responsibilities of the various tiers of government as well as civil society in LED are outlined in (Resource Book for Municipal Councilors and Officials, 2001). According to Bond (1998), LED as a discipline is still finding its roots, especially in African countries, as little was reported about it in the 1990s. Currently, each community or municipality needs to ensure that its economy grows through LED. Enhancing the local economy requires the involvement of the municipality and the communities under the control of such a municipality. Moreover, Bond (1998) adds that many researchers have explored the importance of LED, but little research has been done on the importance of service delivery for LED, especially in South Africa. The World Bank (2009) indicates that LED has passed through three broad stages of development since 1960. The stages are the 1960s to early 1980s, 1980s to mid-1990s, and late 1990s onwards. Moreover, each stage has its focus and tools (World Bank, 2009). Therefore, it is believed that LED today is in its third stage. Birkhölzer (2005) investigates the origins of LED by examining what used to be its definition. LED includes all economic activities that occur at the local or regional level and have an impact on the localities.

However, in traditional economic thinking, the locality existed more or less only as a space or place where other economic factors such as enterprises, industries, investors, authorities and others compete, use, or exploit their natural and human resources.

Albuquerque (2004) indicates that there was not much literature on LED before 1960. He further points out that some economists maintain that the Fordist mass production model has contributed to the development of the term LED. Fordism is a period during which large-scale production by industries and factories developed. However, LED mustn't be confused with the Fordist mass production model. Albuquerque (2004) stresses that LED involves the local values of identity, diversity, and flexibility, which have existed in past forms of production. This is not based on large-scale industry only but on the general and local characteristics of a given area. Busso and Kline (2007) highlight that LED started in the United States of America in the 1960s as a result of the deterioration of local neighborhoods, which had begun as early as the mid-1930s. This deterioration was addressed by the construction of much-needed infrastructure across the USA, including roads and highways. This new infrastructure created a single integrated market in the USA. This, at the same time, circumscribed the cities, thus disconnecting neighbourhoods from the regional economy.

The LED movement accelerated in the early 1970s. This movement was driven in response to municipal or local governments realising that businesses and capital were moving between locations for competitive advantage. Blakely (1989) indicates that after the great depression, many policymakers in the United States agreed on creating jobs to solve economic problems. Many people and industries based in the communities and far from the main cities were affected badly by the Great Depression. It was immediately after this that the concept of LED was promoted in the United States. Blakely (1989) maintains that local government experienced a renaissance in neighborhoods in the USA between 1960 and 1975. Central city revitalization through the model cities' program and a new urban thrust of the economic development administration led to this change. Urban renewal activities and other government programs provided local governments with the first impetus to plan for the local economy systematically.

Tassonyi (2005) also examines the origins of LED and shows that governments realized the development of local economies through the construction of industrial parks in the 1980s. They offered tax concessions and subsidies to achieve the intended results. It was then realized that the primary determinants of investments and location decisions were the quality of the physical, social, and knowledge infrastructure of a region or locality. Therefore, local governments must play a key role in ensuring that the infrastructure is in place to enhance access to information and the efficiency of the flow of information among people. Currently,

LED focuses on making the entire business environment more conducive to business (World Bank, 2003). LED's focus was placed more on soft infrastructure investments, public or private partnerships, networking, and the leveraging of private sector investments for the community and public wellbeing. The World Bank (2003) points out that the focus strongly targets inward investment attraction to add to the competitive advantages of local areas. The tools meant to achieve the focus include developing a holistic strategy aimed at growing local firms, providing a competitive local investment climate, supporting and encouraging networking and collaboration, encouraging the development of business clusters, encouraging workforce development and education, closely targeting inward investment to support cluster growth and supporting quality of life improvements. The South African integrated development plans (IDPs) have a similar focus.

3.7.2. LOCAL GOVERNMENT AS AN ENABLER OF LOCAL ECONOMIC DEVELOPMENT

Moyo (2021: 24-25) in line with Edralin (1996), supported by Pugalis and Tan (2017:9), postulates that in this LED concept, the role of local government has gained relevance as an institution closer to the people and directly interacts with locality-oriented development challenges. The local government's position is based on facilitating a more bottom-up and place-based method for addressing development challenges (Pugalis & Tan, 2017: 9; Moyo, 2021:24). This role of local government resonates with the approach of LED. In addition, Thani (2020); Moyo (2021) added that the global South's political and economic reforms are now centred towards decentralisation to give local governments an increased mandate for playing an active role in local economic development. The success of local economic growth requires a local level of autonomy and territorial independence, which can be guaranteed through a decentralised and devolved form of local government (Moyo, 2021:25). The local government is an ideal place to advance LED by facilitating interactions between local human capital, local resources utilisation, and social capital for leveraging collaborative problem solving to improve people's wellbeing in a locality. Accordingly, local government is placed to play a role in enabling local development by promoting dialogue and connections between local people, local resources, and opportunities (Pugalis & Tan, 2017:9).

International Labour Organisation (2020) asserts that by creating connections between the local people, the resources and opportunities can create better employment and a higher quality of life, local authorities and communities turn to LED strategies in response to the challenges of globalization. Moreover, the International Labour Organisation (2020) has the drive for decentralization by critical thinking that the top-down approaches facilitated by central governments and its line ministries often lack local-level participation and are remote-based rather than local-context specific. This is to provide a theoretical inquiry into how local

government can enable LED. Makhathini, Mlambo and Mpanza (2020) argue that this analogy of discussion follows the narrative that since LED is identified as a localized planning approach and local government as a locality-oriented government tier how can it facilitate the prerequisite and enabling conditions for economic development to flourish in line with local interests of people in the particular geographic. Local governments are diverse in terms of the range of services delivered and functions they perform, powers of the jurisdiction from large metropolitan councils to smaller rural district councils (Pugalis & Tan, 2017:13). Central governments grant the local governments' power and mandate to meet the citizens and communities' demands and development plans according to local standards and priorities. The concept of local government falls under the broader purview ideologies of government (Moyo, 2021:25). According to Boledinyane (2022), the concept of government is the same as a governance process that can be derived from the exercise of power taking various forms from political, economic, administrative, or otherwise for purposes directing a particular jurisdiction's public affairs.

Moreover, Boledinyane (2022) asserts that the local governments are the tiers of government closest to the people delegated to provide and maintain public services and infrastructure at local levels. However, Shah and Shah (2009:3) propose that local government is a very broad concept but can be narrowly defined as the decentralized formulation and implementation of local interests through promoting efficiency, accountability, manageability, and self-government. The local government sector is increasingly identified as the critical sphere of development governance and planning by it being closest to the people. The local government refers to specific institutions created through national government legislation and provincial legislation to deliver a range of specified services to a relatively small, physically defined area (Shah & Shah, 2009:1). LED is an integrated initiative where physical development must be linked to wider change drivers such as employment creation, capacity and skills development, investments promotion, enterprise development, productivity, and quality of life (Rogerson & Rogerson, 2010: 466; OECD, 2013:9;).

LED advances initiatives and development projects to increase local economic growth, job creation, and wealth, with a focus on the poorest in an area. (Rogerson & Rogerson, 2010: 466). The enabling LED role of local governments has increasingly become more important and functional in the north with local governments' policy premised on boosting local productivity (Ward, 1990). Rodriguez-Pose and Tijmstra (2005:3) supported the idea of Rogerson (2010) that the persistence of problems in the global south, such as stagnant economic development and rising poverty levels, the central government's inability to provide strong local development programs have provided a strong impulse towards more locally

based initiatives. Local governments are directly closer to societal problems and could empower local people to speed up development. In this context, local economic growth can be identified as local government policy initiatives aimed at territorial and community-based development (Rodriguez-Pose & Tijmstra, 2005: 3). South Africa intended to use local development state, while Uganda uses an ambitious decentralization initiative to address inequality post-apartheid era (Wekwete, 2014: 7). Moreover, Wekwete (2014: 7) addresses that regional and local governments are getting more economic responsibilities and changing their previously predominant administrative role to become active development stakeholders. The principles of decentralization of power to local governments can be equated to LED because the objectives are centered on promoting people-based development and economic empowerment (Wekwete, 2014: 7). The importance of local government in enabling LED in Africa followed the Cardiff consensus on local economic development adopted by the Commonwealth Local Government Forum (CLGF) (2023). According to Mashamaite and Lethoko (2018), the consensus was that local government can facilitate local development strategies to promote economic opportunities that can reduce poverty.

Moreover, Mashamaite and Lethoko (2018) asserted that LED is a locally and territorial-driven approach to addressing the development challenges arising from different interests and needs of diverse communities, social groups, and spatial areas. CLGF (2023) added that LED is a strategy dependent on locally based community leadership collaborating with other various stakeholders to solve existential community challenges and improve their city or town. It is a territorial-based development strategy to improve the local community's conditions and lives by harnessing local available resources and opportunities (Heymans, 1995:5). Tonwe (2011: 67); Oduro-Ofori (2011:55) posit that the local government can function as an economic institution to facilitate conditions for economic activities well-being of the people of the locality. Local governments are engaging more responsibilities to develop strategies to grow local economies, address employment challenges, and reduce poverty. The roles of local government in economic development are participation, facilitation, regulation, and adjuster (Oduro-Ofori, 2011: 55).

Pugalis and Tan (2017) allude that the local government's role can facilitate local ownership of productive assets, local participation in developing and partnership arrangements among local stakeholders for utilizing the local resources for the local economic activities. Moreover, Pugalis and Tan (2017) expressed that the local governments also attract investments by providing tax subsidies and other incentives to encourage economic activities in a specific area. The local government's regulatory role involves using its rating systems and by-laws to monitor the local private market. The adjusted role is a social one, and it involves the provision

of local public services that mitigate the adverse effects of the market especially on disadvantaged groups, thereby reducing the effects of competitive market, forces on the population (Kokor, 2000:27; Moyo, 2021:30). Nkhabu (2021) indicated that throughout the developing world there has been great talk of LED as key to addressing Sustainable Development Goal number one, which is poverty. Moreover, Nkhabu (2021) added that the governments have invested huge amounts of money in projects that ought to ensure that people have the means to capacitate themselves, generate income, and sustain their local economy. However, Binza (2013) supplements that LED as a strategy to achieve this has been met with mixed reactions in South Africa. Central to these reactions is whether or not LED has contributed towards poverty reduction in remote areas. The South African government, like its international counterparts, has invested heavily in LED projects to help it address the increasing poverty levels in the country (Binza, 2013). According to the Poverty Trends Report for 2006 to 2015, 30.4 million people (55.5% of the population) are living in poverty. This is up from 53.2% or 27.3 million people reported in 2011 (Omarjee, 2017). Rogerson and Rogerson (2012) argue that South Africa understands the need to ensure the reduction in poverty levels, which is the reason why the government has greatly supported the entrenchment of LED.

3.7.3. APPROACHES TO LOCAL ECONOMIC DEVELOPMENT

Masikane (2021) enunciates that over the past few decades, there have been several developments in the sphere of LED. Moreover, Masikane (2021) deduces that this has mainly been a result of an improved comprehension of the dynamics of the concept and tools related to the process. Consequently, several different approaches regarding LED have emerged both internationally, in Africa, and in South Africa. In terms of these new developments, the approach or approaches adopted by municipalities are solely directly dependent upon particular assumptions about local economies and the impact of local authorities therein. In this section, the various approaches (Traditional, Entrepreneurial-competitive, Urban and Rural efficiency, Human Resource Development, Community-Based and Progressive Approaches, Traditional and Entrepreneurial-competitive) to LED will be broadly discussed.

- **Traditional Approach**

Kansimme and Harris (2020) state that the traditional approaches seek to bring about investments in the local economy. Blakely (2010) argues that traditional approaches to LED have largely been entrenched in principles of silo planning and development, where an emphasis has been placed on attracting large manufacturing companies. Consequently, this has been done to the detriment of the local economic climate. DPLG (2006) added that it leads to poor working conditions, causing health problems to the residents who work in such

conditions while simultaneously compromising the quality of life in the area. Many factories release lethal pollutants as a by-product of their processing and in rural areas. The enforcement of regulations related to atmospheric, mineral, ground, and water resources is weak since their locality is outside the mainstream of urban development where regulatory processes are more stringently applied. Blakely (2010) and further argues, that traditional approaches assert that the key to local economic prosperity and development is through attracting (primarily manufacturing) investment. This is achieved by offering incentives such as concessions in the form of tax breaks, cheaper land prices, reduced rates, and even direct financial rewards in return for locating in the area. Moreover, Blakely (2010) states that attracting business and trying to stimulate economic development through such means has of late proven inadequate in countries where labour unions and protection of labor rights are strong. The main proponents of traditional approaches argue that investment creates jobs and provides taxes, which can be used for service provision. However, the sustainability of LED developed based on this approach has in many instances, failed and proven inadequate to eradicate challenges that it ought to solve.

- **Entrepreneurial-Competitive Approach**

Masikane (2021) added that the entrepreneurial-competitive approach is characterised by principles that advocate for the identification of competitive opportunities and strengths that can be exploited to gain comparative advantages over other neighbouring areas. Entrepreneurial competitive approaches emphasis opportunities for local business through research, loans, grants, and technical infrastructure. In entrepreneurial competitive approaches the approach is to introduce inclusive markets for LED (Khambule, 2018). Literature reveals a relationship between LED and entrepreneurship, for example, Helmsing (2010) argues that in sub-Saharan Africa, three new generations of LED strategies are identifiable: community economy, enterprise, and locality development. New enterprises contribute to economic development in several ways: as a channel for converting innovative ideas into economic opportunities, revival of social and productive networks' competitiveness, source of new employment, and as productivity enhancement. Local authorities are the main custodians of this approach as they are perceived to be the main drivers of development within their area of jurisdiction. They play a proactive role in identifying actual or potential growth sectors and indirectly supporting local businesses through research, loans, grants, consultancy, premises, technical infrastructure, and so on (Blakely, 2010).

- **Urban and Rural Efficiency Approach**

According to Malizia, Feser, Renski, and Drucker (2020), cities are facing urban challenges of unprecedented scale and will continue to do so into the foreseeable future. As growing populations intensify pollution, resource scarcity, crime, traffic, emissions, and more, communities must pre-emptively respond and preserve the integrity, attractiveness, and competitiveness of their cities by becoming smarter (Rogerson, 2018). Moreover, Malizia *et al.* (2020) state that setting a smart city vision and effectively moving towards it with a bottom-up, systems-based approach is critical to ensuring resource efficiency and security, as well as maintaining socially inclusive growth. This means sharing information across city departments, to break down silos; and involving global leaders, with world-class capabilities, as well as local providers and stakeholders who know their cities the best. Success will come from combining public governance, people ownership, and business collaboration, driving communication between these groups by giving each of them a true stake in the smart city built out of their community (Caputo, Pasetti & Ferrari, 2019). The efficiency approach to LED emphasises the need to create an investment climate that promotes both pro-poor and pro-growth development that yields sustainable and tangible benefits for the locals. The Department of Cooperative Governance formerly DPLG (2006), notes that the efficiency approach proponents argue for a strategy where local authorities should craft innovative ways that will raise productivity.

- **Human Resource Development Approach**

Leigh and Backely (2016) deduce that the government's commitment to promoting active labour market policies and guaranteeing the quality of training and education provided is well demonstrated in the *Skills Development Act 1998 (Act 97 of 1998)*, for Human Resource Development (HRD) The Human Resource Development aims to develop local skills through improving the foundations for human development. It is important to improve the supply of high-quality skills (particularly scarce skills) because these skills are more responsive to societal and economic needs (Garavan & Mc Carthy, Sheehan, Lai, Saunders, Clarke, Carbery & Shana, 2019). Furthermore, Blakely (2010) argues that poor people are unlikely to benefit from whatever new jobs there are unless they have appropriate skills. The human resource development approach can be achieved by encouraging local authorities to either support the establishment of local training bodies to uplift local skills or focus the activities of national training agencies in the local area to reach a similar outcome (DPLG, 2006). Additionally, conditions can be imposed on companies doing business within the municipal or local area boundaries, requiring that investors provide a minimum amount of training for their employees. This would form part of their community responsibility or skills development contribution.

- **Community-Based Approaches**

According to Carison and Johnson (2018), as the use of more local resources in an efficient way will be critical to improve outcomes and reduce regional disparities, many countries have transferred development responsibilities to local authorities. Bottom-up approaches are increasingly favoured in the neo-liberal economy. The public, private businesses, and non-governmental sectors should work collectively to create better conditions for economic growth and employment generation (Ayandibu & Houghton, 2017). This means the local government should attempt to coordinate efforts, improve the operational environment, and take initiatives within the framework of coherent local policies or strategies. The development activities are inspired, owned, and managed by all actors in the locality through the identification and mobilization of local resources (Purwanto Suwarno, Lukman & Herdiyanto, 2018). One can say LED is a solution for unemployment, poverty, and inequality, especially in developing countries recognising the characteristics of LED. The community-based approach emphasizes the empowerment of destitute groups and targets mainly marginalized people.

The Department of Cooperative Governance, formerly DPLG (2006), writes that community-based approaches emphasize the importance of working directly with low-income communities and their organisations. This approach is closely aligned with the principles and framework of pro-poor growth development, as its primary mandate is to uplift the socio-economic standards of the poor. Government departments argue that for such approaches to yield the desired results there needs to be sufficient support for institutions such as Community Development Trusts (CDTs) and Community-Controlled Enterprises (CCEs) (DPLG 2006). Local credit unions or development corporations also need to be supported since they are the key intuitions for the success of this approach.

3.7.5. LOCAL ECONOMIC DEVELOPMENT AND SERVICE DELIVERY

Section 152 of the *Constitution of the Republic of South Africa, 1996*, states that local government is the engine of basic service delivery. Local government is charged, among other things, with ensuring the provision of services to communities in a sustainable manner, promoting social and economic development, and promoting a safe and healthy environment (RSA, 1996). Meanwhile, Section 73 of the *Local Government: Municipal System's Act (Act 32 of 2000)* defines a basic municipal service as a municipal service that is necessary to ensure an acceptable and reasonable quality of life and, if not provided, would endanger public health, safety, or the environment. Municipal services include water supply, sewage collection, electricity supply, municipal health services, road and stormwater drainage, street lighting, and municipal parks and recreation. However, there is a lack of other services in rural communities. Nkomo (2017:2) describes service delivery as playing a greater role in local government in

South Africa and other developing countries than in developed countries. Moreover, Nkomo (2017) added that as a result of constitutional provisions and high poverty levels, they argue that service delivery in South Africa is seen as an instrument and social contract to create social inclusion and raise the living standards of the poor majority previously excluded by the apartheid government. Municipalities are at the centre stage of service delivery and are being challenged to demonstrate their ability to execute both basic as well as enabling services crucial for social and economic growth and development (Thobejane, 2011:68). According to Tsheola *et al.* (2012:379), public service provision is commonly viewed as a requirement for the success of LED. Proper service delivery plays a pivotal role in improving the economic and social status of communities. Tsheola *et al.* (2012:381) indicate that for an LED to be a success, the local development environment requires availability, functionality, access, and utility of public services. Well-maintained infrastructure, electricity, and water can be the key to unlocking the economic growth backlog in rural communities.

As Abrahams (2003:192) argues, the provision of infrastructural services (as other municipal services) is perceived as pivotal to promoting LED and is a crucial step for poverty eradication since access to municipal services expands the asset base of the poor. It is worth noting that infrastructure development is a pillar of economic development. Ntonzima and Binza (2011:660) opine that improving the standard of services and maintaining service excellence allows municipalities to be globally competitive and that their operations meet international service standards. This will, in return, attract global and local investments in rural municipalities. For the LED to be a success, LED requires to be performed in conducive environments that allow for smooth production, employment, technology transfer, and education. Improved service delivery contributes to the effectiveness and sustainability of local businesses operated by local people under a particular municipality. Service delivery further enhances the local business environment. Altenburg and Stamm (2004), cited in Rogerson and Rogerson (2011:995), add that the enhancement of the local business environment is a new focal point for LED activities and is centered on the provision of more favourable conditions for doing business by the local private sector. The provision of quality municipal services will strengthen the emerging local small, medium and micro enterprises (SMMEs) as Mokoena (2017:467) stresses that the SMME sector can be also recognised for attending to the triple challenges facing local communities. This then requires municipalities to provide services that will allow residents to set up sustainable businesses that will operate at lower cost, create employment and eradicate poverty.

3.7.6. LED AND ECONOMIC SECTORS AT POLOKWANE LOCAL MUNICIPALITY

According to Thobejane (2011), the key drivers for LED are based on the role of national and provincial governments in supporting municipalities in the LED in particular in areas that drive economic development and growth. These areas, among others, include tourism, agriculture, mining, manufacturing, and enterprises in totality. Moreover, Thobejane (2011) opines that the purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business, and nongovernmental sector partners work collectively to create better conditions for economic growth and employment generation (opportunities) (Thobejane, 2011). There should be a move away from an isolated project-based approach to intervention based on the real needs of the communities, focused on supporting productive initiatives and networks of enterprises. The implementation of LED is governed by a legislative and policy framework in South Africa. Legislation and policy framework in South Africa mandate municipalities to create a conducive environment for growing local economy. The *White Paper on Local Government (1998)* introduced LED as an element of IDP which is used to address developmental issues in the local government.

The *Municipal System Act 2000 (Act 32 of 2000)* states that LED functions are legislated as part of IDP in the municipality. The South African government through the LED, supports SMMEs and society as an attempt to create a conducive environment for employment growth as well as poverty alleviation. Although municipalities in South Africa have LED units, only small municipalities have two or three officials responsible for implementing LED. According to Mashabela (2021), the impact of LED on job creation in the Polokwane Local Municipality is low. The strategies in place fail to achieve a 100% job creation rate. Moreover, Mashabela (2021) asserts that the unemployment rate reflects the declining employment growth in South Africa despite the implementation of LED. The study by Mashabela (2021) recommends that the LED unit must review LED initiatives and come up with strategies that will promote and enhance job creation. LED needs to look into the opportunities of LED and foster job creation. Each community has its unique resources that pose opportunities for LED. The paper by Mashabela (2021) further recommends that the LED unit should come up with LED policies and strategies in line with opportunities for LED in the municipality. Limpopo Provincial *Department of Local Government and Housing, (2007)* contends that the department has so far attracted 34 million Euros from European Union.

The main objective of this huge funding is to support pro-poor economic growth and job creation through an integrated approach that will promote sustainable LED initiatives and community economic development by strengthening the local competitiveness of Small

Medium and Macro Enterprises (SMMEs) initiatives in the municipalities. According to the *Department of Provincial and Local Government (2006)*, Polokwane Local Municipality needs to build an LED framework around the following five components which are very critical:

- **Supporting Sustainable Community Economic Development:** In an attempt to integrate the second economy closer to the first and create sustainable jobs for the poorer, more disadvantaged segments of society, this activity focuses on small-scale economic development initiatives in poor, rural communities. The strategy around this is to make rural communities good and productive as well as the areas to live.
- **Strengthen Local Competitiveness of SMMEs:** In line with the Limpopo Provincial Growth and Development Strategy (PGDS), this will primarily be focused on business development and retention and expansion of Small, Medium and Macro Enterprises, particularly through clusters in sectors of competitive advantage: mining, agriculture and agribusiness, tourism construction and manufacturing. The aim is to focus on key or core areas of development by enhancing what is already in these municipalities' marketable, benefiting local communities in the process (Polokwane Local Municipality, Idp 2019).
- **Enhancing the Local Economic Development Environment:** The focus in this area is primarily aimed at supporting local government to create, as well as to improve, the business environment, and remove investment barriers and bottlenecks to facilitate investment to realize the full potential of the municipalities.
- **Strengthening Local Economic Development Capacity:** The rationale behind this component is to assist several stakeholders and interested parties to facilitate LED, creating awareness of LED undertaking research and developing LED strategies and policies, and implementing Local Economic Development. Stakeholders include Local Government, quasi-governmental bodies, local service providers, associations, and Non-Governmental Organizations (NGOs).
- **Management, Monitoring, and Co-ordination:** This involves as well as focuses on inter alia overall management of the program, including procurement of service, stimulation, and awareness, mobilization of stakeholders, generation of a pipeline of projects, and monitoring the program.

The *Department of Provincial and Local Government (2005)* asserts that LED is an important instrument for putting the people 's contract into action: It is a territorial concept and an approach, which is based on the principles of synergy and partnership between local stakeholders, operating within localities; through LED, local people work together within the support and facilitation of the local state and within other external stakeholders to achieve

sustainable economic growth and development that brings improved quality of life for all in a defined area; and LED has the potential to serve as a critical implementation component of a range of key recent government policies and programs, including the Micro Economic Reform Strategy, National Spatial Development Perspective, and the Expanded Public Works Programme. According to Polokwane LED Strategy and Plan (2006), project process includes a review of the status quo, including a statistical analysis that will provide a common baseline understanding of the municipality's economy and context for LED. *The White Paper on Local Government (1998)* states that there is a need to review the existing legislation which impedes LED such as planning and rating ordinances that need to be undertaken by both national and provincial government. It is important to change the local government's tendency to focus on small grant projects or small-scale job creation and rather encourage the creation of an economically enabling environment.

The South African Local Government Association, (2005) claims the best way forward is to translate the Extended Public Works Programme (EPWP) into a key driver for LED at a local level. It calls on the participation of all stakeholders in the development of Policy Guidelines for the implementation of LED as a way of assisting municipalities to implement uniform approaches to LED and be aligned with national policies and priorities. To achieve this, the South African Local Government Association, (2005) believes that Provincial LED Road-Shows be held to firstly, share an integrated approach to LED, secondly, integrate community-based participation in the LED, and finally, review the key areas of LED in line with Integrated Development Planning hearings. A review of the policy based on national and provincial policies and strategies, the charter and Broad-Based Black Economic Empowerment (BBBEE) implementation as well as the local conditions and capability, needs to be undertaken regularly. The focus is based on key LED performance areas that are stated below:

- Provide economic-friendly municipal procedures and regulations: this is possible through the facilitation of the review and development of economic activity by-law. It is the responsibility of the municipality to provide municipal procedures that promote economic activities.
- Promote and identify economic sectors: monitor the growth of tourism and the linkages to the sector. The regeneration of the manufacturing, tourism, and agriculture sectors to grow. Facilitating the development and growth of the information technology sector is another contributory factor for LED.
- Monitor the performance of the various sectors of LED and the reskilling of the labour force, as well as the regeneration of industrial areas and Central Business Districts and upgrade of residential areas.

- Mainstream economic activity into the formal economy: facilitate and coordinate the utilization of co-operatives in the municipalities' procurement systems in support of Small, Medium, and Macro Enterprises. Moreover, facilitate the access to finance. Mainstream economic is responsible for linking council property to people entering the economy. According to the Department of Trade and Industry (2004), the government will place more emphasis on the development of a cooperative movement to combine the financial, labour, and other resources among the masses of the people, rebuild our communities, and engage the people in their development through sustainable economic activity.
- Align procurement process for economic development: Monitor the implementation of a Supply Chain Management Policy to support economic development, including the targets set on procurement. Promote local buying from local producers. Encourage municipalities-based companies to set targets for buying from SMMEs and cooperatives and facilitate an enabling environment for investment: In making a municipality a safe and friendly investment destination, there must be coordination and interaction with internal and external stakeholders on LED-related investments.

Therefore, it can be interpreted that LED is an unfunded mandate for municipalities (Department of Provincial and Local Government, 2006). Given the Constitutional imperatives of municipalities in facilitating LED, it can be argued that municipalities have a facilitating role in providing an enabling environment for investment through the provision of infrastructure and quality services, rather than programs for job creation. The vision that forms the core of the Department of Provincial and Local Government's Policy is about creating robust and inclusive local economies that exploit local opportunities, address local needs, and contribute to national development objectives such as economic growth and poverty eradication (Department of Provincial and Local Government, 2005). The LED is about local people working together to achieve sustainable economic growth that brings economic benefits and quality of life improvements for all in the community. The approach to LED is advocated by the World Bank and supported by United Nations Habitat, and the International Labour Organization (ILO) and is aligned with the National Framework for LED in South Africa. Limpopo Provincial Growth and Development Strategy (2007) represents both development opportunities and provincial challenges. These are parameters for the formulation of detailed operational plans and the identification of specific instruments for delivery and transformation. The LED is of critical importance but has been erratic in practice due to the skills required to shape and direct economic growth in local spaces.

Department of Cooperative Governance and Traditional Affairs (2009) is part of a new approach that will make clear the balance between a competitive and welfare focus for LED and thereby clarify thinking on the meaning of LED and its desired impact in local spaces. This will serve to better guide activities and planning in especially small towns and less well-resourced municipalities and reinforce the policy direction of the LED (Framework Department of Cooperative Governance and Traditional Affairs, 2009). Related to this will be the need to update and review the Provincial Growth and Development Strategy (PGDS) Guidelines so that the PGDS should be an iterative process with, on the one hand, credible PGDSs inspiring local and district municipalities and on the other hand, that PGDSs be informed by more credible local and district LED plans. In line with emerging thinking regarding differentiated approaches to governance and planning responsibilities, a more geographically differentiated approach to LED will delineate more clearly the gap between the systemic competitiveness approach driven in large cities, and LED activities in small towns or poorer municipalities.

According to the United Cities Local Government Association (2008), recognizing that there is insufficient access to LED knowledge, good practices, and lessons learned, especially in the municipalities, an initiative has started, with the support of donors and other partners. To collect as much information as possible on existing LED projects, and to identify as many LED practitioners and partners, the Polokwane Local Municipality must consistently engage stakeholders on LED projects and share information with the relevant stakeholders in the respective areas. After a short introduction to the national and local enabling perspectives for LED in South Africa, the project analysis will show various aspects of LED in the country and will illustrate in which fields the major international donors are active.

3.7.7. LOCAL ECONOMIC DEVELOPMENT AND SMMEs

According to Malemela and Yingji (2016), LED was seen as one of the most important ways of reaching out to local economies. The main aim of LED is to create jobs by making the local economy grow by starting more businesses and factories in municipal areas. In addition, Malemela and Yingji (2016) assert that as part of Integrated Development Planning (IDP), key stakeholders in a municipality come together to reach an agreement and make decisions to make the economy grow and create income opportunities for more people, especially the poor. The Revised National LED Framework (2012-2016) states that the national government makes policy and provides funds, research, and other support for LED. The Department of Trade and Industry (2005) outlines a consensus among policymakers, economists, and business experts that SMEs are drivers of economic growth. A healthy SME sector contributes prominently to the economy by creating more employment opportunities, generating higher production volumes, increasing exports, and introducing innovation and entrepreneurship

skills. The dynamic role of SMMEs in developing countries ensures they are engines through which the growth objectives of developing countries can be achieved.

According to Turner, Varghese, and Walker (2008); Malemela and Yingi (2016) SMMEs are interpreted differently in various countries because they respond to diverse national and local government challenges and circumstances. From the South African legislative perspective, notably the *National Small Business Act, 1996 (Act 102 of 1996)* SMMEs are categorised into five stages of development: (a) survivalist, (b) micro, (c) very small, (d) small and (e) medium-sized enterprises. Key roles underlying LED in developing local economies (SMMEs) are to prioritize job creation and poverty alleviation, as the main challenges facing South Africa, it targeted previously disadvantaged people, marginalised communities and geographic regions, black economic empowerment enterprises and SMMEs to allow them to participate fully in the economic life of the country, promote local ownership, community involvement, local leadership, and joint decision making, engage local, national, and international partnerships between communities businesses and government to solve problems, create joint business ventures and build local areas, uses local resources and skills to maximise development opportunities, and integrate diverse economic initiatives in an all-inclusive approach to local development (Revised National LED Framework, 2012-2016).

3.7.8. FEATURES OF LOCAL ECONOMIC DEVELOPMENT

This section entails the features of the LED. These features include agriculture-based local economic development, tourism-based LED, SMME support and extension, and maximising the impact of other local development initiatives.

3.7.8.1. Agriculture-based Local Economic Development

Garidzari (2019:21) views the agricultural sector as the major contributing sector to economic development. It is still pivotal for rural communities to engage in the agricultural sector. Shava and Ofisi (2019) argue that LED is a process encompassing the mobilisation of resources for competitive advantage by locally owned or managed courses of action, identified through participation and social dialogue, in a strategically defined territory. Moreover, Shava and Hofisi (2019) point out that LED based on sound business principles can contribute to economic growth, job creation, and poverty alleviation. The South African Constitution mandates LED to municipalities. Agriculture remains one of the most labour-intensive goods-production sectors with substantial employment linkages. Every local municipality should develop agricultural projects for sustenance. Dang and Pheng (2015) imply that some of the factors of production should be moved from the primary sectors to modern sectors. The

modern sectors include the finance sector, the community service sector, and the transport sector as well as the tourism sector (Dang & Pheng, 2015).

Polokwane Local Municipality came up with a five-year Agricultural Development Strategy (PADS). PADS seeks to unlock the local sector's productive capacity and job-creation potential (Agricultural Development Strategy, 2019). The strategy is being launched at a time when local farmers are facing severe viability challenges. Commonly cited challenges include inter-alia, acute shortage of productive land, unbankable land tenure systems, costly stock thefts, burdensome regulations, inability to access organized markets and lack of tailored funding, poor farm mechanization, etc (Agricultural Development Strategy, 2019). This strategy provides a "package of impactful solutions" to some of the operational setbacks cited above. The city of Polokwane expects a revitalised agricultural sector to steer the local economy on the path of "marked" growth and job creation.

3.7.8.2. Tourism-based local economic development

Tourism boosts local economies as it contributes to the creation of job opportunities and increases sales of SMMEs in the local economies (Nissa, Galindo & Mendez, 2011). The tourism sector in South Africa is perceived as a catalyst for job creation (National Planning Commission, 2012). Mashabela (2020: 616) analysed the contribution of tourism to economic growth in Southern African Developing Community (SADC) countries and found that tourism significantly contributes to GDP, creation of job opportunities, export trade, and investment injection in SADC countries. Since early 2000, LED Guidelines for institutional arrangements, the government has established a Local Economic Development Fund (LEDf) which aims at funding various rural tourism initiatives in rural areas aimed at poverty alleviation, fostering entrepreneurship, job creation, and economic growth (Rogerson, 2009; Cohen, 2010).

3.7.8.3. SMME support and extension

Gamede (2020:383); Mashabela (2020:614) affirm that LED plays an important role as a remedy to market failure, such as removing barriers to market entry for small businesses and to improve the availability of information, it must derive its energy and driving force from household industries. Having household industries driven by skills development would create a conducive environment for business growth. SMMEs are a critical component of the local economy and thus should be part of LED strategies. SMMEs require viable businesses and a financial support system for them to grow and succeed. South African local governments offer trading permits to individuals who operate informal businesses (South African Local Government Association, 2018). The municipalities use the trading permits to regulate

informal trading. The *Business Act 1991 (Act 71 of 1991)* recognises street vending as entrepreneurs who contribute to economic development.

3.7.8.4. Maximising impact of other local development initiatives

Diseko (2014:91) alludes that the national LED framework mandates the local government to foster conditions that stimulate and enable an environment favourable for the establishment and expansion of business. Ngema and Adetiba (2020:14) declare that LED is aimed at creating a space where all the stakeholders in a community work together to increase the competitiveness, sustainability, growth, and inclusiveness of the local economy. The process involves the local businesses within the community, the residents in the area, and the non-profit sector. LED also relies on many activities and disciplines on economic sciences, enterprise development, environmental and infrastructure planning, property and development, and finance skills (SALGA, 2016).

3.7.9. PROMOTING LOCAL ECONOMIC DEVELOPMENT BY SUPPORTING INFORMAL ECONOMY

According to Section 153 of the *Constitution of the Republic of South Africa, 1996*, local governments are responsible for promoting LED. LED is one of the national government's plans aimed at achieving the objectives of reconstruction and development (Rogerson, 1999). Among the LED core elements are initiatives designed both to promote growing local economies as well as to address poverty alleviation (Rogerson, 1999). Considering the significance of the informal economy in creating job opportunities in South Africa, local governments need to support this sector to achieve the main goals of LED. It has become more apparent that informal trading is one of the most prominent sectors of the informal economy in the country (ILO, 2003) and this shows there is a need to develop and promote this sector. One of the key supportive bases for LED as pointed out by Nel (2005) is the laws that give substance to the principle of DLG. Among the responsibilities assigned to local governments is to prioritise the needs of the poor by promoting consultation and participation (Nel, 2005). Working together with local communities to find ways to meet their social and economic needs is one of the critical elements to be considered for DLG.

3.8. CHALLENGES ASSOCIATED WITH THE DEVELOPMENTAL LOCAL GOVERNMENT IN THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT STRATEGY

Koma (2012: 125) attests that the sphere of local government is currently faced with numerous challenges and bottlenecks that stem from high poverty and unemployment rates, shortage of skills required to propel LED, lack of administrative capacity, and ineffective implementation

of policies. Rogerson (2010); Kamara (2017) adduce that poor performance as far as LED is concerned in South Africa is mainly associated with a shortage of resources, lack of capacity, and limited experience by the local government to promote LED. These challenges are aggravated by international trends and events such as rapid globalisation, urbanization, technological advances, and the increasingly global competitive environment (Koma, 2014). These deficiencies and limited successes of LED have undermined the credibility and significance attached to LED by local government in South Africa (Kamara, 2017). Rogerson (2010), as cited in Kamara (2017: 102), declares some of the strategic challenges are devilling LED implementation in South Africa as lack of capacity at the local government level; lack of funding for LED; ineffective LED methodologies for planning and poor coordination of networks.

Khambule (2018) asserts that this developmental mandate is further undermined by the lack of coordination of LED within local government. Currently, local government, particularly local municipalities in the country, is in a state of crisis as a result of challenges such as a lack of skills and capacity, which undermine the ability to fulfil its constitutional obligations (Kamara, 2017). Khambule (2018: 2) contends that local government has been unable to meet citizens' demands because of inherent incapacities to plan for development, with major inabilities attributed to the lack of capacity within local municipalities; insufficient skilled LED practitioners; a lack of understanding of local economies; a lack of funding for LED; and a lack of integration between local authorities, communities, and the business community. Furthermore, local governance challenges such as political interference, poor political leadership, lack of efficient bureaucracy and gross corruption negatively impact local municipalities by weakening their institutional ability and arrangements (Van der Byl, 2014; Khambule, 2018). As developmental states are fundamentally driven by the need to attain economic growth, the political leadership should dedicate resources and capacities to strengthen institutional arrangements for LED however LED remains one of the least prioritized functions of local government (Patterson, 2008).

Governance challenges such as political interference, poor political leadership, and corruption impact municipalities negatively by weakening their institutional ability (Van der Byl, 2014). These challenges were also noted in The Presidency's (2015) local government review, which criticised the lack of political leadership and bad governance in local government. These inherent failures indicate that South Africa does not have a development-oriented political leadership that can drive the centrality of the state as the main economic development facilitator and increase the state's capacity to respond to the triple challenges. Local

governments are riddled with failures to deliver basic services due to their lack of efficient bureaucracy (Atkinson, 2007; Monkam, 2014).

The lack of a strong and efficient bureaucracy can be explained by two factors: the politicisation of municipalities and the lack of professionalisation of local government offices, which led to the prioritisation of cadre deployment over experienced officials. The Municipal Demarcation Board (2012) cited capacity challenges in the majority of South African local municipalities, yet some of these problems are not limited to the local government level. Evans (2010) showed that a strong and capacitated bureaucracy is needed to accelerate the development that a country hopes to undertake. The South African experience shows that the government has been unable to perform, as is evident in the country's worsening unemployment and poverty rates, which have been accompanied by a rise in violent service delivery strikes. Nowhere is this more evident than in the recent statistics that show that more than half of the South African population lives below the poverty line (Statistics SA, 2017).

The private sector plays an important role in job creation and improving a country's economic prospects; in fact, a production-oriented private sector has been hailed as the driver. In addition, the LED landscape has been heavily criticised for alienating non-governmental actors such as the private sector in the LED process (Meyer Stamer, 2006). Turok (2010: 506) opines that considerable effort seems to be devoted to investment attraction and business development, but far less to the business environment, physical infrastructure, human resources, and enabling institutions.

3.8.1. Lack of human capacity in communities

Masikane (2021) points out that the challenge of LED is to find ways to maximize local resources and the input of local communities. The main constraints in delivering results in 'pro-poor' implementation are a poor analysis of local economies, unsustainable community projects, lack of capacity, and lack of resources (Nel & Rogerson, 2016). Rogerson (2010) argues that while the government's emphasis on LED can be welcomed, if the community who will be recipients of the LED projects are not capacitated and do not have the required skills to make effective use of such projects, in the end, LED as a tool to ensure poverty reduction becomes futile. Meyer (2014) also argues that the challenge of LED in South Africa is that most local municipalities do not have adequate economic growth strategies in place that are implementable and therefore are unable to address poverty and unemployment and ensure the transfer of skills to locals. For LED to be successful there should be a coherent planning process involving all stakeholders within the local area and there must be a great emphasis on skills development.

3.8.2 Corruption within local municipalities

The consequences of corruption can be far-reaching and can hinder people's access to basic services and economic opportunities. Habiyaemye and Raymond (2018) define corruption within two prisms. First, there is grand corruption, which refers to large-scale corrupt acts involving important government officials, including those who make decisions about public procurement contracts, and then there is corruption that usually involves the payment of 'speed money' to 'grease the wheels' or 'to get things done' in cases where inefficient bureaucracy or complex regulations impede a business transaction. Corruption within local government in South Africa has become a stumbling block towards the consolidation of LED (Habiyaemye & Raymond, 2018). Political patronage, cronyism, and the policy of cadre deployment operated by the ANC have been at the heart of corruption, which has flourished at the expense of service delivery.

Marias (2019) also notes that, in South Africa, corruption has to a great extent become engrained and, hence, rooting it out will be very difficult. Kochanova (2015) further elaborates that corruption is considered a strong constraint on growth and development (Kochanova, 2015). Adetiba (2016) observes that while there is a need to address corruption, party loyalty, and corruption have become synonymous in South Africa, and, most often, high-profile political corruption cases go unpunished. This lack of prosecution paints a negative picture of South Africa in its quest to fight corruption (Skiti, 2019).

3.8.3. Infrastructure availability

Makhathini *et al.* (2021) opine that infrastructure is a basic requirement for local economic development and the latter cannot succeed if there is inadequate infrastructure available to drive it. In this study, infrastructure is referred to as roads, rail lines, maritime routes, buildings, etc. In South Africa, local economic development (LED) is seen as one of the most important ways of decreasing poverty. Moreover, Makhathini *et al.* (2021) assert that LED must aim to create jobs by making the local economy grow. However, for this to be realisable, it is generally accepted also that it is imperative to develop municipal infrastructure to make it easier for businesses to operate (i.e. houses, transport, roads, water and electricity, etc. The success of LED depends on the availability of infrastructure, but in many rural municipalities, there is a lack of infrastructure needed to support LED. Rogerson and Rogerson (2012) state that while different types of LED projects require different types of infrastructure, there is a general notion within South Africa that the current provision of infrastructure will not support the full consolidation of LED, especially in rural areas.

Rogerson and Rogerson (2012) suggest that ironically, it is quite obvious that rural villages have huge backlogs of basic infrastructure, while at the same time, they ought to be the true beneficiaries of LED. However, with the lack of infrastructure, how does one expect LED in rural areas to flourish? In addition to the above, Rogerson (2010) identifies other challenges to LED in South Africa, and these include the limited understanding of LED as a concept and strategy; integration and cooperation between LED stakeholders; appropriate scaling for LED; reinvigorating the role of provinces; reducing the gap between LED practice in cities and small towns; disseminating good LED practice; involving the private sector; taking LED seriously; building LED networks and sustainable knowledge platforms; funding LED and the second economy.

3.9. THE 4th INDUSTRIAL REVOLUTION ON DELIVERING LED SERVICES

According to Thani (2020); Matthews and Landsberg (2022), it is essential to review 4th industrial revolution (4IR) within the framework of the evolving public sector management paradigms. In addition, Matthews and Landsberg (2022) express that over the past two decades, public sector management has come under significant scrutiny in its modes of operation, recognising that there needs to be an evolution beyond traditional administration towards more innovative ways of managing the public sector service delivery. In an era of globalization, serious challenges have been posed regarding how the public sector can become more competitive, agile, and innovative in its delivery and citizen engagement mandates (Landsberg, 2022; Bojang, 2021) The public management paradigm, moving beyond the traditional administration paradigm, evolved in response to questions on how governments could become more responsive to its increasing discriminatory citizen demands. It also served to develop a more outcomes-based service delivery approach. However, the complexity of public administration and management has rendered the definitions of what this constitutes somewhat vague. This is leading to thinking in public sector delivery that goes beyond the New Management Paradigm (NPM) and rather a review of its relationship to 'public value' (Mbatha, 2019: 4-5; Bojang, 2021: 1-2; Matthews & Landsberg, 2022).

The concept of government reinvention has been bandied about substantially in the past few decades. It has presented a significant debate, especially within the complexity of bureaucratic government structures and the multifaceted nature of the public sector. Thani (2020); Bojang, (2021: 2) said that there are also ever-increasing demands for more innovative public service delivery with a more entrepreneurial and business-like ethos. This must be considered within a new era of democracy and what is required for greater citizen engagement (Bojang, 2021: 2). Essentially, the NPM paradigm focused on several factors deemed pertinent to the public sector environment. This included greater levels of practical management, performance

management, output-based management, competitiveness, adopting typical management styles utilized within the private sector, and more effective resource management (Hood in Bojang, 2021: 4). According to Bojang (2021: 5), where before the NPM paradigm sought to integrate typical private sector management practices into public sector management, evolving theorists of 'public value' identify and consider the differences that exist between private and public sector management. This emphasises the provision of service as a primary driver in the public sector environment. Political strategies also feature significantly in the implementation of the 'Public Value Paradigm' (PVP). Undeniably, the 4IR will lead to radical changes in future jobs. As such, decision-makers must find appropriate solutions to prepare new generations for future jobs at a global scale (Postelnicu & Câlea, 2019:201).

Mbatha (2019) opines that 4IR is more inclusive in citizen engagement in public sector decision-making and essential functioning around technology, as well as the integration of all the various environments or 'ecosystems' within which the public sector operates. As mentioned above, the 4IR revolution is critically hindered by existing developmental issues, especially in Africa. Postelnicu and Câlea (2019:201) stated that within South Africa, the greatest challenge is the lack of 'adequate viable resources', not only in digital technologies and infrastructural support but also in its digital illiteracy. This is causing inequalities where digital solutions are implemented, as it is widening the skills divide by side-lining the illiterate (Olaitan *et al.*, 2021: 2). However, South Africa, in questioning whether developmental realities and frameworks are reviewed and integrated, is also measuring its readiness for 4IR integration (Olaitan *et al.*, 2021: 4). From this, it is evident that one of the greatest needs lies in the investment of skills upliftment and a 'telecommunications infrastructure' that supports transparency and openness in the 'socio-institutional component of the 4IR' (Olaitan *et al.*, 2021: 3).

3.10. THE E-GOVERNMENT AS A DRIVER OF LED STRATEGY AND VALUE OUTCOMES IN THE ERA OF 4IR

Mbatha (2019) opines that within South Africa, a Presidential Commission on 4IR was established in 2019, recognising the significance and urgency of integrating 4IR into its public service strategy and goals. Within this, e-government strategies must be considered as essential platforms to support public sector service delivery. E-Government is essentially a set of multifaceted public sector technological platforms used to create and support government structures (Mbatha, 2019: 4-5). These structures also enable service delivery to be delivered in efficient, effective, and accessible ways (Bwalya, 2018: 5). In simpler terms, e-government is the provision of routine government information and transactions using electronic means (Marche & McNiven in Mawela, 2015: 20). Building on this, e-Governance concerns how

decision and policy-making processes may be supported by Information and Communication Technologies (ICTs)' (Mawela, 2015: 20). In further explores the relationship between e-Government platforms and e-Governance. It is important to understand that e-Government platforms can become ineffective without agile governance. According to De Oliveira *et al.* (2014: 134), governance can essentially be defined as the ability of human societies to sense, adapt, and respond rapidly and sustainably to changes in their environment, using the coordinated combination of agile and lean capabilities with governance capabilities, to deliver value faster, better and cheaper to their core business. Moreover, De Oliveira *et al.* (2014: 134) state that within literature theory and in defining e-government, it is perceived that there is still a lack of knowledge integration across disciplines and this is limiting perspectives on the integrated public sector functioning. Bwalya (2018: 240) add that it is also necessary to establish what is required to develop a 'systems architecture to ensure the efficient delivery of government services with transparency, reliability and accountability'

3.11 INTEGRATING 4IR INTO THE LOCAL GOVERNMENT CONTEXT IN SOUTH AFRICA TO ADVANCE THE LED STRATEGY

Mawela *et al.* (2017) asserted that South Africa has a strong drive towards citizen engagement, participation, and transparency in its local government structures. This is therefore, an important conduit in driving 4IR advancement. It is a space in which to integrate e-government platforms to eradicate some of the developmental challenges that prevail. According to Mawela *et al.* (2017: 149), municipalities are important in accelerating e-Government programs for all stakeholder engagement including, amongst others, businesses, local communities, non-governmental organizations, and traditional leadership structures. It thus, supports a cultural ethos and systematic governance process for local government goal achievement. It can allow for more accessible and engaging governance, supporting the Indian model of the bottom-up top-down approach and the integration of multiple environments in values-based ways (LGSETA, 2020: 4). A recent research project was undertaken to determine the effects of 4IR on local government, serving to inform a strategy for local government to support 4IR integration. It has reinforced various other research projects undertaken in that 4IR is adding to inequalities in a digital divide within developmental challenges (LGSETA, 2020: 4).

it also indicated that certain job roles would likely become more automated such as accounting, administration, ballot-voting counting, and internal auditing and other roles are anticipated to grow. Such roles include the appointment of more specialists in digital transformation, developers and facilitators of business, automation of processes, and digital security monitoring (LGSETA, 2020: 4). It is anticipated that 4IR will create an opportunity for

South Africa to better optimise socio-economic development. The primary area of significance within local government will lie in its strategy and policy formulation, its citizen engagement, and service delivery focus. Further, its organisational culture, human resources, risk, and change management systems will also be important considerations for 4IR integration (LGSETA, 2020: 5). Local government is also key in supporting sustainable development goals on a very practical level and integrating e-Government is critical to achieving this.

3. 12. MECHANISMS RESPONSIBLE FOR IMPLEMENTATION OF LED

This section seeks to identify and discuss the mechanisms that can be used to ensure the successful implementation of LED. The following strategies are suggested by the OECD (2008):

3.12.1. Enforcing Effective Leadership

Mzelemu (2019) added that local development projects driven by local businesses and local people have more chance to succeed than those attempted by the government without proper consultation with the locality (Meyer, 2014:631; Kamara, 2017:104). The success of a locally driven development project requires effective and development-oriented leadership. Khambule (2018:295) introduces the concept of political leadership which is required to be development-oriented. Development-oriented leadership is at the heart of rapid and sustainable development to further play a leading role in driving economic development opportunities and reforming institutions to be development-oriented. Moreover, these institutions are developmental local governments as highlighted in the *White Paper on Local Government, 1998*. Khambule (2018:295) further adds that development-oriented political leadership is entrusted with the task of creating a positive interface between all the involved development role players of paramount importance is the effectiveness of these development-oriented leaders. A lack of development-oriented and effective leadership has been a fundamental challenge behind the inadequate success and impact of LED. There has been a need for another approach to address the underlying challenge of effective leadership for LED. As a result, Colton (1985:33) cited in Dhammika (2016:1) introduces the concept of visionary leadership which is defined as established goals and objectives for individual and group action, which define not what an organization is but rather what an organization seeks to be or do. Visionary leaders are ward councilors in this regard.

According to Joseph (2002:25); Mfene and Taylor (2015:18) cited in Mbandlwa (2018:23), ward councillors are tasked to play a leadership role in their communities and have a duty to abide by the Municipal Code of Conduct for Councillors. Mfene and Taylor (2015:17) further

add that ward councillors are political leaders whose duties include being involved in local governance, which, in the context of this study, is service delivery and LED. Raga and Taylor (2005:139) stress that municipal councillors now require a particular level of expertise and knowledge to enable them to perform their functions in the best interest of the communities they were elected to serve. Mzelemu (2019) opines that it is significantly important for ward councillors to possess a particular level of skills and knowledge to drive a successful implementation of LED. As a partnership-based process, LED requires ward councillors to be strategic when forming partnerships.

Mzelemu (2019) alludes that ward councilors must be able to gather information regarding the economic opportunities of communities and that of the business sector. Local leaders, through frequent engagement with communities, the business sector, and the municipality, can drive successful LED projects. Rogerson *et al.* (2011:997) argue that improved state-business relations are anticipated to contribute to a bigger understanding of private sector needs by the government and correspondingly to a more efficient allocation of resources in the economy. However, this relation should not exclude the communities, as communities provide labour and consumers to local businesses and industries. For this relationship to be efficient, local leadership must be effective in a manner that ensures a high level of cooperation between all involved role players.

3.12.2. Supporting inward investments including employment-intensive methodologies

According to the *National Framework for Local Economic Development (2018)*; and OECD (2008) increasing fiscal autonomy at the local level encourages greater inward investment and reduction of investment leaks since they can support local enterprises that supply the needs of local demand. Short-term employment is created for poor households through employment-intensive methodologies (Ntonzima & Binza, 2011:660). The assets for the community can be found not only in the multiplier effects of generating employment but also in the building of infrastructure and physical assets for the community that enables crops and other goods to flow to the local market and improve rural access to health care, education, and other social services (National Framework for Local Economic Development, 2018). When donors and firms select tenders from local firms or engage in community sub-contracting, the local economy experiences a rise in employment, and the wages that are spent locally stimulate the local economy. *National Framework for Local Economic Development (2018)* advises that the employment-intensive infrastructure creation and maintenance has also been used as a mechanism for cash infusions into weak economies and temporary job creation for vulnerable households. Cash-for-work activities by CHF International in North Darfur were established to

rehabilitate rural roads (CLGF, 2012). The cash earned by individuals provided the community with seed money for petty trading, agriculture, and other economic activities. Local authorities have at their disposal increased budgetary autonomy and the means to ensure that public procurement is embedded within local communities. Their decision on the selection of public tenders for infrastructure has a significant impact on local employment. City councils can opt for labour-intensive and local firms vs. equipment-intensive and non-local firms. The result is that labour-intensive infrastructure creates more jobs, and the hiring of local firms enables a greater degree of investments to be retained within the local economy. However, in some instances, the central government places restrictive rules on local governments (Ntonzima & Binza, 2011:660).

3.12.3. Municipal government infrastructure development through local tendering

Thani (2021) added that the municipality should promote enterprise competitiveness, value chain upgrading, and cluster building are avenues that can increase the competitiveness of a territory. Moreover, Thani (2021) alluded that through increased integration of network relationships in the form of linkages to markets, buyers, suppliers (i.e. value chains), and business clusters, the efficiency in product and service creation can be improved; previously untapped markets may be opened; and innovations in products are made possible (OECD, 2008; Tsheola *et al.*, 2012:381). Value chain upgrading helps resolve production inefficiencies (i.e. high cost, low production) due to constraints in production processes or a business supplier. Network linkages and improved coordination enable smaller firms in the formal and informal economy to achieve big business advantages in areas such as bulk buying and cost-sharing of logistic services. (OECD, 2008). UNDP Mongolia's 'Enterprise Mongolia: Microcredit and Entrepreneurship' Project has engaged in value chain and cluster development to address the challenges of enterprise growth in very remote, rural areas. OECD (2019) contends that the co-location of workshops, cost-sharing of transportation services, and tighter integration in the value chain have made rural products increasingly competitive with imports and capital city-made goods. Creation of an enabling enterprise environment at the local level.

Moreover, the OECD (2020) stipulates that a well-functioning business licensing process is transparent in both the fees that are required and services that will be available to the applicant after registration. A streamlined business registration and licensing system provides several benefits. This can increase local tax revenues for the government, which bolsters local reserves to further the local business enabling environment, create opportunities for sub-contracting with larger, formal sector clients, and government, reduce vulnerability to corruption and provide enterprises with access to legal recourse, build a local roster of

businesses to better coordinate government, donor or civil society sub-sector development and promotion (e.g. marketing, branding, procurement networks) and broaden enterprises' access to financial services, while at the same time lowering the cost for credit by increasing the clients and creditor (OECD, 2008; 2020).

3.12.4. Building local authority capacity to support local development

National Framework for Local Economic Development (2018); National Treasury (2019) state that substantive policies and measures that promote LED and employment can be categorized into the following: those that improve competitiveness and stimulate demand for investment and employment, those that enhance the supply of employment through social investments and consumption, and institutions that match supply and demand- or where they do not, to address such market inefficiencies or failures. Moreover, the *National Framework for Local Economic Development (2018)* added that the role of local governments has often been confined to administering public services and regulating business activities. OECD (2015) asserted that institutions traditionally found at the local level, support enterprise regulation (i.e. business permit and licensing office) and physical planning (i.e. planning and engineering offices). According to the *National Framework for Local Economic Development (2018)*, in some countries that have undergone decentralization, functions traditionally performed solely by line ministries have been devolved to or at least shared with the regional and municipal levels of government, reflecting a growing mandate and responsibility at the local level. Many of these roles are new to local governments and stakeholders.

3.12.5. Improving access to social protection

Canelas and Niño-Zarazúa (2022) opine that considerable gaps exist in social protection coverage for those in the informal economy for a variety of reasons (See brief on social security). In addition, Canelas and Niño-Zarazúa (2022) added that the role of local governments in the delivery of social protection is less apparent relative to other functions. However, in some countries, local governments have been given powers to address health promotion and social protection of their workforce. International Labour Organization and International Social Security Association (2023) assert that this mandate motivates local governments to look for ways to finance health services, leading them to consider and implement health insurance programs. The existence of national social security and health insurance schemes provides local governments with a mechanism for delivering social protection (OECD, 2008). The ability to share risks and pool larger contributions reduces the cost of insurance making beneficiaries less vulnerable to shocks.

National Framework for Local Economic Development (2018) alludes that at the same time, the participation of local governments and local stakeholders helps extend the coverage of national schemes to remote and hard-to-reach workplaces, including informal workers with no clear addresses. According to the *National Framework for Local Economic Development (2018)*, social protection mechanisms include a wide range of instruments such as employment guarantee schemes. An employment guarantee scheme is an income stabilization instrument designed to provide a subsistence wage (Treller, 2013). Employment guarantee schemes are designed as poverty alleviation initiatives and temporary income support in the economic recovery process as a result of natural disasters (e.g., floods, droughts) or man-made crises (e.g. conflict, commodity speculations, economic shocks). The schemes often involve employment-intensive public works projects that are designed to create temporary employment and infrastructure that improves the social (e.g. schools, hospitals) and business environment (i.e. building roads, irrigation canals). As the work is labor-intensive and non-competitive to productive sectors (i.e. wages in the guarantee scheme are non-competitive to higher compensating and more productive private sector employment), as a result, there is a self-selection process whereas the poorer and more disadvantaged beneficiaries with little or no employment options choose to do this work (National framework for Local Economic Development, 2018).

3.12.6. Advancing community participation in local affairs

Masiya *et al.* (2019) express that community participation in governance processes is key to the success of LED. Countries need to adopt policies and legislation on community participation and enforce them. Moreover, Phendu (2019) opines that participation should concern both the development of the strategy as well as the phase of implementation (CLGF, 2012). Dywili and Draai (2019) contend that indeed, how many strategies were developed, yet were never implemented due to the reluctance of the population left aside during the initial phases. The organization and conduct of this ongoing dialogue between the various local stakeholders should be done within the framework of a permanent consultative body set up for this purpose to create a local coalition (Treller, 2013). Mamokhere and Meyer (2022) added that the establishment of this local body responsible for conducting debates, focusing local stakeholders towards consensus, and monitoring the implementation of the LED plan will enhance good local economic governance and transparency. As far as LED is concerned, local elected officials have realized that elective democracy and participatory democracy are not contradictory (Treller, 2013). Even though elected and having been given a mandate, local officials must still continuously seek advice from their populations in the areas of local public services and LED strategies rather than acting in isolation.

3.13 CONCLUSION

While LED is a fairly new focus and local government has gone through significant changes in the democratic South African era, several corroborating policies and policy papers advocate a specific route for achieving LED in South Africa, including the Constitution (Republic of South Africa, 1996), the White Paper on Local Government (Republic of South Africa, 1998) and the Local Government: Municipal Systems Act (Republic of South Africa, 2000). This DLG approach to LED has communities, the private and public sectors working together towards clearly defined goals, where stakeholders have specific roles and responsibilities. On the one hand, there is no standardised approach to driving LED within municipalities in South Africa; on the other, the larger municipalities are taking a significantly different approach to LED from that of the smaller municipalities. As expected, many challenges exist within municipalities regarding local economic development. There is a need for more support for LED capacity. This includes reinforcing the capacities of local government leaders and managers as well as the institutional capacity of the local governments themselves.

There is also a need to reinforce the capacity of the private sector and local communities who are key players in the successful delivery of LED. This can be done through sustained capacity development programs for LED through a series of workshops, peer-to-peer learning, and through municipal partnerships. Project management and community participation skills also need to be developed to address LED capacity issues holistically. On the other hand, it is also essential to organise workshops centered on project management to the attention of experts (managers of local and central governments, NGOs' leaders and representatives of advisory offices, teachers, and researchers). These workshops shall aim at getting participants to know the different LED experiences and different methodologies implemented around the world, to draw lessons for these methodologies to fit into African contexts. Local economic information is key in the planning and implementation of LED. LED strategies should be based on local economic information to be sustainable and relevant. The next chapter discusses the research methodology used to collect the data.

CHAPTER 4

RESEARCH DESIGN AND METHODOLOGY

4.1. INTRODUCTION

The previous chapter discussed the literature review on the effect of DLG in the implementation of LED. Chapter four present the research paradigm, research design and the sub-divisions namely, descriptive research design and contextual research design that the researcher followed when conducting the research. The chapter also discusses the research methodologies wherein the researcher selected the mixed method for collecting data. This chapter will also provide the reasons for selecting mixed methods of collecting. The chapter will further, provides the study area which is on Polokwane Local Municipality. The population of the study includes members of Polokwane Local Municipality communities and municipal officials. The chapter will provide the sampling of targeted members to participate in this study. The study will use a non-probability sampling method and a purposive sampling method. The sampling size of this study will also be provided in this chapter. This chapter further describes the data collection in which both the questionnaires and interview questions will be used. The questionnaire consisted of Five 5 Likert scale which are, Strongly Agree, Agree, Not Sure, Disagree, and Strongly Disagree. The chapter also entails data analysis which consists of statistical analysis and thematic analysis. Ethical considerations which include permission to conduct the study, informed consent, voluntary participation, confidentiality and anonymity, and no harm to participants, will also be provided in this chapter.

4.2. RESEARCH PARADIGM

According to Kuhn (1970:31), a research paradigm is a set of common beliefs and agreements shared between scientists about how problems should be understood and addressed. The research paradigm that the researcher opted to use in this study were pragmatism. The pragmatic paradigm did not rise among philosophers, who argued that it was not possible to access the truth about the real world solely by virtue of single scientific method, as advocated by the positivist paradigm, nor was it possible to determine social reality as constructed under the interpretivist paradigm (Alise & Teddie, 2010:53). The Pragmatic paradigm is an approach to research that is more practical and pluralistic because it allows a combination of methods that jointly shed light on the actual behaviour of participants.

4.2.1. The relevance of the pragmatic paradigm

The pragmatic paradigm is relevant to the study because it advocate for the use of mixed methods as a pragmatic way to understand human behaviour (Kivunja & Kuyini, 2017:35).

Furthermore, the pragmatic paradigm advocates a relational epistemology (that is relationships in research are best determined by what the researcher deems appropriate to that particular study), a non- singular reality ontology (that there is no single reality and all individuals have their own and unique interpretations of reality), a mixed methods approach (a combination of qualitative and quantitative research methods), and a value-laden axiology (conducting research that benefits people) (Kivunja & Kuyini, 2017:35).

4.2.2. Characteristics of research located within the pragmatic paradigm

Pragmatic paradigm was developed in an effort to put an end to the two diametrically opposed positions of the positivist (and Post positivist) on the one side, and the interpretivist, on the other, and thus ends what were referred to as paradigm wars. According to Mertens (2015: 35-36), research within this paradigm ensures the following characteristics: a rejection of the positivist notion that's social science inquiry can uncover the truth about the real world; an emphasis of workability in research; the use of what works so as to allow the researcher to address the questions being investigated without worrying as to whether the questions are wholly qualitative in nature; adoption of a worldview that allows for a research design and methodologies that are best suited for the purpose of the study; utilising lines of action that are best suited to studying the phenomenon being investigated; a rejection for the need to locate your study either in a positivist (post positivist) paradigm or an interpretivist (constructivist) paradigm. It also seeks the best approaches to gaining knowledge discovery; choice of research methods depending on the purpose of the useful and a search for useful points of connection within the research project that facilitate understanding of the situation.

4.3. RESEARCH DESIGN

Gray (2016:138) emphasises that a research design is the overarching plan for the collection, measurement and analysis of data. Babbie (2014:93) argues that research design is the entire plan of the study that answers the why and how questions of the study. The researcher used the descriptive research design and contextual research design. According to Burns and Grove (2013:201), descriptive research design is a research designed to provide a picture of a situation as it naturally happens. Polit and Hungler (2013:72) define descriptive research design as a research study that has the accurate portrayal of the characteristics of persons, situations or groups as their main objective. Descriptive research design was used in the present study because it is a pre-cursor to future research as it is helpful in identifying variables that can be tested. The descriptive research design was used to collect data and provide a clear picture of the phenomenon under the study.

Burns and Grove (2010:32) define contextual research design as a design that focuses on the specific events in naturalistic settings. Speziale and Carpenter (2011:363) define contextual research design as research done in a natural setting, to an enquiry done in a setting free from manipulation. Contextual research design was used in this study to consider the respondents' ethnic background, physical and cultural values as well as the occurrence of the event in a place where nature takes its course without interruption. Contextual research design was also used to describe and understand events within the concrete, natural context in which they occur. This study looked at the matters related to DLG and LED.

4.4 RESEARCH METHODOLOGY

According to Leedy and Ormrod (2010:12), research methodology is the researcher's general approach in carrying out the research project. Burns and Grove (2010:581) explain research methodology as the methodology that includes the design, setting, sample, methodological limitations and the data-collection and analysis techniques in a study. The researcher opted for the mixed methods.

Creswell and Plano (2011:23) define the mixed methods as collecting, analysing, and mixing both quantitative and qualitative data in a single study or series of studies. Cameron (2011:98) outlines the mixed methods as the method that includes a qualitative and quantitative dimension in which difficulties arise when the researcher attempts to articulate how the two elements relate to one. The mixed methods were used because its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone. Furthermore, the mixed methods were used to help in answering the research questions that cannot be answered by quantitative or qualitative methods separately. The mixed method that was applied in this study is Convergent Parallel Methods.

Creswell and Plano Clark (2018) state that a convergent design that follows pragmatism as a theoretical assumption, is an efficient and popular approach to mixing methods in research. Two different approaches namely qualitative and quantitative methods are mixed to obtain the triangulated results in this design. At first, two types of data sets are collected concurrently, and secondly, they are analysed independently using quantitative and qualitative analytical approaches (Wisdom & Creswell, 2013; Schoonenboom & Johnson, 2017; Shorten & Smith, 2017; Creswell & Plano Clark, 2018). In a convergent design, the integration of both data will help a researcher gain a complete understanding of the one provided by the quantitative or qualitative results alone. It is an approach in which two data sets are combined to get a complete picture of the issue being explored and to validate one set of findings with the other

(Creswell & Plano Clark, 2018). Creswell and Plano Clark (2018) maintain that this design can be useful in certain conditions, such as, it can be adopted when a researcher has limited time; when s/he needs both qualitative and quantitative information from the participants and when s/he (or a team of researchers) has required skills to handle both quantitative and qualitative methods. Therefore, the researcher used this method because of the limited time. The quantitative data was analysed firstly and followed by the analysis of qualitative data.

4.4.1. Quantitative research

Bryman (2012:35) refers to quantitative research as a research strategy that emphasises quantification in the collection and analysis of data. Edmonds and Kennedy (2010:4) define quantitative research as a type of educational research in which the researcher decides what to study, asks narrow questions, collects quantifiable data from participants, analyses these numbers using statistics, and conducts the inquiry in an unbiased objective manner. Quantitative research was used in the current study because findings are likely to be generalised to a whole population or a sub-population as it involves the larger sample, which is randomly selected. The Quantitative method was used to investigate the answers to the questions starting with how many, how much, and to what extent. The quantitative research design focused more on data that was collected through questionnaires.

4.4.2. Qualitative research

Burns and Grove (2013:19) define a qualitative method as a systematic subjective approach used to describe life experiences and situations to give the meaning of such experience. Holloway and Wheeler (2010:30) outline qualitative research as a form of social enquiry that focuses on the way people interpret and make sense of their experience and the world in which they live. The qualitative method was used in the present study to explore the behaviour, perspectives, experiences, and feelings of people and emphasise the understanding of these elements. The qualitative method was also used since it is essential in emphasising the participation of stakeholders, mutual learning and sharing of experiences. The qualitative research design focused on data that was collected through interview and Microsoft team.

4.5. STUDY AREA

A study area is the geography location in which data is analysed in a report and/or map (Du Plessis & Van Niekerk, 2014:12). Nilsson (2011:54) defines a study area as a previously mapped Palaeozoic sedimentary basin in the Baltic Sea Area. The study was based at Polokwane Local Municipality. The Polokwane Local Municipality is a Category B municipality located within the Capricorn District in the Limpopo Province. It is one of four municipalities

within the district, making up just under a quarter of its geographical area. It is a city with more than a century of phenomenal growth and prosperity. Polokwane Local Municipality accounts for 3% of the total surface area of Limpopo Province, however, over 10% of the population of Limpopo resides within its boundaries (IDP, 2020-2021). The Municipality serves as the economic hub of Limpopo Province and has the highest population density in the Capricorn District. It shares its name with the city of Polokwane (previously Pietersburg).

Figure 4.1: Map indicating Polokwane Local Municipality and surrounding Areas



(Source: map data AfriGIS (Pty) Ltd, 2021)

4.6. POPULATION OF THE STUDY

De Vos (2014:193) defines a population as the term that sets boundaries on the study units. Tuff (2012:1) affirms population as a group of individuals of the same species living and interbreeding within. Study population is drawn from the Polokwane Local Municipality. Polokwane Local Municipality's 2021 population is estimated at 628,999. According to Polokwane Local Municipality IDP 2022/23 Review and Stats-SA 2022 there are +/- 178 001 households falling under the municipality and 2088 employees.

4.7. SAMPLING

Sampling refers to the selection of a subset of persons or things from a larger population, also known as a sampling frame, with the intention of representing the population (Neuman, 2011:246). On the other hand, Kessio and Boit (2012:317) define sampling as a process of selecting samples from a group or population, to become the foundation for estimating and predicting the outcome of the population as well as to detect the unknown piece of information. The sampling group of the present study consisted of municipal officials, councillors, selected community members and stakeholders. The sample of the study comprised of municipal

manager, IDP manager, IDP staff members, LED manager, LED staff members, community development workers, Councils members, selected community members, traditional leaders, community stakeholders and public participation office staff members.

4.7.1. Sampling Method

The researcher used probability sampling and its subtypes to select community members as well as community stakeholders of the study. According to Etikan and Bala (2017) probability sampling is also known as random sampling, this is a sampling which permits every single item from the universe to have an equal chance of presence in the sample. Wiśniowski (2020) asserts that probability sampling is characterised by the process of drawing samples from a population using random selection, with every population element having a known (or knowable) non-zero inclusion probability. The reason for using random sampling is because it is more accurate and unbiased. The availability of community members and stakeholders lead the study to select them randomly to ensure equality amongst them. Random sampling was used to select community members and stakeholders based on their age groups and how important all they are to the study. The researcher believes that every community member based on their ages can be able to respond to the questions to be inquired.

The researcher used the purposive sampling method to select municipal officials and council members as respondents of the study. Purposive sampling is defined as the process in which respondents are selected based on the researcher's judgement about which ones will be most representative of the broader population (Babbie, 2010:179). Johnson and Clark (2010:109) explain purposive sampling as a strategy in which settings, persons or events are selected deliberately to provide important information that cannot be obtained from other choices. Purposive sampling method was used in the present study to allow the researcher to choose respondents arbitrarily for their unique characteristics or experience and attitudes or perceptions. Purposive sampling method was used to select sample members to confirm criterion. The purposive sampling method was used because it helped the researcher deciding who can provide the most useful information regardless of the challenges of DLG in implementing LED.

4.7.2. Sampling size

The sample size of the study comprised of 140 respondents, as follows: (01) municipal manager, (01) IDP manager, (05) IDP staff members, (01) LED manager, (06) LED staff members, (16) community development workers, (06) Councils members, (85) selected

community members, (04) traditional leaders, (10) community stakeholders and (05) public participation office staff members.

4.8. DATA COLLECTION METHODS

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes (Creswell, 2017:201). Sekaran and Bougie (2016:156) refer to data collection as a process of collecting information from all the relevant sources, to find answers to the research problem, test the hypothesis and evaluate the outcomes. The researcher used the structured questionnaires and an open-ended interview to collect the data. Structured questionnaires was purposively used on members of the community such as civic organisations, community stakeholders, and council members.

A questionnaire is a research instrument consisting of a series of questions (or other types of prompts) for gathering information from the respondents (Zohrabi, 2013:254). A questionnaire is also defined by Fink (2012:372) as a structured form, either written or printed, consisting of formalised set of questions designed to collect information on some subject or subjects from one or more respondents. The researcher used structured questions. A structured questionnaire is a document that consists of set of standardised questions with a fixed scheme, which specifies the exact wording and order of the questions, for gathering information from the respondents. The reason for using a structured questionnaire is that they require a lower cognitive load on the respondents. They reduce the amount of thinking that a respondent needs to undertake to complete the task. This will lead to higher response and more accurate data.

The question guide will be provided for the interviewer to direct the interview. Furthermore, the specific questions and the sequence in which they were asked are not precisely determined in advance. A questionnaire saves the exact information. A closed-ended questionnaire is analogous to the multiple-choice format. Closed-ended questionnaires required the respondents to select from a set of alternatives; thus, relatively inarticulate people were not struggle trying to answer closed-ended questionnaires. Furthermore, the researcher made appointments before collecting the data. One hundred (140) respondents were given the questionnaire to respond. The questionnaire consisted of five (5) Likert-scale responses; namely Strongly Agree, Agree, Not Sure, Disagree and Strongly Disagree.

An Interview is defined by Fink (2012:374) as the process that involves an interviewer, who coordinates the process of the conversations and asks questions, and an interviewee, who

responds to those questions. On the other hand, Rubin (2011:65) defines an interview as a systematic way of talking and listening to people and as another way to collect data from individuals through conversations. The researcher used open-ended questions to interview the respondents such as municipal officials. The interviewed municipal official includes: Municipal Manager, IDP Manager, LED Manager, LED officials, IDP officials. Ten participants were interviewed face-to-face using open-ended questions. The reason for using open-ended interview is to gather the exact information and provide complete explanations that will lead the interviewer or researcher in new directions and let that person become aware of the views and opportunities, which were not considered before. Some of the data was collected using online Zoom and Microsoft teams because of the COVID-19 restriction. The researcher made appointments to interview the respondents. For interview purpose Qualitative data was used to gather information from respondents.

4.9. PILOT STUDY

A pilot study is a small-scale preliminary study conducted to evaluate feasibility, time, cost, adverse events, and improve upon the study design prior to performance of a full-scale research project (Best & Kahn, 2016:302). A pilot study is also defined by Friedli and Almond (2015:172) as a mini-version of a full-scale study or a trial run done in preparation of the complete study. For the purpose of this study, the researcher interviewed three respondents and hand out questionnaires to two respondents possessing the same characteristics as the respondents but who were not part of the study. This was done to assess the efficacy of the procedures and methods of the research instrument.

4.10. DATA ANALYSIS

Schurink (2011:397) defines data analysis as the process of bringing order, structure and meaning to the mass of collected data, while, Kantardzic (2011:15) describes data analysis as the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense, and recap, and evaluate data. The researcher used statistical analysis and thematic analysis to analyse the data.

Statistical analysis is defined by Stevens (2012:145) as determining whether any differences observed between groups being studied are real or whether they are simply due to chance. Statistical analysis is also defined by Urdan (2011:264) as a measure of whether the research findings are meaningful. Data collected through questionnaire was analysed through the International Business Machinery: Statistical Product and Service Solutions (IBM: SPSS) the Version 28.0 and the information was presented in the form of tables, graphs followed by

frequencies and percentage. After the presentation of the data, the researcher provided the synthesis of the data through tables, figures, and statistics.

Qualitative data was analysed using thematic analysis. Thematic analysis is defined by Turunen and Bondas (2013:398) as a method for identifying, analysing, and reporting patterns (themes) within data. Schurink (2011:400) describes thematic analysis as a foundational method for qualitative analysis, as it provides core skills for conducting many other forms of qualitative analysis. The Reflexive thematic analysis was used because it is more flexible than any other types of thematic analysis method. It is more of collaborative process. The choices taken forces the researcher to get out there and be immersed in local culture, developing language skills and confidence. The risks are that factors such as lack of participant interest mean that you might not collect as much data as you had hoped. Information collected through interviews were presented in narrative form.

4.11. ETHICAL CONSIDERATIONS

Daly and Farley (2011:87) refer to ethical consideration as an accumulation of values and principles that address questions of what is good or bad in human affairs. Fink (2014:87) outlines ethical consideration as the norms or standards for conduct that distinguish between right and wrong. The following research ethics were followed and adhered to when conducting the study:

4.11.1. Permission to conduct the study

The researcher was granted permission by the University of Venda to conduct the research in the municipality and tribal council. The researcher submitted the permission letter from the University of Venda and the Polokwane Local Municipality requesting permission to conduct the study. The researcher attached the letter from the University of Venda and Polokwane Local Municipality as one of the annexures in the present study. The researcher obtained the letter of permission to conduct the study from Polokwane Local Municipality and tribal council. The researcher attached the latter of permission from the municipality and tribal council to conduct the study as an annexure.

4.11.2. Informed consent

Flick (2014:96) defines informed consent as a voluntary agreement to participate in the research. In Informed consent, the respondents have got the right to know that they are being researched, the right to be informed about the nature of the research and the right to withdraw their participation at any time if they wish to do so. Bless, Smith and Kagee (2006:143) suggest

that the researcher must have time to explain to respondents what the study entails. A cover letter requesting the respondents were provided, explaining the value and the purposes of the study. Denzin and Lincoln (2009:195) indicates that it is the research's code of ethics that participants must agree voluntarily to participate without any physical or psychological coercion. If the research respondents are harmed as a direct result of research, they should be cared for and compensated. This is simple justice. The fact that they offered to participate in no way alters the view that mere decency calls for us to take care of these volunteers.

4.11.3. Voluntary Participation

Hart (2013:187) defines voluntary participation as a human research subject's exercise of free will in deciding whether to participate in a research activity. The researcher informed the respondents that participation is entirely voluntary and that respondents have the right to withdraw their consent at any time.

4.11.4. Confidentiality and Anonymity

Amdur and Bankert (2010:278) define confidentiality as the treatment of information that an individual has disclosed in a relationship of trust and with the expectation that it will not be revealed to others without permission in ways that are inconsistent with the understanding of the original disclosure. The researcher avoided the attribution of comments, in report or presentation, to identify respondents, both the direct attribution (if specific comments are linked to a name or a specific role) and indirect attribution (by reference to a collection of characteristics that might identify an individual or a small group) which must be avoided. Anonymity is defined as data collected from respondents who are completely unknown to anyone associated with the survey (Flick, 2014:76). The researcher ensured that the names of research respondents are kept strictly confidential so that are not known to anyone except the researcher. The researcher informed the respondents that their names in this study will not be known by anyone except the researcher and they must not be afraid when providing the information.

4.11.5. No harm to participants

Bankert (2010:312) defines No-Harm as the requirement that the researchers may not put participants in a situation where they might be at risk of harm because of their participation. The researcher ensured that respondents are not in a situation where they might be at risk of harm because of their participation. No harmful deception was chosen because the truth from the respondents will not be misinterpreted, and the researchers explained the nature of the study as it is and he did not hide any information regarding the study.

4.12. VALIDITY AND RELIABILITY

Zohrabi (2013) posit that the principles underlying naturalistic and/or qualitative research are based on the fact that validity is a matter of trustworthiness, utility, and dependability that the evaluator and the different stakeholders place into it. In addition, qualitative research is holistic, multidimensional, and ever-changing. Therefore, it is up to the researcher and research respondents who attempt to build validity into the different phases of the research from data collection through to data analysis and interpretation. In the main, validity is concerned with whether the research is believable and true and whether it is evaluating what it is supposed or purports to evaluate. Zohrabi (2013) also pointed out that validity is an essential criterion for evaluating the quality and acceptability of research. Generally, researchers used different instruments to collect data. Therefore, the quality of these instruments is very critical because the conclusion the researcher draw was based on the information obtained using these instruments (Fraenkel & Wallen, 2003:158). Thus, it is imperative that the data and the instruments be validated. One of the main requirements of any research process is the reliability of the data and findings. In the main, reliability deals with the consistency, dependability and replicability of the results obtained from the research Zohrabi (2013) in (Nunan, 1999:14).

Obtaining the similar results in quantitative research is rather straightforward because data are in numerical form. However, in qualitative approaches to research achieving the identical results are demanding and difficult. It is because the data are in narrative form and subjective. Lincoln and Guba (1985:288) point out that instead of obtaining the same results, it is better to think about the dependability and consistency of the data. In this case, the purpose is not to attain the same results rather to agree that based on the data collection processes the findings and results are consistent and dependable. Validity and reliability were ensured by the use of codes. All questionnaires and interviews were implied, and the names of respondents were not included or mentioned, however, consent forms were used wherein respondents had to approve by signing that they really want to be part of the study. Reliability relates to the stability of the data to be collected. Permission from Polokwane Local Municipality to conduct research were needed and was in the form of a formal letter showing that the researcher granted permission to continue with the questionnaire and interviews.

4.13 CONCLUSION

This chapter discussed the research design and the sub-divisions namely, descriptive research design and contextual research design. The chapter also presented the research methodologies wherein the researcher selected the mixed method for collecting and analysing

data. The researcher also provides the reasons for using mixed methods of collecting and analysing data. This chapter also provides the study area which was based on Polokwane Local Municipality. Population of the study consisted of members of Polokwane Local Municipality communities and municipal officials. The chapter provided the sampling of targeted members to participate in this study. The researcher selected non-probability sampling method and purposive sampling method. The researcher also provides the reason for using these sampling methods. The sampling size of this study was also provided in this chapter. This chapter further describes the data collection in which the researcher selected both questionnaires and interview questions. The questionnaire consisted of Five 5 Likert scale which are, Strongly Agree, Agree, Not sure, Disagree and Strongly Disagree. The chapter also discusses data analysis which consists of statistical analysis and thematic analysis. Ethical considerations which include permission to conduct the study, informed consent, voluntary participation, confidentiality and anonymity, and no harm to participants, were also provided in this chapter. Therefore, the following chapter seeks to present, analyse and interpret data collected through questionnaires and interviews.

CHAPTER 5

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

5.1. INTRODUCTION

The previous chapter discussed the procedures and methods followed in collecting data as well as how the data was analysed. It also outlined the research design and methodology of the study. This chapter seeks to present, analyse, and interpret data collected through questionnaires and interviews. The data collected is concerned with the effect of DLG in implementing LED strategy in the Polokwane Local Municipality of the Limpopo Province. The data entailing the effect of DLG in implementing LED strategy was collected through the procedure of qualitative and quantitative methods. The study adopted both qualitative and quantitative methods of collecting data, and used questionnaires and interviews to collect data from selected respondents such as municipal officials, community members, and stakeholders as well as councillors. The responses of the above-mentioned respondents to the questionnaires are presented graphically in tabular form and graphs followed by an explanation of the answers for the questionnaires, and the answers to the interview questions are presented in a narrative form and are followed by an interpretation of the findings.

5.2. ANALYSIS OF THE DATA COLLECTED THROUGH QUESTIONNAIRES

This study presents, interprets and analyses data collected through questionnaires from the participants such as municipal officials, community members, and stakeholders as well as councillors. The questionnaire is divided into two sub-sections, namely section A and B. Section A presents the bibliographical details of the respondents. The second sub-section B, presents data which was developed from the questionnaire items distributed to and collected from the respondents by the researcher. The researcher distributed 140 questionnaires and they were all returned. Other respondents took longer than expected, but a researcher remained patient until they are submitted. The researcher used a graphical tabular format, frequencies, and percentages to present the data that was collected through the questionnaires. Each table and graph are followed by a brief discussion of the findings.

5.2.1. Section A: Biographical details of the respondents

The study in this sub-section A presents the biographical details of the respondents. This data is critical to determine the type of respondents in terms of their gender, age, educational qualifications, and status of employment. The data is presented in a graphical tabular form and followed by brief justification of the findings.

5.2.1.1. Age of the respondents

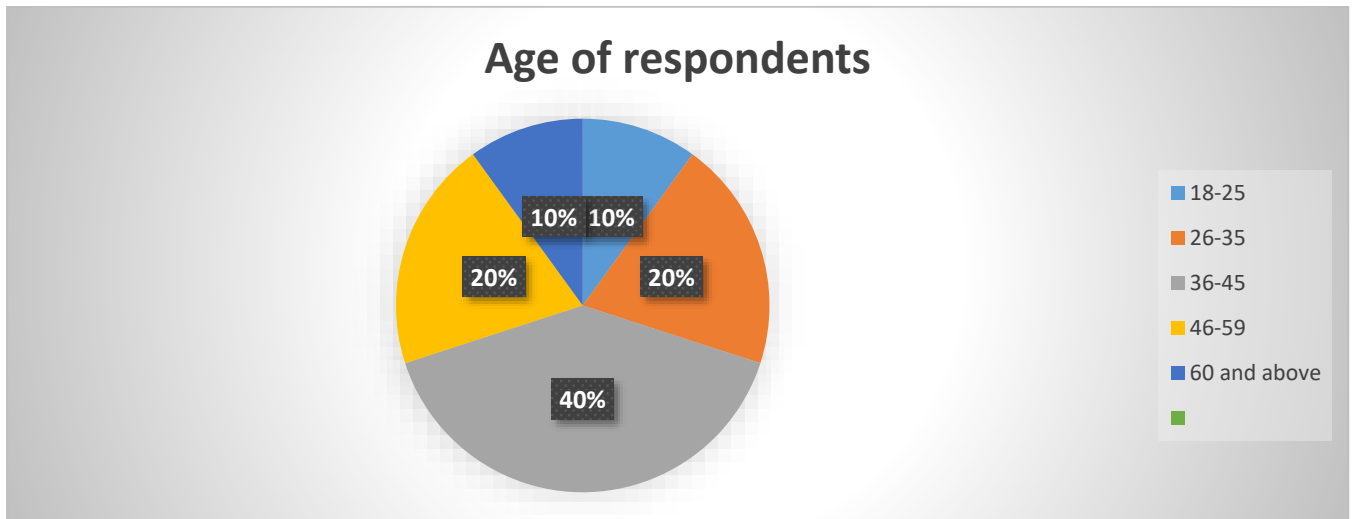


Figure 5:1 Age of respondents

The researcher in the study selected respondents who were between 18 and 60; the researcher also offered chance to the respondents who were 60 years and above to take part in this study. The above data in Figure 5.1: proves that the majority 56 (40%) respondents between the ages of 36 to 45 took part in this study; 28 (20%) respondents were between the ages of 46 to 59. Moreover, 28 (20%) respondents were between the ages of 26 to 35; 14 (10%) respondents were between the ages of 18 to 25 and lastly 14 (10%) respondents were between the ages of 60 and above. From the observation of data in the above figure, the study was dominated by the middle-aged and old respondents compared to the youth. On the basis of this findings it is found that middle aged and old respondents understood the purpose of the study as compared to youth. Sahin (2017) in literature review of this study asserts that the active participation of local people is crucial for the success of development plans in a territory, as it leads to more contextually relevant, sustainable, and community-supported initiatives. Therefore, the study suggests that active participation is vital for youth employment. Through participation, youth can come up with innovations to reduce unemployment.

5.2.1.2. Gender of the Respondents

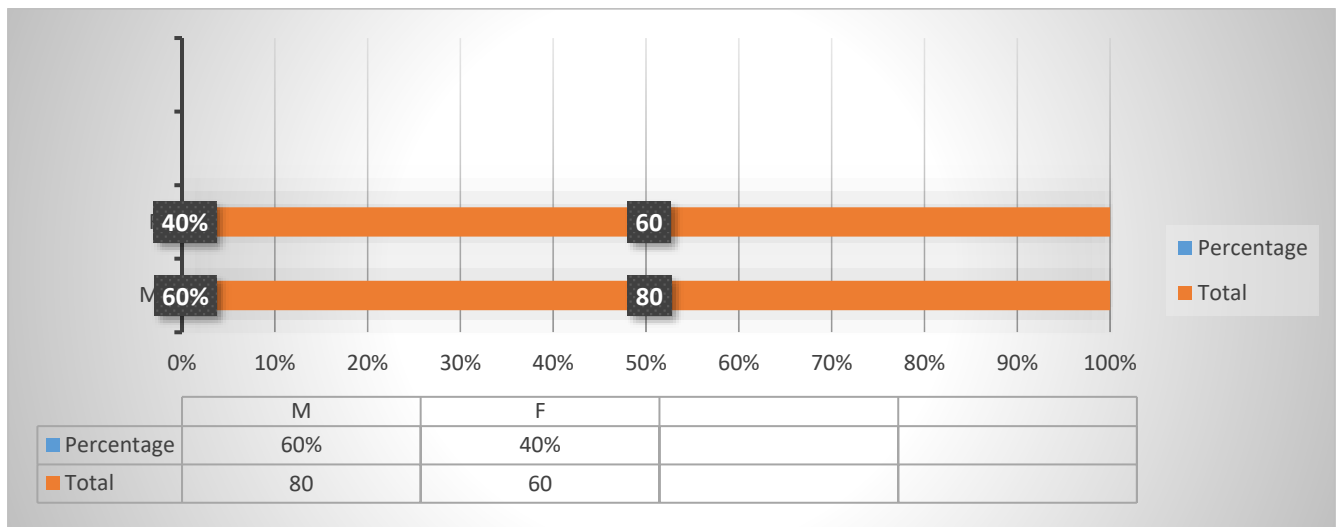


Figure 5:2 Gender of the respondents

The data collected in Figure 5.2 proves that 80 (60%) of respondents who participated in this study were males, and 60 (40%) respondents were females. This is because the majority of the females were on leaves. The targeted 140 (100%) respondents were able to complete the questionnaires and return them to the researcher to be analysed. The Polokwane Local Municipality should empower women to businesses and higher posts in the municipality. This is supported by the *White Paper on Local government, 1998*, which stipulate that local government must play a central role in empowering, and improving the quality of life of their communities, especially those members and groups within communities that are most often marginalised or excluded, such as women and the very poor.

5.2.1.3 Level of education of the respondents

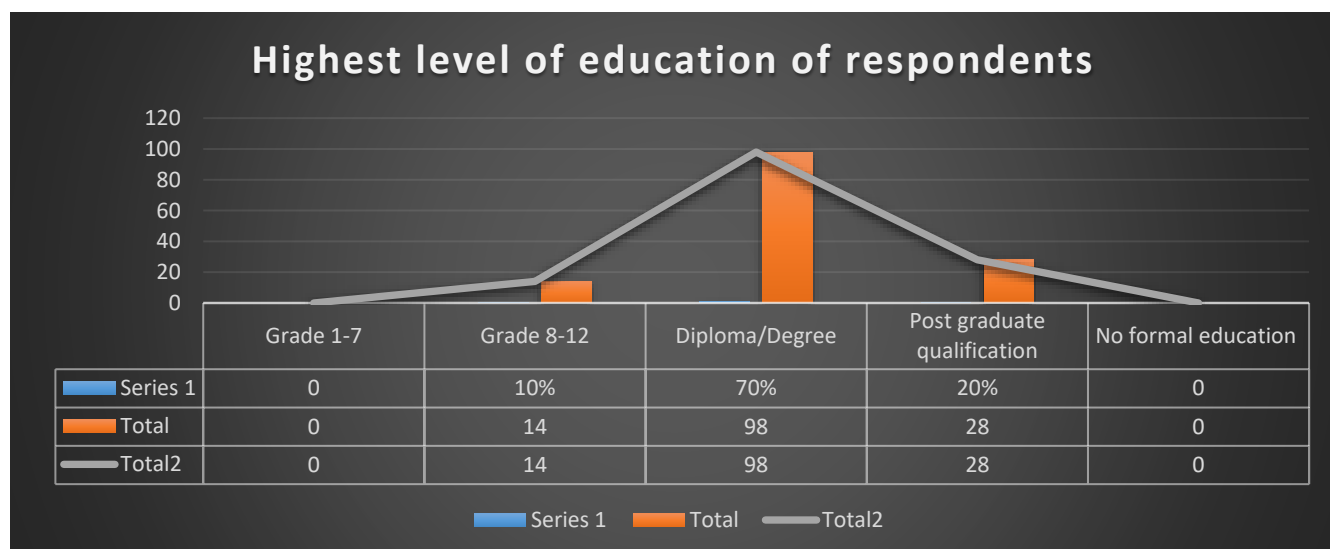


Figure 5:3 Educational qualification of the respondents

The above Figure 5.3 presents analysis of data on the levels of educational qualifications that respondents had; the level of formal education is divided into 5 categories namely grades 1 to 7, grades 8 to 12, Diploma/Degree, postgraduate qualification, and no formal education. From the analysis, 98 (70%) respondents who participated in this study hold Diploma/Degree qualifications. Twenty-eight (20%) respondents who participated in this study hold postgraduate qualifications. Fourteen (10%) who participated in this study hold grades 8-12. Lastly, the study found that there were no respondents with grades 1-7 and with no formal education. This might be the reason that those with no qualifications were not eager to participate as compared to those with qualifications. Probing educational background is vital because the effective implementation of both the concept of DLG and LED requires education and training. The concept of 4th industrial revolution or the e-governance systems requires education, training and skills. The study suggests that community members be offered education and training on matters affecting their daily life.

5.2.1.4. Occupation of the respondents

	Occupation of respondents	Frequency	Percentage
1	Employed	56	40%
2	Unemployed	42	30%
3	Self employed	28	20%
4	Retired	14	10%
	Total	140	100%

Table 5.1. Employment status of the respondents

Table 5.1 shows that out of all the respondents who participated in this study, 56 (40%) were employed, 42 (30%) unemployed, 28 (20%) self-employed and 14 (10%) retired. The study was dominated by respondents who are employed. The reason why the study was dominated by the employed respondents is because they possess the knowledge and information required for the study. Despite the majority of people who are employed, it was recorded in StatSA (2023) that there is 32.1% unemployment increase in Polokwane Local Municipality. Since the study was dominated by the employed it does not ignore the fact that there is high youth unemployment rate in Polokwane Local Municipality. Koma (2014); Meyer and Venter (2013) suggested LED as an important strategy to boost local economies, should be able to address high levels of poverty, youth unemployment and inequalities facing most communities as discussed in chapter 2 of the literature review. Therefore, the study concludes that Polokwane Local Municipality should create more jobs to reduce unemployment within its area of jurisdiction.

5.2.1.5. Working experience of the respondents

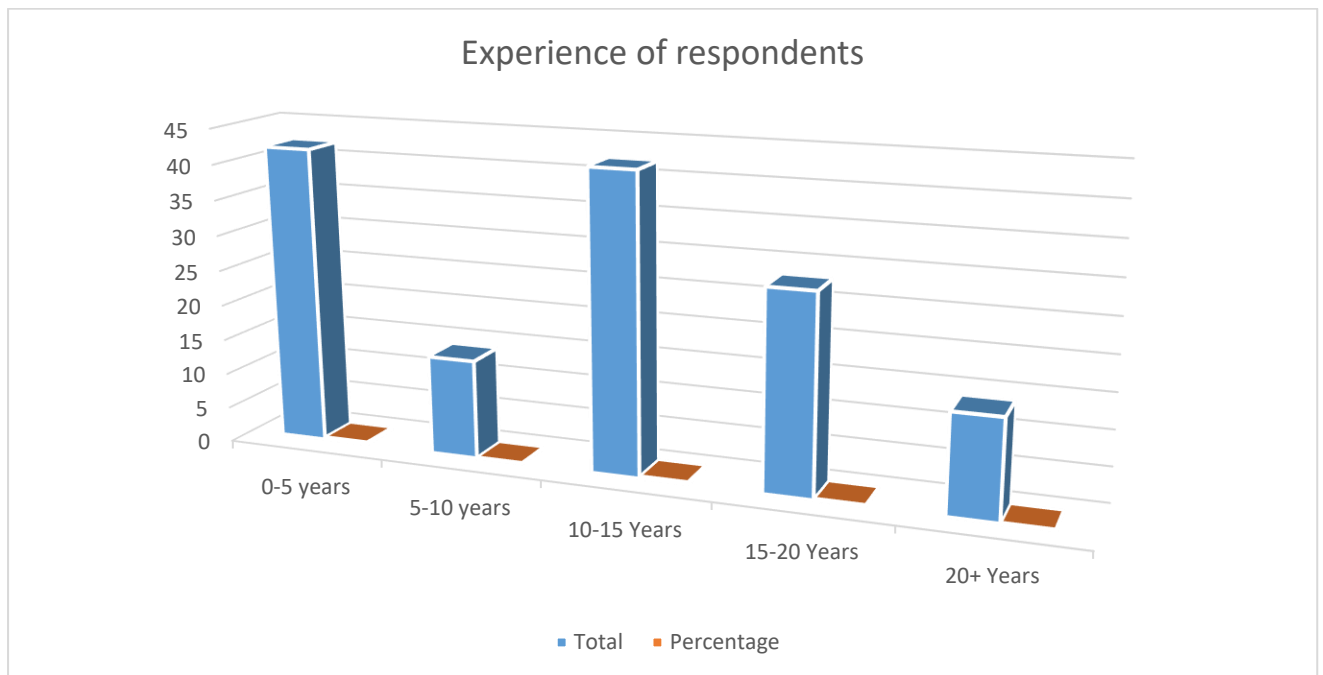


Figure 5:4 experience of the respondents

The above Figure 5.4 indicates that 42 (30%) respondents who participated in this study had 10 to 15 years of experience; 42 (30%) of the respondents were 0-5 years, 28 (20%) respondents had 15 to 20 years of working experience, 14 (10%) had 5 to 10 years working experiences, 14 (10%) and lastly, 20+ years working experiences. The study was dominated by experienced people as compared to inexperienced. The respondents were selected based on the suitable knowledge they possess. The study concludes that amongst those with no experience are educated youth. Therefore, employment should be created to offer the unskilled opportunity to get skills to function. This is supported by the chapter 2 of the literature review, wherein LED in Polokwane Local Municipality must be intended to maximise the economic potential of all localities and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development.

5.2.2. Section B: The Effect of developmental Local government in implementing local Economic Strategy

The data in this section is presented in a graphical tabular form which was compiled from the questionnaire items. This section is categorised into five (05) sub-sections, the state of DLG in South Africa, the state of LED in the South African local government, the role of DLG in implementing LED in the Polokwane Local Municipality, the effect of DLG on the LED of the

Polokwane Local Municipality and mechanisms that can be used to ensure effective implementation of LED through DLG.

5.2.2.1. The State of Developmental Local Government in South Africa

This sub-section presents the data regarding the state of DLG in South Africa. The data is presented in the form of graphic tables, followed by short interpretations.

5.2.2.1.1. Effectiveness of DLG implementation

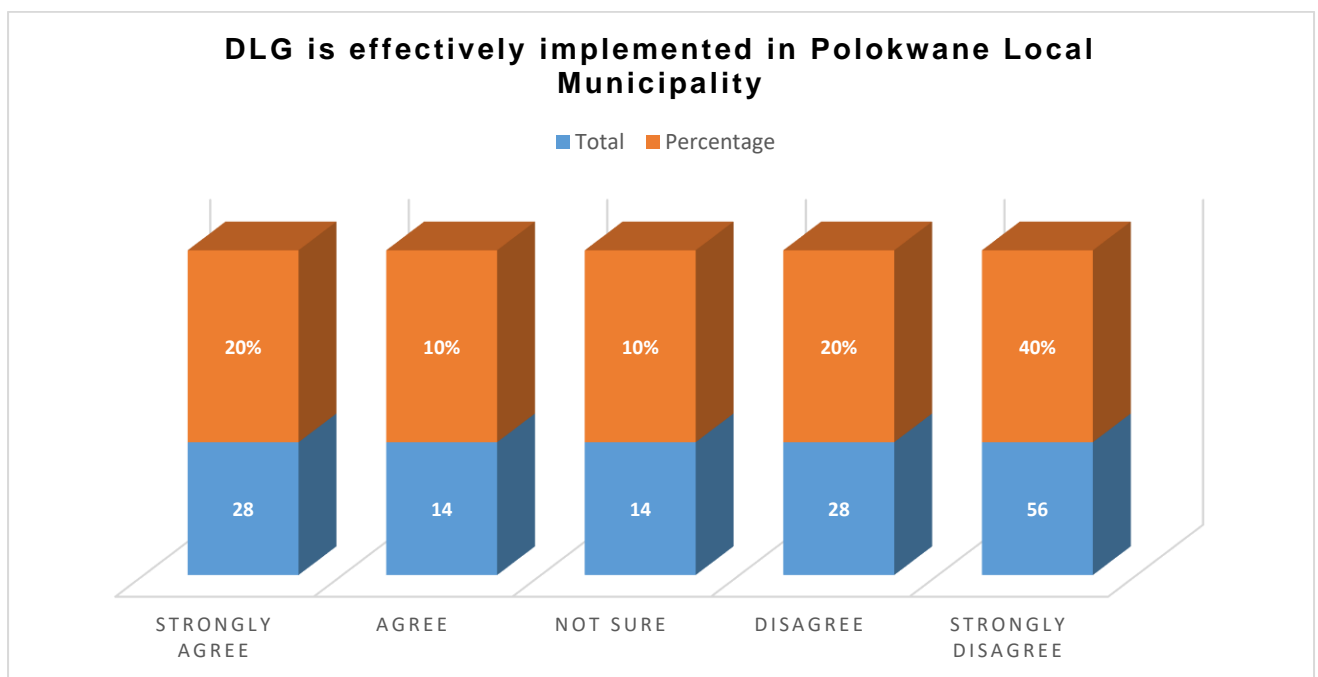


Figure 5:5 effective implementation of DLG

Respondents were asked as to whether DLG is effectively implemented in Polokwane Local Municipality. The above Figure 5:5 revealed that 56 (40%) respondents strongly disagreed that DLG is effectively implemented in Polokwane Local Municipality. In addition, 28 (20%) respondents disagreed. Twenty-eight (20%) respondents strongly agreed with the statement. Furthermore, 14 (10%) respondents agree and lastly, 14 (10%) respondents were not sure. The majority of respondents disagreed with the question, wherein few agreed and others were not sure that DLG is effectively implemented in Polokwane Local Municipality. This is evident in problem statement of the research wherein Lethoko and Mashamaite (2018:114); Letsoalo (2019:2) posited that local government in South Africa is characterised by and faced with mammoth challenges of high poverty and unemployment levels, poor or lack of services, stagnant local economies, shortage of skills required to propel LED, lack of administrative capacity and ineffective implementation of policies. This simply entails that DLG is not

effectively implemented. The study concludes that if these contributing challenges persist the DLG will be ineffective. Therefore, the study suggests that community participation, education and training, employment creation, oversight mechanism be implemented as a way of enforcing DLG in Polokwane Local Municipality.

5.2.2.1.2. Role of DLG

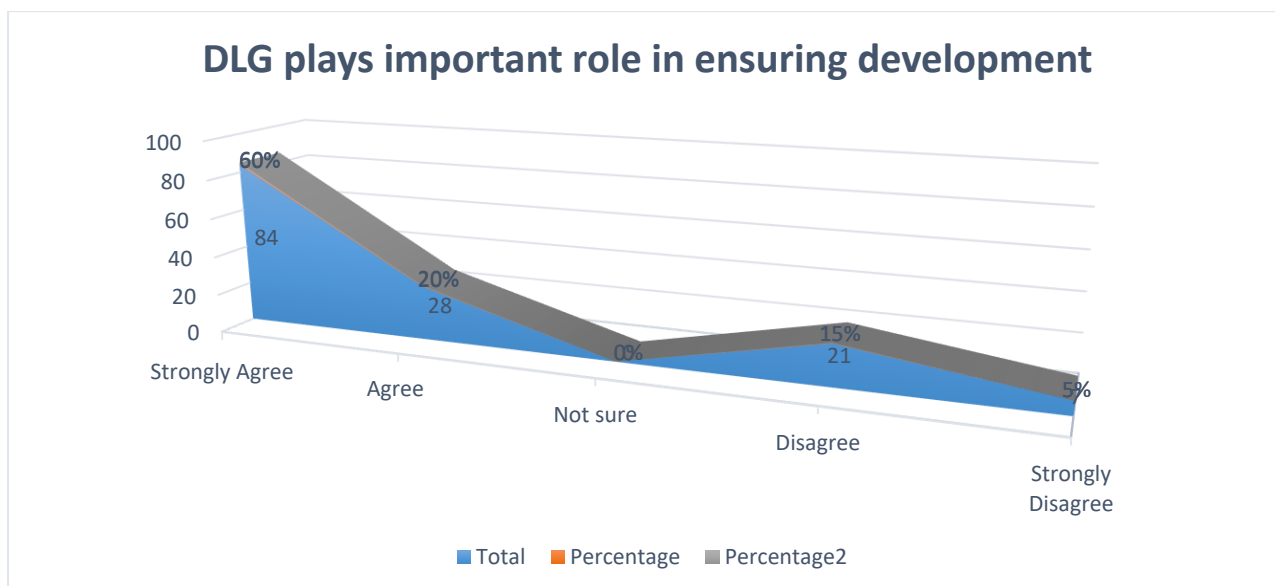


Figure 5.6: the significance of DLG in fostering development

It was probed to the selected respondents as to whether DLG plays an important role in ensuring development. Figure 5.6 revealed that 84 respondents, which constitute 60%, strongly agreed with the statement, while 28 which constitute 20%, agree. Twenty one of the respondents which constitute 15%, disagreed with the statement. Lastly, no respondents which were not sure with the statement. Most respondents strongly agreed that DLG plays importance role in fostering development. This is supported by the literature wherein Van der Waldt (2015) stressed that the main function of DLG is to help address national development challenges, promote development opportunities and advance the realisation of national developmental goals. The study therefore, suggests that the socio-economic development of the Polokwane Local Municipality can be maintained or promoted through effective implementation of DLG. The study also concludes that the Polokwane Local Municipality should promote and practise the objectives or values of DLG to alleviate poverty and create employment opportunities.

5.2.2.1.3. DLG and sustainable development

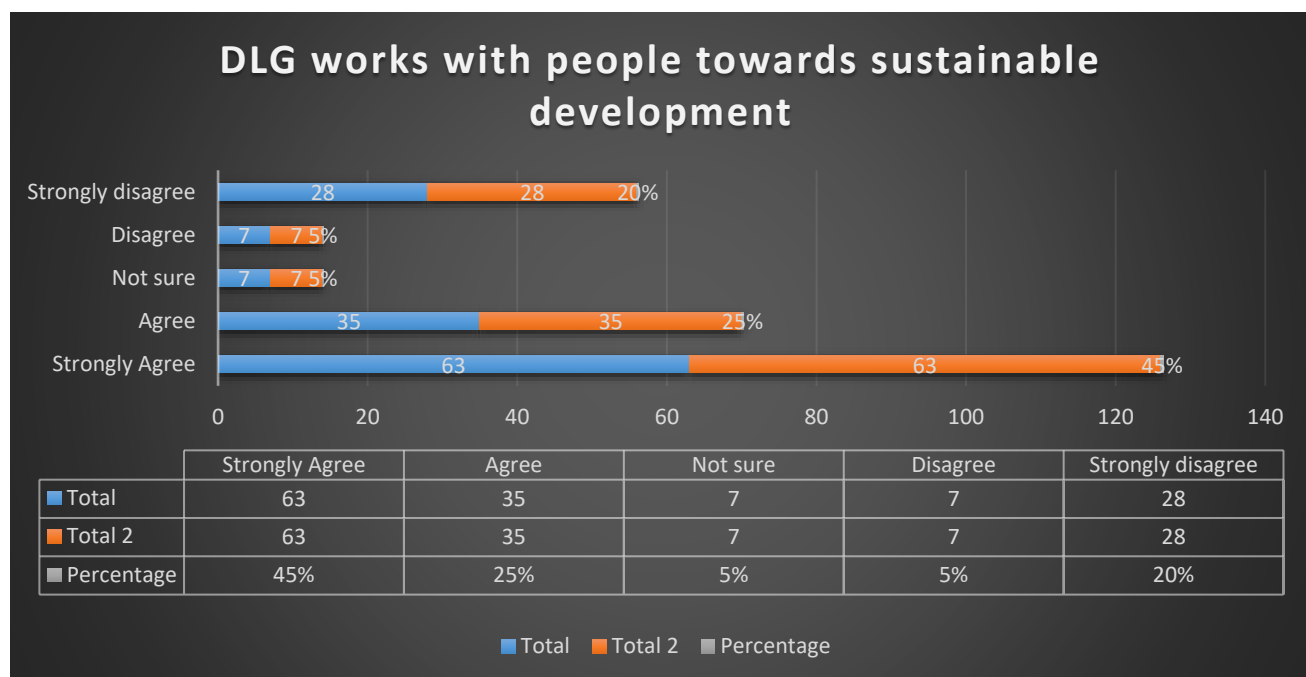


Figure 5.7 the realisation of sustainable development through DLG and the community member's contribution

It was probed from the selected respondents as to whether DLG works with people towards sustainable development. Figure 5.7 presents 63 which constitute 45% strongly agreed with the statement, wherein 35 respondents which constitute 25% agreed. Twenty-eight respondents which constitute 20% strongly disagreed with the statement, wherein seven (7) respondents which constitute 5% disagreed. Lastly, seven respondents which constitute 5% were not sure. Most of the respondents strongly agreed that DLG works with communities towards realisation of sustainable development. The literature by Schoburgh (2014:5) emphasised that DLG is a sub-national government which is development-oriented and is mandated to design and implement policies aimed at increasing local economic growth resulting in positive social transformation of the lives of residents in a sustainable way. The afore-mentioned emphasis by Schoburgh (2014:5) supports that the DLG contribute to the realisation of sustainable development. The study suggests that since the DLG is aimed at working with communities towards sustainable development, there is need to foster community participation in all activities of the municipality. The study concludes that failure to involve the community members in all activities of the local government will result in poor community development. Moreover, the study calls for Polokwane Local Municipality to fully involve the community members in municipal policy planning and implementation as a way of shaping community development and fostering sustainable development.

5.2.2.1.4. The role of DLG regarding pre-determined needs of the community

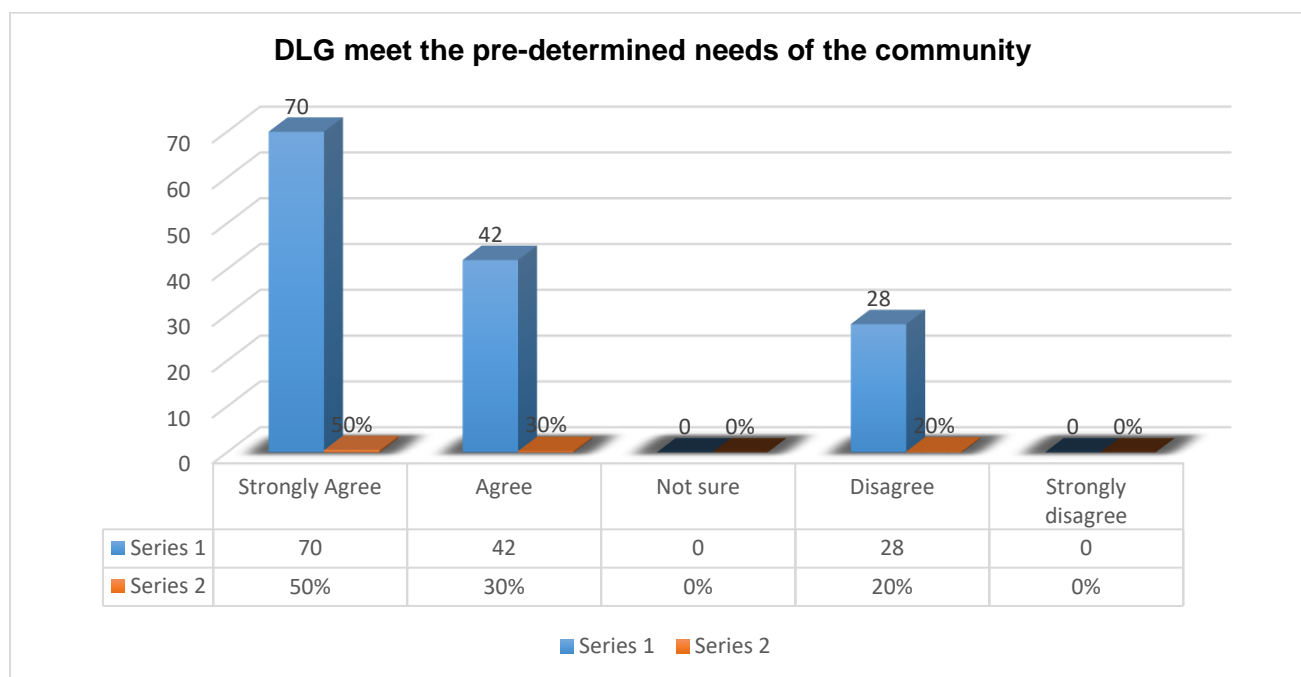


Figure 5.8 the significance of DLG in meeting community needs

It was asked from the selected respondents as to whether DLG meets the pre-determined needs of the community. Figure 5.8 revealed that 70 respondents, which constitute 50% agreed with the statement, wherein 42 which constitutes 30% agreed. Twenty-eight respondents which constitute 20% disagreed with the statement, wherein there were no respondents who strongly disagreed with the statement. Lastly, there was no respondents who were not sure about the statement. The study was dominated by the majority of respondents who strongly agreed that DLG meets the pre-determined needs of the community. In the literature, the DLG is considered to be responsible for meeting the basic needs. This is supported by Khaile *et al.* (2021); Koma (2014); Swilling (1997) who asserted that DLG is engaged in meeting the basic needs of communities within its area of jurisdiction. The conclusion can be drawn from the majority of the respondents who agreed with the statement. The researcher is of the view that even though the DLG meets the basic needs of the communities, it is stated on the problem statement that community members are still faced with enormous challenges that affect their daily lives. The study therefore, concludes that to meet the predetermined needs of the communities, the Polokwane Local Municipality requires a multi-faceted approach involving community engagement, effective governance structures, strategic planning, resource management, and continuous evaluation.

5.2.2.1.5. Capacity building for LED projects

	Response	Frequency	Percentage
1	Strongly Agree	14	10%
2	Agree	21	15%
3	Not Sure	14	10%
4	Strongly disagree	70	50%
5	Disagree	35	25%
	Total	140	100%

Table 5.2 capacity building to foster LED projects

Table 5.2 presents the data on the statement that there is enough capacity building for the LED projects. The data indicates that 70 respondents which constitute 50% strongly disagreed with the statement that there is enough capacity building to foster LED projects, while 35 respondents which constitute 25% disagreed. Twenty-one respondents which constitute 15%, agreed with the statement, wherein 14 respondents, which constitute 10%, strongly agreed. Lastly, 14 respondents, which constitutes 10%, were not sure with the statement. Majority of the respondents disagreed that DLG has enough capacity to foster the LED Projects. This is evident in chapter 2 of the literature wherein Mashabela (2021) stated that the unemployment rate reflects the declining employment growth in South Africa despite the implementation of LED. From the findings, the study concludes that failure to create jobs, poverty reduction and adequate service delivery, entails insufficient capacity to foster LED. The study proposes that through infrastructure investment, business support services, promotion of entrepreneurship, workforce development, support for key sectors, collaboration and partnership, strategic planning, monitoring and evaluation and local procurement initiatives, DLG can foster LED projects. The Polokwane Local Municipality is therefore advised to build sufficient capacity to foster socio-economic development.

5.2.2.2. The state of LED in the South African local government

This sub-section presents the data regarding the state of LED in South Africa's local government. The data is presented in the form of graphic tables, followed by short interpretations.

5.2.2.2.1. LED and empowerment

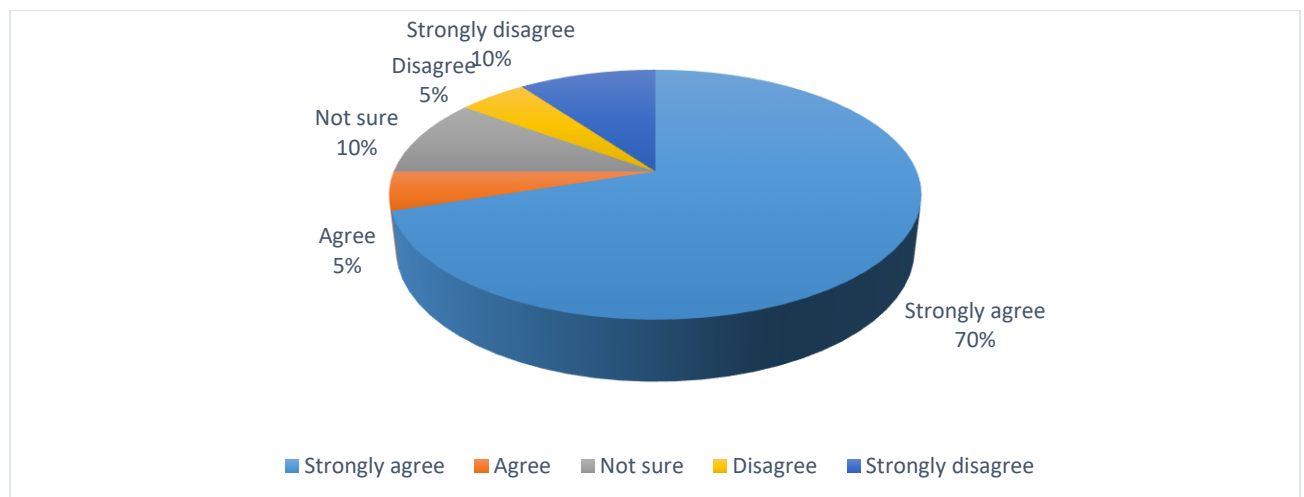


Figure 5:9 Empowerment through LED

It was asked from selected respondents as to whether LED plays an important role in empowering communities socially and economically. The above Figure 5:9 revealed that 98 respondents which constitute 70%, strongly agreed with the statement whereas 7 respondents which constitute 5%, agreed. Fourteen respondents, which constitute 10%, were not sure. Lastly, fourteen respondents, which constitutes 10%, strongly disagreed with the statement wherein seven respondents, which constitute 5%, disagreed. A conclusion can be drawn based on the above data that majority of the respondents agreed that LED empowers the socio-economic needs of the respective local communities. This is evident in literature review of this study where Koma (2012:56-57); Auriacombe and Van der Waldt (2020) added that social development and economic growth could be achieved in municipalities through practical implementation of LED strategies to support small, medium and micro-enterprise development and business retention, expansion and attraction. This suggests that the Polokwane Local Municipality should effectively implement the LED as a way to tackle the social and economic development of the communities. Therefore, LED is essential for creating sustainable, inclusive, and resilient communities where people can thrive and prosper. It requires collaboration among various stakeholders and a long-term commitment to fostering economic growth while preserving the unique identity and character of each locality.

5.2.2.2.2. LED goals in the municipality

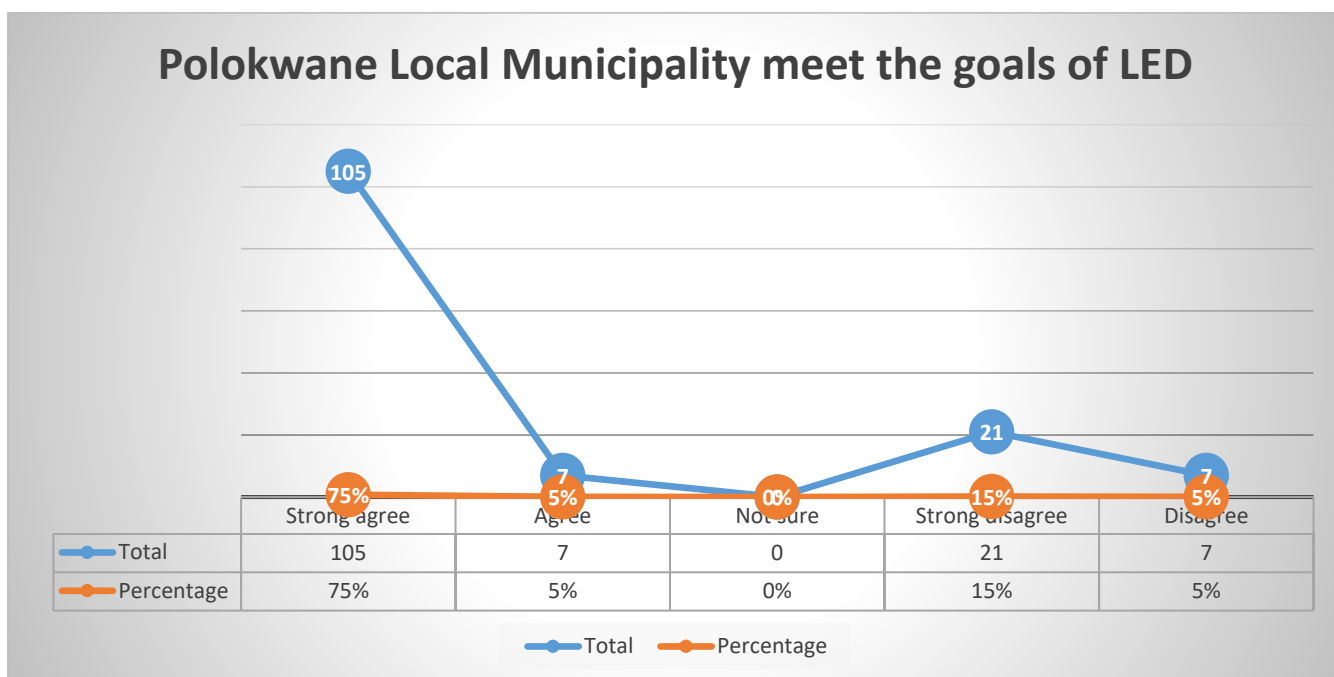


Figure 5:10 Meeting the goals of LED

It was asked from the respondents as to whether Polokwane Local Municipality meets the goals of LED. Figure 5:10 shows that 105 respondents, which constitute 75%, strongly agreed with the statement wherein 7 respondents which constitute 5%, agreed. Twenty one which constitute 15% respondents strongly disagreed with the statement whereas 7 respondents which constitute 5% disagreed. Lastly, there are no respondents who were not sure. A conclusion can be drawn based on the above data that the majority of the respondents strongly agreed. This was viewed by Moyo (2020:25) on the literature review of this study, who indicated that the local government (PLM) is an ideal place to advance local economic development by facilitating interactions between local human capital, local resources utilization, and social capital for leveraging collaborative problem solving to improve people's wellbeing in a locality. This is also supported by Pugalis and Tan (2017:9) who asserted that local government (PLM) is placed to play a role in enabling local development by promoting dialogue and connections between local people, local resources, and opportunities. This suggest that for Polokwane Local Municipality effectively meet the goal of LED there must be a conducive environments that allow for smooth production, employment, technology transfer, and education.

5.2.2.2.3. Satisfaction of local residents with the LED projects in their Municipality

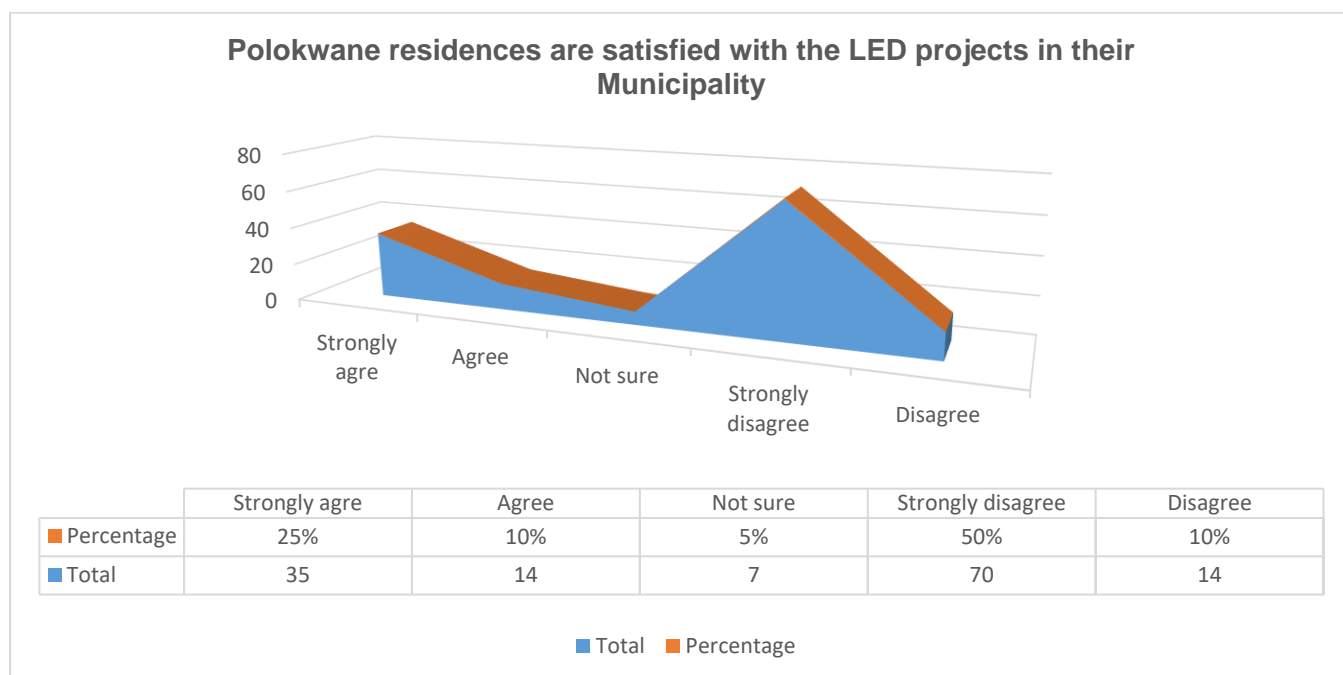


Figure 5:11 LED projects in Polokwane Local Municipality

Respondents were asked whether Polokwane residences are satisfied with the LED projects in their municipality. The above figure 5:11 show that 70 (50%) of the respondents strongly disagreed with the statement, whereas 14 (10%) disagreed. Thirty five respondents which constitute 25% strongly agreed, while 14 (10%) respondents agreed. Lastly, 7 respondents which constitute 5% were not sure. A conclusion can be drawn based on the above data that majority of the respondents disagreed. This is viewed in the literature of the study by Rogerson and Rogerson (2012), who state that while different types of LED projects require different types of infrastructure, there is a general notion within South Africa that the current provision of infrastructure will not support the full consolidation of LED, especially in rural areas. It is the duty of the Polokwane Local Municipality to know relevant LED projects for the community members. This suggests for significant role of Polokwane Local Municipality to ensure that communities are exposed to LED projects to improve their wellbeing and stimulate local development. The Polokwane Local Municipality must invest more in LED projects and ensure an inclusive local government that caters to the wellbeing of communities. The LED project must be implemented for the promotion and achievement of socio-economic development in local government.

5.2.2.2.4. Features of LED are maintainance and achieved

	Response	Frequency	Percentage
1	Strongly Agree	14	10%
2	Agree	7	5%
3	Not Sure	7	5%
4	Strongly disagree	63	45%
5	Disagree	49	35%
	Total	140	100%

Table 5.3 Features of LED

It was explored from selected respondents as to whether the features of LED are maintained and achieved. The above table 5:3 revealed that 63 (45%) respondents strongly disagreed with the statement whereas 49 (35%) respondents disagreed. Fourteen respondents which constitute 10% strongly agreed, wherein 7 (5%) respondents agreed. Lastly, 7 (5%) respondents were not sure as to whether features of LED are maintained and achieved. A conclusion can be drawn from the above data which indicate that majority of respondents disagreed that features of LED are maintained and achieved. This is evident in the literature review wherein Rogerson (2010) added that poor performance as far as LED is concerned in South Africa is mainly associated with a shortage of resources, lack of capacity, and limited experience by the local government to promote LED. The study suggests that implementing features of LED requires a comprehensive approach that involves strategic planning, stakeholder engagement, resource mobilisation, and effective execution. Polokwane Local Municipality must create a conducive environment for economic growth, job creation, and prosperity within their communities as a way of achieving the features of LED.

5.2.2.2.5. Community members' involvement in all activities of LED

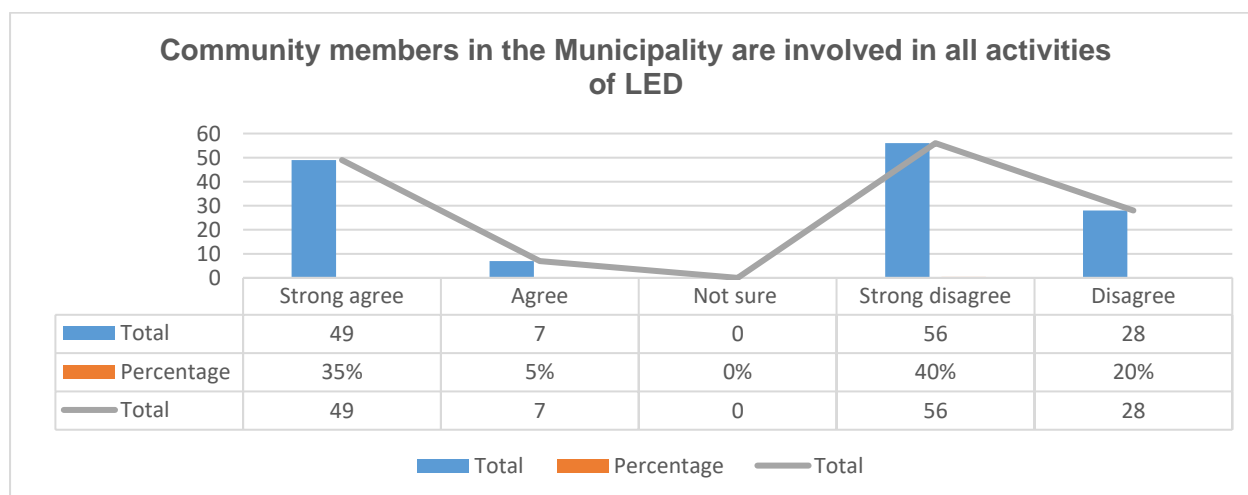


Figure 5:12 Community participation in LED activities

Figure 5:12 presents the data on the statement that community members in the municipality are involved in all activities of LED. The data indicate that the majority 56 (40%) of the respondents strongly disagreed with the statement, while 28 (20%) disagreed. Forty nine respondents which constitute 35% strongly agreed, while seven respondents which constitute 5% agreed. Lastly, there were no respondents who were not sure as to whether community members in the municipality were involved in all activities of LED. From the findings it can be concluded that majority of the respondents disagreed that community participation is emphasised in all activities of the LED. This is evident in the literature review of study as emphasised by Dywili and Draai (2019), who added that, indeed, there were many strategies developed yet were never implemented due to the reluctance of the population left aside during the initial phases. This study suggests that effective implementation of LED in Polokwane Local Municipality relies heavily on community participation. There is a need for Polokwane local Municipality to improve in terms of the provision of inclusive and participative local government to foster sustainable development.

5.2.2.2.6. Effective management of LED projects in the Municipality

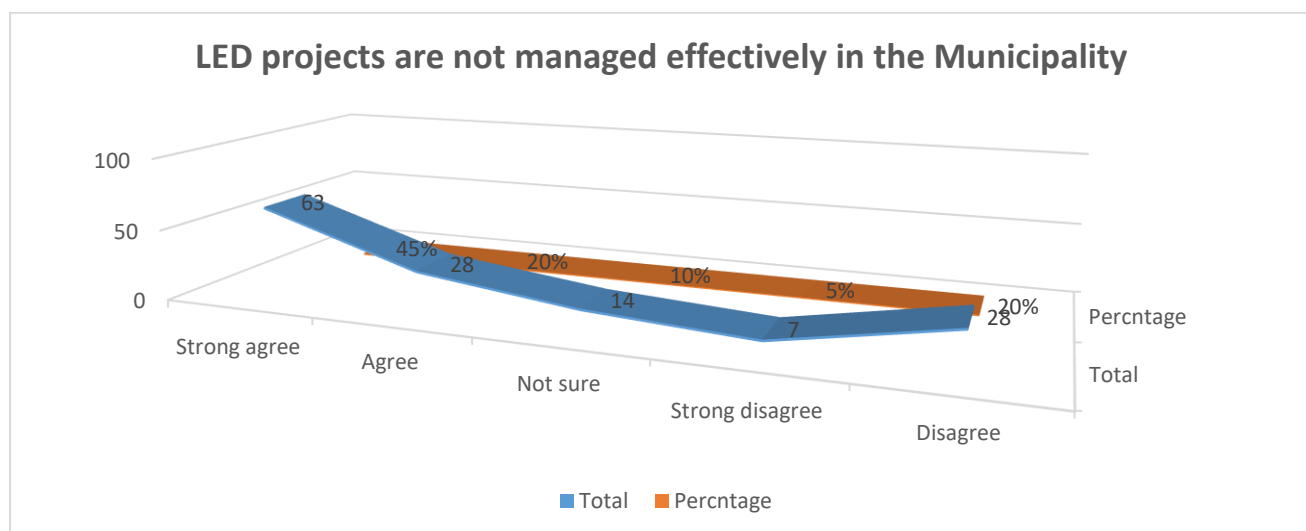


Figure 5:13 LED projects and management

It was probed from respondents as to whether LED projects are not managed effectively in the Municipality. The above Figure 5:13 revealed that 63 (45%) respondents strongly agreed with the statement, wherein 28 (20%) of the respondents agreed. Twenty-eight respondents which constitute (20%) disagreed, whereas 7 (5%) of the respondents strongly disagreed. Lastly, 14 (10%) of the respondents were not sure. From the findings it is concluded that the majority of the respondents agreed that there is a failure to manage LED projects in the Polokwane Local Municipality. This is evident in the literature review of this study as indicated by United Cities Local Government Association (2008) that there is insufficient access to LED knowledge, good practices, and lessons learned, especially in the municipalities, an initiative has started, with the support of donors and other partners to collect as much information as possible on existing LED projects, and to identify as many LED practitioners and partners, that the Polokwane Local Municipality must consistently engage on LED projects and share information with the relevant information in respective areas. This study suggests that community participation, stakeholder involvement, the NGOs contribution and public-private partnership are paramount in achieving and maintaining the LED projects. The Polokwane Local Municipality must effectively manage the projects of the LED to improve the well-being of the communities and stimulate development in local areas of the municipality.

5.2.2.2.7. Corruption cases in the LED projects

Response	Frequency	Percentage

1	Strongly Agree	56	40%
2	Agree	35	25%
3	Not Sure	28	20%
4	Strongly disagree	14	10%
5	Disagree	07	05%
	Total	140	100%

Table 5:4 Corruption on LED projects

Table 5:4 presents the data on the statement that there are many corruption cases in the LED projects. The data indicates that the majority 56 (40%) of respondents strongly agreed with the statement, while 35 (25%) respondents agreed. Twenty-eight respondents which constitute 20% were not sure. Lastly, 14 (10%) of respondents strongly disagreed with the statement, wherein seven (5%) of the respondents disagreed. From the above information it can be concluded that the majority of the respondents agreed that failure to attain the LED projects is due to corruption. Habiyaemye and Raymond (2018) in the literature review of this study added that corruption within local government in South Africa has become a stumbling block towards the consolidation of LED. The study suggests for an oversight mechanisms such as the Public Protector to work with Polokwane Local Municipality in curbing corruption. Therefore, the Polokwane Local Municipality must also foster community participation, Whistle-blower protection, strengthen legal frameworks and monitoring and evaluation to curb corruption.

5.2.2.3. The role of DLG in implementing LED in the Polokwane Local Municipality

This sub-section presents the data regarding the role of DLG in the implementation of LED in the Polokwane Local Municipality. The data is presented in the form of graphic tables, followed by short interpretations.

5.2.2.3.1 Living standard of the communities through the implementation of LED

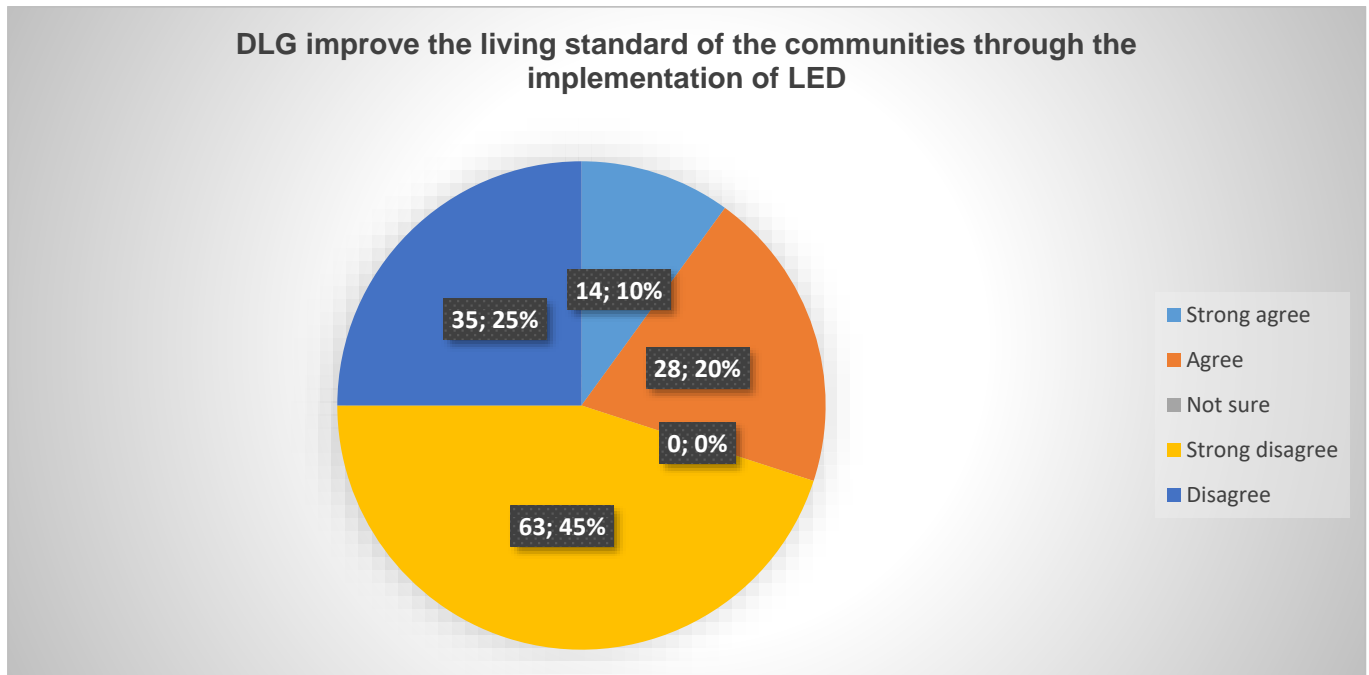


Figure 5: 14 Well-being of the community through DLG

It was researched from respondents as to whether DLG improves the living standard of the communities through the implementation of LED. The above Figure 5:14 revealed that 63 (45%) respondents strongly disagreed with the statement, wherein 35 respondents which constitute 25% disagreed. Twenty-eight respondents which constitute 20% agreed wherein 14 (10%) strongly agreed. Lastly, there were not respondents who were not sure. From the above information it is concluded that the majority of respondents disagreed that DLG improves the well-being of the community. Khambule (2018: 2) in the literature review of this study, added that local government has been unable to meet citizens' demands because of inherent incapacities to plan for development, with major inabilities attributed to corruption, lack of capacity within local municipalities; insufficient skilled LED practitioners; a lack of understanding of local economies; a lack of funding for LED; and a lack of integration between local authorities, communities, and the business community. For the Polokwane Local Municipality to promote the well-being of the communities, the following must be ensured: good governance and accountability, community development programs, basic service delivery, promoting social and economic inclusion and supporting local businesses and industries. By implementing the afore-mentioned, the DLG can effectively facilitate the LED and promote the wellbeing of the communities.

5.2.2.3.2 Stimulation of local economy through LED in the Municipality

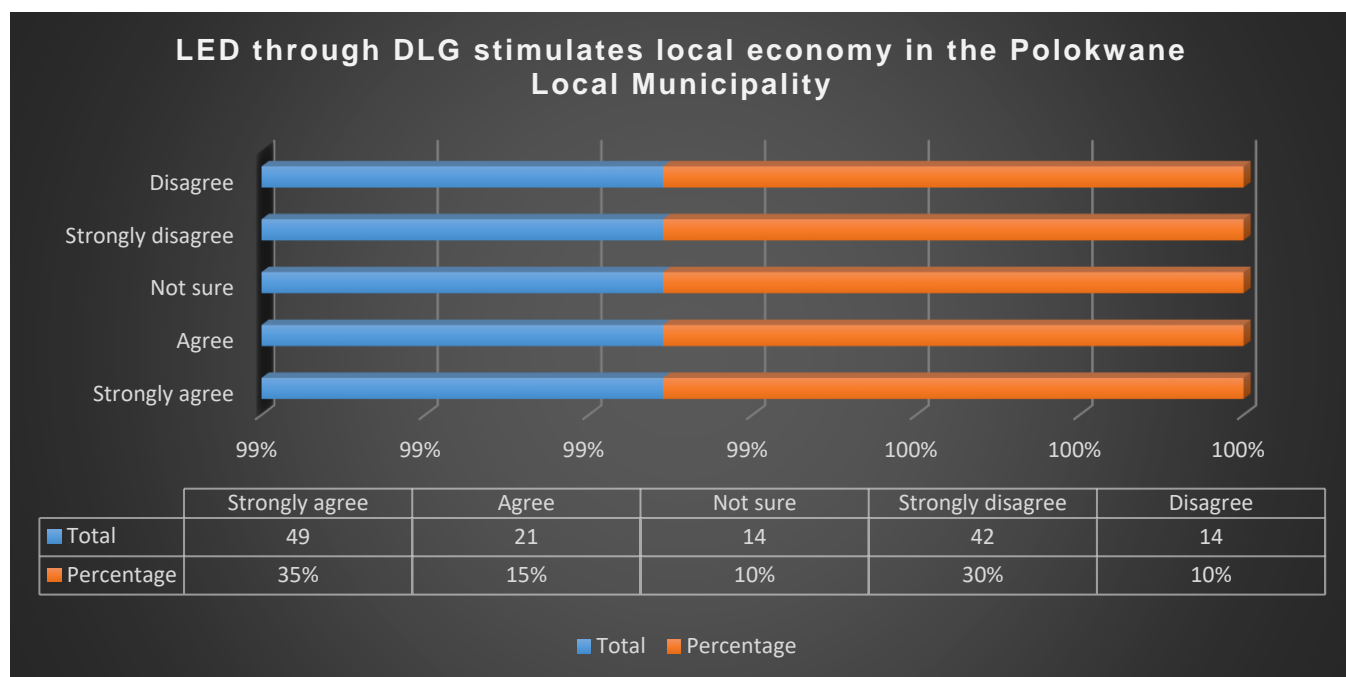


Figure 5: 15 LED stimulates the local economy

The respondents were asked whether LED through DLG stimulates the local economy in the Polokwane Local Municipality. Figure 5:15 revealed that 49 (35%) respondents strongly agreed with the statement, wherein 21 (15%) respondents agreed. Forty-two respondents which constitute 30% strongly disagreed, whereas 14 (10%) respondents agreed. Lastly, fourteen (10%) respondents were not sure whether LED through DLG stimulates the local economy in the Polokwane Local Municipality. The conclusion is drawn from the majority of respondents who agreed LED stimulates the local economy. Diseko (2014:91), in the literature review of this study, added that the national LED framework mandates the local government to foster conditions that stimulate and enable an environment favourable for the establishment and expansion of business. Therefore, for LED to stimulate the local economy it relies on the following initiatives: agriculture-based local economic development, tourism-based LED, SMME support and extension, and maximising the impact of other local development initiatives. The study suggests that Polokwane Local Municipality should rely on the above-mentioned features as a way of promoting the local economy.

5.2.2.3.3. DLG empowerment to local communities and independence

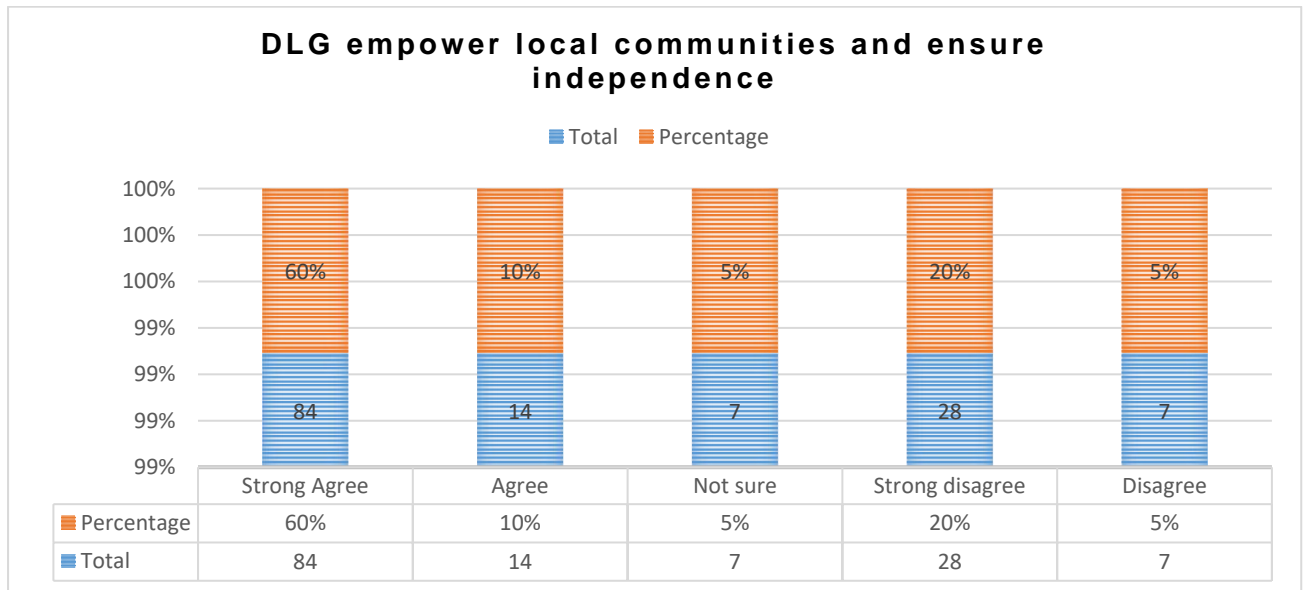


Figure 5:16 Independence and empowerment through DLG

The respondents were asked whether DLG empowers local communities and ensures independence. Figure 5:16 revealed that 84 (60%) respondents strongly agreed with the statement, whereas 14 (10%) respondents agreed. Twenty-eight of respondents, which constitute 20% strongly disagreed, whereas seven (05%) respondents disagreed. Lastly, seven (05%) respondents were not sure. The conclusion can be drawn based on the above data that the majority of the respondents agreed that DLG is responsible for empowering and ensuring independence to the communities. This is evident in the literature review emphasised by Majola (2021), which points out that the DLG empowers rural dwellers through the development of productive employment, enhancing their income, ensuring the protection of the environment, promoting gender responsiveness and advocating adequate care for vulnerable groups. This study suggests that DLG empowers local communities and ensures their independence through various mechanisms aimed at decentralisation of decision-making to determine their own development priorities, active participation, and capacity-building. DLG should invest in building the capacity of local communities through education, training, and skills development programs as an effective way to empower the communities and nurture independence among them. Therefore, the Polokwane Local Municipality needs to put more effort into practising the DLG for the effective implementation of LED to secure the independence and empowerment of local communities.

5.2.2.3.4. Availability of funds to support LED strategy

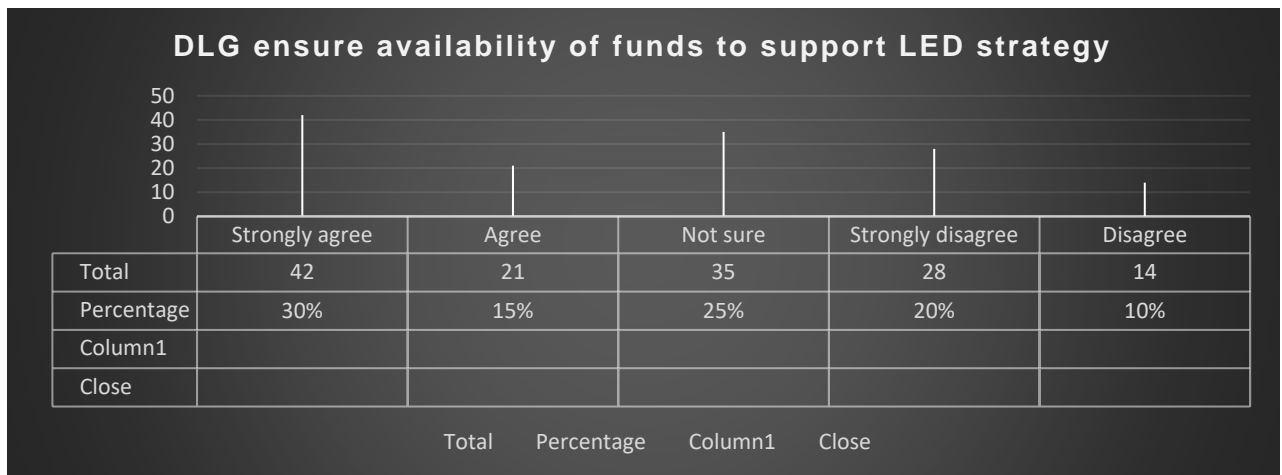


Figure 5:17 DLG fund the LED

The respondents were asked as to whether DLG ensures the availability of funds to support the LED strategy. The above Figure 5:17 revealed that 42 (30%) respondents strongly agreed with the statement, whereas 21 (15%) respondents agreed. Twenty-eight respondents, which constitute 20% strongly disagreed, whereas 14 (10%) respondents disagreed. Lastly, 35 (25%) respondents were not sure. The majority of the respondents agreed that DLG plays an important role in ensuring a sufficient budget for the implementation of LED. The literature review by Thapa (2020); Sidgwick (2014) addressed that to provide services and perform functions effectively, the local unit must have its finances. Therefore, effective financial management helps local units maintain the trust and support of their communities while fostering economic growth and quality of life for their residents. This suggests that Polokwane Local Municipality should have sufficient budget or funds to cater for LED projects. For instance, the Polokwane Local Municipality in terms of tourism can sponsor the Nthabiseko resort as a way of enforcing development. The Polokwane Local Municipality must invest in rural agriculture to support the SMMEs. This can be done through sufficient budget.

5.2.2.3.5. DLG role in implementing LED strategy

	Response	Frequency	Percentage
1	Strongly Agree	63	45%
2	Agree	7	5%

3	Not Sure	28	20%
4	Strongly disagree	14	10%
5	Disagree	28	20%
	Total	140	100%

Table 5:5 DLG implement LED strategy

Table 5.5 presents the data on the statement that says DLG plays an important role in implementing LED strategy. The data indicates that the majority 63 (45%) of the respondents strongly agreed with the statement, while seven (5%) of the respondents agreed. Twenty-eight of the respondents which constitute 20% disagreed, whereas 14 (10%) strongly disagreed. Lastly, 28 (20%) of the respondents were not sure. The majority of the respondents from the findings agreed that DLG plays a significant role in implementing LED strategy. According to Mokoena (2019), in the literature of this study, LED is considered as a new mandate for DLG to ensure that local government, the private sector, the non-profit sector, and the local community are the given opportunity to work together to improve the local economy. With the afore-mentioned statement, the DLG is mandated to foster the implementation of LED. This suggest that in all activities of the DLG the LED should be implemented. Therefore it is recommended that Polokwane Local Municipality should plays a critical role in coordinating LED planning and promotion, and the provision of most of the basic services which are important to the local economy and the improvement of the standards of living for all local communities.

5.2.2.3.6. Active community and stakeholder participation in the LED project development and implementation

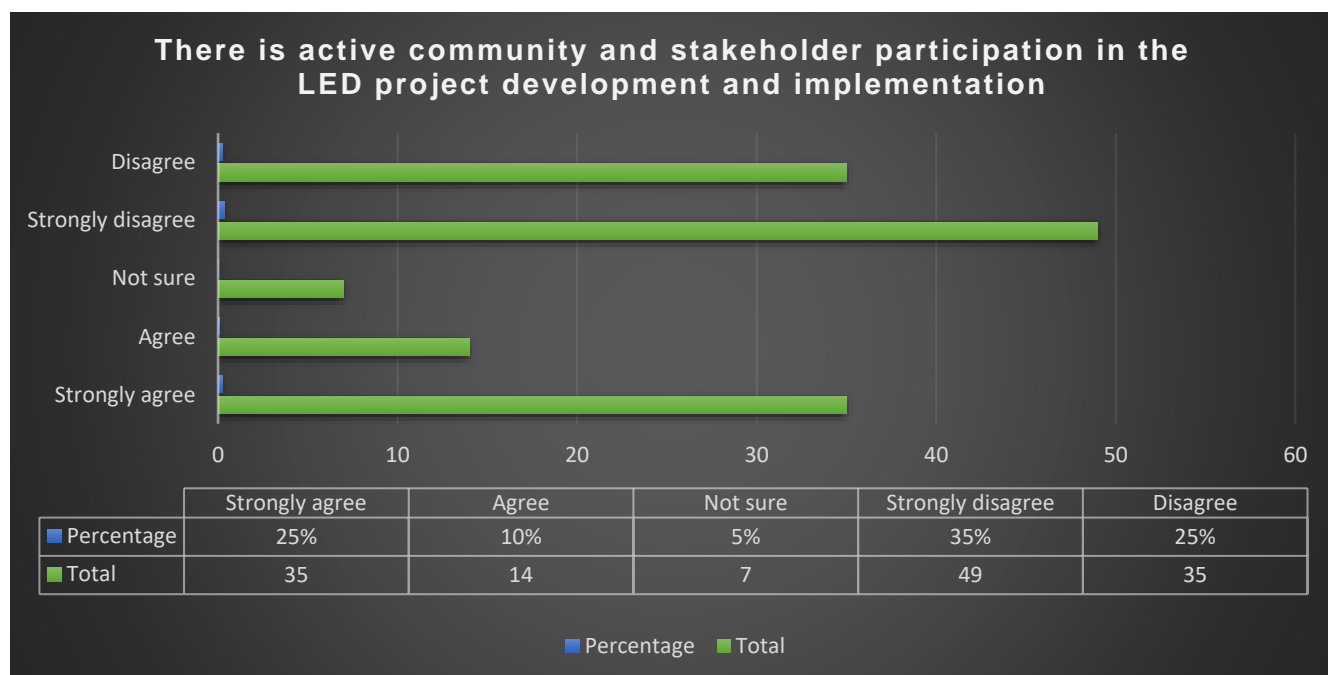


Figure 5: 18 Community and stakeholder participation in LED

It was probed from respondents as to whether there is active community and stakeholder participation in the LED project development and implementation. The above Figure 5:18 revealed that 49 (35%) respondents strongly disagreed with the statement, while 35 (25%) respondents disagreed. Thirty-five respondents which constitute 25% strongly agreed, while 14 (10%) respondents agreed. Lastly, 7 (5%) respondents were not sure that there is active community and stakeholder participation in the LED project development and implementation. The conclusion can be drawn from the majority of the respondent who disagreed that there is active community and stakeholder participation in the LED project development and implementation. Zondi and Reddy (2016:27), in the literature review of this study add that community participation is a key instrument in facilitating local democracy through formal municipal structures. Masiya *et al.* (2019) express that community participation in governance processes is key to the success of LED. CLGF (2023) added that LED is a strategy dependent on locally based community leadership collaborating with other various stakeholders to solve existential community challenges and improve their city or town. This suggests that the reason for the failure of the LED is due to a lack of community and stakeholders participation in Polokwane Local Municipality. This study suggests that community and stakeholder participation must be enforced in municipal policy planning and implementation. Community participation is vital for facilitating information dissemination and increasing public awareness

of the actions of the municipality. It is concluded that the Polokwane Local Municipality must create an inclusive local government that caters to all the community members and stakeholders.

5.2.2.4. The effect of DLG on the LED of the Polokwane Local Municipality

This sub-section presents the data regarding the effect of DLG on the LED of the Polokwane Local Municipality. The data is presented in the form of graphic tables, followed by short interpretations.

5.2.2.4.1 Encouragement of community members to take part in LED projects in the Municipality

	Response	Frequency	Percentage
1	Strongly Agree	35	25%
2	Agree	42	30%
3	Not Sure	21	15%
4	Strongly disagree	28	20%
5	Disagree	14	10%
	Total	140	100%

Table 5:6 Community engagement in LED projects

Table 5.6 presents the data on the statement that says community members are encouraged to take part in LED projects in the Municipality. The data indicates that the majority 42 (30%) of the respondents agreed while 35 (25%) respondents strongly agreed with the view. Twenty-eight of the respondents which constitute 20% strongly disagreed with the statement, while 14 (10%) of the respondents disagreed. Lastly, 21 (15%) of the respondents were not sure. The conclusion can be drawn from the majority of respondents who agreed that community members are encouraged to take part in LED projects in the Municipality. Cerri *et al.* (2020),

in the literature review of this study, add that while the aim of community participation is for citizens to be in a position to influence development priorities within their respective local municipalities and also be able to hold their respective local municipalities on the decisions and actions the municipalities take, in most cases, communities are not included in their respective local municipalities' planning and prioritising processes. This suggests that effective LED projects should be on the basis of community involvement. The Polokwane Local Municipality must encourage and foster community involvement in LED projects as a way to achieve DLG. By actively involving the community in LED projects, stakeholders can harness local knowledge, expertise, and resources to create inclusive, sustainable, and resilient communities. Community engagement not only enhances the effectiveness and relevance of projects but also fosters social cohesion, empowerment, and collective action for positive change.

5.2.2.4.2. LED alleviation of poverty through DLG

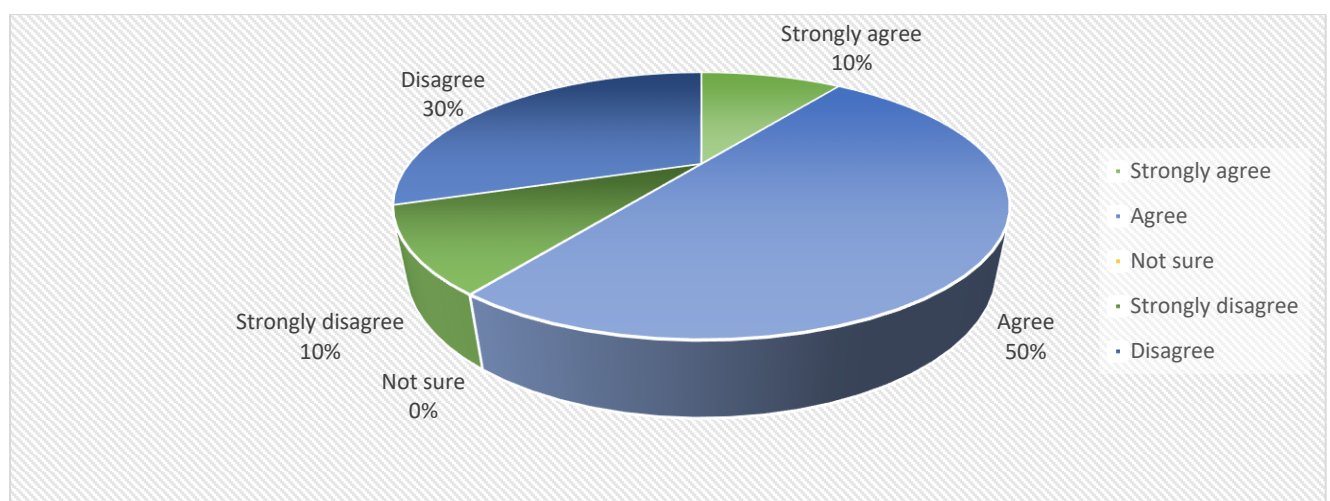


Figure 5: 19 *DLG alleviates poverty*

The respondents were asked whether DLG ensures that LED alleviates poverty. The above Figure 5:19 revealed that 70 (50%) respondents agreed with the statement, while 14 (10%) respondents strongly agreed. Forty-two respondents which constitute 30% disagreed with the statement, wherein 14 (10%) respondents disagreed. Lastly, there were no respondents who were not sure. The conclusion can be drawn from respondents who agreed that DLG is responsible for alleviating poverty through implementation of LED. In the literature review of this study, the *Constitution of the Republic of South Africa, 1996*, and the *White Paper on local government, 1998*, encourage municipalities, through LED, to play a leading role in as far as creating job opportunities and poverty reduction are concerned. Therefore, the Polokwane Local Municipality should serve as DLG of the Polokwane communities and aid in poverty

alleviation. This suggests that LED in Polokwane Municipality should be intended to maximise the economic potential of all localities and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development, by that poverty will be reduced. The Polokwane Local Municipality must ensure that there is sufficient budget and resources, capacity development, initiatives to support SMMEs in promoting job creation, infrastructure development *inter alia*, to foster employment creation and poverty reduction. This will also promote community development and the attainment of service delivery.

5.2.2.4.3. Proper communication channels to coordinate and implement LED strategy through DLG

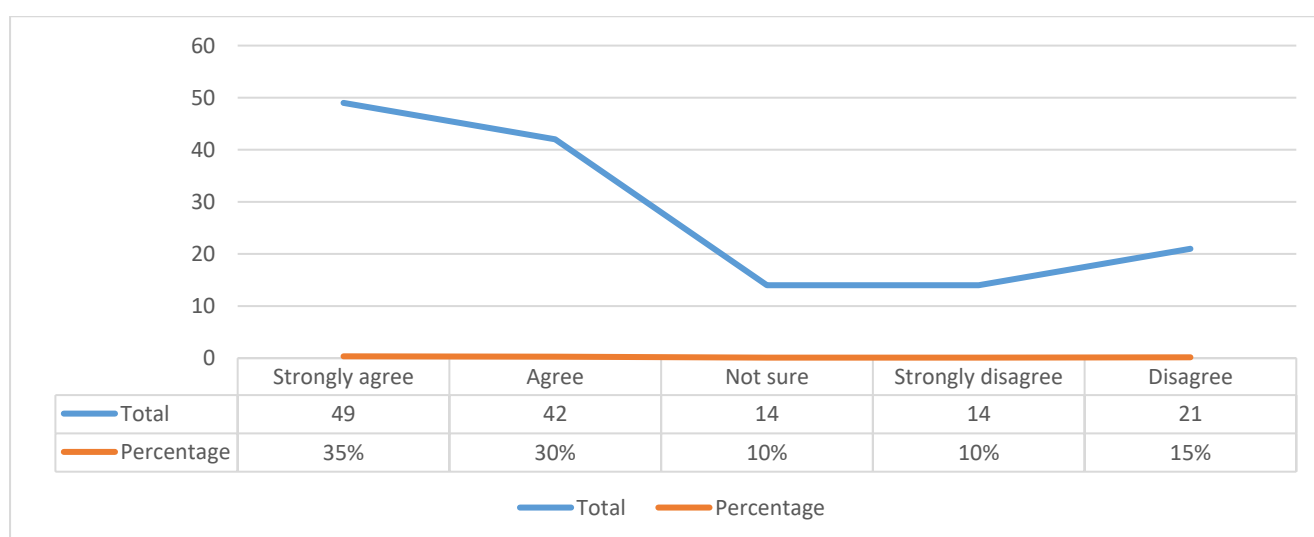


Figure 5: 20 DLG foster communication

The above figure 5.20 presents the data on the statement that says the DLG ensures proper communication channels to coordinate and implement LED strategy. The data indicates that the majority 49 (35%) of the respondents strongly agreed while 42 (30%) respondents agreed with the view. Twenty-one respondents which constitute 15% disagree, while 14 (10%) of the respondents strongly disagreed. Lastly, 14 (10%) of the respondents were not sure. The conclusion can be drawn from the majority of respondents who agreed that DLG ensures proper communication from the promotion and implementation of LED. In the literature review of this study, Forester (1980) highlighted that the goal of clear undistorted communication is ultimately the empowerment and democratisation of communities. The assumption is that clarity of communication will result in the efficient use of resources, as state and civil society actors will know what opportunities are real opportunities and what threats are real threats. Therefore, the Polokwane Local Municipality must ensure proper communication at all times

and by that way they will be promoting community participation. By prioritising communication and engagement, DLG can ensure that LED initiatives are promoted and implemented in a way that meets the needs of the local community and contributes to sustainable economic development. Therefore, communication is a vital tool for effective LED implementation.

5.2.2.4.4. Cooperation between local community members and their Municipality in achieving the LED strategy

	Response	Frequency	Percentage
1	Strongly Agree	28	20%
2	Agree	63	45%
3	Not Sure	7	5%
4	Strongly disagree	28	20%
5	Disagree	14	10%
	Total	140	100%

Table 5:7 cooperation of community members and Polokwane Local Municipality in LED strategy

Table 5.7 presents the data on the statement that says Polokwane community members work with their Municipality towards achieving the LED strategy. The data indicates that the majority 63 (45%) of the respondents, agreed while 28 (20%) respondents strongly agreed with the view. Twenty-eight respondents which constitute 20% strongly disagreed while 14 (10%) of the respondents disagreed. Lastly, seven (05%) of the respondents were not sure. The conclusion can be drawn from majority of the respondents who agreed that Polokwane Local Municipality works with its communities towards the achievement of the LED. In the literature review of this study, the *Constitution of the Republic of South Africa, 1996* mandates local government to provide a democratic and accountable government for local communities, ensure the provision of services to communities in a sustainable manner, promote social and

economic development, promote a safe and healthy environment, and encourage the involvement of communities and community organisations in the matters of local government. Therefore, the Polokwane Local Municipality should ensure that community members are involved in all activities that affect their everyday lives. For instance, communities need to be involved in policy planning and implementation to improve service delivery and promote effective governance.

5.2.2.4.5. LED ensures jobs creation

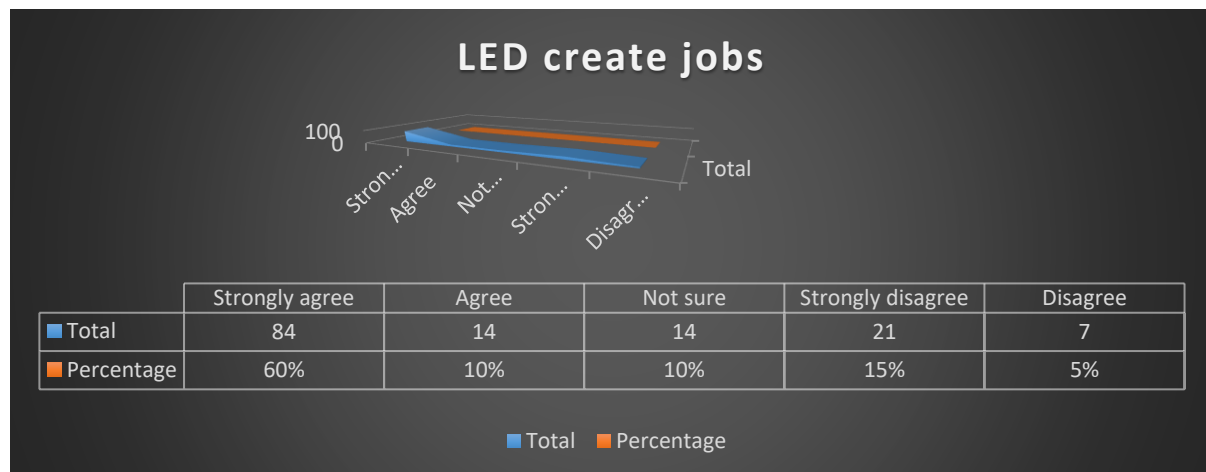


Figure 5:21 DLG create employment opportunity

It was probed from respondents as to whether *DLG creates job opportunities through the LED*. The above Figure 5:21 revealed that 84 (60%) respondents strongly agreed, 14 respondents which constitutes 10% agreed. Twenty-one respondents which constitute 15% strongly disagreed with the statement, while seven (5%) of the respondents disagreed. Lastly, 14 (10%) respondents were not sure. A conclusion can be drawn from the majority of the respondents who agreed that DLG is responsible for creating employment opportunities through the implementation of LED. Mashabela (2020:614); Gamede (2020:387), in the literature review of the study add that the objective of LED in local government is to create job opportunities; and increase the tax base and revenue bases within the jurisdiction of municipalities. Therefore, the only way to create job opportunities is through fostering the DLG. The study proposes that the Polokwane Local Municipality should foster initiatives for creating jobs. Promoting and supporting SMMEs can also aid in job creation. Therefore it is concluded that *DLG creates job opportunities through LED*.

5.2.2.4.6. Support of the provincial departments to the Polokwane Municipality

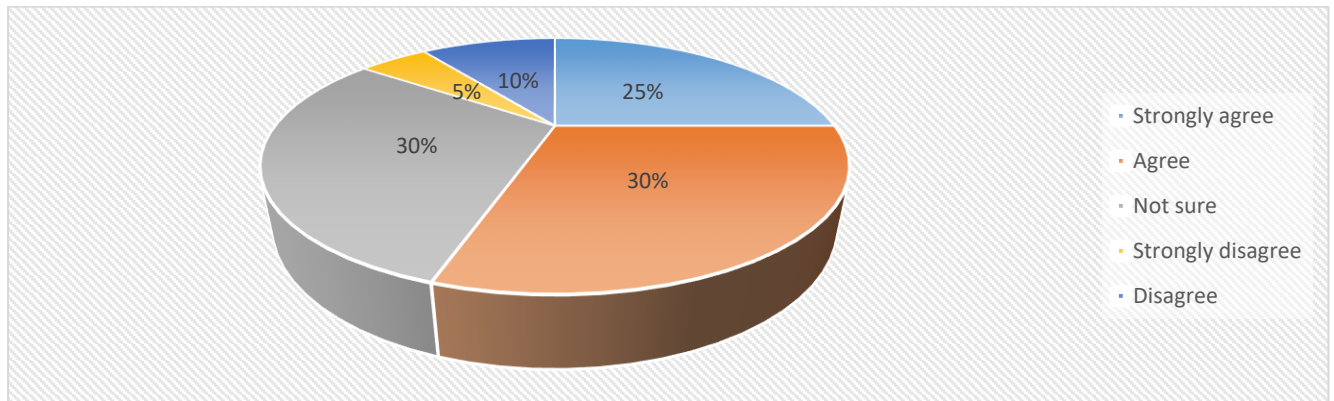


Figure 5: 22 Provincial support to the Municipality

The above figure 5:22 presents the data on the statement that says the support of the provincial departments to the Polokwane Local Municipality is sufficient. The data indicates that the majority 42 (30%) of the respondents were not sure with the statement. While 42 (30%) respondents agreed with the view. Meanwhile, 35 (25%) of the respondents strongly agreed. Furthermore, 14 (10%) of the respondents disagreed, while seven (05%) of the respondents strongly disagreed with the statement. A conclusion can be drawn from the majority of the respondents who agreed that the departments offers sufficient support to implement the LED projects. The Department of Provincial and Local Government (DPLG) (now Cooperative Governance and Traditional Affairs) has a chief directorate dedicated to LED that affords support in the development and review of national policy, strategy, and guidelines on LED. This suggests that the Polokwane Local Municipality through support of COGHSTA, should be able to foster LED. Effective LED implementation is determined by the sufficient budget.

5.2.2.5. Mechanisms that can be used to ensure effective implementation of LED through DLG

This sub-section presents the data regarding the Mechanisms that can be used to ensure effective implementation of LED through DLG. The data is presented in the form of graphic tables, followed by short interpretations

5.2.2.5.1. Traditional Leaders and other stakeholders in ensuring effective implementation of LED in the Municipality

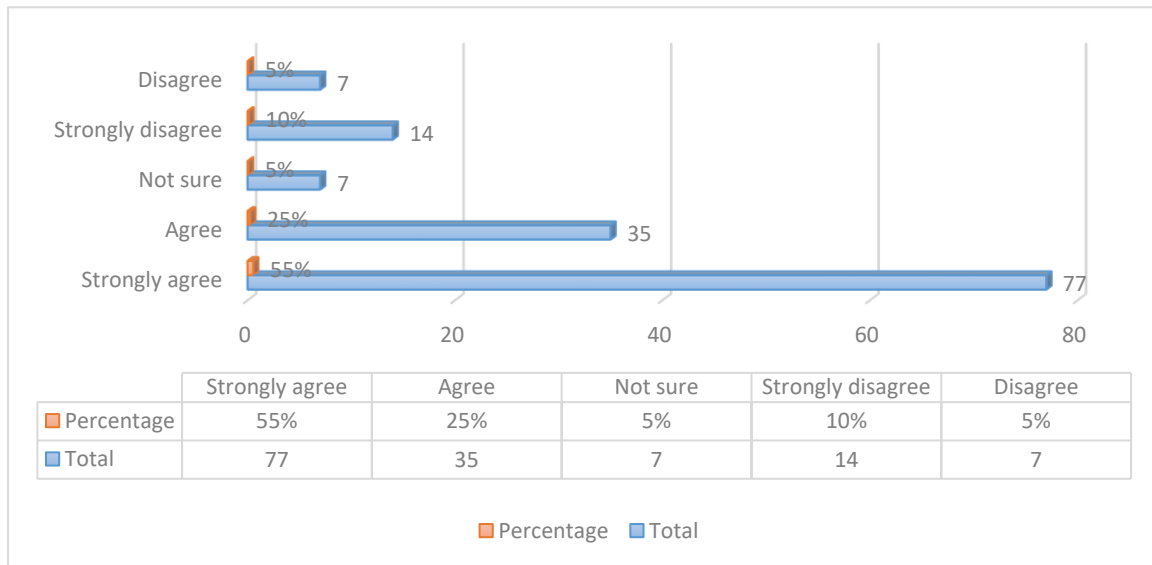


Figure 5: 23 Traditional Leaders and stakeholders in implementation LED

It was enquired from selected respondents as to whether traditional leaders and other stakeholders should be incorporated to ensure the effective implementation of LED in the Municipality. The above figure 5:23 revealed that 77 (55%) respondents strongly agreed with the statement, while 35 (25%) respondents agreed. Fourteen respondents which constitutes 10% strongly disagreed, while seven (05%) respondent disagreed. Lastly, seven (5%) respondents were not sure. A conclusion can be drawn from the majority of respondents who agreed that traditional Leaders and other stakeholders should be incorporated to ensure effective implementation of LED in the Municipality. DPLG (2010) in the literature of this study assert that LED is about creating an enabling platform and environment to engage stakeholders in various innovative ways of implementing strategies and programmes. Sections 19 and 20 of the *Traditional Leadership and Governance Framework Act, 2003 (Act 41 of 2003)* assert the role of traditional leaders in LED includes participating in research; environmental protection and sustainability; participation in policymaking; and facilitation of community participation. This study recommends that the Polokwane Local Municipality must involve the community stakeholders and traditional leaders in the implementation of LED. The traditional leaders and community stakeholders play an effective role in LED as they are familiar with the social and economic unrest of their communities. Traditional Leaders and other stakeholders need to be incorporated into the municipality to ensure effective implementation of LED as they know the needs of communities better.

5.2.2.5.2 Monitoring and evaluation when implementing LED programmes

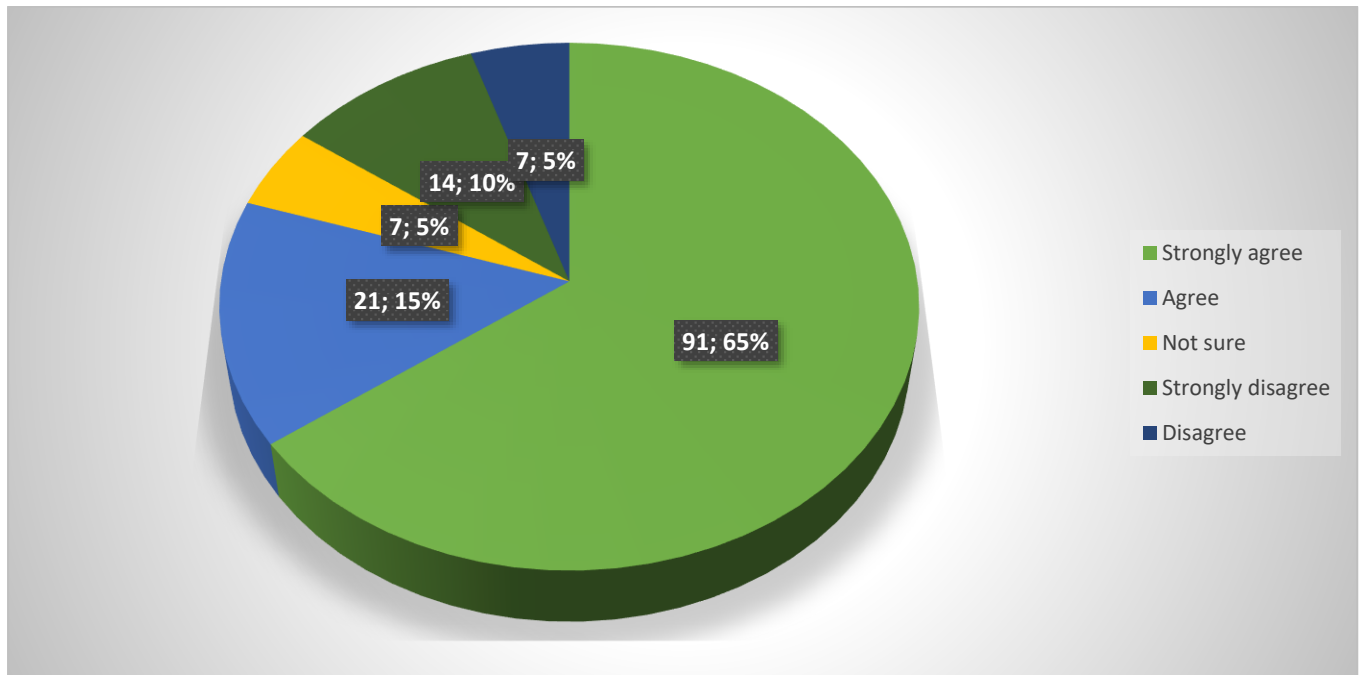


Figure 5: 24 monitoring and evaluation of LED

The above figure 5. 24 presents the data on the statement that says activities of DLG should be monitored and evaluated when implementing LED programmes. The data indicates that the majority 91 (65%) of the respondents strongly agreed with the statement, while 21 (15%) respondents agreed. Fourteen respondents which constitutes 10%, strongly disagreed with the statement, while seven (05%) of the respondents disagreed. Lastly, seven (05%) of the respondents were not sure. The conclusion can be drawn from the majority of the respondents who agreed that there should be monitoring and evaluation of the activities of DLG when implementing LED programmes. The literature review of this study emphasised that it is important to organise training on project management for LED processes to the attention of decision-makers (local elected representatives and central government officials). These workshops should focus on understanding LED promotion processes, organising their implementation, defining and monitoring the various stages of the LED process, identifying decision points, and necessary arbitration. The study suggests that monitoring and evaluation play a crucial role in the effective implementation of DLG activities, particularly in the realm of LED. By providing accountability, measuring performance, informing decision-making, optimizing resource allocation, fostering learning and stakeholder engagement, and enabling adaptive management, monitoring and evaluation, ensuring that LED initiatives are successful in promoting sustainable economic growth and development at the local level. Therefore, the Polokwane Local Municipality must foster the monitoring and evaluation tools for successful

DLG implementation in the realm of LED. Comprehensive monitoring and evaluation tools should be in place to track the utilisation of funds and assess the impact of investments on local economic development outcomes.

5.2.2.5.3. Increased funding for supporting the implementation of LED programmes

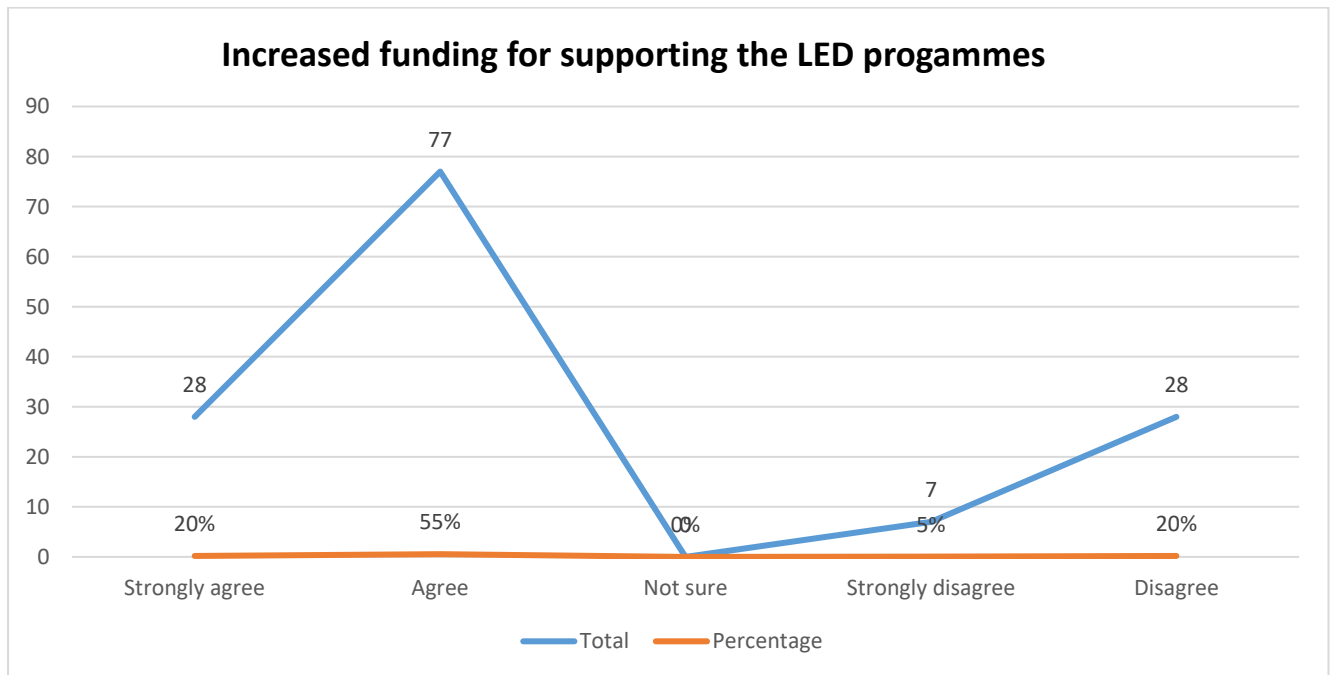


Figure 5: 25 sufficient funds support implementation of LED

The above figure 5: 25 presents the data on the statement that increased funding may sufficiently support the implementation of LED programmes. The data indicates that the majority 77 (55%) of respondents agreed while 28 (20%) respondents strongly agreed with the view. Twenty-eight respondents which constitute 20% disagreed with the statement, while seven (05%) of respondents strongly disagreed. Lastly, there were no respondents who were not sure. A conclusion can be drawn from the majority of the respondents who agreed that sufficient funds or budget for DLG support the implementation of LED programmes. This is viewed by Voluntary National Review (VNR) report (2019) in the literature review of this study, which stated that through rural financial systems such as local development banks, cooperative banks, community banks and other micro-credit facilities, the local government can assist local enterprises with funds. Therefore, increased funding can indeed play a significant role in supporting the implementation of local economic development (LED) programs through the facilitation of the following: expansion of programs, infrastructure development, capacity building, Incentives and support for businesses, promotion and marketing, research and innovation and partnerships and collaboration. While increased

funding can certainly enhance the effectiveness of LED programs, it's essential to ensure that resources are allocated strategically, transparently, and in alignment with the priorities and needs of the local community. Sufficient funds or budget contribute to the successful implementation of LED programmes.

5.2.2.5.4. Workshops to local communities and municipal officials

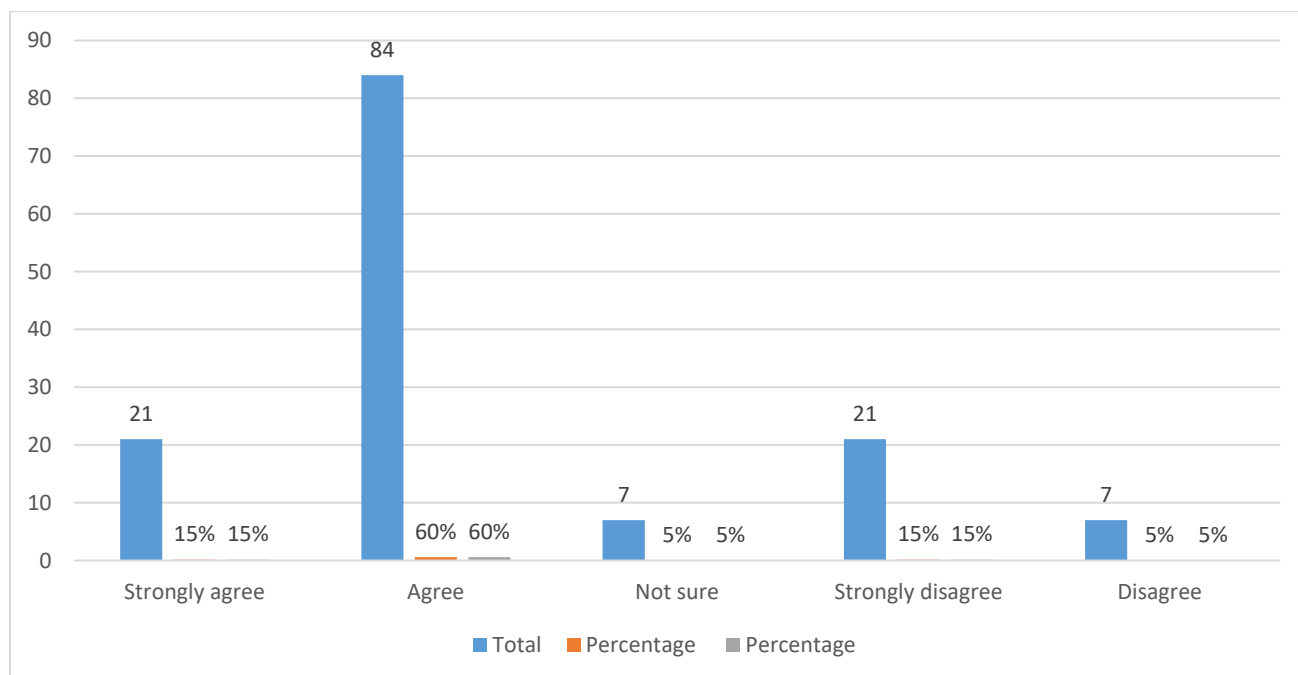


Figure 5: 26 Continuous workshops on new technological development

It was probed from respondents as to whether continuous workshops to educate the local communities and municipal officials about new technological development are necessary. The above Figure 5:26 revealed that 84 (60%) respondents agreed with the statement while 21 (15%) respondents strongly agreed. Twenty-one of the respondents which constitute 15% strongly disagreed, while 07 (05%) respondent disagreed. Lastly, seven (05%) respondents were not sure. A conclusion can be drawn from the majority of respondents who agreed that continuous workshops to educate the local communities and municipal officials about new technological development are necessary. Literature review of this study adds that there is also a need to reinforce the capacity of the private sector and local communities who are key players in the successful delivery of LED. This can be done through sustained capacity development programs for LED through a series of workshops, peer-to-peer learning, and through municipal partnerships. This suggests that continuous workshops to educate local communities and municipal officials about new technological developments are essential for fostering innovation, empowering decision-making, promoting collaboration, and building

resilience in the face of technological change. By investing in technology education and training, communities can position themselves to harness the full potential of technology for sustainable development and inclusive growth. The Polokwane Local Municipality should foster the continuous workshops to empower the municipal officials and community members.

5.2.2.5.5. Resources for implementing LED programmes

	Response	Frequency	Percentage
1	Strongly Agree	63	45%
2	Agree	35	25%
3	Not Sure	14	10%
4	Strongly disagree	07	05%
5	Disagree	21	15%
	Total	140	100%

Table 5: 8 sufficient resources are vital for LED programmes

The above table 5.8 presents the data on the statement that the deployment of sufficient resources for implementing LED programmes is essential. The data indicates that the majority 63 (45%) of the respondents strongly agreed, while 35 (25%) respondents agreed with the view. Twenty respondents which constitute 15% disagreed, while 07 (05%) of the respondents strongly disagreed. Lastly, 14 (10%) of the respondents were not sure. The conclusion can be drawn from the majority of respondents who agreed that deployment of sufficient resources for implementing LED programmes is essential. The literature review of this study adds that DLG should also ensure that all communities have access to basic municipal services, that all can participate in the decision-making processes and planning, that the local economies grow, that job opportunities increase and that local resources are used wisely to improve the quality of life for all, now and in the future. Therefore, the deployment of sufficient resources is essential for the successful implementation of LED programmes. This suggests that by

investing in infrastructure, SMEs development, stakeholder engagement, monitoring and evaluation, flexibility, sustainability, and competitive advantage, Polokwane Local Municipality can create an environment conducive to economic growth and prosperity for its communities

5.2.2.5.6 Corruption and other mal-administrative practices

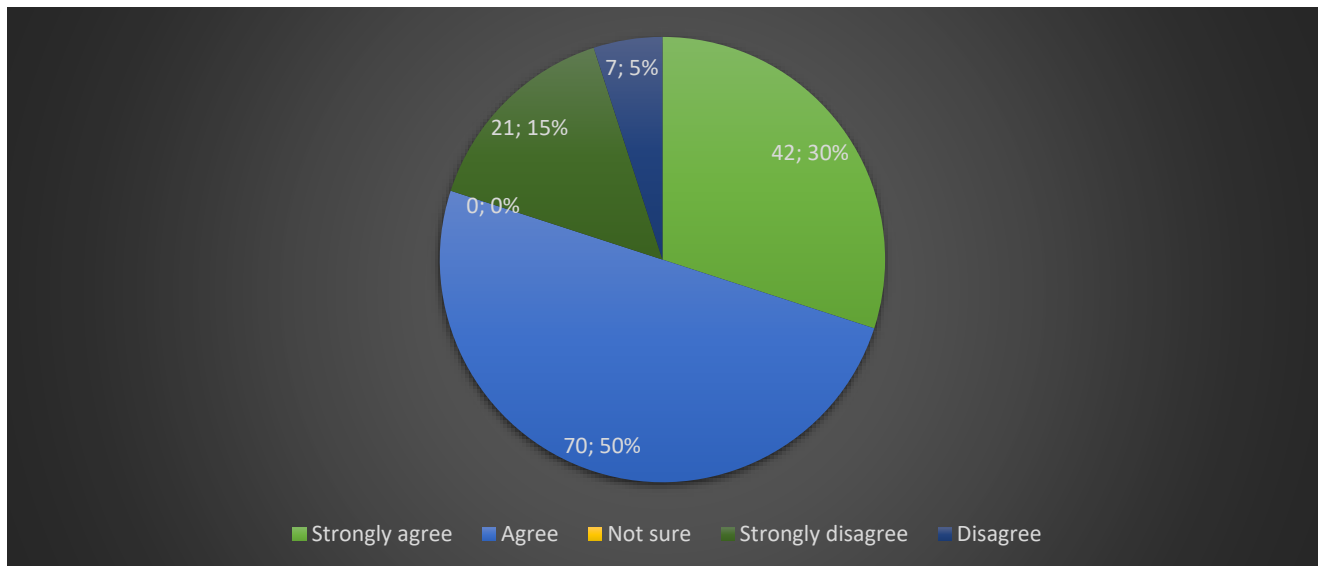


Figure 5: 27 curtailing corruption and other mal-administrative practices

It was probed from the respondents as to whether corruption and other mal-administrative practices must be effectively curtailed. The above figure 5:27 shown that 70 (50%) respondents agreed with the statement while 42 (30%) respondents strongly agreed with the statement. Twenty one respondents which constitute 15% respondents strongly disagreed whereas 7 (5%) respondents disagree with the statement. Lastly, there is no respondents who were not sure. A conclusion can be drawn from the majority of the respondents who agreed that corruption and other mal-administrative practices must be effectively curtailed. To support the afore-mentioned conclusion the *White Paper on Transforming Public Service Delivery*, (1997:14) contends that there are several institutions, such as the Public Protector, the Human Rights Commission and the Auditor-General, which serve to protect the public from maladministration and impropriety by government departments. This proposes that curbing corruption and mal-administrative practices is essential for promoting economic development, social justice, democratic governance, and global cooperation. It requires a comprehensive approach that includes legal reforms, institutional strengthening, anti-corruption measures, and efforts to promote transparency, accountability, and integrity in public administration. It is therefore, concluded that Polokwane Local Municipality should put in place mechanisms for reducing corruption and mal-administration practises to effectively implement the LED

strategy through the DLG. These mechanisms should include Public Protector, Auditor General, *inter alia*.

5.2.2.5.7 Support of the provincial departments

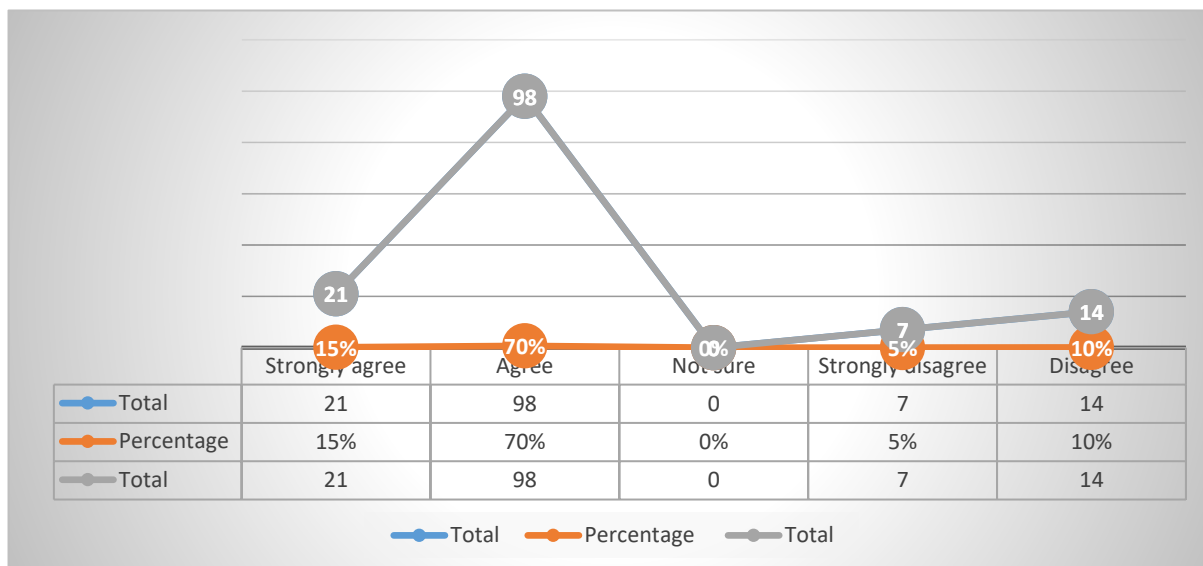


Figure 5: 28 support of provincial departments

The above figure 5:28 presents the data on the statement that sufficient support for the provincial departments is needed. The data indicates that the majority 98 (70%) of the respondents agreed, while 21 (15%) respondents strongly agreed with the view. Fourteen respondents which constitute 10% disagreed while 07 (05%) of the respondents strongly disagreed. Lastly, there was no respondents who were sure that sufficient support for the provincial departments is needed. A conclusion can be drawn from respondents who agreed that sufficient support for the provincial departments is needed. In the literature review of this study Limpopo Provincial Department of Local Government and Housing, (2007) contends that the department has so far attracted 34 million Euros from the European Union. The main objective of this huge funding is to support pro-poor economic growth and job creation through an integrated approach that will promote sustainable LED initiatives and community economic development by strengthening the local competitiveness of Small, Medium and Macro Enterprises (SMMEs) initiatives in the municipalities. This suggests that providing sufficient support for provincial departments in the realm of LED is crucial for building institutional capacity, coordinating policy efforts, allocating resources effectively, providing technical assistance, facilitating knowledge sharing, promoting stakeholder engagement, and ensuring accountability through monitoring and evaluation. Therefore, by investing in provincial capacity and expertise, governments can enhance the effectiveness and sustainability of LED

efforts and contribute to inclusive and resilient economic development at the local level. The provincial department's support is necessary for effective LED implementation.

5.2.3 SUMMATION OF DATA COLLECTED THROUGH THE QUESTIONNAIRES

In summation of the findings from the questionnaires, the study was dominated by the middle aged and old respondents due to ability to understand the purpose of the study. The study was dominated by males and since majority of females were on leaves. The targeted 140 (100%) respondents completed the questionnaires and returned them to the researcher for analysis. The study was dominated by people with Diploma and Degree. The reason is that those with no qualification were not eager to participate as compared to those with qualification. The study was dominated by respondents who are employed. The reason were because they possess the knowledge and information required for the study. The study was dominated by experienced people as compared to inexperienced. The majority of respondents disagreed that DLG is effectively implemented in Polokwane Local Municipality. The study found that most respondents strongly agreed that DLG plays importance role in fostering development. Most respondents strongly agreed that DLG works with communities towards realisation of sustainable development. The study was dominated by majority of respondents who strongly agreed that DLG meets the pre-determined needs of the community. Majority of the respondents disagreed that DLG has enough capacity to foster the LED Projects. Majority of the respondents agreed that LED empowers the socio-economic needs of the respective local communities.

The study found that majority of respondents disagreed that features of LED are maintained and achieved. Most of the respondents disagreed that community participation is emphasised in all activities of the LED. Majority of the respondents agreed that there is failure to manage LED projects in the Polokwane Local Municipality. Most of the respondents agreed that failure to attain the LED projects is due to corruption. Majority of respondents disagreed that DLG improves the well-being of the community. Most respondents agree that LED through DLG stimulates the local economy in the Polokwane Local Municipality. The majority of the respondents agreed that DLG is responsible for empowering and ensuring provision of the independence to the communities. Most of the respondents agreed that DLG plays an important role in ensuring a sufficient budget for the implementation of LED. The majority of the respondents agreed that DLG plays a significant role in implementing LED strategy. Most of the respondents disagreed that there is active community and stakeholder participation in the LED project development and implementation.

The majority of respondents agreed that community members are encouraged to take part in LED projects in the Municipality. Most respondents agreed that DLG is responsible for alleviating poverty through implementation of LED. Majority of respondents agreed that DLG ensures proper communication from the promotion and implementation of LED. Most of the respondents agreed that Polokwane Local Municipality work with its communities towards the achievement of the LED. The majority of the respondents agreed that DLG is responsible for creating employment opportunities through the implementation of LED. The study found that majority of the respondents agreed that the departments offers sufficient support to implement the LED projects. The majority of respondents agreed that traditional Leaders and other stakeholders should be incorporated to ensure effective implementation of LED in the Municipality. Most of the respondents agreed that there should be monitoring and evaluation of activities of DLG when implementing LED programmes. The majority of the respondents agreed that sufficient funds or budget for DLG support the implementation of LED programmes. Majority of respondents agreed that continuous workshops to educate the local communities and municipal officials about new technological development are necessary. Majority of respondents agreed that deployment of sufficient resources for implementing LED programmes is essential. Most of the respondents agreed that corruption and other mal-administrative practices must be effectively curtailed. Majority of respondents agreed that sufficient support for the provincial departments is needed.

5.3 ANALYSIS OF DATA COLLECTED THROUGH INTERVIEWS

This section expresses data conducted through the interviews which were given by the researcher to the participants. The data was presented in a narrative form

5.3. 1 Question 1: What is the state of DLG in South Africa?

Participant A:

Concerning the first question of what is the state of DLG in South Africa, the respondent answered by stating that DLG is effectively implemented in Polokwane Local Municipality since the communities around ext.78 (Disteneng) are provided with houses. The provision of houses to the Disteneng communities entails that the DLG is heading towards meeting the well-being of the community of Polokwane Local Municipality. This is also evident in IDP 2023-24 of Polokwane Local Municipality. *“The Polokwane Municipality has obtained Level 2 housing accreditation. In collaboration with the department (COGHSTA), the Municipality aimed to facilitate the development of integrated human settlement by the City’s vision. The Municipality normally receives*

an annual allocation of housing units from the Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA). For the 2018/19 Financial Year, 1 425 housing units were allocated to upgrade the informal settlement in Ext 78 (previously known as Disteneng). The construction work is complete”.

The respondent additionally, stated that DLG is aimed at developing communities and providing for economic growth in the Polokwane Local Municipality area. Municipalities are taking responsibility in terms of the provision of services to meet the basic needs of the poor most cost-effectively and affordably. This provision of houses at Ext 78 serves as evidence for the state of DLG in Polokwane Local Municipality. The below pictures affirm the house projects that were built by Polokwane Local Municipality.

Previously known as Disteneng informal settlement). – Good Story to tell for Council EXT 78 Houses under Ward 08 Previously known as Disteneng informal settlement). –

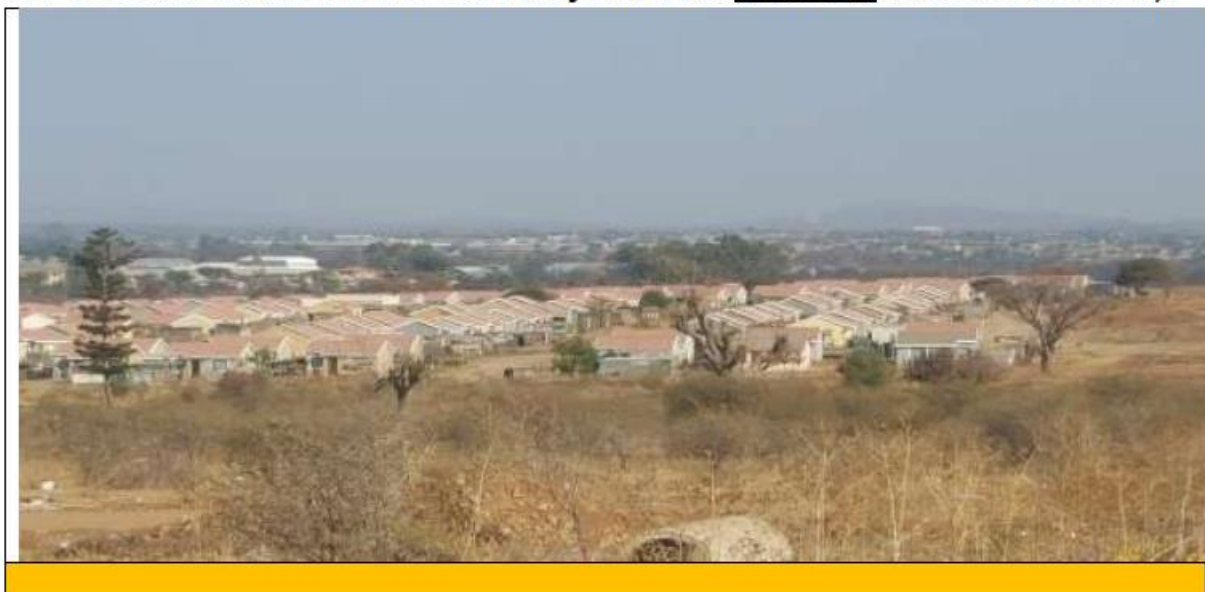


Figure 4: 29 Picture of Houses Built by Polokwane Local Municipality at Ext 78 (Disteneng) (Polokwane Local Municipality Idp2023).

Participant B:

In response to the first question, the respondent answered by saying that DLG is effectively implemented in the sense that there is economic growth and job creation in Polokwane Local Municipality, which is a vital indicator of economic activity, and it is well executed since the Municipality currently advertised posts for local communities to be employed to ensure positive change in people’s lives. In addition, the respondent emphasised that the municipality opted to partner with local stakeholders, businessmen/women, and community forums to address

the service delivery problems such as water and fight crime. The municipality is working with the police department and the newly formed community forum or group called Seshego Community Against Crime against Gangsterism (SCACAG). The SCACAG forum also forces the municipality to deliver services to the communities. Therefore, the above-mentioned partnership and collaboration assist in achieving the general welfare of the communities.

Participant C:

In an attempt to answer the first question, the respondent responded that the DLG at Polokwane Local Municipality is well implemented. However, the increase in population in the Municipality is the reason why the project fails to cater to all the communities. The aforementioned statement by the respondent is supported by the Polokwane Local Municipality IDP/2023, which entails that *“It is a well-known fact that the City of Polokwane is struggling to keep up with the service delivery demands caused by the increases in population and therefore a strategic, integrated and ‘fresh’ approach to economic development and growth is needed. Furthermore, the pressure on the environment is increasing, thereby also increasing the need for cities to become more resilient towards natural and other socio-economic disasters in light of the recent and ongoing global economic crisis”*.

The respondent further, stated that the Limpopo Development Plan (LDP) aimed to build on the foundations of the Limpopo Economic Growth and Development Plan (LEGDP) 2009-2014 and the Limpopo Provincial Growth and Development Strategy (PGDS) 2004-2008. These strategies were reviewed, to maintain positive momentum for development and to overcome shortcomings that were revealed during their implementation cycles. Hence overpopulation and vast migration to cities from rural areas remain the problem in the Polokwane Local municipality.

Participant D:

About the first question, the respondent answered that the DLG is effectively executed in the Polokwane Local Municipality in the sense that the below strategic plan is now implemented. The Polokwane Municipal Integrated Transport Plan, 2008; the Polokwane Municipality Public Transport Plan, 2007; Polokwane Local Municipality: Compilation of Framework Plan for Strategic Development Areas 1, 2 and 3, 2007; Polokwane Local Municipality: CBD Development Plan, 2005. The municipality has Leeto la Polokwane Busses for community members' transportation. The renovation and modification of roads through the EPWP serve as proof of the development projects that seek to attract business opportunities for the municipality and create job opportunities.

Participant E:

Responding to the first question, the respondent stated that Polokwane Local Municipality has been actively implementing DLG strategies to enhance various aspects of infrastructure and community welfare. The construction of borehole infrastructure and pumping mains for the Sandriver South Wellfield and Polokwane boreholes demonstrates a commitment to improving water access and management within the municipality. The respondent moreover, added that the provision of essential services such as electricity, water, roads, street lights, housing, transportation, and job opportunities through the Expanded Public Works Programme (EPWP) projects suggests a multifaceted approach towards stimulating development within the municipality. The respondents continued that the implementation of these LED projects seems to align with the principles of DLG, emphasising not just economic growth but also addressing social and infrastructural needs. By focusing on these initiatives, the Polokwane Local Municipality appears to be actively working towards developmental goals aimed at fostering growth, sustainability, and improved living standards for its residents

Participant F:

In an attempt to answer the first question, the respondent stated that DLG is practised at Polokwane Local Municipality since the municipality is patterned with other businessmen/women as well as other stakeholders to create jobs and economic growth. The respondent added that the decision to build another Peter Mokaba Stadium has had a positive impact on the local economy of Polokwane and the broader Limpopo province. Having teams like Kaizer Chiefs and Supersport United to utilise the stadium as their home ground not only brings in revenue through hosting fees but also attracts visitors from other provinces. This influx of visitors likely boosts various businesses including shops, lodges, resorts, and informal traders who get the opportunity to sell their products at the stadium. Overall, it seems that the stadium serves as a catalyst for economic growth and brings benefits beyond just sports to the local community.

Participant G:

With regard to the above first question, the respondent answered that the projects implemented by the DLG through LED initiatives have had a positive impact on the Seshego area. The construction of the tar road near the Circle Centre aimed at attracting more business to the area seems to have been effective. Additionally, providing boreholes for water access and a delivery system for those unable to access it independently indicates efforts to address a fundamental need within the community. The reduction in service delivery strikes could

indeed signify progress toward LED implementation. When basic needs are met, such as access to infrastructure and essential services like water, it often correlates with a decrease in protests or strikes, reflecting improved satisfaction among residents. The respondent also expressed that It appears that these initiatives not only focus on economic development but also address essential community needs, potentially fostering a more stable and conducive environment for growth and progress in the Seshego area.

Participant H:

In response to the first question, the respondent answered that the municipality took the step in delivering the Safe Illumination Paraffin Stove Pilot Project (SIPSPP). The initiative taken by the Polokwane Local Municipality in facilitating the Safe Illumination Paraffin Stove Pilot Project seems to be an important step towards addressing safety concerns related to the use of illuminating paraffin in low-income households. The primary goal of the project appears to be twofold: first, to promote the adoption of safer illuminating paraffin appliances, and second, to mitigate the risks associated with the use of paraffin in households. Moreover, the respondent added that the focus on testing the robustness and safety of newly designed table-height paraffin stoves demonstrates an effort to minimize incidents related to the handling and usage of paraffin, fuel, and related appliances. By introducing safer alternatives and assessing their effectiveness, the project aims to reduce harmful incidents and enhance safety standards in households using paraffin for illumination purposes. Overall, this project aligns with a proactive approach by the municipality to address safety issues and improve the living conditions of residents, especially in low-income households where the use of illuminating paraffin is prevalent.

Participant I:

In response to the first question, the respondent answered that the Polokwane Local Municipality has made significant strides in delivering essential services to various areas like Ga-Ramongoana, Rammetlwana, Makibelo, Moletjie Moshate, Ga Thoka, Moremadi Park, Ga Mothapo and Mmotong. Services including water and sanitation, human settlements, electricity, waste management, roads, and public transportation reaching these areas indicate effective implementation of DLG strategies. The respondent additionally expressed that the provision of these services to these specific regions demonstrates a commitment to addressing fundamental needs within the municipality, potentially improving living standards and infrastructure in these communities.

Participant J:

Responding to the first question, the respondent stated that Polokwane Local Municipality has been actively engaged in implementing DLG initiatives, particularly through projects focused on water services and road construction. These projects are aimed at improving the well-being of communities and fostering development within the municipality. In addition, the respondent added that the emphasis on water services indicates efforts to enhance essential infrastructure, ensuring residents have access to clean and reliable water sources. Similarly, road construction projects contribute to improved transportation networks, potentially boosting connectivity and accessibility within the municipality. Moreover, the mention of an increase in job creation could signify the positive impact of these initiatives on the local economy. Job creation often accompanies infrastructure development projects, indicating that the municipality's efforts are not only addressing immediate needs but also contributing to economic growth and employment opportunities within the community. Overall, these initiatives align with the principles of DLG by focusing on essential services, infrastructure development, public participation, good governance, and fostering economic growth, all of which are crucial for the overall well-being and advancement of the municipality and its residents.

With regard to the above question, what is the state of DLG in South Africa? Respondents B, D, E, G, I, and J pointed out that the DLG in the South African local government (Polokwane Local Municipality) is active due to the implemented water service projects in the areas of the municipality. Respondents D, G, and J pointed out that the municipality facilitated the construction of roads around the province and surrounding areas. Respondents B and F stated that the municipality is effectively creating jobs for the communities to meet their well-being. Respondents A and I stated that the implementation of housing projects around areas of the municipality serves as evidence that DLG is effectively implemented. Respondent C stated that DLG is effectively implemented in the Polokwane Local Municipality, however, the increase in population is the reason why not all communities are catered to in terms of services. Respondents D added that the Municipality implemented the Leeto la Polokwane transportation to ensure that communities access the township whenever they feel like going and also to help the poor since taxis are very expensive. Respondents F stated that the Polokwane Municipality is generating income, giving the informal traders business opportunities and other business using allowing other football teams to host the Peter Mokaba Stadium.

Respondent H stated that the municipality implemented the Safe Illumination Paraffin Stove Pilot Project (SIPSPP). The initiative taken by the Polokwane Local Municipality in facilitating

the Safe Illumination Paraffin Stove Pilot Project seems to be an important step towards addressing safety concerns related to the use of illuminating paraffin in low-income households. Respondent B stated that the municipality is working with the police department and the newly formed community forum or group called Seshego Community Against Crime against Gangsterism (SCACAG). The SCACAG forum also forces the municipality to deliver services to the communities and reduce crime. Respondent C responded that the Limpopo Development Plan (LDP) aimed to build on the foundations of the Limpopo Economic Growth and Development Plan (LEGDP) 2009-2014 and the Limpopo Provincial Growth and Development Strategy (PGDS) 2004-2008. Therefore, from the above information the researcher, concludes that most respondents pointed out that DLG in Polokwane Local Municipality is active due to the implemented service delivery projects in the areas of the municipality. This simply entails that there is a good state of DLG in the Polokwane Local Municipality.

5.3.2 Question 2: What is the state of LED in the South African local government?

Participant A:

With regard to the second question of what is the state of LED in the South African local government, respondent A believes that there is growth and productivity in terms of the local economy. The respondent further, contributed that currently, the Polokwane Local Municipality around the Mmotong (Kgotlhoane) and Seshego areas is implementing the road for recruiting investors and creating business opportunities for the Seshego areas and local areas around. Therefore, the implementation of the road project is one of the projects that are indicators of the LED. This simply entails that the state of the LED in the Polokwane Municipality is satisfactory.

Participant B:

Respondent B in responding to the second question on what is the state of LED in the South African local government, alluded that the state of the LED in Polokwane municipality is maintained and pleasing in the sense that various projects implemented by the municipality in the LED section serve as evidence. The respondent continued by stating that water services are provided at Ga Rammetlwana and Semenya villages to ensure that the well-being of the community members is promoted and maintained. Respondent B also indicated the municipality is also empowering the informal traders to ensure that selling their products to make a living and reduce unemployment. The respondent also indicated that this could be done through the funding of the projects and capacity building which is enforced for

empowerment and development. This is supported by the Local Economic Development Strategy (2019) which entails that, *the Polokwane Local Municipality established the Local Economic Development and Tourism (LEDT) division. This division's core mission is to coordinate a multi-sectoral response against the triple crisis of poverty, inequality, and unemployment.*

Participant C:

In response to the second question, what is the state of LED in the South African local government, the respondent answered that the Mothapo Cluster (Nthabiseko Resort) at Makotopong village contributes to the economy in the tourism section in the sense of generating money since hosting a lot of people during the year and festive seasons. The respondent further stated that the Nthabiseko resort was fully booked from November till January and the resort was also hosting people from other provinces. The respondents further indicated that the money was rotating and ensuring that the local economy of Polokwane Local Municipality was growing. Additionally, the respondent mentioned that the Mall of the North was generating more revenue because the Nthabiseko resort is close by. Moreover, the respondent argued that infrastructure development, especially the improvement and maintenance of roads, is critical to improving the accessibility of rural tourism products for (especially) drive tourists. Therefore, the Polokwane Local Municipality through the LED played an important role in the maintenance of roads for effective local or rural tourists. The advancement of the local economy in the Polokwane Local Municipality through LED is satisfactory.

Participant D:

The respondent on the second question, what is the state of LED in the South African local government, the respondent answered that the provision of drills and equipment of boreholes at Paledi and Mothapo areas particularly Moremadi Park simply indicates that the LED in the Polokwane municipality is effectively implemented. The respondent also stated that the Moremadi Park area was experiencing water and electricity service problems. However, the Polokwane Local Municipality discovered the problems and applied the municipality strategy for implementing the electricity and water services. The implementation of the water and electricity services simply safeguards the status of the LED to be effective and efficient in the Polokwane Local Municipality. The respondent also indicated the good state of the SMMEs at Paledi Mall is the support from the municipality through the LED section.

Participant E:

With regard to the second question on what is the state of LED in the South African local government, the respondent indicated that under the Sekhukhune District mining is responsible for fighting poverty through employment creation in the sense that the local people are given shelter to occupy their spaces of origin for mining purpose. However, some community members believe that they are separated from their ancestors on basis of their beliefs. The respondent further indicated that the local community members are given contracts by the mining to deliver the staff members and also to deliver a road service. Another example is at Blouberg Municipality under Venetia mine where the roads are fixed to ensure that the businesses are operating and also recruiting other stakeholders as well as businessmen/women to partner with the mine to ensure the creation of jobs. With regard to Polokwane Local Municipality, the respondent added that the implementation and support of the Small, Medium, and Micro Enterprises (SMMEs), also referred to as small businesses, play an important role in the city of Polokwane economy since it reduces poverty through the provision of job opportunities.

The respondent stated that there are plenty of farms namely; LP, Bjatladi Royal Farm and Eco Estate, Phoofolo Farm, DV Boerdery, Mockford Farms Pty Ltd, Poultry Farm, Mechior Wind, Tebeli Farming and Enterprises, Matsarene Livestock Farm, Phalmosh Poultry Farming, G A Naude Boerdery, Ranku's Poultry Farming, Moabelo Farming Enterprises, Mavhale Ramavhale, Msema's Poultry Farming among other things which contribute to the local economy of the city of the Polokwane through provision of vegetables *inter alia*. Therefore, the state of the LED in Polokwane Municipality is satisfactory and the respondent believes that is because of the SMMEs in the municipality.

Participant F:

Respondent F about the question what is the state of LED in South African local government, stated that the state of LED in the local government is not satisfactory since the majority of the local areas around their irrespective municipalities are challenged with service delivery which hinders the promotion of their well-being. Blouberg Local Municipality is one of the municipalities where people are striking for road service delivery so that they can be able to attract business opportunities and investors since their soil is rich in minerals. The respondent further supported the statement by stating that there is a local farmer known as Mahlane Godfrey Kgatlane who specialises in onion, maize, cabbages, butternut, watermelon, Peri-Peri, and tomato. The respondent moreover stated that the farmer created job opportunities for hiring other community members, hence he struggled to attract more investors and

business due to the long distance of gravel road (poor road). With the above response given by the respondent the state of the LED is not satisfactory in South African local government, particularly the Blouberg Local Municipality. With regard to Polokwane Local Municipality, the respondent added that the state of the LED is not good in the sense that there is a high rate of unemployment and there are people who still live in shacks, whereas the Municipality was supposed to intervene and ensure the provision of RDP houses.

Participant G:

Respondent G stated that on the question of what is the state of LED in South African local government under the Polokwane Local Municipality, the stakeholders, municipal officials, and businessmen/women collaborated and participated in creating job opportunities by allowing the investors to build the Greenery Mall that will give community members opportunities in terms of job and reduce unemployment rate as initiated by the LED. Moreover, respondent G stated the municipality played a bigger role as enforced by the objectives of the LED to bring about the development closer to the community members and create jobs. This simply entails that the LED in Polokwane Local Municipality is well implemented and enforced.

Respondent G also stated that the renovation of Mankweng Hospital would offer quality health services to the communities and attract qualified and specialised doctors to come work within the Polokwane areas to promote the well-being of the people. The respondent further concludes that the attraction of business opportunities and qualified doctors would help in improving the social and economic problems of the communities of Polokwane Local Municipality. Therefore, the state of LED is maintained since the socio-economic development is encouraged.

Participant H:

Regarding the second question, what is the state of LED in South African local government, the respondent answered that the country is currently faced with the issue of load shading, which entails that the community members are not sufficiently getting the electricity services. The respondent further elaborated that the local businesses are closing and some have been closed due to failure to maintain their stock because of load shading. The examples were is companies that were dealing with meat and other products that needed refrigerators or needed to be kept in cold areas. Moreover, the respondents answered that the load shading also led to the increase of the crime rate since people were taking advantage of the darkness. The respondent also added that COVID-19 increased the unemployment rate whereas the load shading is also adding to a high unemployment rate since other companies are failing to

maintain their business. Companies and businesses do not have the budget to buy generators therefore they ended up closing the shops and retrenching people. This simply entails that the LED in terms of encouraging the job creation and promotion of well-being is failing. With regard to Polokwane Local Municipality, the respondent added that businesses are closed due to COVID-19 pandemic, and as such those businesses failed to recover. In a recap, the functioning of the LED in the Municipality was affected as a result of the COVID-19 pandemic.

Participant I:

Respondent I, in answering question about the state of LED in South African Local government, answered that there is still a shortage of skills, unclear municipal policies on LED, poverty, and a high unemployment rate, which thwart the implementation of LED. This simply entails that the state of LED is poor in South African local government. This is supported by the study of Koma (2014) *who stated that the following factors are the reason why the state of LED is poor; political barriers, understaffing, inadequate financial resources, inadequate skills, lack of clear national government policy direction, lack of baseline socio-economic data, and a lack of coordination.* The respondent moreover concurred that it is difficult for small local municipalities to attract and retain qualified and competent LED practitioners due to limited labour supply within the local labour market and financial resources available to them to be able to fulfill this objective. Lastly, respondent, I stated that the South African local government is far from achieving its LED objectives because of the aforementioned challenges faced by the municipalities. The respondent added that the current LED officials lack awareness and appreciation of potential local assets to support rural cultural and heritage tourism, management skills, lack of networking, and poor or ill-maintained infrastructure to support the viability of rural tourism projects

Participant J:

The respondent J, regarding the question what is the state of LED in South African local government alluded that the participation by youth is limited due to the political parties relying on old people for leadership and other positions. The above-mentioned poor participation by the communities limits their knowledge in terms of service delivery and projects related to community development and the promotion of their well-being. The respondent further mentioned that the informal traders rely more on what they are selling for living, hence the municipality charges them for selling in the municipal areas. This simply entails that the state of the LED in South African local government is not satisfactory because community participation in community projects is discouraged and political reliance on old pensioners/people is promoted which hinders the development of local communities.

The aforementioned findings are supported by the *National Framework for Local Economic Development (2018:36)*, which entails that the informal sector is a feature of almost all of South Africa's local economies. Developing it provides livelihoods to many of the country's less privileged people and stimulates the formal economy in various ways. Often untaxed and frequently operating outside government regulations, this sector makes a major (but unsatisfactorily quantified) contribution to South Africa's GDP. It can be used as the bedrock for developing a more locally embedded and innovative economy. It will, indeed, do much to support the attainment of the vision.

The respondents A, B, C, D, E, and G indicated that the state of the LED in South African local government is satisfactory, whereas respondents F, H, I, and J allude that the state of the LED is not maintained. Therefore, it is concluded that the majority of the respondents support that the state of LED in South African local government is satisfactory and maintained. With regard to the question of what is the state of LED in the South African local government, respondents B and D state that there is implementation of water services in rural communities to promote their well-being and service delivery. The respondents A and E state the delivery of roads to ensure that local areas attract business with the intention of community development. Respondent B also indicated the empowerment of the informal traders as a way of alleviating poverty and reducing unemployment. The respondent C on the question responded that the municipality invested more in tourism to ensure that money was generated to deliver services. The respondent D stated that the implementation of boreholes and electricity services serves as a way to promote the socio-economic development of the community members as initiated by the LED strategy. Respondent E indicated mining as a way of reducing poverty and unemployment since local communities are given employment as well as tenders to make a living. The respondent F stated that the state of LED in the local government of South Africa is poor since communities are always complaining and grieving about service delivery. The respondents further indicated poor roads in local areas hinder business attraction, for instance, local farmers with good crop yields end up failing because of poor roads.

The respondent G stated that Polokwane Local Municipality with the stakeholders, municipal officials, and businessmen/women collaborated and participated in creating job opportunities by allowing the investors to build the Greenery Mall, which will give community members opportunities in terms of jobs and reduce the unemployment rate as initiated by the LED. Therefore, the state of LED is satisfactory since jobs are created and poverty is reduced. The respondent further indicated that the creation of malls and renovations at hospitals can attract good doctors for the hospitals to ensure the promotion of well-being. The respondent H answered that the country is currently faced with the issue of load shading which simply entails

that the community members are not sufficiently getting the electricity services. The respondent further elaborated that the local businesses are closing and some have been closed due to failure to maintain their stock because of load shading. Therefore, the state of the LED is not satisfactory in the local government of South Africa. Respondent I responded that there is still a shortage of skills, unclear municipal policies on LED, poverty, and a high unemployment rate which thwart the implementation of LED. This simply entails that the state of LED is poor in South African local government. The respondent J added that the participation by youth is limited due to the political parties relying on old people for leadership and other positions. Therefore, the state of LED in local government is not maintained.

5.3.3 What is the role of DLG in implementing LED in the Polokwane Local Municipality?

Participant A:

Respondent A stated that the DLG facilitates the collaboration strategy in engaging all community stakeholders, the council, non-profit organizations, and other role players, thereby building the economic capacity of a local area to improve its economic future and the quality of life for all. The respondent went on to say that the Polokwane Local Municipality is carrying out its part in putting the DLG strategic response to a question about the role of the DLG in implementing LED in Polokwane Local Municipality into practice by enabling the LED to support inclusive community participation through the involvement of pertinent stakeholders, thereby enhancing the well-being of the community and guaranteeing the delivery of high-quality services. The respondent went on to say that to impose socioeconomic development and stimulate the local economy, the Polokwane Local Municipality is actively working to ensure that services are provided in the local communities of Moletji, Seshego, Mankweng, and other regions.

Participant B:

According to respondent B, the DLG plays a successful role in implementing LEDs since it provides support for the technology, which helps to stimulate the local economy. The respondent continued by stating that LED aims to use institutional, environmental, and human resources already in place to promote local employment opportunities in fields that enhance communities. A few industries that generate income are manufacturing, services, tourism, and agriculture. For LED to generate economic benefits, the DLG needs to step in and provide the necessary funding and personnel resources. Additionally, the respondent stated that the DLG encouraged or supported the LED's stimulation of the local economy to guarantee that residents enjoy better services and the local economy. According to respondent B, the

establishment and promotion of local markets, the construction of shopping centres to boost the local economy, community involvement in all activities, the supply of utilities like roads, water, electricity, and housing, the provision of transportation (Leeto la Polokwane), and the provision of free public education in the local community serve as indicators for both the DLG and LED. According to the reply given by the respondent, the LED functions as the latter and the DLG as the former. Regarding DLG's participation in Polokwane Local Municipality's LED implementation, the projects mentioned above sufficiently demonstrate the positive results of both DLG and LED. It is determined that DLG effectively contributes to Polokwane Local Municipality's LED implementation and facilitation.

Participant C:

Regarding the third question, what is the role of DLG in implementing the LED in Polokwane Local Municipality? Respondent C stated that the effectiveness of LED in Polokwane Local Municipality is demonstrated by the efforts of residents and SCACAG groups, who work to improve the Seshego areas. These efforts include fighting crime, finding sustainable ways to meet the socioeconomic and material needs of the communities, patrolling Polokwane CBD, pushing the municipality to deliver services, and protecting the informal traders from gangsters who steal their goods. Additionally, the respondent further alluded that the reporting of the Seshego hospital on poor water services towards the patients as it was on *SABC News* reported by Mr Kunutu, Patrolling through Polokwane CBD, pressuring the municipality to provide services, and shielding informal traders from gangsters stealing their goods, serve as evidence of the effectiveness of LED in Polokwane Local Municipality. The response pointed out that the DLG sought to find a sustainable method of addressing the socioeconomic and material needs of the communities to improve the quality of life of the citizens by involving them in all municipal activities and the only way to involve the citizens or community members is through the LED projects fostered by the Polokwane Local Municipality.

Participant D:

In response to the question, "What is the role of DLG in implementing LED in Polokwane Local Municipality?" Respondent D stated that while the LED Policy is a key component of DLG because it is based on the idea of mobilising resources and communities to build convergence of interest in the competitive advantage of localities, thereby creating the capacity of or empowering communities and individuals, the municipality is not doing enough in achieving the role of DLG in implementing the LED strategy in that the Moletjie cluster has rich soil, which allows the municipality to concentrate on various forms of farming, such as aquaculture, organic, commercial, and pastoral, to improve the areas and create employment opportunities,

improving and sustaining the lives of the communities. Respondent D further asserted that since the Moletjie region is ancient, people may be interested in visiting there for educational purposes. This brings up another concern related to tourism. To strengthen the local economy and raise the level of living in the communities, the municipality should concentrate on promoting tourism in the city areas. Therefore, the municipality in the Moletjie cluster should shift its focus and consider tourism and farming as a way of stimulating the local economy and improving the well-being of the communities of Moletjie cluster.

Participant E:

The respondent E with regard to the question what is the role of DLG in implementing LED in Polokwane Local Municipality, stated that the role of DLG in implementing the LED in Polokwane Local Municipality is not sufficient and effective. This is proven by the media (SABC news) as reported by Mr Kunutu where the Seshego Hospital was alleged to be failing to provide water services to the community members and the patients. Furthermore, the respondent E emphasised that since the public was unaware of the water scarcity, community involvement is not encouraged. Children were witnessed bringing a bucket and a bottle of water to their ailing relatives so they could drink. Given that individuals are suffering from lack of service delivery, it follows that the DLG's support for LED in terms of capacity building is insufficient. The respondent further stated that neighbourhood residents were also facing difficulties related to the water supply, not just the hospital.

Participant F:

The respondent F, regarding the question of what is the role of DLG in implementing the LED in Polokwane Local Municipality concurs that the DLG is doing enough in implementing the LED since the council is given authority and power to set out the vision and framework for the future development of an area through local plans, including policies on new retail parks and housing developments. The respondent also mentioned that the availability of houses at EXT 78, also referred to as "greenside," Seshego regions, mmotong, Ga Mothapo, and Makotopong is proof that the council is carrying out its mandate as outlined in the LED strategy with DLG's assistance. The respondent's argument essentially says that the DLG is sufficiently in favour of the LED in that council members are granted significant authority to work with the municipality and other stakeholders to offer the housing service. As a result, DLG plays an acceptable and active part in Polokwane Local Municipality's implementation of the LED plan.

The participant G:

In response to the question, "What is the role of DLG in implementing the LED in Polokwane Local Municipality?" respondent G said that the DLG effectively supports the LED by fostering local economic growth, enforcing community development and participation, and enabling community members to participate in decision-making processes. The encouragement of community participation, the community groups for combating crimes, informal traders' encouragement, and EPWP job creation by Polokwane Local Municipality, as enforced by the LED serve as proof of advancing the local economy. The informal traders also generate money and reduce the unemployment rate, community participation with the collaboration of stakeholders and municipalities in the implementation of malls and local Spaza shops also improves the local economy. As a result, Polokwane Local Municipality is benefiting greatly from the DLG's significant contribution to the LED implementation.

Participant H:

The respondent H in response to the question, what is the role of DLG play in implementing the LED in Polokwane Local Municipality? stated that the DLG ensures economic development support by fostering an environment that is friendly and welcoming to investors, empowering individuals, and promoting the growth of small businesses. The LED encourages local business ownership and provides programs or support to keep businesses open to business ownership. Respondent H continued by saying that the municipality and LED are fostering the local economy by establishing parks, local farms, tourism, development, and use of soccer stadiums, as well as by constructing roads and boreholes for water delivery. As a result, the Polokwane Local Municipality, under the direction of the DLG, is acting appropriately through the LED. The respondent stated that because they work for themselves, the informal traders in the Polokwane Local Municipality districts play a significant role in stimulating the local economy and lowering unemployment. The DLG plays an active and vital role in developing the local economy of the Polokwane Local Municipality.

Participant I:

In response to the question, "What is the role of the DLG in implementing the LED in Polokwane Local Municipality?" Respondent I added that since the DLG is in favour of the LED, political meddling in the municipality causes the LED to be disrupted because contracts for delivering services and boosting the local economy are awarded to their relatives. The respondent went on to explain that community members frequently receive services without their consent, which begs the question of whether the community members are receiving

appropriate and pertinent services. The high crime rate among informal traders, when their goods are taken by Nyaope addicts and others, is one of their defining characteristics. This means that the town is not doing enough to protect or ensure the safety of the unofficial vendors within the area. Accordingly, it may be inferred from the respondent's responses that the municipality is dysfunctional in terms of the promotion, advancement, and stimulation of the local economy

Participant J:

Respondent J, in responding to the third question what is the role of DLG in implementing the LED strategy in Polokwane Local Municipality, stated that the town of Polokwane Local Municipality is dark at night due to a lack of upgrading and oversight of the street light implementation. The reply went on to say that other parts of the town are dark, giving criminals a chance to conduct crimes. The SCACAG, which is in charge of keeping the town clean, has acknowledged that this is the cause of the high crime rate in the Polokwane Local Municipality. The only obstacles in the way of the DLG's successful use of LEDs are the local officials in charge of maintaining those street lights. The street lights were erected but the challenges includes maintenance and monitoring since they ceased working. Based on the respondent's statement, it can be stated that the DLG is successfully promoting the socioeconomic development of the municipality's local communities.

In relation to the question of what the role of DLG in implementing the LED in Polokwane Local Municipality, respondents A, B, F, G, and J state that the DLG plays an important role in engaging all community stakeholders, the council, non-profit organizations, and other role players, thereby building the economic capacity of a local area to improve its economic future and the quality of life for all. The provision of services serves as proof that the DLG is doing enough to enforce the LED to stimulate the socio-economic development of the local areas. Respondent B, states that DLG plays a successful role in implementing LEDs since it provides support for the technology, which helps to stimulate the local economy. The respondent continued by stating that LED aims to use institutional, environmental, and human resources already in place to promote local employment opportunities in fields that enhance communities. A few industries that generate income are manufacturing, services, tourism, and agriculture. The DLG provides the necessary funding and personnel resources for LED to function. DLG supported the LED's stimulation of the local economy to guarantee that residents enjoy better services and the local economy.

The respondent B also stated the establishment and promotion of local markets, the construction of shopping centres to boost the local economy, community involvement in all

activities, the supply of utilities like roads, water, electricity, and housing, the provision of transportation (Leeto la Polokwane), and the provision of free public education in the local community serve as indicators for both the DLG and LED. Respondents C and J state that the role of DLG in implementing the LED is effective and vital in the sense that community groups such as SCACAG and other community members partnered in combating crime and meeting the socio-economic development of the communities. Respondent C further alludes to the reporting of the Seshego hospital on poor water services towards the patients as it was on SABC News reported by Mr Kunutu, Patrolling through Polokwane CBD, pressuring the municipality to provide services, and shielding informal traders from gangsters stealing their goods, serve as evidence of the effectiveness of LED in Polokwane Local Municipality.

Respondent D stated that the municipality is not doing enough to achieve the role of DLG in implementing the LED strategy in that the Moletjie cluster has rich soil, which allows the municipality to concentrate on various forms of farming, such as aquaculture, organic, commercial, and pastoral, to improve the areas and create employment opportunities, improving and sustaining the lives of the communities. Respondent D further, asserted that since the Moletjie region is ancient, people may be interested in visiting there for educational purposes. Therefore, the role of DLG is discouraged. Respondent E stated that the role of DLG in implementing the LED in Polokwane Local Municipality is not sufficient and effective. This is proven by the media (SABC news) as reported by Mr Kunutu where the Seshego Hospital allegedly failed to provide water services to the community members and the patients. Furthermore, respondent E emphasised that since the public was unaware of the water scarcity, community involvement was not encouraged. Children were witnessed bringing a bucket and a bottle of water to their ailing relatives so they could drink. Respondent F concurs that the DLG is doing enough in implementing the LED since the council is given authority and power to set out the vision and framework for the future development of an area through local plans, including policies on new retail parks and housing developments. The Respondent also mentioned that the availability of houses at EXT 78, also referred to as "greenside," Seshego regions, Mmotong, Ga Mothapo, and Makotopong is proof that the council is carrying out its mandate as outlined in the LED strategy with DLG's assistance

Respondent G said that the DLG gives effective support to the LED by fostering local economic growth, enforcing community development and participation, and enabling community members to participate in decision-making processes. The encouragement of community participation, the community groups for combating crimes, informal traders' encouragement, and EPWP job creation by Polokwane municipality as enforced by the LED serve as proof of advancing the local economy. The respondent H stated that the DLG ensures

economic development support by fostering an environment that is friendly and welcoming to investors, empowering individuals, and promoting the growth of small businesses. The LED encourages local business ownership and provides programs or support to keep businesses open to business ownership. Respondent H continued by saying that the municipality and LED are fostering the local economy by establishing parks, local farms, tourism, development, and use of soccer stadiums, as well as by constructing roads and boreholes for water delivery. Respondent I added that since the DLG is in favour of the LED, political meddling in the municipality causes the LED to be disrupted because contracts for delivering services and boosting the local economy are awarded to their relatives.

Respondent J stated that the town of Polokwane Local Municipality is dark at night due to a lack of upgrading and oversight of the street light implementation. The respondent went on to say that other parts of the town are dark, giving criminals a chance to conduct crimes. The SCACAG, which is in charge of keeping the town clean, has acknowledged that this is the cause of the high crime rate in the Polokwane Local Municipality. The only obstacles in the way of the DLG's successful use of LEDs are the local officials in charge of maintaining those street lights. The street lights are implemented but the only challenges are the maintenance and monitoring since they ceased working. The total response on the third question what is the role of DLG in implementing the LED in Polokwane Local Municipality, the majority of the respondents added that the DLG ensures that the stimulation of the local economy through community participation, stakeholders, and the council is maintained and achieved. Therefore DLG plays a significant role in implementing the LED strategy in the city of Polokwane.

5.3.4 What are the effect of DLG on the LED of the Polokwane Local Municipality?

Participant A:

With regard to fourth question what are the effects of DLG on the LED of the Polokwane Local Municipality? The respondent A stated that the DLG is having a huge impact on the LED of Polokwane Local Municipality by ensuring that the available resources are utilised to advance the local economy, promote the well-being of the communities, and provision adequate services such as health care, food, social security, housing, and water. The respondent A continued by alluding that the provision of essential and adequate services to the communities serves as the consequences of the LED as prompted by the DLG in the Polokwane Local Municipality. With regard to the above response by the respondent it is concluded that the DLG is having the effect or it is effective in enforcing the LED of the Polokwane Local Municipality. Therefore, respondent A is of the view that adequate service delivery promotes

the well-being of the community and encourages their participation in the affairs of the municipality.

Participant B:

Regarding the fourth question, "What is the effect of DLG on the LED of the Polokwane Local Municipality?" Respondent B stated that the township of Polokwane Local Municipality was known for its high rate of violent crimes, such as rape and robbery, its high rate of youth drug use, including Nyaope, and its high number of taverns within the same policing cluster. All of these factors contributed to the many social ills that exist within these communities. To address the aforementioned social challenges, the Municipality, in collaboration with the community and stakeholders, supported local rehabilitation initiatives such as Rethabile, Pholoshlo, Lehlabile, Hope of Hopeless, Moletjie No Smoking, Treatment Center, and so forth. The SCACAG in conjunction or collaboration with other stakeholders and Municipality is fighting against crimes such as rape, drug abuse, and robbery. This simply entails that the DLG is giving enough support to the LED to promote and advance the local economy (local socio-economic development).

Participant C:

The respondent C with regard to the fourth question what the effect of DLG on the LED of the Polokwane Local Municipality, stated that the DLG plays a major role in enforcing LED to ensure the provision of public libraries to support social and education upliftment, especially in areas where low literacy levels prevail. The respondent C further, alluded that libraries provide access to educational material and provide space where learners can study in a conducive environment. Additionally, the respondent emphasised that there is the Annual Polokwane Arts Festival (Mapungubwe) for cultural development preparation. Festivals for heritage and the youth are currently presented. The municipality also participates in cultural competitions taking place at the ward- and cluster level, which culminate at the district level. Cultural workshops to empower artists are undertaken. Therefore, the DLG is playing an effective role in pushing and supporting the LED to promote the local economy by utilising the local resources for heritage and promotion of education in local areas. With regard to the response given by the respondent, it is concluded that the DLG is affecting the LED due to projects undertaken to organise the Mapungubwe Festival which is done every year.

Participant D:

The respondent D in response to the question what are the effects of DLG on the LED of the Polokwane Local Municipality, stated that *Maluleke TC (2021) in his research titled: A Review*

of Municipal Solid Waste Management Systems in Polokwane City Limpopo Province, affirm that in terms of the local context, the Polokwane 2030 Economic Growth and Development Plan will seek to provide insight on the way forward for the municipality to ensure that development is holistically proactively conceived, rather than exclusively and in an interventionist manner (Polokwane Municipality, 2014). Therefore, respondent D states that the DLG is responsible for enforcing the LED to facilitate the development of the local economy in rural areas to empower the community members and promote the well-being of the communities.

Participant E:

With regard to the fourth question what the effect of DLG on the LED of the Polokwane Local Municipality, respondent E stated that the LED unit encourages spending on locally produced goods because it allows residents to spend locally, circulates local funds within the community, and eventually expands the local economy's potential. There will be a greater demand for commodities, which drives up labour demand. Spending money on products made elsewhere drains resources from the local economy. The reply went on to say that LED units enable SMMEs to manufacture locally rather than importing goods. The respondent further mentioned that the DLG provides the Polokwane Local Municipality with support and capacity building through LED to boost the local economy. Thus, DLG makes sure that LED effectively contributes to the development of rural communities' quality of life by fostering the creation of jobs, assisting SMMEs, building infrastructure, and reducing poverty.

Participant F:

The respondent F stated in response to the fourth question, "What are the effect of DLG on the LED of the Polokwane Local Municipality?" that socio-economic disparities were prevalent in South African local municipalities. As a result, the LED is currently playing a crucial role in addressing these issues by promoting sustainable development, the creation of jobs, and the equitable distribution of resources in Polokwane Local Municipality. Respondent F noted that encouraging community engagement in cooperation with community stakeholders, municipal officials, and the council is the only way to achieve sustainable development, job creation, and equitable resource allocation in Polokwane Local Municipality. Respondent F continued to explain that the municipality works in conjunction with local communities, civil society organizations, and partners in the private sector to develop and execute strategies that capitalise on the distinct advantages and potential of each area. LED can boost incomes, stimulate entrepreneurship, and create jobs by concentrating on industries like manufacturing, services, tourism, and agriculture that are in line with local resources and market demands. In

a recap, the DLG, through LED, pledges to collaborate with the community to identify sustainable solutions for their material, social, and economic needs to enhance their quality of life.

Participant G:

The Respondent G with regard to the question what are the effects of DLG on the LED of the Polokwane Local Municipality, the respondent argued by saying that the Polokwane Local Municipality plays a vital role in leading or supporting the creation of an economic development strategy. The strategy's success will have a direct effect on a community's tax base. The goal is to provide revenue to maintain, grow, and improve local infrastructure and community services. As the informal traders or SMMEs pay for tax, the tax money is used to develop the areas and promote of better life for the communities. The respondent continued by stating that the LED is responsible for bringing the local participants, such as the community, stakeholders, municipal officials, and other partners to engage to develop the local areas as prompted by DLG as it aimed at working with local communities to achieve their socio-economic development.

Participant H:

Respondent H, in response to the fourth question what are the effects of DLG on the LED of the Polokwane Local Municipality?" states that LED is a channel for advancing the DLG agenda and fostering a climate that supports LED and growth in South African municipalities. As a result, DLG effectively influences the growth of the local economy and raises community members' standards of living through LED. Through the implementation of LED Projects, Polokwane Local Municipality's residents are better able to understand the value of their involvement in local development, job creation, crime prevention, and poverty alleviation. DLG effectively assists the LED in advancing the local economy using the community, stakeholders, and council.

Participant I:

The respondent I, with regard to the question what is the effect of DLG on the LED of the Polokwane Local Municipality added that one of the key characteristics of DLG relates to the need for Polokwane Local Municipality to maximise social and economic development. The respondent moreover, added that LED is viewed as an integral element of DLG. The respondent continued by adding that the LED projects on housing at EXT 78 and community groups such as SCACAG in Seshego areas for combating crime and enforcing service

delivery serve as evidence that the LED is effectively implemented and it is achieving the goals of the DLG for developing local areas.

Participant J:

The respondent J, on the question what are the effects of DLG on the LED of the Polokwane Local Municipality, added that integrating the spatial disparities of urban and rural settlement in South Africa is of critical importance for the overall acceptance, success, and prosperities of South African communities. Spatial parity will enhance economic growth to a great extent and facilitate sustainability in the provision of services and reduction in commuting costs of many households. All these aspects are beneficial in terms of social development. Many rural areas residents are often densely populated with an inadequate sustainable economic base. The respondent added that resident's commute many kilometers from their homes to work back daily. Such commuting costs involve high transport costs and expenditures. The respondent added that the Polokwane Local Municipality came up with innovative programmes for supplying the areas with the Leeto la Polokwane buses with lower prices to address such problems. However, the taxi association refused since the taxis would no longer be able to generate money.

The respondents A, B, C, D, E, F, G, H, I, and J stated that the DLG is affecting the LED of the Polokwane Local Municipality as it ensures the available resources are utilised to advance the local economy, create jobs, support the SMMEs, ensure infrastructure development, promote the well-being of the communities and provision of adequate services such as health care, food, social security, housing, and water. Respondent A also stated that the DLG enforces the LED to deliver services to local communities. Respondent B stated that the Municipality, in collaboration with the community and stakeholders, supported local rehabilitation initiatives such as Rethabile, Pholosho, Lehlabile, Hope of Hopeless, Moletjie No Smoking, Treatment Center, and SCACAG to fight drug abuse and reduction of crime in the area. The respondent C stated that the DLG plays a major role in enforcing LED to ensure the provision of public libraries to support social and education upliftment, especially in areas where low literacy levels prevail. Respondent C further stated the implementation of the Annual Polokwane Arts Festival (Mapungubwe) for cultural development in preparation. Festivals for heritage and the youth are currently presented. Respondent D states the DLG is responsible for enforcing the LED to facilitate the development of the local economy in rural areas to empower the community members and promote the well-being of the communities. Respondent E stated that the LED unit encourages spending on locally produced goods because it allows residents to spend locally, circulates local funds within the community, and eventually expands the local economy's potential.

There will be a greater demand for commodities, which drives up labour demand. Spending money on products made elsewhere drains resources from the local economy. The respondent F states that the LED is playing a crucial role in addressing socio-economic issues by promoting sustainable development, the creation of jobs, and the equitable distribution of resources in Polokwane Local Municipality. The participant stated that the Polokwane Local Municipality plays a vital role in leading or supporting the creation of an economic development strategy. The strategy's success will have a direct effect on a community's tax base. The goal is to provide revenue to maintain, grow, and improve local infrastructure and community services. As the informal traders or SMMEs pay for tax, the tax money is used to develop the areas and promote a better life of the communities. Respondent H states that LED is a channel for advancing the DLG agenda and fostering a climate that supports LED and growth in South African municipalities. As a result, DLG effectively influences the growth of the local economy and raises community members' standards of living through LED. The respondent I also added that one of the key characteristics of DLG relates to the need for Polokwane Local Municipality to maximize social and economic development. The respondent moreover added that LED is viewed as an integral element of DLG.

The respondent continued by adding that the LED projects on housing at EXT 78 and community groups such as SCACAG in Seshego areas for combating crime and enforcing service delivery serve as evidence that the LED is effectively implemented and it is achieving the goals of the DLG for developing local areas. The Respondent J, added that integrating the spatial disparities of urban and rural settlement in South Africa is of critical importance for the overall acceptance, success, and prosperity of South African communities. Spatial parity will enhance economic growth to a great extent and facilitate sustainability in the provision of services and reduction in commuting costs of many households. All these aspects are beneficial in terms of social development. Many rural areas residents are often densely populated with an inadequate sustainable economic base. The respondent added that resident's commute many kilometres from their homes to work back daily. Such commuting costs involve high transport costs and expenditure. The respondent added that the Polokwane Municipality came up with innovative programmes for supplying the areas with the Leeto la Polokwane buses with lower prices to address such problems. In a recap, the Polokwane Local Municipality is playing an effective role in implementing the LED strategy as a key element for DLG. Therefore the DLG is affecting the implementation of LED in Polokwane Local Municipality.

5.3.5. What can be done to ensure the effective implementation of LED through DLG?

Participant A:

With regard to the last question, what can be done to ensure the effective implementation of LED through DLG? The respondent A. added that through the collaborative partnerships LED can be effectively executed in Polokwane Local Municipality. The respondent added that collaborating with linguists, cultural organisations, universities, and tourism agencies around Polokwane Local Municipality can lead to the development of well-designed and culturally sensitive language and cultural tourism programmes and can advance the social needs of the communities. In addition, respondent A continued by stating that these partnerships can provide communities with expertise, resources, and access to a broader market thus boosting the economy. Through the convergence of indigenous communities, government bodies, cultural organizations, and tourism experts, these partnerships unlock a realm of economic opportunities. The collective knowledge, resources, and perspectives channelled through these collaborations not only amplify the economic benefits of tourism but also contribute significantly to the revitalisation and preservation of indigenous languages, fostering a deeper appreciation of the rich tapestry of our world's cultural diversity. Polokwane Local Municipality hosts the University of Limpopo, Tshwane University of Technology, MANCOSA, and the University of South Africa. The collaboration of these universities through research and innovation initiatives can lead to effective cultural tourism projects that can contribute to the economic development of Polokwane Local Municipality.

Participant B:

Respondent B in responding to the fifth question what can be done to ensure the effective implementation of LED through DLG? affirmed that to assist the provision of public sector services, e-government strategy must be viewed as a crucial platform. The respondent continued to state that e-government is simply a collection of sophisticated public sector technology platforms that are used to design and maintain governmental frameworks. Additionally, these strategies make it possible to provide services in a way that is accessible, effective, and efficient. The respondent moreover, demystify the idea of e-Government by claiming that for Polokwane Local Municipality to engage in online forums and select the services they value most, they must be connected to the internet or have data. The Polokwane Local Municipality in collaboration with stakeholders must ensure that community members are internet-free.

Participant C:

The respondent C, regarding the fifth question what can be done to ensure the effective implementation of LED through DLG? added that good development-oriented leadership is required for LED to be implemented as encouraged by DLG. The respondent also mentioned that local development initiatives spearheaded by local companies and residents have a greater probability of success than government initiatives undertaken without enough local consultation. The respondent further asserts that competent and development-focused leadership is necessary for local LED development projects to succeed. The respondent also mentioned the need for development-oriented political leadership to minimise corruption and political meddling in the provision of services. To further play a leading role in promoting economic development possibilities and reforming institutions to be development-oriented, the responder further emphasised that development-oriented leadership is at the core of rapid and sustainable growth. In this context, visionary leadership can be quite beneficial. In this sense, visionary leaders are ward council members.

The municipal council must possess visionary leadership skills to anticipate future issues and foster the local economy. The effectiveness of these development-oriented leaders is of utmost importance, according to respondent C, who also notes that development-oriented political leadership is tasked with establishing a constructive interface between all concerned development role players.

Participant D:

The respondent D, added that LED can effectively be implemented through supporting inward investments including employment-intensive methodologies. Respondent D, further stated that since local businesses may help meet local demand, more inward investment and fewer investment leaks are encouraged when local governments have more fiscal autonomy. Encouraging local community people to use their resources and goods more is the primary goal of promoting inbound investment. The respondent continues to say that employment-intensive approaches are used to produce short-term jobs for low-income households. In addition to the multiplier effects that come with creating jobs, the community's assets can also be found in the physical assets and infrastructure that are developed to facilitate the flow of goods and agricultural products to the local market, as well as

Participant E:

Responding to the question, what can be done to ensure the effective implementation of LED through DLG? Respondent E stated that encouraging community involvement in local

decision-making will be essential for ensuring that LED is implemented effectively as encouraged by the DLG to work with local communities to identify sustainable development for addressing needs and advancing the well-being of the communities. The Respondent also mentioned how important it is for the community to be involved in governance procedures for LED to succeed. The Polokwane Local Municipality must take into account, put into practice, and uphold the laws and regulations about community involvement. The community should be included in both the planning stages of the strategy and its implementation. The community involvement and structure of Cooperative enterprises are also key elements in bringing rural and under-developed regions in the country closer to full economic participation. Co-operative enterprises hold significant promise in enabling and empowering ordinary community members to improve local economic conditions, thus creating a pathway to greater prosperity for such communities.

To build a local coalition, the various local stakeholders should organize and carry out this continuing conversation within the parameters of a permanent consultative body that has been established specifically for this purpose. The creation of the local organisation tasked with facilitating discussions, bringing local stakeholders together, and keeping an eye on the LED plan's execution must improve openness and sound local economic governance. Local elected officials have realised that participatory democracy and elective democracy are not mutually exclusive in the context of LED. Local leaders, despite being mandated and elected, should not act in isolation when it comes to local public services and LED policies; instead, they should constantly seek input from the people in their communities.

Participant F:

The respondent F about the fifth question what can be done to ensure the effective implementation of LED through DLG? added that building local authority capacity to support local development can contribute to the effective role of implementing the LED. The respondent moreover, added that the *“National Framework for Local Economic Development (2018) states that substantive policies and measures that promote LED and employment can be categorized into the following: those that improve competitiveness and stimulate demand for investment and employment, those that enhance the supply of employment through social investments and consumption, and institutions that match supply and demand- or where they do not, to address such market inefficiencies or failures”*. The Polokwane Local Municipality must give the local entrepreneurs the opportunity to sell their products and ensure that they are provided with the necessary documents for giving them permits to sell their products. The respondent F further added that SMMEs play a vital role in the development and advancement of the local economy since they rely more on their product, which are produced through the

utilisation of their community resources. The LED is also responsible for shaping the legal and regulatory environment that caters to SMMEs.

Participant G:

The respondent G with regard to the question, what can be done to ensure the effective implementation of LED through DLG? added that the LED can be effectively implemented through the improvement of access to social protection. The respondent G responded that the role of local governments in the delivery of social protection is less apparent relative to other functions. The respondent G supported the *“OECD (2008) that the existence of national social security and health insurance schemes provides local governments with a mechanism for delivering social protection. The ability to share risks and pool larger contributions reduces the cost of insurance making beneficiaries less vulnerable to shocks”*. The respondent G stated that the social protection mechanisms include a wide range of instruments such as employment guarantee schemes. An employment guarantee scheme is an income stabilisation instrument designed to provide a subsistence wage. Employment guarantee schemes are designed as poverty alleviation initiatives and temporary income support in the economic recovery process as a result of natural disasters (e.g., floods, droughts) or man-made crises (e.g. conflict, commodity speculations, economic shocks).

Participant H:

The respondent H responded that empowering the SMMEs is important for the effective implementation of LED through the support of the DLG. Moreover, the respondent highlighted that the *“Department of Small Business Development (DSBD) has done significant work in formulating an overarching Framework for the development of the SMME sector, published as the National Integrated Small Enterprise Development (NISED) Strategic Framework. The NISED Strategic Framework aims to provide a pragmatic strategic Framework for all actors engaged in SMME development including clear direction, measurable outcomes, and a specific program of interventions. Pillar 3 of the NISED Strategic Framework aims to deliver effective support and service delivery (financial and non-financial) to SMMEs. The National Treasury has also prioritized improving the access to finance ecosystem for SMMEs through one of the three pillars namely, Pillar Two: Extending access to financial services for SMMEs which forms part of the National Financial Inclusion Policy “An Inclusive Financial Sector for All”. The SMMEs and Co-operatives Funding Policy has been developed to provide Policy guidelines in support of the NISED Strategic Framework and the National Treasury’s Financial Inclusion Policy. Based on an analysis of the current access to finance landscape, the funding constraints faced by SMMEs and Co-operatives, and lessons from other developing countries,*

Policy interventions have been identified that will improve the situation and enable the estimated 3.2 million SMMEs and 43,062 Co-operatives in the country to achieve their full potential in terms of contributing to inclusive economic growth”.

The respondent added that SMMEs are important in terms of boosting the local economy since they advocate for employment creation, utilisation of local resources, and reduction of poverty. Therefore, the Polokwane Local Municipality must support and work together with the SMMEs to advance the local economy. The Polokwane Local Municipality must also ensure the implementation of a robust, consultative, and transparent impact assessment system to reduce the effects of policies and laws that negatively impact small businesses and the transitions to formality. The respondent also advocated for public-private partnerships as a way of effectively implementing LED.

Participant I:

Answering the question, "What can be done to ensure the effective implementation of LED through DLG?" responder I. added that community-based tourist initiatives are a good way to implement the LED. In response, it was mentioned that indigenous groups can launch community-based tourism projects that revolve around their languages and customs. Jobs for community residents such as cooks, tour guides, language teachers, and artisans may result from these activities. The vitality of community-based tourism initiatives is derived from the use of indigenous languages, which give life to cultural inquiry. The Polokwane Local Municipal area's indigenous language-based programs can enable the local communities to present their customs, heritage, and ways of life authentically. With the help of indigenous languages, the people of Polokwane Local Municipality can tell their own stories with pride, lead tourists through ancestral landscapes, share folklore, and engage in customs that date back centuries. This immersive approach promotes mutual respect and cross-cultural understanding in addition to imparting knowledge. To put it simply, indigenous languages play a critical role in enabling communities to preserve and share their cultural legacy while also providing tourists with an engaging means of engaging with the heart of Polokwane Local Municipality.

Participant J:

In response to the question, what can be done to ensure effective implementation of LED through DLG? Respondent J added that through the development of human capital LED can be effectively implemented. The respondent further added that the amount of human capital in existence has a significant impact on economic development. The entirety of an economy's

labor force's ability, knowledge, and experience, particularly with regard to utilising new technologies is referred to as human capital. Respondent further added that because training and education are merit goods, at least in part, free markets are unlikely to devote enough resources to the delivery of education. As a result, the department, the municipality, and other stakeholders must actively participate in the delivery of education. All education can be provided through "public" education by the municipality, the Department of Education, and other relevant parties, or a portion of it can be provided in collaboration with the private sector. In a recap, the municipality must play a role in educating the community members on how best they can utilize their local resources to advance their local economy.

With regard to the fifth question, what can be done to ensure the effective implementation of LED through DLG? the respondents A, B, C, D, E, F, G, H, I, and J responded with different methods that can be used to implement the LED effectively in the Polokwane Local Municipality. The respondent A, added that through the collaborative partnerships LED can be effectively executed in Polokwane Local Municipality. The respondent added that collaborating with linguists, cultural organisations, universities, and tourism agencies around Polokwane Local Municipality can lead to the development of well-designed and culturally sensitive language and cultural tourism programs and can advance the social needs of the communities. Respondent affirmed that to assist the provision of public sector services, e-government strategy must be viewed as a crucial platform. The respondent continued to state that e-government is simply a collection of sophisticated public sector technology platforms that are used to design and maintain governmental frameworks.

The respondent C added that good development-oriented leadership is required for LED to be implemented as encouraged by DLG. The respondent also mentioned that local development initiatives spearheaded by local companies and residents have a greater probability of success than government initiatives undertaken without enough local consultation. The respondent further asserts that competent and development-focused leadership is necessary for local LED development projects to succeed. The respondent also mentioned the need for development-oriented political leadership to minimize corruption and political meddling in the provision of services. The Respondent D added that LED can effectively be implemented through supporting inward investments including employment-intensive methodologies. Respondent further states that since local businesses may help meet local demand, more inward investment and fewer investment leaks are encouraged when local governments have more fiscal autonomy. Encouraging local community people to use their resources and goods more is the primary goal of promoting inbound investment. The respondent continues to say that employment-intensive approaches are used to produce short-term jobs for low-income

households. Respondent E stated that encouraging community involvement in local decision-making will be essential for ensuring that LED is implemented effectively as encouraged by the DLG to work with local communities to identify sustainable development for addressing needs and advancing well-being of the communities. The respondent also mentioned how important it is for the community to be involved in governance procedures for LED to succeed. The Polokwane Local Municipality must take into account, put into practice, and uphold the laws and regulations about community involvement. The respondent F added that building local authority capacity to support local development can contribute to the effective role of implementing the LED. The respondent moreover, supported the *“National Framework for Local Economic Development (2018) states that substantive policies and measures that promote LED and employment can be categorised into the following: those that improve competitiveness and stimulate demand for investment and employment, those that enhance the supply of employment through social investments and consumption, and institutions that match supply and demand- or where they do not, to address such market inefficiencies or failures”*.

The respondent G added that the LED can be effectively implemented through the improvement on access to social protection. The respondent G responded that the role of local governments in the delivery of social protection is less apparent relative to other functions. The respondent G supported the *“OECD (2008) that the existence of national social security and health insurance schemes provides local governments with a mechanism for delivering social protection*. The respondent H responded that empowering the SMMEs is important for the effective implementation of LED through the support of the DLG. Respondent I added that community-based tourist initiatives are a good way to implement the LED. In response, it was mentioned that Indigenous groups can launch community-based tourism projects that revolve around their languages and customs. Jobs for community residents such as cooks, tour guides, language teachers, and artisans may result from these activities. The vitality of community-based tourism initiatives is derived from the use of indigenous languages, which give life to cultural inquiry.

Respondent J added that through the development of human capital LED can be effectively implemented. The respondent further added that the amount of human capital in existence has a significant impact on economic development. The entirety of an economy's labour force's ability, knowledge, and experience, particularly with regard to utilising new technologies is referred to as human capital.

5.4 SUMMATION OF DATA COLLECTED THROUGH INTERVIEWS

In summation of the findings from the interviews, the study indicated that DLG and LED in South Africa is satisfactory. The study found that socio-economic development is promoted through the provision of municipal services such as water, electricity, transportation, and housing and job creation. The study revealed that unemployment and poverty was alleviated through empowering the informal traders. The Municipality generate money through tourism, agriculture, and Peter Mokaba stadium for hosting soccer teams. The study indicated that Mining is used for local economic stimulation. The study also revealed that the Municipality engaged all role players in allowing the investors to implement the Greenery Mall for job opportunities and business attraction. The shortage of skills, unclear municipal policies, poverty, high unemployment rate, and maladministration hinders effective implementation of LED. The study indicated that community members are affected by load-shedding. The study found that the increase in population is the reason why not all community needs are catered. The municipality is working with the police department and the Seshego Community Against Crime Against Gangsterism to fight drug abuse and crime. The study revealed that LED uses institutional, environmental, and human resources in place to promote local employment opportunities.

The study indicated that Seshego Hospital reported poor water services to the patients. The study found that the Moletjie cluster has rich soil, which allows the municipality to concentrate on various forms of farming, such as aquaculture, organic, commercial, and pastoral, to improve the areas and create employment opportunities, improving and sustaining the lives of the communities. The study further highlighted that the Moletjie region is ancient, and people may be interested in visiting there for educational purposes. The study found that the Municipality advances the local economy through community participation, community groups for combating crimes, informal traders, and EPWP job creation. The LED encourages local business ownership and provides programs or support to keep businesses open to business ownership. The study found that lack of upgrading and oversight of the street lights causes crime. The study revealed that the available resources are utilized to advance the local economy, create jobs, support the SMMEs, ensure infrastructure development, and promote the well-being of the communities and provision of adequate services such as health care, food, social security, housing, and water.

The study found that the Municipality supported local rehabilitation initiatives such as Rethabile, Pholosh, Lehlabile, Hope of Hopeless, Moletjie No Smoking, Treatment Center, and SCACAG. The study found that DLG enforces LED to provide public libraries to support social and education upliftment, especially in areas where low literacy levels prevail. The study

found that LED advances the DLG agenda and fosters a climate that supports LED growth in South African municipalities. Moreover, collaborating with linguists, cultural organizations, universities, and tourism agencies around the Municipality can lead to the development of well-designed and culturally sensitive language and cultural tourism programs and can advance the social needs of the communities. The study indicated that good development-oriented leadership is required for LED to be implemented as encouraged by DLG. The study found that there is a need for development-oriented political leadership to minimize corruption and political meddling in the provision of services. The gist of the this findings is that the establishment and promotion of local markets, the construction of shopping centers to boost the local economy, community involvement in all activities, the supply of utilities like roads, water, electricity, and housing, the provision of transportation and the provision of free public education in the local community serve as pointers for both the DLG and LED

5.5 CONCLUSION

This chapter presented the data, which was collected through a questionnaire and interviews. The questionnaire consists of two sub-sections. In the first sub-section, the researcher presented the biographical details of the respondents. In the second sub-section, the researcher presented the data which was developed from the questionnaire items distributed to and collected from the respondents by the researcher. The researcher used the graphical tabular format, frequencies, and percentages to present the data that was collected. Every table was followed by a brief discussion of the findings. This chapter also presented data collected through the interview which were given by the researcher to the participants. The data were presented in narrative form. Ten (10) participants were interviewed using open-ended questions. The next chapter discusses findings and recommendations for the effect of DLG in implementing LED strategy, a case of Polokwane Local Municipality.

CHAPTER 6

FINDINGS, RECOMMENDATIONS AND CONCLUSION

6.1. INTRODUCTION

The previous chapter presented the analysis and interpretation of data collected through questionnaires and interviews. The main purpose of the previous chapter was to present, analyze, and interpret the data. The previous chapter presented the analysis and interpretation of the collected data, by discussing the sampled population's responses as a way of providing an understanding of the nature of the research findings on the effect of DLG in implementing LED strategy, a case of Polokwane Local Municipality in Limpopo Province. In this chapter, the researcher presents a synthesised discussion on findings, recommendations for the effect of DLG in implementing LED strategy, a case of Polokwane Local Municipality as well as recommendations for future research study on a related topic. The conclusion of the study is documented.

6.2. OVERVIEW OF THE STUDY

The study focused on the effect of DLG in implementing LED strategy in the Polokwane Local Municipality in Limpopo Province. The study revealed that the effect of DLG in implementing LED strategy includes: poverty alleviation, creation of jobs, adequate service delivery, the maintenance of service delivered, supporting the SMMEs, encouraging community participation and stakeholders in decision-making of the municipality, shaping and maintaining legal and regulatory environment for SMMEs, empowering council, provision of strategic leadership, collaboration, accountability, utilisation of local resources, improve well-being of the communities, investing in rural areas, LED in partnerships with local business and NGOs, facilitate economic growth, community consultation, enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. The main aim of the study was to examine the effect of the developmental local government in implementing local economic development and to recommend strategies that can be utilised successfully to enhance development through LED.

The study sought to achieve the following objectives:

- To comprehend the state of DLG in South Africa.
- To examine the state of LED in the South African local government.
- To determine the role of DLG in implementing LED in the Polokwane Local Municipality

- To assess the effect of DLG on the LED of the Polokwane Local Municipality.
- To recommend mechanisms that can be used to ensure effective implementation of LED through DLG

The study also had some critical research questions which were as follows:

- What is the state of DLG in South Africa?
- What is the state of LED in the South African local government?
- What is the role of DLG in implementing LED in the Polokwane Local Municipality?
- What are the effect of DLG on LED of the Polokwane Local Municipality?
- What are the recommendations that can be used to ensure the effective implementation of LED through DLG?

The study revealed the effect that the DLG is having in the implementation of LED in Polokwane Local Municipality. The study also recommended strategies that can be used to foster the effectiveness of DLG through LED to ensure that the Municipality engages with community members, stakeholders, and NGOs to facilitate the development of the local economy.

6.3 THE MAJOR FINDINGS OF THE STUDY

The major findings arose from the specific objectives of the study. The following specific objectives benchmarked the realisation of the aim of the study, and they sought to comprehend the state of DLG in South Africa; to examine the state of LED in the South African local government; to determine the role of DLG in implementing LED in the Polokwane Local Municipality; to assess the effect of DLG on the LED of the Polokwane Local Municipality and to recommend mechanisms that can be used to ensure effective implementation of LED through DLG

6.3.1 The major findings on the state of DLG in South Africa

The objective of the study was to comprehend the state of DLG in South Africa. The study revealed that 56 (40%) respondents strongly disagreed that DLG is effectively implemented in Polokwane Local Municipality. The study further discovered that 84 (60%) of the respondents strongly agreed that DLG plays an important role in ensuring development. The respondent also discovered that the majority 63 (45%) of respondents strongly disagreed that

DLG is effective in Polokwane Local Municipality. Furthermore, the study revealed that 70 (50%) agreed that DLG works with people towards sustainable development. The study revealed that 70 (50%) of the respondents strongly disagreed that DLG meets the pre-determined needs of the local communities.

The interview schedule was conducted to examine the state of DLG in South Africa. The findings revealed that the DLG in the Polokwane Local Municipality is active due to the implemented water service projects in the various areas of the Municipality. Moreover, the study revealed that the municipality facilitated the construction of roads around the province and surrounding areas. The study also discovered that the municipality is effectively creating jobs for the communities to meet their well-being. The study discovered that the implementation of housing projects around areas of the municipality serves as evidence that DLG is effectively implemented. The study further indicated that DLG is effectively implemented in the Polokwane Local Municipality, however, the increase in population is the reason why not all communities are catered to in terms of services. The study also discovered that the Municipality implemented the Leeto la Polokwane transportation to ensure that communities access the town whenever they feel like going and also to help the poor since taxis are very expensive. Moreover, the study discovered that Polokwane Local Municipality is generating income, giving the informal traders business opportunities and other business allowing other football teams which host the Peter Mokaba Stadium.

The study revealed that the municipality implemented the Safe Illumination Paraffin Stove Pilot Project (SIPSPP). The initiative taken by the Polokwane Local Municipality in facilitating the Safe Illumination Paraffin Stove Pilot Project seems to be an important step towards addressing safety concerns related to the use of illuminating paraffin in low-income households. In addition, the study discovered that the municipality is working with the police department and the newly formed community forum or group called Seshego Community against Crime against Gangsterism (SCACAG). The SCACAG forum also forces the municipality to deliver services to the communities and reduce crime. The study revealed that the Limpopo Development Plan (LDP) aimed to build on the foundations of the Limpopo Economic Growth and Development Plan (LEGDP) 2009-2014 and the Limpopo Provincial Growth and Development Strategy (PGDS) 2004-2008. Finally, from the above information the researcher concluded that most respondents pointed out that DLG in Polokwane Local Municipality is active due to the implemented service delivery projects in the areas of the municipality. This simply entails that there is a good state of DLG in the Polokwane Local Municipality.

6.3.2. The major findings on the state of LED in South African local government

The objective of the study was to examine the state of LED in the South African local government. The study revealed that 98 (70%) respondents assert that LED plays an important role in empowering the community socially and economically. Further, the study revealed that 105 (75%) respondents strongly agreed that Polokwane Local Municipality meets the goals of LED. Moreover, the study revealed that 70 (50%) of the respondents strongly disagreed with the statement that Polokwane residents are satisfied with the LED projects in their Municipality. In addition, the study revealed that 63 (45%) respondents strongly disagreed that features of LED are maintained and achieved. The study also discovered that the data indicate that the majority 56 (40%) of the respondents strongly disagreed that LED is effectively implemented. The study revealed that 63 (45%) respondents strongly agreed that LED projects are not managed effectively in the municipality. Finally, the study revealed that the majority, 56 (40%) of respondents strongly agreed that the LED is effective in Polokwane Local Municipality

From the interview schedule which was conducted to examine the state of DLG in the South African local government. The study revealed that the state of the LED in South African local government is satisfactory. Further, the study revealed that the state of the LED is not maintained. Furthermore, the study discovered that the majority of the respondents support the statement that the state of LED in South African local government is satisfactory and maintained. Moreover, the study revealed that the implementation of water services in rural communities to promote their well-being and service delivery serves as evidence for the effectiveness of LED. The study also revealed that the delivery of roads to ensure that local areas attract business with the intention of community development simply entails the work of LED. The study discovered LED is effective in empowering informal traders as a way of alleviating poverty and reducing unemployment. The study discovered that the municipality invested more in tourism to ensure that money was generated to deliver services. Moreover, the study revealed that there is implementation of boreholes and electricity services serves as a way to promote the socio-economic development of the community members as initiated by the LED strategy. The study discovered that mining is used as a way of reducing poverty and unemployment since local communities are given employment as well as tenders to make a living. The study also discovered that the state of LED in the local government of South Africa is poor since communities are always complaining and grieving about service delivery. The study further indicated poor roads in local areas that hinder business attraction, for instance, local farmers with good crop yields end up failing because of poor roads.

The study revealed that the Polokwane Local Municipality, with the stakeholders, municipal officials, and businessmen/women collaborated and participated in creating job opportunities by allowing the investors to build the Greenery Mall that will give community members opportunities in terms of jobs and reduce the unemployment rate as initiated by the LED. *The GM is an investment that is designed to benefit its community and its environment. More than 300 locals were employed during the construction and development of The Greenery, and more than a third of the project's value was spent with local subcontractors (https://www.bizcommunity, 2024).* The state of LED is satisfactory since jobs are created and poverty is reduced. The study discovered that the creation of malls and renovations of hospitals can attract good doctors to ensure the promotion of the well-being of the community. The study also discovered that the country is currently faced with the issue of load shading which simply entails that the community members are not sufficiently getting the electricity services. The study further revealed that the local businesses are closing and some have been closed due to failure to maintain their stock because of load shading. The state of the LED is not satisfactory in the local government of South Africa. The study revealed that there is still a shortage of skills, unclear municipal policies on LED, poverty, and a high unemployment rate which thwart the implementation of LED. This simply entails that the state of LED is poor in South African local government.

The study revealed that the implementation and support of the Small, Medium, and Micro Enterprises (SMMEs), also referred to as small businesses, play an important role in the City of Polokwane economy since it reduces poverty through the provision of job opportunities. The study further indicated that there are plenty of farms. Farming plays a multifaceted role in supporting the local economy by providing employment, generating income, ensuring food security, fostering rural development, preserving the environment, and promoting cultural heritage. Therefore, investing in and supporting local agriculture is essential for sustainable economic growth and community well-being. Finally, the study revealed that the participation by youth is limited due to the political parties relying on old people for leadership and other positions. Therefore, there is poor maintenance in terms of the state of LED.

6.3.3. The major findings on the role of DLG in implementing LED in the Polokwane Local Municipality

The objective of the study was to determine the role of DLG in implementing the LED in Polokwane Local Municipality. The study revealed that 63 (45%) respondents strongly disagreed that DLG improves the living standard of the communities through the implementation of LED. The study further revealed that 49 (35%) respondents strongly disagreed that LED through DLG stimulates the local economy in the Polokwane Local

Municipality. Furthermore, the study discovered that 84 (60%) respondents strongly agreed that DLG empowers local communities and ensures independence. Moreover, the study revealed that 42 (30%) respondents strongly agreed that DLG ensures the availability of funds to support the LED strategy. The study also indicates that the majority, 63 (45%) of the respondents, strongly agreed that DLG is effectively implementing the LED in Polokwane Local Municipality. Finally, the study revealed that 49 (35%) respondents strongly disagreed that there is active community and stakeholder participation in the LED project development and implementation

From the interview schedule which was conducted to determine the role of DLG in implementing the LED in Polokwane Local Municipality. The study discovered that the DLG plays an important role in engaging all community stakeholders, the council, non-profit organisations, and other role players, thereby building the economic capacity of a local area to improve its economic future and the quality of life for all. The study also indicated that the provision of services serves as proof that the DLG is doing enough to enforce the LED to stimulate the socio-economic development of the local areas. The study further, revealed that DLG plays a successful role in implementing LEDs since it provides support for the technology, which helps to stimulate the local economy. The study also indicates that LED aims to use institutional, environmental, and human resources already in place to promote local employment opportunities in fields that enhance communities. A few industries that generate income are manufacturing, services, tourism, and agriculture. Furthermore, the study indicated that the DLG provides the necessary funding and personnel resources for LED to function. DLG supported the LED's stimulation of the local economy to guarantee that residents enjoy better services and the local economy. The study revealed that the establishment and promotion of local markets, the construction of shopping centres to boost the local economy, community involvement in all activities, the supply of utilities like roads, water, electricity, and housing, the provision of transportation (Leeto la Polokwane), and the provision of free public education in the local community serve as indicators for both the DLG and LED.

The study also discovered that the role of DLG in implementing the LED is effective and vital in the sense that community groups such as SCACAG and other community members partnered in combating crime and meeting the economic development of the communities. The study also revealed that the reporting of the Seshego Hospital on poor water services towards the patients as it was on SABC News reported by Mr Kunutu, Patrolling the Polokwane CBD, pressurising the municipality to provide services, and protecting informal traders from gangsters stealing their goods, serve as evidence of the effectiveness of LED in

Polokwane Municipality. The study also indicated that the municipality is not doing enough to achieve the role of DLG in implementing the LED strategy in that the Moletjie cluster has rich soil, which allows the municipality to concentrate on various forms of farming, such as aquaculture, organic, commercial, and pastoral, to improve the areas and create employment opportunities, improving and sustaining the lives of the communities. Moreover, since the Moletjie region is ancient, people may be interested in visiting the region for educational purposes. Therefore, the study revealed that the role of DLG is discouraged.

The study reveals that Polokwane Local Municipality is not sufficiently effective, this is proven by the media (SABC news) as reported by Mr Kunutu where the Seshego Hospital was allegedly in failing to provide water services to the community members and the patients (*Times Live*, 2023). The community was unaware of the water scarcity since community involvement is not encouraged. The study further indicated that their children were witnessed bringing buckets and bottles of water to their sick relatives so they could drink. The study also reveals that the DLG is doing enough in implementing the LED since the council is given authority and power to set out the vision and framework for the future development of an area through local plans, including policies on new retail parks and housing developments. The study also encountered the availability of houses at EXT 78, also referred to as "Greenside," Seshego regions, Mmotong, Ga Mothapo, and Makotopong as proof that the council is carrying out its mandate as outlined in the LED strategy with DLG's assistance.

The study revealed that the DLG gives effective support to the LED by fostering local economic growth, enforcing community development and participation, and enabling community members to participate in decision-making processes. The encouragement of community participation, the community groups for combating crimes, informal traders' encouragement, and EPWP job creation by Polokwane Local Municipality as enforced by the LED serves as proof of advancing the local economy. The study further revealed that DLG ensures economic development support by fostering an environment that is friendly and welcoming to investors, empowering individuals, and promoting the growth of small businesses. The LED encourages local business ownership and provides programs or support to keep businesses open to business ownership. Moreover, the Municipality and LED are fostering the local economy by establishing parks, local farms, tourism, development, and use of soccer stadiums, as well as by constructing roads and boreholes for water delivery. The study reveals that DLG is doing enough for the LED, however, political meddling in the municipality causes the LED to be disrupted because contracts for delivering services and boosting the local economy are awarded to their relatives.

The study revealed that the town of Polokwane Local Municipality is dark at night due to a lack of upgrading and oversight of the street light implementation. Other parts of the town are dark, giving criminals a chance to conduct crimes. The SCACAG, which is in charge of keeping the town clean, has acknowledged that this is the cause of the high crime rate in the Polokwane Local Municipality. The only obstacles in the way of the DLG's successful use of LEDs are the local officials in charge of maintaining those street lights. The street lights are implemented, the only challenge is the maintenance and monitoring since they ceased working. Finally, the study revealed that the role of DLG in implementing the LED in Polokwane Local Municipality is effective in the sense that it is responsible for ensuring that the stimulation of the local economy through community participation, stakeholders, and council is maintained and achieved. Therefore DLG plays a significant role in implementing the LED strategy in the city of Polokwane

6.3.4 The major findings on the effect of DLG on the LED of the Polokwane Local Municipality

The objective of the study was to assess the effect of DLG on the LED of the Polokwane Local Municipality. The study revealed that the majority 42 (30%) of the respondents agreed that community members are encouraged to take part in LED projects in the Municipality. The study also revealed that 70 (50%) respondents agreed that DLG ensures that LED alleviates poverty. The study discovered that the majority 49 (35%) agreed that DLG ensures proper communication channels to coordinate and implement LED strategy. The study revealed that the majority 63 (45%) of the respondents agreed Polokwane community members work with their Municipality towards achieving the LED strategy. The study also revealed that 84 (60%) respondents strongly agreed that DLG creates job opportunities through LED. Finally, the study discovered that the majority 42 (30%) of the respondents were not sure that support of the provincial departments to the Polokwane Local Municipality is sufficient.

From the interview schedule which was conducted to assess the effect of DLG on the LED of the Polokwane Local Municipality. The study revealed that the DLG is affecting the LED of the Polokwane Local Municipality as it ensures the available resources are utilised to advance the local economy, create jobs, support the SMMEs, ensure infrastructure development, and promote the well-being of the communities and provision of adequate services such as health care, food, social security, housing, and water. The study also revealed that DLG enforces the LED to deliver services to local communities. The study further revealed that the Polokwane Local Municipality, in collaboration with the community and stakeholders, supported local rehabilitation initiatives such as Rethabile, Pholosho, Lehlabile, Hope of Hopeless, Moletjie No Smoking, Treatment Center, and SCACAG to fight drugs abuse and

reduction of crime in the area. The study also indicates that DLG plays a major role in enforcing LED to ensure the provision of public libraries to support social and education upliftment, especially in areas where low literacy levels prevail. The study revealed that there is implementation of the Annual Polokwane Arts Festival (Mapungubwe) for cultural development preparation. Festivals for heritage and the youth are currently presented.

The study discovered that DLG is responsible for enforcing the LED to facilitate the development of the local economy in rural areas to empower the community members and promote the well-being of the communities. The study revealed that the LED unit encourages spending on locally produced goods because it allows residents to spend locally, circulates local funds within the community, and eventually expands the local economy's potential. There will be a greater demand for commodities, which drives up labour demand. Spending money on products made elsewhere drains resources from the local economy. The LED is playing a crucial role in addressing socio-economic issues by promoting sustainable development, the creation of jobs, and the equitable distribution of resources in Polokwane Local Municipality as supported by DLG. The study revealed that the Polokwane Local Municipality plays a vital role in leading or supporting the creation of an economic development strategy. The strategy's success will have a direct effect on a community's tax base. The goal is to provide revenue to maintain, grow, and improve local infrastructure and community services. As the informal traders or SMMEs pay for tax, the tax money is used to develop the areas and promote of better life for the communities. The study also revealed that LED is a channel for advancing the DLG agenda and fostering a climate that supports LED and growth in South African municipalities. As a result, DLG effectively influences the growth of the local economy and raises community members' standards of living through LED. The study found that one of the key characteristics of DLG relates to the need for Polokwane Local Municipality to maximize social and economic development. LED is viewed as an integral element of DLG. The study further, indicated that the LED projects on housing at EXT 78 and community groups such as SCACAG in Seshego areas for combating crime and enforcing service delivery serve as evidence that the LED is effectively implemented and it is achieving the goals of the DLG for developing local areas.

The study also revealed that integrating the spatial disparities of urban and rural settlement in South Africa is of critical importance for the overall acceptance, success, and prosperities of South African communities. Spatial parity will enhance economic growth to a great extent and facilitate sustainability in the provision of services and reduction in commuting costs of many households. All these aspects are beneficial in terms of social development. Many rural areas residents are often densely populated with an inadequate sustainable economic base.

They further discovered that residents commute many kilometres from their homes to work back daily. Such commuting costs involve high transport costs and expenditure. The study revealed that the Polokwane Local Municipality came up with innovative programs for supplying the areas with the Leeto la Polokwane buses at lower prices to address such problems. In a recap, the Polokwane Local Municipality is playing an effective role in implementing the LED strategy as a key element for DLG. Therefore the DLG is having an effect on the implementation of LED in Polokwane Local Municipality.

6.3.5. The major findings on mechanisms that can be used to ensure effective implementation of LED through DLG

The objective of the study was to recommend mechanisms that can be used to ensure effective implementation of LED through DLG. The study revealed that 77 (55%) respondents strongly agreed that traditional leaders and other stakeholders should be incorporated to ensure the effective implementation of LED in the Municipality. The study also revealed that the majority 91 (65%) of the respondents strongly agreed that the activities of DLG should be monitored and evaluated when implementing LED programmes. The study further, discovered that the majority, 77 (55%) of respondents, agreed that increased funding may sufficiently support the implementation of LED programmes. The study revealed that 84 (60%) respondents agreed that continuous workshops to educate the local communities and municipal officials about new technological development are necessary. The study revealed that the majority 63 (45%) of the respondents strongly agreed that the deployment of sufficient resources for implementing LED programmes is essential. The study revealed that 70 (50%) respondents agreed that corruption and other mal-administrative practices must be effectively curtailed. Finally, the study revealed that the majority, 98 (70%) of the respondents agreed sufficient support for the provincial departments is needed.

From the interview schedule which was conducted to recommend mechanisms that can be used to ensure effective implementation of LED through DLG. The study revealed that through the collaborative partnerships LED can be effectively executed in Polokwane Local Municipality. Collaborating with linguists, cultural organisations, universities, and tourism agencies around Polokwane Local Municipality can lead to the development of well-designed and culturally sensitive language and cultural tourism programmes and can advance the social needs of the communities. The study also revealed that to assist the provision of public sector services, e-Government strategy must be viewed as a crucial platform. The e-Government is simply a collection of sophisticated public sector technology platforms that are used to design and maintain governmental frameworks. The study also revealed that good development-oriented leadership is required for LED to be implemented as encouraged by DLG. The local

development initiatives led by local companies and residents have a greater probability of success than government initiatives undertaken without enough local consultation. The study further revealed that competent and development-focused leadership is necessary for local LED development projects to succeed. There is a need for development-oriented political leadership to minimise corruption and political meddling in the provision of services.

The study revealed that LED can effectively be implemented through supporting inward investments including employment-intensive methodologies. Since local businesses may help meet local demand, more inward investment and fewer investment leaks are encouraged when local governments have more fiscal autonomy. Encouraging local community members to use their resources and goods more is the primary goal of promoting inbound investment. Employment-intensive approaches are used to produce short-term jobs for low-income households. The study also revealed that encouraging community involvement in local decision-making will be essential for ensuring that LED is implemented effectively as encouraged by the DLG to work with local communities to identify sustainable development for addressing needs and advancing the wellbeing of the communities. The study revealed that it is important for the community to be involved in governance procedures for LED to succeed. The Polokwane Local Municipality must take into account, put into practice, and uphold the laws and regulations about community involvement.

The study discovered that building local authority capacity to support local development can contribute to the effective role of DLG in implementing the LED. The study discovered that LED can be effectively implemented through the improvement of access to social protection. The role of local governments in the delivery of social protection is less apparent relative to other functions. The study revealed that there must be the existence of national social security and health insurance schemes to provide local governments with a mechanism for delivering social protection. The study revealed that empowering the SMMEs is important for the effective implementation of LED through the support of the DLG. Community-based tourist initiatives are a good way to implement LED. The Indigenous groups can launch community-based tourism projects that revolve around their languages and customs. Jobs for community residents such as cooks, tour guides, language teachers, and artisans may result from these activities. The vitality of community-based tourism initiatives is derived from the use of indigenous languages, which give life to cultural inquiry. The development of the human capital of LED can be effectively implemented. The amount of human capital in existence has a significant impact on economic development. The entirety of an economy's labor force's ability, knowledge, and experience, particularly in utilising new technologies is referred to as human capital.

6.4. SYNTHESIS OF RESEARCH FINDINGS

The key points in this study from the research questionnaire can be summarised as follows

- Respondents agreed that DLG is playing an effective role in implementing LED
- Responded agreed that DLG is effectively implemented in the realm of LED
- Respondents strongly agreed that DLG plays an important role in ensuring development in respective local communities.
- DLG works with people towards sustainable development.
- DLG meets the pre-determined needs of the community.
- LED plays an important role in empowering the community socially and economically.
- Respondents disagreed with the statement that Polokwane residents are satisfied with the LED projects in their Municipality.
- Features of LED are not maintained and achieved.
- LED projects are not managed effectively in the municipality.
- DLG improves the living standards of the communities through the implementation of LED.
- Respondent disagreed that LED through DLG stimulates the local economy in the Polokwane Local Municipality.
- DLG empowers local communities and ensures independence.
- DLG ensures the availability of funds to support the LED strategy.
- There is active community and stakeholder participation in the LED project development and implementation.
- Community members are encouraged to take part in LED projects in the Municipality.
- DLG ensures that LED alleviates poverty.
- The DLG ensures proper communication channels to coordinate and implement LED strategy.

- Polokwane community members work with their Municipality towards achieving the LED strategy.
- DLG creates job opportunities through the LED.
- Respondents were not sure that support of the provincial departments to the Polokwane Municipality was sufficient.
- Traditional Leaders and other stakeholders should be incorporated to ensure the effective implementation of LED in the Municipality.
- Activities of DLG should be monitored and evaluated when implementing LED programmes.
- The increased funding may sufficiently support the implementation of LED programmes.
- The continuous workshops to educate the local communities and municipal officials about new technological development are necessary.
- Deployment of sufficient resources for implementing LED programmes is essential.
- Corruption and other mal-administrative practices must be effectively curtailed.
- Finally, the study revealed that the majority, 98 (70%) of the respondents agreed that sufficient support for the provincial departments is needed.

The key points in this study from the research interview can be summarised as follows:

- The findings revealed that the DLG in the South African local government (Polokwane Local Municipality) is active due to the implemented water service projects in the areas of the municipality.
- The municipality facilitated the construction of roads around the province and surrounding areas.
- The municipality is effectively creating jobs for the communities to meet their well-being.
- The study discovered that the implementation of housing projects around areas of the municipality serves as evidence that DLG is effectively implemented.

- The municipality implemented the Leeto la Polokwane transportation to ensure that communities have access to town with less bus fare
- Through provision of Peter Mokaba Stadium the Polokwane Local Municipality is generating income and giving the informal traders business opportunities.
- The municipality implemented the Safe Illumination Paraffin Stove Pilot Project (SIPSPP). The initiative taken by the Polokwane Local Municipality in facilitating the Safe Illumination Paraffin Stove Pilot Project seems to be an important step towards addressing safety concerns related to the use of illuminating paraffin in low-income households.
- The municipality is working with the police department and the newly formed community forum or group called Seshego Community against Crime against Gangsterism (SCACAG) to reduce crime and foster social development
- The SCACAG forum also forces the municipality to deliver services to the communities and reduce crime.
- The Limpopo Development Plan (LDP) aimed to build on the foundations of the Limpopo Economic Growth and Development Plan (LEGDP) 2009-2014 and the Limpopo Provincial Growth and Development Strategy (PGDS) 2004-2008.
- The state of the LED is not maintained.
- The majority of the respondents added that LED in South African local government is satisfactory and maintained.
- There is implementation of water services in rural communities to promote their well-being.
- There is road construction to ensure that local areas attract business with the intention of community development simply entails the work of LED
- LED is effective in empowering informal traders as a way of alleviating poverty and reducing unemployment
- The municipality invested more in tourism to ensure that money is generated to deliver services.

- LED promotes the socio-economic needs of the communities through the provision of services
- Mining is used as a way of reducing poverty and unemployment since local communities are given employment as well as tenders to make a living.
- The state of LED in the local government of South Africa is poor since communities are always complaining and grieving about service delivery.
- Poor roads in local areas hinder business attraction, for instance, local farmers with good crop yields end up failing because of poor roads.
- Polokwane Local Municipality with the stakeholders, municipal officials, and businessmen/women collaborated and participated in creating job opportunities by allowing the investors to build the Greenery Mall that will give community members opportunities in terms of jobs and reduce the unemployment rate as initiated by the LED.
- The state of LED is satisfactory since jobs are created and poverty is reduced.
- The creation of malls and renovations of hospitals can attract good Doctors to ensure the promotion of the well-being of the community.
- The country is currently faced with the issue of load shading which simply entails that the community members are not sufficiently getting the electricity services.
- The local businesses are closing and some have been closed due to failure to maintain their stock because of load shading.
- The state of the LED is not satisfactory in the local government of South Africa.
- There is still a shortage of skills, unclear municipal policies on LED, poverty, and a high unemployment rate which thwart the implementation of LED.
- The state of LED is poor in South African local government.
- The implementation and support of the Small, Medium, and Micro Enterprises (SMMEs), also referred to as small businesses, play an important role in the city of Polokwane's economy since it reduces poverty through the provision of job opportunities.

- Farming contributes to the local economy of the Polokwane Local Municipality
- Participation by youth is limited due to the political parties relying on old people for leadership and other positions.
- DLG plays an important role in engaging all community stakeholders, the council, non-profit organizations, and other role players, thereby building the economic capacity of a local area to improve its economic future and the quality of life for all.
- The provision of services serves as proof that the DLG is doing enough to enforce the LED to stimulate the socio-economic development of the local areas.
- The DLG plays a successful role in implementing LEDs since it provides support for the technology, which helps to stimulate the local economy.
- A few industries that generate income are manufacturing, services, tourism, and agriculture.
- DLG provides the necessary funding and personnel resources for LED to function.
- DLG supported the LED's stimulation of the local economy to guarantee that residents enjoy better services and the local economy.
- The establishment and promotion of local markets, the construction of shopping centres to boost the local economy, community involvement in all activities, the supply of utilities like roads, water, electricity, and housing, the provision of transportation (Leeto la Polokwane), and the provision of free public education in the local community serve as indicators for both the DLG and LED.
- Community groups such as SCACAG and other community members partnered in combating crime and meeting the social and economic development of the communities.
- Seshego Hospital provide a poor water services to the patients
- Respondent revealed that the community was unaware of the water scarcity since community involvement is not encouraged.
- Children were witnessed bringing a bucket and a bottle of water to their sick relatives so they could drink.

- The council is given authority and power to set out the vision and framework for the future development of an area through local plans, including policies on new retail parks and housing developments.
- There is availability of houses at EXT 78, also referred to as "Greenside," Seshego regions, Mmotong, Ga Mothapo, and Makotopong as proof that the council is carrying out its mandate as outlined in the LED strategy with DLG's assistance
- DLG gives effective support to the LED by fostering local economic growth, enforcing community development and participation, and enabling community members to participate in decision-making processes.
- The encouragement of community participation, the community groups for combating crimes, informal traders' encouragement, and EPWP job creation by Polokwane municipality as enforced by the LED serves as proof of advancing the local economy.
- The study further revealed that DLG ensures economic development support by fostering an environment that is friendly and welcoming to investors, empowering individuals, and promoting the growth of small businesses.
- The LED encourages local business ownership and provides programs or support to keep businesses open to business ownership.
- The municipality and LED are fostering the local economy by establishing parks, local farms, tourism, development, and use of soccer stadiums, as well as by constructing roads and boreholes for water delivery.
- The political meddling in the municipality causes the LED to be disrupted because contracts for delivering services and boosting the local economy are awarded to their relatives.
- The town of Polokwane Local Municipality is dark at night due to a lack of upgrading and oversight of the street light implementation.
- DLG is having effect on the LED of the Polokwane Local Municipality as it ensures the available resources is utilized to advance the local economy, create jobs, support the SMMEs, ensure infrastructure development, promote the well-being of the communities, and provision of adequate services such as health care, food, social security, housing, and water.

- The DLG enforces the LED to deliver services to local communities.
- The Polokwane Local Municipality, in collaboration with the community and stakeholders, supported local rehabilitation initiatives such as Rethabile, Pholosho, Lehlabile, Hope of Hopeless, Moletjie No Smoking, Treatment Center, and SCACAG to fight drug abuse and reduction of crime in the area.
- DLG plays a major role in enforcing LED to ensure the provision of public libraries to support social and education upliftment, especially in areas where low literacy levels prevail.
- There is the implementation of the Annual Polokwane Arts Festival (Mapungubwe) for cultural development in preparation.
- The LED unit encourages spending on locally produced goods because it allows residents to spend locally, circulates local funds within the community, and eventually expands the local economy's potential.
- The LED is playing a crucial role in addressing socio-economic issues by promoting sustainable development, the creation of jobs, and the equitable distribution of resources in Polokwane Local Municipality as supported by DLG.
- The Polokwane Local Municipality plays a vital role in leading or supporting the creation of an economic development strategy.
- The strategy's success will have a direct effect on a community's tax base.
- The goal is to provide revenue to maintain, grow, and improve local infrastructure and community services.
- The informal traders or SMMEs pay for tax, and the tax money is used to develop the areas and promote a better life for the communities.
- The LED is a channel for advancing the DLG agenda and fostering a climate that supports LED and growth in South African municipalities.
- DLG effectively influences the growth of the local economy and raises community members' standards of living through LED.

- Integrating the spatial disparities of urban and rural settlement in South Africa is of critical importance for the overall acceptance, success, and prosperity of South African communities.
- Spatial parity will enhance economic growth to a great extent and facilitate sustainability in the provision of services and reduction in commuting costs of many households.
- Polokwane Local Municipality came up with innovative programs for supplying the areas with the Leeto la Polokwane buses at lower prices to address the transportation problem
- Through collaborative Partnerships LED can be effectively executed in Polokwane Local Municipality.
- Collaborating with linguists, cultural organizations, universities, and tourism agencies around Polokwane Local Municipality can lead to the development of well-designed and culturally sensitive language and cultural tourism programs and can advance the social needs of the communities.
- There must be provision of public sector services, e-government strategy must be viewed as crucial platforms.
- Good development-oriented leadership is required for LED to be implemented as encouraged by DLG.
- The local development initiatives led by local companies and residents have a greater probability of success than government initiatives undertaken without enough local consultation.
- A competent and development-focused leadership is necessary for local LED development projects to succeed.
- There is a need for development-oriented political leadership to minimize corruption and political meddling in the provision of services.
- The municipality must ensure support of inward investments including employment-intensive methodologies. Since local businesses may help meet local demand, more inward investment and fewer investment leaks are encouraged when local governments have more fiscal autonomy.

- Encouraging community involvement in local decision-making will be essential for ensuring that LED is implemented effectively as encouraged by the DLG to work with local communities to identify sustainable development for addressing needs and advancing the wellbeing of the communities.
- Building local authority capacity to support local development can contribute to the effective role of DLG in implementing the LED.
- There must be improvement in access to social protection.
- The national social security and health insurance schemes are necessary to provide local governments with a mechanism for delivering social protection.
- Empowering the SMMEs is important for the effective implementation of LED through the support of the DLG.
- Community-based tourist initiatives are a good way to implement LED.

6.5. RECOMMENDATIONS OF THE STUDY

This section presents the recommendations of the study. These recommendations arose from the major findings on the state of DLG in South Africa; the state of LED in the South African local government; the role of DLG in implementing LED in the Polokwane Local Municipality, the effect of DLG on the LED of the Polokwane Local Municipality and mechanisms that can be used to ensure effective implementation of LED through DLG

6.5.1. Recommendations on the state of DLG in South Africa

- The study recommends that the concept of DLG should be enforced and facilitated to ensure that there is socio-political and economic development in local communities of the country, particularly Polokwane Local Municipality.
- The study recommends effective community participation and stakeholders to ensure that the utilisation of local resources through the DLG is enforced.
- The study recommends that the local government of South Africa put more emphasis on DLG to enhance the effective municipal projects in the delivery of service and promotion of the well-being of the communities.
- From the findings on the state of DLG in South Africa, the study recommends that since the state of DLG is good, the municipality should invest more in the utilization of local resources to deliver the socio-political and economic needs of the community, since other respondents are grieving in terms of the poor state of DLG, the municipality

should improve and provide for projects that are responsible for catering to the needs of the communities.

- The study recommends that South African municipalities empower their local communities through education and training as a way of giving them opportunity or the improvement of their area and the state of DLG.
- The study also recommends that more projects for housing inter alia, should be implemented as a way of improving the local areas of the Polokwane Local Municipality.
- The study also recommends more community groups that will aid in promoting the state of DLG by fighting the socio-political and economic barriers to enhance effective development in South African municipalities.
- To maximise the local economy, the study recommends that local communities be given training in different fields so that their weakness and strength can be exposed. This will help the municipality in finding suitable community members for the municipal projects.
- The study also recommends for effective leadership to safeguard the state of DLG in Polokwane Local Municipality.
- In recap, to maintain the state of DLG in Polokwane Local Municipality, community and stakeholder engagement is key in municipal planning and implementation.

6.5.2. Recommendations of the state of LED in South African local government

- The study recommends that, to protect the current condition of LED in local government, the LED units, agencies, and forums should be equipped with the necessary authority, capabilities, and resources to carry out their constitutional mandates in an efficient manner.
- The study recommends that the Polokwane Local Municipality should work more to build its administrative capability so that it can improve the LED projects and raise community standards of living.
- The study further, suggests that all significant local stakeholders, including those from the commercial, economic, social, and environmental sectors, should be represented in the community forums.
- The study recommends that there should be development of an inclusive and robust local economy to eradicate poverty and create jobs.
- The study recommends effective municipal officials as a way of promoting LED and safeguarding the state of LED in South African local government, particularly Polokwane Local Municipality.

- To encourage LED in the Polokwane Local Municipality, the study suggests raising funds to pay for the recruitment and retention of capable, qualified, and competent LED officials.
- The study urges Polokwane Local Municipality to address the disparate skill levels of their LED employees immediately to preserve the current condition of LED.
- From the findings on the state of LED in South African local government, the study recommends that factors that thwart the effective implementation of the LED in the Polokwane Local Municipality should be dealt with.
- The study further recommends that the Polokwane Local Municipality should improve in managing the projects of LED.
- The study recommends that LED should put more focus on developing the local communities and ensure that the Polokwane Local Municipality is responsible for bringing business to local areas.
- The study recommends that investing more in the local economy will improve the well-being of the communities. Moreover, by bringing the local economy to develop the socio-economic needs in the area of the municipality.
- The study recommends education and training to deal with challenges such as shortage of skills, unclear municipal policies on LED, poverty, and high unemployment rate that thwart the implementation of LED in Polokwane Local Municipality.
- In recap, the state of LED in Polokwane Local Municipality should be maintained to advance the local economy.

6.5.3. Recommendations on the role of DLG in implementing LED in the Polokwane Local Municipality

- The study recommends that DLG is paramount in the promotion and implementation of the LED in Polokwane Local Municipality.
- The study suggests that Polokwane Local Municipality should ensure that it develops its capacity to catering both the concept of DLG and LED in advancing the local economy and promoting the well-being of the community.
- The study recommends that keeping community members informed and included in decision-making and marketing of the community is important for the effective implementation of LED through DLG.
- The study also recommends that DLG plays a significant role in promoting the growth of all economic sectors in the region, whereas LED is responsible for implementation.

- The study suggests that DLG should be effective in promoting the LED since it initiates a community's economic planning efforts, to build on their official community plan and role of shaping community growth and determining land use.
- The study recommends the role of DLG through LED in championing current economic development plans; reviewing and updating as needed.
- The study further recommends that the DLG through LED is responsible for encouraging sustainable business practices, creating projects that support economic development, and encouraging sustainable business practices.
- From the findings on the role of DLG in implementing LED in the Polokwane Local Municipality, the study recommends that DLG through LED is responsible for boosting the local economy.
- The study recommends that the promotion and establishment of SMMEs in Polokwane Local Municipality should be prioritised and the informal traders must be given funding to raise their business.
- The study recommends that the community, stakeholders, and non-governmental organisations are important for facilitating the needs of the community which must be addressed through the implementation of LED promoted by the DLG.
- The study suggests that the LED Unit in Polokwane Local Municipality through DLG should be able to attract and influence SMMEs to select the Municipality as their location for their businesses.
- The Polokwane Local Municipality should be able to ensure the provision of adequate information to potential investors to create a long-term relationship with the investors. The DLG, through LED, is responsible for catering to the needs of the community and hinders the service delivery protest.

6.5.4 Recommendations on the effect of DLG on the LED of the Polokwane Local Municipality

- The human capital, capacity building, community and stakeholder participation, and effective leadership, all of which the DLG emphasises are necessary for LED to be effective in municipalities.
- Additionally, the study supports the use of local resources as a means of successfully adopting LED through DLG. By making sure that issues with service delivery are fixed and jobs are generated to reduce poverty, DLG is crucial to the implementation of LED.
- The study suggests that the LED is enforced to fulfill such economic and social demands of the community, as the idea of DLG has been encouraged by municipalities emerging as main actors in global economic integration.

- The study suggests that the concept of DLG through the usage of LED plays an important role in positively changing the lives of the communities and improving the well-being of the people since economic growth is a crucial indicator of economic activity and does not always cause a positive change in people's lives and it sometimes contributes to inequality if not managed properly.
- The study recommends that measuring economic development is a far better way to measure the creation of wealth than measuring economic growth because it typically indicates a rise in the socioeconomic welfare of the populace in areas like greater employment opportunities, higher levels of education, better health and vitality, and higher self-esteem. In the end, it also indicates a rise in the income per capita.
- The study recommends that economic development is a vital component and prerequisite for economic growth as it directly affects productivity and the strengthening of the human capital base.
- In a recap, the DLG is effectively playing an important role through LED on three aspects; social, political, and economic development. The creation of jobs, poverty alleviation, health services (hospitals and medications), provision of effective leadership, support of SMMEs, infrastructure development, and social services (housing, food, security, housing, and water) community participation affirm the role played by the DLG through LED.
- From the findings on the effect of DLG on the LED of the Polokwane Local Municipality, the study recommends that the DLG is effective due to the following, provision of a rehabilitation centre for social needs, crime reduction through SCACAG, support of local resources and promotion of well-being.
- The study recommends that economic development be locally based and utilize the local communities as primary actors in the development.
- The study suggests job creation at local levels. The study suggests service delivery as a way of developing the Polokwane Municipality.
- The study also recommends that Polokwane Local municipality focus more on agriculture as a way of developing the local areas like Molejtjie, GA Mothapo, Matlala, Mashashane, Makweya inter, alia.

6.5.5 Recommendations on the mechanisms that can be used to ensure effective implementation of LED through DLG

- The study recommends that there must be a provision of effective leadership to facilitate the implementation of LED through the DLG.

- The study further, suggests for the encouragement of community, stakeholder participation as a way of empowering the community members.
- It is also recommended that the support of SMMEs and investment in agriculture should serve as the centres of the local development.
- The study suggests for a collaborative partnership with linguists, cultural organizations, Universities, and tourism agencies around Polokwane Local Municipality to enhance economic development.
- The e-Government is also recommended as an effective method for implementation of LED since the issue of corruption, maladministration, and nepotism will be reduced, however, the municipality will have to ensure that all community members have access to the internet to be able to participate in shaping their local development.
- The study also recommends transportation allocation in rural areas like Moletjie, Ga Mashashane; hence, the Bahwaduba and Great North are playing a bigger role in Gamothono, Mentz, Turfloop, Paledi, inter alia.
- Education and training regarding the usage of local resources and participation in municipal affairs is vital in Polokwane Local Municipality.
- The study recommends malls and plazas in local areas to create jobs and reduce unemployment, however, crime should also be monitored. Tourism is also vital for developing the local areas of Polokwane Local Municipality, wherein Nthabiseko resort serves as evident.
- From the findings on the mechanisms that can be used to ensure effective implementation of LED through DLG, the study suggests that building local authority capacity to support local development can contribute to the effective role of DLG in implementing the LED.
- The study suggested the provision of social protection to reduce crimes. The study also suggests the support of the SMMEs.
- The study also suggests investment in human capital and capacity building. There is a need to work in partnership with local businesses to improve job creation and investment.
- The study recommends a sufficient budget to be able to cater to all the projects the municipality considers to improve the social, political, and economic needs of the communities.

6.6. RECOMMENDATION FOR FUTURE STUDIES

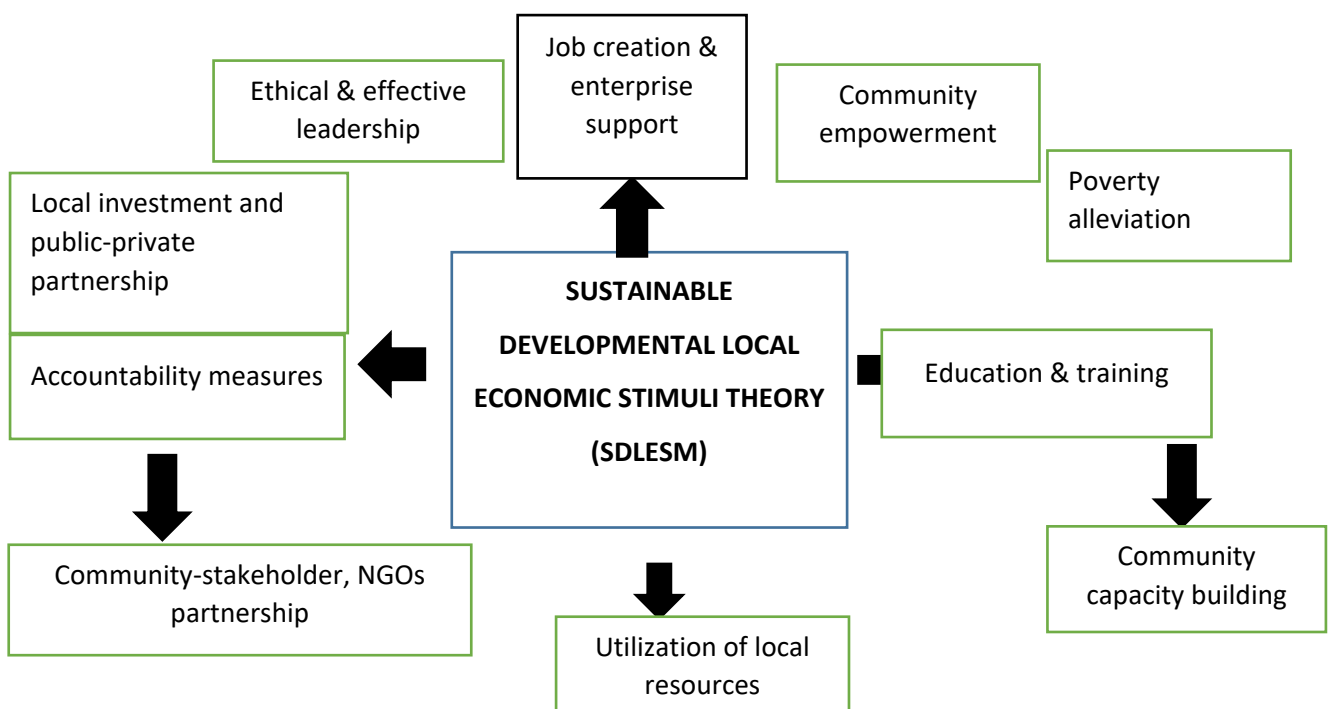
This study aimed to examine the effect of the DLG in implementing LED and to recommend strategies that can be utilised successfully to enhance development through LED. The

research was undertaken at the Polokwane Local Municipality. The study recommends ethical/effective leadership as a way of facilitating and promoting LED in South Africa. Ethical and effective leadership is essential for facilitating and promoting LED in South Africa. By prioritising transparency, inclusivity, integrity, and fairness, leaders can create an enabling environment for economic growth, entrepreneurship, investment, and job creation, ultimately improving the quality of life for residents and fostering sustainable development. The researcher recommends that this kind of research should be conducted in all municipalities within South Africa to detect the impediments of DLG and LED. The findings in the studies will aid the municipalities in identifying areas of problems and enforcement of improvement needed. Community members and municipal officials should provide accurate information to the future researchers to help them find ways to promote the implementation of LED and DLG and give recommendations to those who will conduct studies after them. The future researchers must keep and protect the confidentiality of the respondents

6.7. SUSTAINABLE DEVELOPMENTAL LOCAL ECONOMIC STIMULI THEORY

The study proposes the sustainable developmental local economic stimuli theory which is based on the following principles: community-stakeholder participation, public/community value, utilization of local resources, job creation, accountability measures, local education and training, participative NGOs, local investors, and empowerment.

6.7.1. Diagram showing the principles of the Sustainable Developmental Local Economic Stimuli Model (SDLESM)



Increasing and accelerating economic growth and employment through the use of local resources to produce a fair distribution of development is the primary goal of the Sustainable Developmental Local Economic Stimuli Model. To improve public value, the SDLESM must be in charge of guaranteeing inclusive local development that welcomes the involvement of NGOs, councils, and community stakeholders. The municipality must facilitate connections among the members of the community. The SDLESM promotes robust local capacity as a means of enabling growth. The SDLESM specialises in employment creation through the use of local resources and investment, encouraging community-stakeholder participation in municipal decision-making, providing competent and effective leadership capable of facilitating local development, empowering community members by giving them the necessary social, political, and economic support, and being accountable for promoting public values to ensure that community members are in line with their needs and willing to lead the development in their areas. The model aimed at prioritising the local economy, providing adequate service delivery and fostering mechanisms to deal with misconduct and corruption. Taking into account the aforementioned remark, the model sought to create a locally developed, sustainable economy that meets all requirements and promotes communal well-being.

The success of this entire endeavour depends on education and capacity building because these efforts cannot be successful without intellectual leadership and scientific and technical understanding. By identifying the obstacles preventing a community from reaching its developmental objectives, capacity development can help create, oversee, or support projects that address these obstacles. In addition to promoting inclusive local development, community capacity-building education and training aim to empower all community members, even the most vulnerable and impoverished, to acquire the knowledge and skills necessary to take charge of their own lives. The model advocates that one of the key elements of employment and poverty reduction is the development of skills and leadership through education and training. Good leadership development can help people escape poverty by expanding their employment opportunities, boosting output, and ethically promoting sustainable economic growth. The community residents in Polokwane Local Municipality have raised worry over insufficient access to commodities, facilities, services, and employment possibilities.

To improve physical access at the local level, the researcher scrutinised SDLESM as a solution. This is achieved by combining and optimising the use of local resources in community works development, operation, and maintenance through local-level planning, expanding participation, focusing on vulnerable groups, and encouraging the use of local materials and technologies in project implementation. According to the model, the community and

stakeholders must be involved in the planning and implementation process. It is also recommended that a communication strategy be employed to inform and involve the community, politicians, and municipal administration. Thus, to facilitate local development, it is important to involve those who would be directly impacted by planning ideas from the outset. The incorporation of ward committees and development forums, comprising community organisations and stakeholders with particular interests like the business sector, landowners, and service providers, can effectively address development strategies in promoting the socio-political and economic needs of the community at large. In recap, the SDLESM can serve as a vital tool for fostering development in local government and the promotion of well-being. According to this model, Public-Private Partnerships should be used concurrently to improve the working conditions for the government or public sector employees. Furthermore, community mobilisation to maximise good impacts while averting or at least reducing potential negative repercussions would lead to greater results. To support and facilitate local development, the government must consider the private sector's assistance in building roads, and high-quality educational facilities, among other things. As a result, the private sector will support government initiatives and aid in providing quality services.

6.8. LIMITATIONS OF THE STUDY

There is a challenge of failing to reach other traditional leadership as planned by the study, as a result, the study was forced to rely on interviewing the councillors of the selected areas of Polokwane Local Municipality. Moreover, it took some of the municipal officials to complete the interviews, whereas some refused to be part of the study for confidentiality reasons. Some community members found it difficult to be convinced to partake in the study. The researcher also took four weeks to distribute the questionnaires to selected participants. However, in the end, the researcher managed to get all the responses.

6.9. CONTRIBUTION OF THE STUDY

The study adds to the field of Development Administration within Public Administration since it addresses socio-political and economic development and promotes the growth of administrators' and leaders' knowledge and abilities in carrying out such development. Additionally, the research will help draw in investors and companies to Polokwane Local Municipality, which will benefit the province and the nation overall, because it makes use of local resources, is more productive, and supports SMMEs. The study also adds to the discipline and practice of public administration since LED aims to involve the people in the formulation and execution of policies. While LED includes such elements as community members and stakeholders in the municipality's policy-making process, DLG's idea fosters

greater community and stakeholder engagement. The study also advances public ethics since it suggests using morally sound and capable leadership to achieve socio-political and economic growth. The DLG and LED are essential drivers of development and contributors to the South African economy. By focusing on infrastructure development, investment promotion, SME support, skills development, industry promotion, entrepreneurship, community development, and regional cooperation, local governments play a pivotal role in creating an enabling environment for economic growth, job creation, and prosperity. The DLG and LED contribute to public administration by promoting efficient service delivery, strategic planning, resource management, regulatory compliance, partnership and collaboration, innovation, accountability, and transparency. By upholding principles of good governance and effective public administration, DLG and LED play a vital role in driving local development and improving the quality of life for citizens. The DLG and LED contribute to the body of knowledge in public administration by generating empirical evidence, promoting theory development, fostering interdisciplinary research, facilitating policy innovation, enhancing capacity building, promoting evidence-based decision-making, and facilitating global learning and exchange. By advancing the understanding of governance, economic development, and local governance practices, DLG and LED initiatives contribute to the advancement of knowledge in public administration and related fields. In essence, Public administration aims to promote the general welfare of the citizens wherein DLG should be aligned with all the principles of Public Administration to promote the socio-economic development of the citizens.

6.10. CONCLUSION

The study was about the effect of developmental local government (DLG) in implementing local economic development strategy (LED), a case of Polokwane Local Municipality in Limpopo Province. This chapter focused on findings, recommendations, and conclusion. The findings and recommendations were made on the following: the state of DLG in South Africa; the state of LED in the South African local government; the role of DLG in implementing LED in the Polokwane Local Municipality, effect of DLG on the LED of the Polokwane Local Municipality and mechanisms that can be used to ensure effective implementation of LED through DLG. Recommendations for future studies were also made.

The first chapter presented the introduction and background of the study, the problem statement, the aim of the study, the objectives of the study, the research questions, the significance of the study, the delimitation of the study, the definition of operational concepts, and organisation of the study. The objectives of the study were to comprehend the state of DLG in South Africa; examine the state of LED in the South African local government; determine the role of DLG in implementing LED in the Polokwane Local Municipality; assess

the effect of DLG on the LED of the Polokwane Local Municipality and recommend mechanisms that can be used to ensure effective implementation of LED through DLG. The study was conducted to benefit Polokwane Local Municipality and the communities of Polokwane, particularly Seshego, Moletjie, Extensions, Mashashane, Matlala, Ga-Mothapo, Turf, Paledi, Moremadi Park, Mamahule, Makotopong, inter alia. The benefits include among others the enhancement of strategies that can be used to ensure the implementation of LED through the effective support of the DLG.

In chapter two the study focused on presenting the theories of developmental local government, conceptualising the local government, the importance of local government in contemporary society, local government as the key institution for democracy and empowerment of disadvantaged groups in South Africa, democratic governance in South Africa, contextualising local democracy, the validity of the concept of democratic governance in local government, the concept of developmental local government, developmental local government relation with local economic development and legislative framework supporting LED and DLG.

Chapter three presented the conceptualization of local economic development, local economic development: an international perspective, local economic development: a national perspective, local economic development; provincial perspective, local economic development: local perspective, the historical development of led strategy, local government as an enabler of local economic development, led and economic sectors at Polokwane Local Municipality, local economic development and SMMES, promoting local economic development by supporting the informal economy, challenges associated with the developmental local government when implementing local economic development strategy and mechanisms responsible for the implementation of LED.

Chapter four presented the research design and the sub-divisions namely, descriptive research design and contextual research design. The chapter also presented the research methodologies wherein the researcher selected the mixed method for collecting and analysing data. The researcher also provides the reasons for using mixed methods of collecting and analyzing data. This chapter also provides the study area which was based on Polokwane Local Municipality. The population of the study were members of Polokwane Local Municipality communities and municipal officials. The chapter provides the sampling of targeted members to participate in this study. The researcher selected a non-probability sampling method and a purposive sampling method. The researcher also provides the reason for using these sampling methods. The sampling size of this study was also provided in this chapter. This chapter further describes the data collection in which the researcher selected

both questionnaires and interview questions. The questionnaire consisted of five 5 Likert scale, which are, Strongly Agree, Agree, Not Sure, Disagree, and Strongly Disagree. The chapter also discusses data analysis which consists of statistical analysis and thematic analysis. Ethical considerations which include permission to conduct the study, informed consent, voluntary participation, confidentiality and anonymity, and no harm to participants, were also provided in this chapter. Therefore, the following chapter seeks to present, analyze, and interpret data collected through questionnaires and interviews. In conclusion, the research methodology used was to gather information regarding the effect of developmental local government (DLG) in implementing local economic development strategy (LED) in Polokwane Local Municipality in Limpopo Province.

Chapter five presented the data, which was collected through a questionnaire, and consists of two sub-sections. In the first sub-section, the researcher presented the biographical details of the respondents. In the second sub-section, the researcher presented the data which was developed from the questionnaire items distributed to and collected from the respondents by the researcher. The researcher used the graphical tabular format, frequencies, and percentages to present the data that was collected. Every table was followed by a brief discussion of the findings. This chapter also presented data collected through the interview which were conducted by a researcher to the respondents. The data were presented in narrative form. Ten (10) participants were interviewed using open-ended questions.

The final chapter of the study presented the findings, recommendations and conclusion. The major findings of the study that arose from the research objectives of the study were also included. The aim was to examine the effect of the developmental local government in implementing local economic development and to recommend strategies that can be utilised successfully to enhance development through LED, wherein the objectives were to comprehend the state of DLG in South Africa; to examine the state of LED in the South African local government; to determine the role of DLG in implementing LED in the Polokwane Local Municipality; to assess the effect of DLG on the LED of the Polokwane Local Municipality and to recommend mechanisms that can be used to ensure effective implementation of LED through DLG. This chapter also presented recommendations for future studies, the contribution of the study, limitations of the study. Lastly the chapter concludes the study on the effect of developmental local government (DLG) in implementing local economic development strategy (LED) in Polokwane Local Municipality in Limpopo Province.

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UHDC APPROVAL LETTER



University of Venda

OFFICE OF THE DVC: RESEARCH AND POSTGRADUATE STUDIES

TO : MR/MS K.D MAELA
FACULTY OF MANAGEMENT, COMMERCE AND LAW

FROM: PROF. N.N FEZA
DVC: RESEARCH AND POSTGRADUATE STUDIES

DATE : 04 MARCH 2024

DECISIONS TAKEN BY UHDC OF 04th March 2024

Application for approval of Thesis Proposal Report in the Faculty of Management, Commerce and Law: K.D Maela (15009784)

Topic: "The Effect of Developmental Local Government in Implementing Local Economic Development Strategy: A Case of Polokwane Local Municipality."

Supervisor	UNIVEN	Dr. P.H Munzhedzi
Co-Supervisor	UNIVEN	Dr. N.E Mathebula

UHDC approved the Thesis Proposal



PROF. N.N FEZA
DVC: RESEARCH AND POSTGRADUATE STUDIES

FMCL/23/PDN/07

ETHICAL CLEARANCE LETTER

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:
Mr KD Maela

STUDENT NO:
15009784

PROJECT TITLE: The effect of developmental local government in implementing local economic development strategy: A case of Polokwane Local Municipality.

ETHICAL CLEARANCE NO: FMCL/23/PDN/07/2310

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr PH Munzhedzi	UNIVEN, Public and Development Administration	Supervisor
Dr NE Mathebula	UNIVEN, Public and Development Administration	Co-Supervisor
Mr KD Maela	UNIVEN, Public and Development Administration	Investigator – Student

Type: Doctoral research
Risk: Straightforward research without ethical problems (Category 1)
Approval Period: October 2023 – October 2024

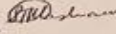
The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

General Conditions
While the ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, please note the following:


- The project leader (principal investigator) must report in the prescribed format to the REC:
 - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
 - Within 48hrs in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.
 - Annually a number of projects may be randomly selected for an external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the REC. Would there be deviation from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
 - Request access to any information or data at any time during the course or after completion of the project.
 - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
 - withdraw or postpone approval if:
 - Any unethical principles or practices of the project are revealed or suspected.
 - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
 - The required annual report and reporting of adverse events was not done timely and accurately.
 - New institutional rules, national legislation or international conventions A if necessary

ISSUED BY:
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE
Date Considered: September 2023

Name of the RESSC Chairperson of the Committee: Prof TS Mashau

Signature 

UNIVERSITY OF VENDA
OFFICE OF THE DIRECTOR
RESEARCH AND INNOVATION
2023 -10- 23
Private Bag X5050
Thohoyandou 0950


UNIVERSITY OF VENDA
PRIVATE BAG 5050 THOHOYANDOU, 0950, LIMPOPO PROVINCE, SOUTH AFRICA
TELEPHONE: 018 234 1000 AND 018 234 1001
"A quality driven financially sustainable, rural-based Comprehensive University"

ANNEXURE C

LETTER FROM THE STUDENT

Enquiry: Maela K. D

Cell : 072 060 6156

Email: khutsodelphus@gmail.com

P O BOX 494

RADITSHABA

0718

07 November 2021

Dear Sir or Madam.

I, **Maela Khutso Delphus**, am a student at the University of Venda, registered for the Doctor of Administration (D-Admin) under the Department of Public and Development Administration in the Faculty of Management, Commerce and Law. I am required to conduct a study in order to complete my study. My research topic is: The effect of developmental local government (DLG) in implementing local economic development strategy (LED), a case of Polokwane Local Municipality in Limpopo Province

I humbly request you to be part of the study by participating in my research by providing me with information regarding the above research topic. The information you provide will be solely used for the study.

Thanking you in anticipation.

Yours Sincerely,



07/11/2021

.....
MAELA K.D. (Mr)

STUDENT NUMBER: 15009784

.....
DATE

ANNEXURE D

THE LETTER OF INFORMED CONSENT

I, Maela Khutso Delphus, student at the University of Venda, registered for a doctorate in the Department of Public and Development Administration, Faculty of Management, Commerce and Law. I am conducting a study on the effect of developmental local government (DLG) in implementing local economic development strategy (LED), a case of Polokwane Local Municipality in the Limpopo Province. The purpose of this study is to examine the effect of DLG in implementing LED and to recommend strategies that may be utilised successfully to enhance development through LED. I humbly request you to take part in this study by providing responses to the questions posed in the subsequent sections of the questionnaire. The identity of respondents will be kept confidential during and after the research study. Respondents/participants have the right to remain anonymous. The names and all identifiable background information of participants will not be disclosed to anyone. The information provided by the respondents will only be used for the purpose of the study.

The participation is voluntary and respondents may withdraw at any time without any penalty. All questionnaires and interview questions will be handled with confidentiality by the researcher. In addition, participants can refuse to answer certain questions if they feel uncomfortable during the process of data collection. Furthermore, respondents will not be exposed to harmful situation where their well-being could be compromised. The respondents will also not be exposed to physical threats during the process of the study. The information that will be provided by the respondents will not be used for any other purpose, except to help the researcher to meet the academic requirements. Any questions or any further clarifications concerning the study can be directed to my supervisor at harry.munzhedzi@univen.ac.za



07/11/2021

.....
MAELA K.D. (Mr.)

.....
DATE

Cell: 0720606156/0780699831

Email: khutsodelphus@gmail.com

RESEARCH INSTRUMENT – QUESTIONNAIRE

THE EFFECT OF DEVELOPMENTAL LOCAL GOVERNMENT IN IMPLEMENTING LOCAL ECONOMIC STRATEGY: A CASE OF POLOKWANE LOCAL MUNICIPALITY

The purpose of the study is to examine the effect of the developmental local government (DLG) in implementing local economic development (LED) and to recommend strategies that can be utilised successfully to enhance development through LED. I humbly request you to take part in this study by participating in providing responses to the questions posed in the subsequent sections of the questionnaire. Please note that there is no right or wrong answers. Please fill by putting a cross (x) where you feel it is appropriate on the below statements:

SECTION A: BIOGRAPHICAL DETAILS OF RESPONDENT

1.	Age of Respondent	Put a cross (x)
1.1.	18-25 years	1
1.2.	26-35 years	2
1.3.	36-45 years	3
1.4.	46-59 years	4
1.5.	60 years and above	5

2.	Gender of Respondent	Put a cross (x)
2.1.	Male	1
2.2.	Female	2
2.3.	If other please specify	3

3.	Highest level of education completed by Respondent	Put a cross (x)
3.1.	Grade 1-7	1
3.2.	Grade 8-12	2
3.4.	Diploma/Degree	3
3.5.	Postgraduate qualification	4
3.6.	No formal education	5

4.	Occupation of Respondent	Put a cross (x)
-----------	---------------------------------	------------------------

4.1.	Employed	1
4.2.	Unemployed	2
4.3.	Self employed	3
4.4.	Retired	4

5.	Working experience of Respondent	Put a cross (x)
5.1.	0-5 Years	1
5.2.	5-10 Years	2
5.3.	10-15 Years	3
5.4.	15-20 years	4
5.5	25-30 Years	5

SECTION B: THE EFFECT OF DEVELOPMENTAL LOCAL GOVERNMENT IN IMPLEMENTING LOCAL ECONOMIC STRATEGY

Item No.	The state of Developmental Local Government in South Africa	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
6.	DLG is effectively implemented in Polokwane Municipality	1	2	3	4	5
7.	DLG plays important role in ensuring development	1	2	3	4	5
8.	DLG works with people towards sustainable development	1	2	3	4	5
9.	DLG meet the pre-determined needs of the community	1	2	3	4	5
10.	DLG ensure capacity building for the LED projects	1	2	3	4	5

Item No.	The state of LED in the South African local government	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
11.	LED play's important role in empowering the community socially and economically	1	2	3	4	5
12.	Polokwane Local Municipality meet the goals of LED	1	2	3	4	5
13.	Polokwane residences are satisfied with the LED projects in their Municipality	1	2	3	4	5
14.	Features of LED are maintained and achieved	1	2	3	4	5
15.	Community members in the Municipality are involved in all activities of LED	1	2	3	4	5

Item No.	The role of DLG in implementing LED in the Polokwane Local Municipality	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
16.	DLG improve the living standard of the communities through the implementation of LED	1	2	3	4	5
17.	LED through DLG stimulates local economy in the Polokwane Local Municipality	1	2	3	4	5
18..	DLG empower local communities and ensure independence	1	2	3	4	5
19.	DLG ensure availability of funds to support LED strategy	1	2	3	4	5
20.	DLG plays important role in implementing LED strategy	1	2	3	4	5

Item No.	Place an (X) in the box that applies to you
----------	---

	The effect of DLG on the LED of the Polokwane Local Municipality	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
16.	Community members are encouraged to take part in projects of LED	1	2	3	4	5
17.	DLG ensures that LED alleviate poverty	1	2	3	4	5
18..	DLG have proper communication channels to coordinate and implement LED strategy	1	2	3	4	5
19.	Polokwane community members work with their Municipality towards achieving the LED strategy	1	2	3	4	5
20.	DLG create job opportunities through LED	1	2	3	4	5

Item No.	Mechanisms that can be used to ensure effective implementation of LED through DLG	Place an (X) in the box that applies to you				
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
21.	Traditional Leaders and other stakeholders should be incorporated to ensure effective implementation of LED in the Municipality	1	2	3	4	5
22.	Activities of DLG should be monitored and evaluated when implementing LED programmes	1	2	3	4	5
23.	Increased funds may sufficiently support the implementation of the LED programmes	1	2	3	4	5
24.	Continuous workshops to educate the local communities and municipal officials about new technological development are necessary	1	2	3	4	5
25.	Deployment of sufficient resources for implementing LED programmes is essential	1	2	3	4	5

“THANKING YOU FOR YOUR PARTICIPATION

RESEARCH INSTRUMENT - INTERVIEW SCHEDULE

**THE EFFECT OF THE DEVELOPMENTAL LOCAL GOVERNMENT IN IMPLEMENTING
 LOCAL ECONOMIC DEVELOPMENT: A CASE OF POLOKWANE LOCAL
 MUNICIPALITY**

The purpose of the study is to examine the effect of the developmental local government in implementing local economic development and to recommend strategies that can be utilised successfully to enhance development through LED. I humbly request you to take part in this study by participating in providing responses to the questions posed in the subsequent sections of the questionnaire. Please note that there is no right or wrong answers. In section A, please fill by putting a cross (x) where you feel it is appropriate on the below statements and in section B, please answer the questions:

SECTION A: PERSONAL DETAILS OF PARTICIPANT

1.	Age of Participant	Put a cross (x)
1.1.	18-25 years	1
1.2.	26-35 years	2
1.3.	36-45 years	3
1.4.	46-59 years	4
1.5.	60 years and above	5

2.	Gender of Participant	Put a cross (x)
2.1.	Male	1
2.2.	Female	2
2.3.	If other, please specify	3

3.	Highest level of education completed by Participant	Put a cross (x)
3.1.	Grade 1-7	1
3.2.	Grade 8-12	2
3.4.	Diploma/Degree	3
3.5.	Postgraduate qualification	4
3.6.	No formal education	5

4.	Occupation of Participant	Put a cross (x)
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4.1.	Employed	1
4.2.	Unemployed	2
4.3.	Self employed	3
4.4.	Retired	4

5.	Working experience of Respondent	Put a cross (x)
5.1.	0-5 years	1
5.2.	5-10 Years	2
5.3.	10-15 Years	3
5.4.	15-20 Years	4
5.5.	20-25 Years	5

SECTION B: THE EFFECT OF THE DEVELOPMENTAL LOCAL GOVERNMENT IN IMPLEMENTING LOCAL ECONOMIC DEVELOPMENT

This section presents the critical research questions and objectives of the study

6. WHAT IS THE STATE OF DLG IN SOUTH AFRICA?

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6.1 To what an extent DLG is practised in Polokwane Municipality?

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6.2 Is there any project or programmes for DLG in Polokwane Municipality?

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7. WHAT IS THE STATE OF LED IN THE SOUTH AFRICAN LOCAL GOVERNMENT?

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7.1 Does Polokwane Municipality enforce LED?

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7.2 Is there any LED practise in Polokwane Municipality?

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7.3 What are project initiated by LED in Polokwane Municipality if practised?

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8 WHAT ARE THE ROLE OF DLG IN IMPLEMENTING LED IN THE POLOKWANE LOCAL MUNICIPALITY?

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8.1 does the Polokwane Local Municipality fulfil its role in implementing DLG? If yes....How?

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8.2 To what an extend the LED is implemented in Polokwane Municipality?

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9 WHAT ARE THE EFFECT OF DLG ON THE LED OF THE POLOKWANE LOCAL MUNICIPALITY?

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9.1 To what extent the effect of DLG on LED affect service delivery?

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9.2 Does the implementation of LED benefit the community of Polokwane Municipality? If yes detail

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10 WHAT CAN BE DONE TO ENSURE EFFECTIVE IMPLEMENTATION OF LED THROUGH DLG?

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10.1 What are innovations needed to ensure effective implementation of LED through DLG in Polokwane Municipality?

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“THANKING FOR YOUR CONTRIBUTION”

EDITORIAL LETTER



Ramaleba
Editing Services
Editing for a better future

REG NO: 2022/872140/07

Date: 05 May 2024

CERTIFICATE OF EDITING

This letter confirms that I have rendered copy-editing and proofreading services to Mr Khutso Delphus Maela's thesis titled "The effect of Developmental Local Government in implementing Local Economic Development strategy: A case of Polokwane Local Municipality".

I have edited and proofread mechanical errors such as spelling, punctuation, grammar and consistency. The copy-editing also includes ensuring the logical flow of text, clarity of expression, and reducing ambiguities and wordiness.

I am a member of the Professional Editors Guild and hereby confirm that I have upheld the editing and professional practice standards.

The content of the work edited remains that of the student.

Note : I am not accountable for any changes made to this document by the author or any other party subsequent to my edit.

Sincerely,



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Mashudu Ramaleba
Associate Member

Membership number: RAM004
Membership year: March 2024 to February 2025

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LETTER FROM THE MUNICIPALITY



Enq: Mr. Jerry Manyama
Tel: 015 290 2701
Email: JerryM@polokwane.gov.za
Date: 15 November 2023

To: Dr. PH Munzhedzi
University of Venda
Private Bag X5050
Thoyandou
0950

Attention: Dr. PH Munzhedzi
Tel: 015 962 8635
Email: Harry.Munzhedzi@univen.ac.za

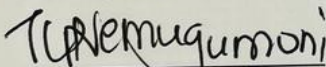
Dear Sir/Madam

RE: CONFIRMATION FOR MR. KD MAELA TO CONDUCT RESEARCH IN POLOKWANE MUNICIPALITY

This letter serves to confirm that Mr. KD Maela has been granted permission to conduct research at Polokwane Municipality as per the research topic titled: "The effect of development in implementing Local Economic Development Strategy: A case of Polokwane Local Municipality".

Please note that the findings emanating from the research must be shared with the municipality before they can be published.

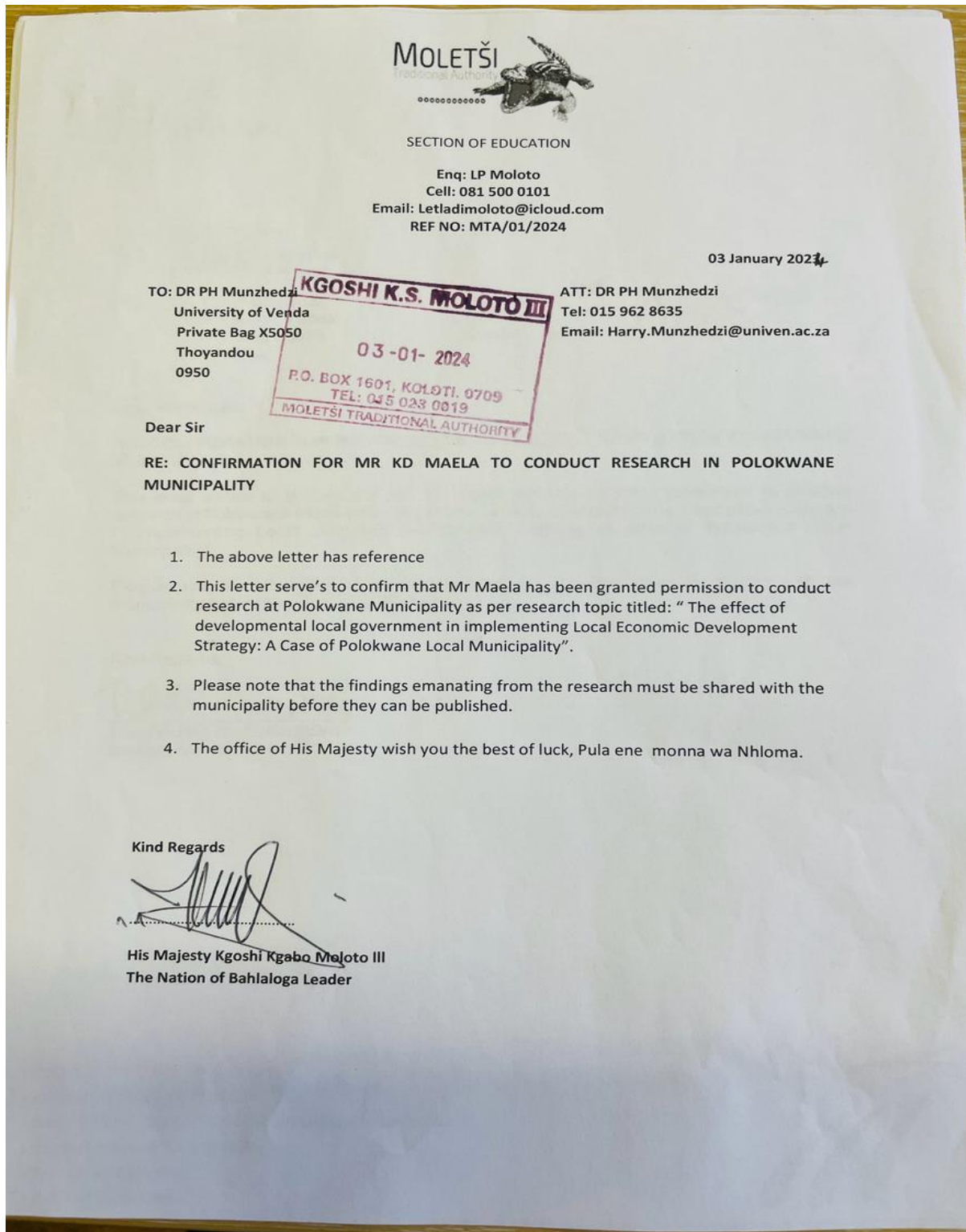
Kind Regards,


MS. THUSO NEMUGUMONI
MUNICIPAL MANAGER

OFFICE OF THE MUNICIPAL MANAGER

- P.O BOX 111 POLOKWANE, 0700
- CIVIC CENTRE, CNR LANDDROS MARE & BODENSTEIN STREETS
- POLOKWANE, 0699, SOUTH AFRICA
- TEL: +27 15 290 2106
- FAX: +27 15 290 2106

LETTER FROM THE TRADITIONAL LEADER



ANNEXURE J

LETTER FROM THE COUNCIL

CLlr BALOYI K.J
WARD 16 POLOKWANE
MMOTONG
0751
2023/12/12

To: Dr. PH MUNZHEDZI
UNIVERSITY OF VENDA
PRIVATE BAG X5050
0950

Dear Sir/Madam

Confirmation for Mr. Maela KD to conduct a research in ward 16 of Polokwane Local Municipality area

This letter serves to confirm that Mr. Maela KD has been permitted to conduct a research in ward 16 as per research topic titled: the effect of developmental local government in implementing the local economic development strategy.

The research will be of paramount important to the ward and Polokwane Local Municipality, it will help us in term of economic planning tapping into new opportunities or ideas. Same strategy will be applied to ignite our local economy. I therefore, wish to thank the student for choosing ward 16.

King regards
CLlr Baloyi K.J
079 100 5009

K.J. Baloyi
Date: 2023/12/12

POLOKWANE MUNICIPALITY
CLLR BALOYI KJ
WARD 16
PO BOX 111 POLOKWANE 0700
079 120 5009

TURNITIN REPORT

THE EFFECT OF DEVELOPMENTAL LOCAL GOVERNMENT IN IMPLEMENTING LOCAL ECONOMIC DEVELOPMENT STRATEGY: A CASE OF POLOKWANE LOCAL MUNICIPALITY

ORIGINALITY REPORT

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