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**AN ANALYSIS OF THE NORTH WEST PROVINCIAL GOVERNMENT'S
INTERNATIONAL COOPERATION POLICY FRAMEWORK AND ITS IMPACT ON
SOCIO-ECONOMIC DEVELOPMENT.**

BY

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DEDICATIONS

This dissertation is dedicated to my late parents (Mr. J. R. Noge and Mrs. B.S.M. Noge. To my wife Merapelo and two sons Maemo and Rerotle Noge whom with their support and assistance, I was inspired to translate their influence as part of my contribution (with this research project) towards unearthing some of the current socio-economic challenges encountered by the North West Provincial Government in South Africa, the sub-region (SADC), Africa), and the world.

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ABSTRACT

The main aim of the this study is to critically analyze the North West Provincial Government's International Cooperation Policy Framework and the impact that it has had on socio-economic development in South Africa and particularly the North West province, which has been associated with poverty and underdevelopment. This will also look at the policy's relevance and commitment to South Africa' s foreign policy, which amongst other thing aspires to forging international cooperation, where South Africa as the leading actor will impart the spirit of solidarity in overcoming the prevailing socio-economic and political imbalances continues to threaten peace and security.

It is with this cooperation that South Africa and the region as a whole will attract both domestic and international investors to curb against the inherent socio-economic and political ailments of the colonial and apartheid regimes where the effects and legacy of the divide and rule strategies are eminent today.

It is in this era of Africa's renaissance, where South Africa as a big brother in the region will through its provincial governments, facilitate its aspirations. This will however require some level of introspection of internal policies by respective levels of governance in all nine provinces, so as to identify the challenges and to equally enhance adequate implementation relevant policies towards socio-economic development.

CHAPTER ONE

INTRODUCTION

1. Background

North West Province is one of nine provinces in South Africa. It is comprised of 4 new district municipalities and 21 local municipalities. It is located north-west of Gauteng, bordering the Northern Province, Gauteng, Northern Cape and Botswana. It has a total area of 116 320 km² (roughly 9% of South Africa) and a population of 4 million (8% of the national total). Some 60% of its population reside in rural areas (Environmental Implementation Plan (EIP) September 2001).

According to the provincial spatial development framework, the North-West Province is one of the poorest provinces in South Africa. The provincial gross geographic product (GGP) which amounts to R 3 964 per person is well below the national average of R 6 498. The Gini coefficient, a measure of income inequality, is above 0.6 in the province, placing the province among the most unequal regions in the world. Only 27% of households in the province have access to safe drinking water. The estimated unemployment rate is 39%, slightly higher than the average in South Africa. The unemployment rate among women is above 50% while some 30% of the adult population are illiterate (PSDF, 2007).

Despite all the above challenges, the North West Province has proven itself to be an ideal and viable location that if marketed and promoted well to investors both locally and

internationally, it would pull millions of Rands annually. This will help in creating employment and helping to reduce poverty and reliance on limited sector of the economy.

In support of the viability of the province's potential to socio-economic development in South Africa, the North West Province is seen as a strategic gateway to the Southern African Development Community (SADC) sub-region. Even though it only shares its national borders with Botswana, it is able to facilitate free movement of goods and services to the whole of Africa. The North West Province is centrally located in the subcontinent of Africa. It has its own airport, as well as direct road and rail links to all the Southern African countries (South Africa Year Book, 2002).

Furthermore, Invest North-West holds that "Location is one of the North West Province's greatest natural advantages. Mafikeng, the provincial capital, is a staging post for rail and road traffic into the sub-continent. The main Cape Town to Zimbabwe railway line passes through Mafikeng via Botswana, with a feeder line to Angola. In terms of roads, the vital east-west corridor linking Maputo on the Eastern African seaboard and Walvis Bay on the Western African seaboard runs through the North West Province. The Province's positioning is further augmented by the planned Trans-Kalahari corridor through Botswana and Namibia, truly justifying its claim as South Africa's gateway into Africa" (Invest North West, 2007).

North West Province is a majestic province which is full of potential and many opportunities. The fact that it has direct road and rail links with the rest of Africa should give it comparative advantage over other provinces. Stakeholders who are responsible for selling the province to the rest of the world should use this to make the province attractive to the rest of the world.

Its geographic location and distribution also play a huge role in whether the relevant stakeholders are able to generate foreign investment. The North West Province is divided into five regions namely: the Central; Bophirima, Southern; Rustenburg; and Eastern regions. Between these five regions economic independency and power varies. Even though the economic forces in the above-mentioned regions have mainly been mining, agriculture and tourism, these have only been limited to certain geographical locations of the province and as a result, some regions are wealthier than others.

Statistics obtained from The South Africa Year Book, 2003/2004 attests to this as they show that the Southern region, Rustenburg and the Eastern region, alone account for more than 83% of the Gross domestic Product (GDP) while the Central and Bophirima together only contribute 17%. Whilst the Rustenburg areas' economic activity relies mainly on mining, the Southern regions' (between Potchefstroom and Klerksdorp) economic activity is mostly driven by the influence of its geographic distribution towards the industrial Johannesburg area in the Gauteng Province. The Central, Eastern and

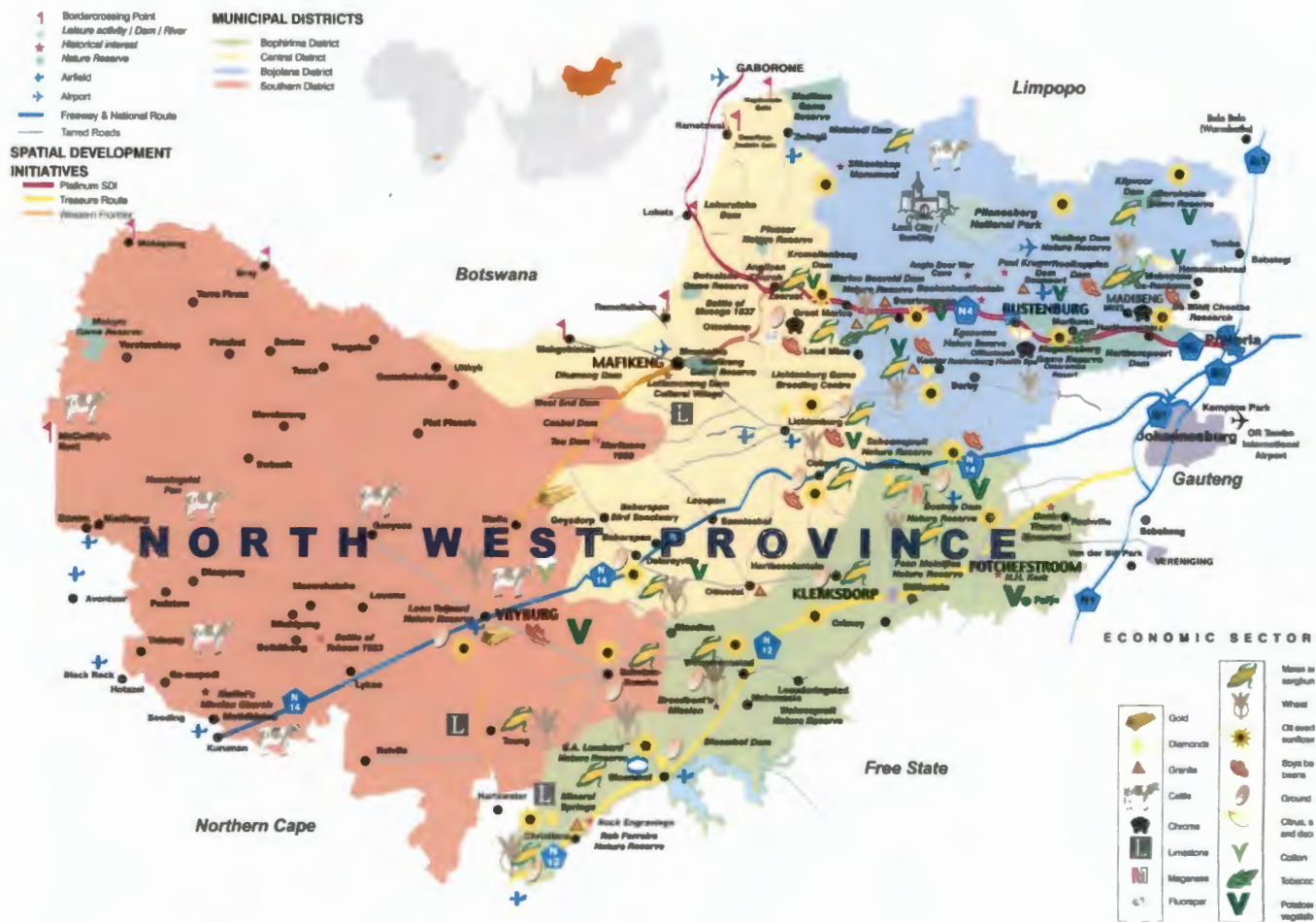
Bophirima regions have on the other hand relied on agriculture and tourism as their main source of their economic activity.

This however, according to South Africa Year Book (2003/2004), still remains a challenge as the three regions' economic contribution remains comparatively low (33%), as their geographic distribution covers most of the province's surface area (67%).

This is supported by the map provided below. It aims to illustrate the location of the province, to show which location produces what and how much of that product as well as how the province's resources are distributed throughout the province.



Map: North West Province



(Source: info.gov, 2008)

The fact that many challenges are inherited from the past regimes is undoubtedly noted and thus measures and appropriate strategic means that would preserve the limited availability of resources (technological, financial and human capital) need to be put in place. Such measures would resuscitate and enhance the development of other sectors of the economy by diversifying trade and opening markets within and beyond the province in an attempt to address the already prevailing socio-economic imbalances, where unemployment, lack of skills, and unequal opportunities continue to marginalize the rich over the poor.

Statistics South Africa (2004) indicates that the province has a population of about 4 000 000, which is (8.2%) of the total distribution of South Africa's population. Amongst its population, only about 725 286 are formally employed. The modest contribution to the economy is mostly due to unpropotional economic activity that has mostly depended on mining, which contributes over 23% of the Gross Domestic Product. This has placed an increasing pressure on the provincial government to become pro-active in promoting growth and development and facilitating greater private sector participation and partnerships with special focus on the second economy, which will engage the ordinary people on the ground (North West Provincial Growth Development Strategy, 2004).

The challenges faced by the North West Provincial Government have as a result seen the development of initiatives to broaden the economy. One such initiative was the Provincial Government's efforts to forge synergy between its departments and other stakeholders to enhance cooperative governance in promoting relations as international and global actors.

In order for the North West Provincial Government to successfully facilitate its agendas of eradicating poverty and bringing about socio-economic justice to its populace, it requires good governance through which services could be delivered. It is again that consolidated efforts in the North West Provincial Government's efforts to socio-economic development are enhanced in fostering cooperation.

Understanding the importance of fostering good and healthy working relations with other states, the North West Provincial government has as a result acquired the International Co-operation Policy Framework, based on the province's competitive advantage vis-à-vis other provinces. This North West Provincial Government's International Co-operation Policy Framework was developed (at the request of the North West government's Intergovernmental and International Relations Directorate) by the Center for Africa's International Relations at Wits University in 2003.

The North West Provincial Government's International Cooperation Policy Framework was established and later on promulgated by the North West Provincial government to enhance the province's comparative advantage as an investment and tourism destination. This would serve among others, the following;

- For national and provincial governments to know how to relate to their international counterparts.
- To avoid duplication of efforts by both the local and provincial government.
- To harmonize the provincial government's international players which are the department of Economic Development and Tourism, the North West Parks and Tourism board, Invest North West and South African Local Government Association (SALGA) North West in their interaction with international counterparts.

- How to fit the Provincial policy framework with a broader South African foreign policy etc. (A North West Provincial Government International Co-operation Policy Framework: Background Document.

The strategic policy framework's objectives have brought attention to the need to facilitate and sustain functional and multilateral relations with other important stakeholders, creating a meaningful role in attracting foreign direct investment in pursuit of poverty alleviation and creation of a sustainable economy.

In carrying out the objectives of the North West Provinces' International Cooperation Policy Framework, the Department of Economic Development and Tourism, the North West Parks and Tourism board, Invest North West and SALGA North West were incorporated as strategic partners. The success of the International Cooperation Policy Frameworks has relied on the role that the already mentioned stakeholders have had to play in advancing the overall objectives of the Provincial Government. It is important to note that the success of the Provincial Government together with its stakeholders in promoting the province as an international investment destination would also filter down at the local level where the general public would be exposed of the opportunities available within and beyond their borders.

Therefore this study comes at an ideal time as it is important to assess after five years of the North West Provincial Government's efforts to promote through the inception of the International Cooperative Policy Framework, the province's competitive advantages as an investment destination. It will also be interesting to find how effective the stakeholders who are meant to advance the strategic policy are doing, but most importantly, if at all the policy is relevant for the North West Province.

1.2. Rationale of the study

The North West Provincial Government's International Cooperation policy Framework has existed for over five years. It was initiated to harmonize the activities of all its international players such as the Department of Economic Development and Tourism, the North West parks and tourism Board, Invest North West and South Africa's Local Government Association (SALGA). Since its inception no specific study has been undertaken to analyze its effectiveness. Therefore this study will fill that research gap and provide insight on how the policy can be implemented for optimal benefit.

Therefore the rationale of this study lies in the fact that it is important to assess the impact of what the strategic plan has had towards enhancing the North West Provincial Government's comparative advantages as a mining, agricultural, tourism destination, and as well as enhancing other sectors of the economy such as manufacturing among others. It is in this light that the study will bring about either a revision or supplementation of the strategic policy that will achieve the desired goals.

1.3. Statement of the problem

The fact that since the inception of the Provincial Government's International Co-operation Policy Framework little or nothing has been achieved in advancing the desired objectives led the study to look to the following specific questions:

- What are the current provincial efforts used to co-ordinate individual line functional departments and other stakeholders in their quest for international engagements for socio-economic development and service delivery?
- What are the challenges encountered by the provincial government towards the implementation of the International Strategic Cooperation Policy Framework?

1.4. Objectives of the study

In an understanding of the effectiveness and ineffectiveness of the North West Provincial Government's International Cooperation Strategic Policy Framework, this study is focused on the following:

- To analyze the current provincial efforts used to co-ordinate individual line functional departments and other stakeholders in their quest for international engagements for socio-economic development and service delivery.
- To analyze the effectiveness and challenges that are encountered by the provincial government towards the implementation of the International Strategic Cooperation Policy Framework in achieving the desired objectives.

1.5. Hypothesis

The study is based on the following hypothesis:

- The North West Government realizes little benefit from its international trade relations despite its International Strategic Operational plan, which has not been put into effective use.

1.6. Significance of the study

The study comes at a right time when the highlighted objectives of South Africa's foreign policy are focused around conflict resolution and poverty alleviation in the sub region (SADC) and Africa. Therefore, the study will play a major role in encouraging research on other specific impediments to the development of a province (North West) that suffers because of socio-economic imbalances and isolation. This will again add to the over all debate on seeking relevant solutions necessary to the province in efforts to facilitate the delivery of basic services to its populace.

Finally, researchers, political analysts, political science and International relations students will also benefit from the insight and information provided in the study for further research. The researcher also hopes that this study will also influence and assist in advancing recommendations of solutions necessary for adequate socio-economic development. It is believed that the study will play a major role in having a positive

impact towards other provinces within South Africa and other neighbouring countries within the region (Africa) in their efforts towards service delivery.

1.7. Scope of the study

The study is restricted to one major case study (North West Province in South Africa), which will serve as a major example towards challenges facing the plight of South Africa. Socio-economic challenges within the province are selected on the basis of their intensity, duration, and efforts by the North West Provincial government to find amicable solutions that will be relevant to meeting both provincial and national interests through adequate service delivery.

1.8. Limitation of the study

- The study was limited by the absence of enough published material on the subject due to the contemporary nature of the study and as a result of limited sources in our under-resourced libraries within the North West Province.

1.9. Ethical consideration

The researcher took the following social science research ethics into consideration:

- The researcher ensured confidentiality of information that might hamper the authenticity of the research quality;

- Participation of correspondents in the study was voluntary;
- The position, political inclination and official views as well as opinions of the subjects regarding issues raised in the study were respected but objectively criticized when the need arises;
- The researcher provided research reports to the institutions and persons concerned for their perusal before publication to ensure that their views are not misrepresented.

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CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

The North West Provincial Government, as already mentioned in the previous chapter, has put in place an International Cooperation Policy Framework to serve as a regulatory means for the province's most primary international players. These included amongst others, the department of Economic Development and tourism; the North West Parks and Tourism Board; Invest North West; and SALGA North West, which are the focal point of determining whether they have complied with the required codes of standards as laid down by the North West Provincial Government's International Policy Framework.

The North West Provincial Government together with its stakeholders has a meaningful role to play in advancing the objectives as laid by the International Coordination Policy Framework. This will ensure that the provincial and local governments to know how to relate to their international counterparts. It will also, among other reasons, avoid duplication of efforts, harmonize the provincial government's international players (The department of Economic Development and Tourism, the North West Parks and Tourism board, Invest North West and SALGA) in their interaction with international counterparts and forge synergy between the provinces' policy framework and South Africa's foreign policy.

It has been essential for these primary players of the North West Provincial Government to facilitate socio-economic growth in the province's most important sectors of the economy (Agriculture, Mining, Tourism and manufacturing) before they can explore and expand on other sectors of the economy.

According to South Africa. Info (2008) the roles that these four sectors play in the economy of the North West Province in the following way "Mining contributes 23.3% to the North West economy, and makes up 22.5% of the South African mining industry as a whole. Ninety-four percent of the country's platinum is found in the Rustenburg and Brits districts, which produce more platinum than any other single area in the world. North West also produces a quarter of South Africa's gold, as well as granite, marble, fluorspar and diamonds.

Invest North West (2007) indicates that employment along the Platinum Corridor, from Pretoria to eastern Botswana, accounts for over a third of total employment in North West, while Manufacturing contributes about 9, 1% to the North West Province's economy. The manufacturing sector accounted for approximately 7% towards the economy of the North West Province in 2005 after a 1.2% decrease in sector growth from 2004. Investment opportunities in agriculture arise from the high quality of produce and the fact that most crops are harvested during the Northern Hemisphere winter.

According to the Department of Economic Development and tourism, horticulture, aquaculture and bio-fuels show particular promise for expansion. North West already has several bio-fuels initiatives underway. South Africa is fast becoming one of the most attractive destinations for tourism in the world. The only surprise is that it hasn't happened sooner. A great climate, fantastic scenery, beautiful beaches, wonderful game parks, world-class golf courses, internationally recognized restaurants and hotels – are on offer at some of the most competitive prices in the world.

Since 1994, the average annual increase in visitors has been over 10%. In the wake of the terrorist attack on the United States in September 2001, thousands of tourists altered their vacation destinations from the US and Europe to South Africa. But a favourable exchange rate and better marketing have also helped to raise numbers.”

The Tourism Master Plan for the North West Province of South Africa (2007) states that the single most important economic sector in the North West is mining, which contributes 42% to GGP and 39% to employment. Agriculture is second, with 13% of GGP and 18% of employment being generated. Trade and accommodation (which includes the tourism sector) follows with 12% of GGP and 6% of employment.

Stimulation of these sectors in facilitating sustainable economic growth has required some level of local investment and partnership with those countries that share common interests. An integrated strategic plans by departments is in this regard are an

imperative aspect of economic growth within the province and a means to avoid duplication of efforts in attracting foreign direct investment.

As in any free market economy, the level and structure of gross investment are the prime determinants of an economy's growth potential. It is provided by the 2006/2007 Annual report by the department of Economic Development and Tourism that the gross investment by the government in the North West Province amounted to R 7.97 billion, and R 18.93 billion by all other sectors.

Hiscox (1999) provides that to really understand the domestic origins of foreign economic policies we need to perform two critical tasks, which the first step, will require some economic analysis. This refers to how people are affected by their nation's ties with the global economy, and thus what types of policies they prefer to manage those ties, depends primarily on how they make their living. Hiscox further goes on to provide an example that Steelworkers typically have very different views about most foreign economic policies from wheat farmers, because such policies rarely affect the steel and wheat industries in similar fashion.

Rogowski (1989) however, provides that Political economists have understood since the famous Stolper-Samuelson essay of 1941, that increasing international trade-whether in products (e.g. grain, steel) or in factors of production (labour, capital) can have strong distributional consequences, benefiting some groups domestically and internationally

but harming others. By now four distinct models in international political economy (e.g. (1) Heckscher-Ohlin (HO), (2) Specific Factors, including Samuel Jones (SJ) and Ricardo-Viner (3) neo-Ricardian, and (4) Economies of Scale) offer specific predictions about the distributional consequences, between and among nations, of cross boarder exchange.

The Second step calls for political analysis , which refers to how political representatives are elected, how groups organize to lobby or otherwise influence politicians, and how policies are proposed, debated, and passed in legislatures, and implemented by government agencies.

It is important that the correlation of both economic and political factors is analyzed in finding the domestic origins of foreign economic policies, but it is equally important to focus our attention to the political environment on which in this case the North West Provincial Government has in facilitating policy implementation. As it is provided by the National Constitution there should be clear distinction of three spheres of government (executive, Legislature and the Judiciary) so that the processes of policy formulation and implementation are ensured. There has been situations about the unclear demarcation of both the Legislature's and the Executives mandates, where the executive members of cabinet felt they held a much senior positions to the committee members of the legislature who have the responsibility to hold the executive accountable.

South Africa and North West Province face relative underdevelopment as Mhone and Edigheji have earlier on provided, but Hiscox (1990) has rightly put it that there is more than one particular choice that governments are subject to. This as such requires a closer look in particular at the relevant choices that the North West Provincial Governments has in place to facilitate its foreign relations.

Governments, as Hiscox (1999) puts it, must make choices about how best to manage the way their economies are linked to the global economy. They must choose whether to open the national markets to international trade, whether to liberalize trade with some nations more than with others, and whether to allow more trade in some sectors of the economy than in other sectors.

Hiscox further goes on to mention that each government must also decide whether to restrict international flows of investment in different sectors and whether to regulate immigration and emigration by different types of workers. And it must either fix the exchange rate for the national currency or allow the rate to fluctuate to some degree in response to supply and demand in international financial markets.

Kuper (2004) provides that political power might be asymmetrically distributed in several ways that are at once difficult to counteract and highly detrimental to vertical and horizontal responsiveness. It is in this regard that designs and implementation of

independent accountability agencies (such as the Auditor General) are necessary to conduct commissions about the delivery of services and to avail the necessary information that would not necessarily be availed by government to public.

There is no doubt that the North West Provincial Government's International Coordination Policy Framework has not been effectively put in to what it was aspired to achieve as has earlier been provided. This has as a result required drastic measures of an analysis of whether it will be necessary for the restructuring and adjustment of the policy.

Holsti (1982) argues that the types of reorientation and restructuring can be distinguished on the basis of significant changes in the level of external involvement; the policies regarding the types of sources of external penetration; direct or indirect pattern of external involvement; and military or diplomatic commitments. This however are according to Holsti, the examples of post-war II foreign policy and are more difficult to analyze. While the military and strategic concerns are underlying factors in some, most have resulted from, or have been responses to more complex domestic and external conditions.

It is further argued by Van Niekerk (1996) that South Africa faces domestic challenges of a bureaucratic system, which usually results in lack of accountability and finger

pointing. This has resulted in what has been claimed by critics that South Africa is attempting to develop its foreign policy in a vacuum. This may refer to the absence of vision, leadership, and clearly defined national interests.

Huber and Shipan (1996) continue to support this by indicating that the complexity of policy issues and the rapid expansion of government involvement into new policy areas made it difficult for politicians to make important policy decisions. By contrast, the increasing professionalism and specialization of bureaucracy equipped bureaucrats with the expertise and experience needed to make these decisions. Consequently, the argument went, bureaucrats run the show, while politicians essentially have no choice but to sit on the sidelines and watch.

It must be mentioned that strategic policy analysts have developed strategic models on which to work from in advancing political decisions, programs and policies in government and non-governmental organizations. Bryson (1988) mentions that having drawn the distinction between the rational planning model and the political decision-making, the two models are not inherently antithetical. They may simply need to be sequenced properly.

The political decision-making model is necessary to work out a consensus on what program and policies will best resolve key issues. The rational planning model can then

be used to recast that consensus in the form of goals, policies, programs and actions. Bryson (1988) further goes on to mention that while the planning and decision-making that go into the formulation of a strategic plan may look fairly sloppy to an outsider, once a consensus is reached on what to do, the resulting strategic plan can be rewritten in a form that looks perfectly rational.

It is again a growing concern that developing states have a tendency to adopt policy structures from the developed Western economies. John Baylis and Steve Smith (2001) argue that 'weak states' by contrast, suffer from a lack of choice in their international economic relations. They have little or no influence in the creation and enforcement of rules in the system and they exercise little control over their own integration into the world-economy. For example, in the aftermath of the 1980s, many 'weak states' opened up their economies, liberalized and deregulated, more as a result of coercive liberalization than of democratic policy choice. This however has in most cases proven to be irrelevant to the interest of one nation state to the other's traditional values.

South Africa as one of those developing states that depend on the state of its traditional politics, which the success or failure in policy depend on. The impact of traditional politics will have significant impact in the liberalization or regularization of foreign relations.

Cole (1994) argues that the economist's analysis of the economic crises facing South Africa follows standard neo-liberal lines. It sees the crises as the product of wrong government policies, what it calls 'economic mismanagement'. First, it blames protectionism and import substitution policies for the development behind high tariff walls of inefficient industries with low productivity. Secondly, it argues that exchange controls resulted in those with firms unable to spend abroad but buying up domestic competitors instead of competition and innovation. Thirdly, it identifies 'over-government', referred to as a form of the growing state bureaucracy, a factor sucking the nation dry. Lastly, it blames state subsidies for allowing firms to relocate to the homelands and build factories with outdated machineries and more or less imaginary employees, but still pocketing state grants.

It is important to note as already mentioned that South Africa is divided into different provinces which are different from one province to another. This as a result requires appropriate policy formulations that are unique to cater for the needs of individual provinces and that do not deviate from national foreign policy objectives. It is again important that the North West Provincial Coordination Policy Framework and its operational strategic plans are enforced through its provincial departments and other necessary stakeholders in order to ensure that there is consistency in foreign engagements.

The North West Provincial Government's International Co-operation framework consistent relation to its stakeholders should as Van Niekerk, Van der Waldt and Jonker (2001) in pursuit of their strategic efforts to live up to common aims and objectives as guided by the national foreign policy be based on the following.

- National consensus, partly through ongoing and wider consultation;
- Developing consensus on what South Africa's national interests should be;
- Reaching clarity on South Africa's stance on human rights;
- Establishing a non-elitist advisory council that would allow regular consultation between civil society and government regarding contentious issues and other foreign policy matters and;
- Improving governmental decision-making processes, including enhanced co-ordination with other government departments, and the addition of a policy-planning unit within the foreign ministry

Mhone and Edigheji (2003) provides that "South Africa is confronted with major challenges of attempting to promote democratization, good governance and sustainable human development in the context of gross domestic socio-economic inequalities and a history of past conflict, and in the context of an increasingly integrated global order driven by market fundamentalism, albeit one that is being challenged from a number of quarters." It is important as a such that the integration of both the public and private sectors of the economy is ensured to facilitate skills development as this is one other

aspect where labour can be transferred together with other sources of foreign investment. This will protect and introduce the emerging entrepreneurs to the international markets.

The North West Provincial government's International Cooperation Policy Framework as such requires proper consultation in order to attain positive impact in sustainable socio-economic development. It is at this point that integrated strategic plans that are profitable and goal orientated are required.

2.2. Theories Related to the Study

A closer look at all variables necessary for the attainment of acquired objectives, shows that there is reliance on the systems theory, philosophy and semantics, which according to Robert, (1980) were precipitated after World War II to deal with the problems of warfare. This he further mentions have grown to the point where in 1972, Ervin Laszlo described as 'the emergent and preferable scientific view of the world' and one that substitutes concern for relationships within integrated and organized wholes for isolated concern with events and facts narrowly bound by knowledge and discipline.

Robert further goes on to provide that although system analysis is dependent upon systems theory and philosophy for its genesis and much of its world view, the systems analysis must be careful not to completely succumb to either the fast talking stranger

from systems philosophy (the generalist) or from atomistic science (the specialist). The theoretical perspective will however assist in providing depth in an analysis of the study. This as a result requires in-depth understanding of the fundamental concepts of the study that is based on a policy analysis which according to Dye (2001) is aimed to understand what governments do, how they do it and what difference it makes.

The task of policy analysis is to understand what governments do, how they do it and what difference it makes (Dye, 2001)

Colebatch (1998) however, provides that a policy on the other hand is a broader notion than a decision. At minimum it covers a bundle of decisions. More generally, it reflects an intention to decide in a particular way in the future. Colebatch further goes on to provide that policies are expected to show coherence (policy strategy), hierarchy (policy as an instruction to staff) and instrumentally (policy as purpose) rather than policy merely as aspirations.

Mhone and Edigheji (2003) provide that Chapter 3 of South Africa's Act 108 (1996) Constitution has however set out the principles of co-operative governance. The positioning of this chapter within the Constitution, before chapters on individual branches and spheres of government, indicates that the chapters of the text considered

it to provide an overarching concept or context, within which later chapters must be understood.

Chapter 3 provides as follows:

40. (1) In the Republic, government is constituted as national, provincial and local Spheres of government, which are distinct, interdependent and interrelated.

(2) All spheres of government must observe and adhere to the principles in this chapter and must conduct their activities within the parameters that the chapter provides.

41. (1) All spheres of government and all organs of the state within each sphere must:

(a) Preserve the peace, the national unity and the indivisibility of the Republic;

(b) Secure the well being of the people of the Republic;

(c) Provide effective, transparent, accountable and coherent government of the republic as a whole;

(d) Be loyal to the constitution, the Republic and its people;

(e) Respect the constitutional status, institutions, powers and functions of government in other spheres;

(f) Not assume any power or function except those conferred on them in terms of the constitution;

(g) Exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and cooperate with one another in mutual trust and good faith by:

(i) Fostering friendly relations,

(ii) Assisting and supporting one another,

(iii) Informing one another of, and consulting one another on, matters of common interest,

(iv) Coordinating their actions and legislation within one another,

(v) Adhering to agreed procedures and avoiding legal proceeding against one another,

(2) An Act of parliament must:

(a) Establish or provide for structures and institutions to promote and facilitate intergovernmental relations; and

(b) Provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes;

(3) An organ of state involved in an intergovernmental dispute must make every reasonable effort to settle the dispute by means of mechanisms and procedures provided for that purpose, and must exhaust all other remedies before it approaches a court to resolve the dispute.

(4) If a court is not satisfied that the requirement of subsection (3) have been met, it may refer a dispute back to the organs of state involved.

The constitutional concept of cooperative government is premised on the independence of various spheres of government, while recognizing that government, in order to function, needs to function as a coherent whole. This emphasis on cooperation represents a significant departure from the practice of modern states, where intergovernmental relations are characterized by conflict. Levy and Tapscott (2001) provide that yet the very creation of independent spheres of government has given rise to a series of new tensions as a result of competition for political credibility and acknowledgement.

Gutto (1998) further provides that tensions are exacerbated by the fact that different spheres are not truly equal, as the constitution provides for extensive override provisions, and overseeing roles, particularly in the sphere of local government. These override provisions have the effect of allowing the national sphere to dominate.

These challenges however require strategic decisions that would determine the success or failure of implementation of such policies. Dye (2001) supports this by providing that the challenges of public policies in new democracies are precisely to design new institutions that restructure the role of the state in society. On the other hand the state must develop new modes of regulation; for example, overseeing the functioning of markets, giving independent authority to the judiciary and creating an efficient and

professional bureaucracy. Thus the state in most new democracies must alter its entire shape, thinning out in some areas but building up in others.

Dunne (2003) provides that, although realism is regarded as the dominant theory of international relations, liberalism has a strong claim to being the historic alternative. Rather like political parties, realism is the 'natural' party of government while liberalism is the leader of the opposition, whose main function is to censure those in power for their complicity in maintaining the status quo. The dual continue to provide that and like historic parties of opposition, liberalism has occasionally found itself in the ascendancy, when its ideas and values set the agenda for international relations.

It is further provided that there was a brief resurgence of liberal sentiments at the end of the Second World War with the birth of the United Nations, although this beacon of hope was soon extinguished by the power of the cold war power politics. In the 1990s, liberalism appeared resurgent as western state leaders proclaimed a 'new world order' and intellectuals provided theoretical justification for the inherent supremacy of their liberal ideas over all other competing ideologies. The pendulum has however after 9/11 swung towards the realist pole as the United States of America and its allies sought to consolidate their power and punish those whom they define as terrorists.

Baylis and Smith (2005) further go on to provide that from 1939 to the present, leading theorists and policymakers have continued to view the world through realist lenses. The prescription it offered were particularly well suited to the United States' rise to become the global hegemon (or leader). This, in other words, mean that realists consider the sovereign state as the principal actor in international politics. The sovereignty of international politics on the other hand refers to an arena of no central authority.

Theories about international society distinguish themselves from other political theories by being pre-occupied with human behavior in an anarchical society (Torbjjon, 1997). These, as a result, supports the Marxist dialecticians who argue that "the source of social conflict lies in man-made environment" like the weapons system, the bourgeoisie and oppressive nationalism. Man himself creates exploitative and hierarchical social structures while responding to his external environment (Pardesi, 1982). This anarchical behavior has forged coexistence that go beyond opposing values between states such as the United States and China.

Legley and Wittkopf (1999) state that "According to realist theorizing, the primary goal of states' foreign policies is to ensure their survival. From this viewpoint, strategic calculations about national security are the primary determinants of policy makers' choices.

In pursuit to attain the objectives of the study in question, it is important for the collaboration of the necessary stakeholders in their efforts to obtain a common objective. It is in this regard that when we look at South Africa's foreign policy and efforts of engaging other important stakeholders in a representative democratic society, in order to facilitate accountability that we can conclude that the country is mostly influenced by the neo liberal sentimental values.

It is in this regard that drawing the distinction between neo-realists and neo-liberals will assist to determine the behavior and kind of governance that a state operates in safeguarding national interests and responding to international demands. It is important to note that while the neo-realist theory tends to study security issues, on the other hand the neo-liberals will tend to study political economy, which incorporates interdependence and cooperation. Building an international consensus, on the other hand, requires policy coordination on at least two levels: internationally among political leaders as well as within each of their governments and bureaucracies (Leatherman, 1999).

An international consensus referred to as intergovernmentalism, by Andrew Moravcsik (1993) explains cooperation and especially regional integration (e.g. AU) as a function of the alignment of state interests and preferences coupled with power. This requires some level of functionalism, integration and cooperation, which are actually caused by rational self-interested states bargaining with one another. It is however in this

contemporary liberal era of global politics that states need to acknowledge the existence of global institutions that are necessary to be involved in policy formulation and implementation thereof.

This would as a result require the involvement of what is referred to by Keohane (1988) as neoliberal institutionalism, he argues that international institutions play an important role in coordinating international cooperation. Proponents begin with the same assumption used by realists, except for the following: where realists assume that states focus on relative gains and the potential for conflict, neoliberal institutionalists assume that states concentrate on absolute gains and the prospects for cooperation.

Neoliberal institutionalists believe that the potential for conflict is overstated by realists and suggest that there are countervailing forces such as repeated interaction that propel states towards cooperation. It must be acknowledged that while the onus of successful socio-economic and political relations within and beyond the country is multifaceted, it is equally important for all participants and stakeholders to be accountable in overcoming any challenges.

It is, as a result imperative for the North West Provincial Government to be functional and to actively engage all the necessary stakeholders in their quest to achieve the desired objectives of socio-economic development. The North West Provincial

Government has a responsibility within its functionary departments to facilitate coordination functionalism beyond national borders to comply with the set regulatory means of SADC (Southern African Development Community). This is supported by the concept of Neofunctionalism which describes a theory of regional integration and emphasizes the political calculation and pay-off to elites who agree to collaborate in the performance of certain tasks.

It must be acknowledged that international politics are dynamic and not static in nature and therefore require a variety of diplomatic solutions that will be best suitable to deal with the dynamics of the socio-economic and political issues at hand. This may vary from one state to another but my believe is that South Africa as the leading role player in regional integration within the Continent (Africa) and beyond should facilitate through its foreign policy, International collaboration and cooperation with all the necessary global institutions to promote and enhance democratic values to counter against Africa's socio-economic challenges. This, however, at times can be characterized by realist approaches where Hegemonic stability theory as one other aspect of international relations, requires a single dominant state to articulate and enforce the rules of interaction among the most important members of the system (Ferraro, 1994).

Boucher and Kelly (2003) provide that Machiavelli bore no hostility to popular participation when it was mediated by representatives of superior intellect and virtue. Yet he never doubted 'the uselessness of a multitude without a head'. They further

stress this by mentioning that Equality in any real sense was neither possible nor desirable.

A positive role by a dominant actor will as a result lay a platform for socio-economic interactions where national interests will be safeguarded to enhance service delivery and synergy towards its foreign policy objectives such as:

- To promote democratization and respect for human rights;
- To prevent conflict and promote peaceful resolution to conflict;
- To advance sustainable development and alleviate poverty.

Ferraro (1994) further goes on to mention that for a state to be a hegemon, it must have three attributes, which are:

- The ability to enforce the rules of a system;
- The will to do so;
- And a commitment to a system, which is perceived as mutually beneficial to the major states.

The North West Provincial Government's challenge has been to overcome socio-economic and political variables in international relations system and developing the

patterns of maximizing trade relations in multi-lateral interactions with the relevant stakeholders.

This environment is also referred to as the international political economy, which Strange (1998) defines as a method of analysis concerning the social, political and economic arrangements affecting the global system of production, exchange and distribution and the mix of values reflected therein. As an analytical method, political economy is based on the assumption that what occurs in the economy reflects and affects social power relations.

It is in the interest of this study, that when we closely look at the environmental theory of International Political Economy, it is important to note the fact that it is first and foremost international, meaning that it deals with issues that cross national borders and with relations between and among nation states. Increasingly today people again talk global political economy, because more and more problems and issues affect the whole world, not just few nations, and require global perspective and understanding.

Secondly, International Political Economy is political in that it involves the issue of state power to make decisions about who gets what, when and how in a society. Politics is a process of collective choice, drawing a competing and often conflicting interests and values, and political parties. The political process is complex and multiplayer, involving nation states, and many international organizations, regional alliances, and global agreement.

Lastly International political economy is about the economy or economics, which means that it deals with how scarce resources are allocated to different uses and distributed among individuals through the decentralized market process. Economic analysis and political analysis often look at the same questions. Economic analysis focuses less on issues state power and national interests and more on issues of income and wealth and individual interest. Political economy, therefore, combines these two ways of looking at the world in order to grasp more fully society's fundamental nature (Balaan and Veseth, 2001).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. INTRODUCTION

This chapter presents the research design and methodology. It starts by presenting the data collection methods and end up with data analysis techniques. Trochim (1999:3-4) provides that the research design holds the project together and is used as a structure that show how all the major parts of the research project – the samples or groups, measures, treatments or programmes, and methods of assignments work together to try to address the central research questions.

Methodology refers to the philosophy of the research process. This includes the assumptions and values that serve as a rationale for research and the standards or criteria the researcher uses for interpreting data and reaching conclusions. A researcher's methodology determines such factors as how he or she writes hypothesis and what level of evidence is necessary to make the decision whether or not to reject a hypothesis (Bailey, 1982: 32).

It is necessary to note and identify the nature of this study, which aimed to analyze the North West Provincial Government's International Policy Framework and its impact to socio-economic development. The nature of the study has characteristics of what is referred to as a Case Study by virtue of adding value to what is already known. Babbie

in Berg (1998: 214) defines a case study as a representation of comprehensive description and explanation of many components of social situation, event, organization, community or nation.

Yin (1984: 23) further goes on to support this by providing that case study research excels in bringing people to an understanding of complex issues or objects and can extend experience or add strength to what is already known through previous research. Yin further goes on to provide that a Case Study research as an empirical enquiry, investigates a contemporary phenomenon within its real-life context.

As has already been mentioned in the previous chapters of this research document, this research analyzes the effects of the previous developed study by the Centre of Africa's international Relations into the current North West Provincial Government's International Coordination policy Framework and its impact on socio-economic development, this validates its identity and nature as a Case Study.

It is for the purpose of this Case Study, therefore, that an in-depth qualitative and quantitative survey was used in an analysis of the impact that the North West Provincial Government's International Co-operation Policy Framework has had to socio-economic development. The method of survey helped in understanding whether the provincial

government' s international co-operation framework serves the purpose it was set out to achieve in facilitating co-operative governance in its international engagements.

It must be mentioned that while qualitative methods are especially interested in how ordinary people observe and describe their lives, quantitative methods was used to determine the frequency of how things happened.

The validity of this research's hypothesis was, as a result measured by testing the North West Provincial Government's International Co-operation Policy framework and its objectives. It is as well important that the policy framework objectives are coordinated to serve the North West Province's common objectives as set out in its mandate that aspires to bettering the quality of livelihoods and to advancing service delivery

3.2. Research Methods

This study employed several research methods, namely: literature review, interviews and empirical investigation through case studies.

3.2.1. Primary Data Sources

Given that there are three types of qualitative interviewing, which are informal conversational interviews, semi-structured interviews and standardized open-ended

interviews, the study employed semi-structured in-depth and open-ended questionnaire. Focus group discussions with ordinary members of the public also assisted the researcher's analysis of the conditions and effect that the policy has had on ordinary civilians.

Holloway and Wheeler (1995) provide that qualitative research is the method of data collection that derives data on observation, interviews, or verbal interactions and focuses on the meanings and interpretations of the participants. This method of data collection has capacitated the ability to establish the extant of mutual socio-economic relations and what benefit it potentially has for the attainment of the North West Provincial objectives.

3.2.2. Questionnaires

The questionnaires entailed a list of questions that has ensured that multiple subjects are covered in a more systematic and comprehensive way from the primary source data. It is as well of importance to the nature of this research that open-ended questionnaires to respondents were utilized as a method of limitless data collection.

3.2.3. Secondary Sources

The survey was supported by use of secondary data, which came in the form of extensive use of library sources. Data was sourced from independent government

surveys, journals, Internet and books, academic journals, relevant periodicals, magazines and newspapers. Other related information was sourced from official government publications, original documents, archival material, electronic media and unpublished thesis.

3.3. Population

The main subjects of the study entailed of key personnel and institutions that include among others:

- The Provincial directorate of international and intergovernmental relations as the facilitators of the North West Provincial Government's International Co-operation Framework;
- The involvement of other necessary stakeholders such as the business community, NGO's, religious movements, social movements, civil society and ordinary members of the public that would play an important role in monitoring and overcoming the challenges faced within the Province.
- The North West Government's Co-ordination Committee, which is in this regard a meaningful player in coordinating the municipal and other international actors in their international efforts.

3.4. Sampling Techniques

Sampling, according to Kerlinger (1986), means taking any portion of a population or universe as representative of that population or universe. In this case, simple random sampling was conducted, where each individual case in the selected identified departments were selected for the sample. It is then that a process of constant comparison of extreme variety of variables assisted in an analysis of the study.

3.5. Sample

A sample of executive administrative management in the North West Provincial Office of the Premier, and other related stakeholder management (The department of Economic Development and Tourism; the North West Parks and Tourism Board and South African Local Government Association; members of the public) were randomly selected to participate in the study in order to have an understanding of the impact that the policy has had in regard to service delivery.

It is as a result thereof that this method of data collection has assisted in an in-depth analysis of the provincial government's limitations and possibilities in the North West Provincial government's diplomatic and multilateral socio-economic relations with other stakeholders within and beyond national borders. This has guided the researcher's validity or invalidity of the hypothesis of his study and has as a result given direction to the challenges faced by the North West Provincial Government's International Co-operation Policy Framework in achieving its objectives. Due to the flexible nature of

qualitative research, probing of other related subjects was also utilized to maximize data collection.

3.6. Data analysis

The analysis of the North West Provincial Government's International policy Framework was based on the extraction of useful information regarding the prevailing operational strategic plans of government and its stakeholders in facilitating cooperation on international engagements. Depending on the type of data and the question, this study included the application of statistical and open-ended questionnaire methods to assist in the analysis of what the policy has had on socio-economic development.

It is however in an attempt to put the acquired data into meaningful fashion that the researcher employed constant comparative analysis, utilizing a process called coding. This is a strategy by which researchers find themes and patterns in qualitative data. This also assisted in acquiring new understanding of a phenomenon of interest. The themes were re-examined and the researcher determined how the themes are linked and finally translated into a story that would be read by others.

CHAPTER 4

DELINEATION OF VARIABLES

4. INTRODUCTION

In attempt to analyze the North West Provincial Government's International Cooperation Policy Framework and the impact it has on socio-economic development, a relationship between four different variables is established. These variables and definitions were selected from a list of variables provided by Bless and Higson-Smith (1995), which are that:

- Independent Variable is that factor that is measured, manipulated, or selected by the researcher to determine its relationship to an observed phenomenon, which constitute the dependent variable. The variations or different values taken by the independent variable are called levels. The North West Provincial Government Policy Framework is in this regard is the independent variable of the formulated problem.

South Africa and especially the North West Province's public sector as a facilitator of socio-economic development through its strategic policy means has been faced with criticism for sloppy service delivery that still fails the majority of its people, many of whom are unemployed and disadvantaged. As has already been mentioned, the promulgation of the North West International Coordination Policy Framework has since

April 2003 seen little change to socio-economic development. It is important in this regard to distinguish the initiative as an independent variable in order to analyze its effect on socio-economic development. An analysis of the independent variable assists in looking closer to the problem in order to determine whether it is in fact the independent variable that is liable to its ineffectiveness of achieving the desired goals and objectives. In this regard both the independent and moderator variables have heavily influenced the formulation of the hypothetical view of this study which is based on the following assumptions:

- The North West Government realizes little benefit from its international trade relations despite its Provincial Government's International Co-operation Policy Framework, which has not been put into effective use.
- There is hardly any synergy between national foreign policy, trade and investment goals and the developmental strategic priorities of the North West Province.
- North West Provincial Government Departments are not adequately coordinated in their individual line functions and quest for international diplomatic relations efforts.
- Effectiveness or lack of monitoring, evaluation and intervention systems with regard to the North West Provincial Government's International Co-operation Policy Framework is not adequately addressed.

- Dependent Variable is that factor that is observed and measured to determine the effect on it of the independent variable. Socio-economic development is a dependable variable of the formulated problem.

The independent variable was set as a strategic plan that was initiated to address socio-economical imbalances that continue to marginalize the poor and diversify the economy to facilitate some form of relief on the extraction of mineral resources. The achievement of set objectives in this regard is dependant on whether the independent variable is effective enough to effectively facilitate the achievement of desired goals and objective (which in this case is socio-economic development).

- Moderator Variable is a secondary independent variable, which might influence the effect of the independent variable on the dependent variable. Most of the phenomena studied in social sciences cannot be explained by the effect of only one independent variable. The variation of only one factor can usually only partly account for the variation in the dependent variable, however there could be other contributing factors that could have both the negative and positive impact to the socio-economic development of the North West Province.

As has already been mentioned in the literature review that the effectiveness of foreign policies relies on both the political and economic factors that are referred to as the political economy, it is important to look into such factors that could affect the effectiveness of the independent variable. Political factors as has been mentioned

depend on how political representatives are elected, how groups organize to lobby or otherwise influence politicians, and how policies are proposed, debated, and passed in legislatures, and implemented by government agencies. On the other hand, economic factors depend on how a particular state relates to the global economy, how it generates revenue and how its populace generates financial income. This could be regulated with the kind of foreign and other forms of economic policies that the states interact in the global world.

- And lastly the Control variable is controlled by the researcher to cancel out or neutralize any effect they may otherwise have on the observed phenomenon. This can also assist in assisting the researcher in zooming in on the hypothesis of the study in question.

It is always important for a researcher to be focused on a particular area of study to gain depth in their research and not be disorientated. The control variable as a result assisted to determine what variables to eliminate in order to fully concentrate on particular interests of the study.

CHAPTER 5

DISCUSSION OF FINDINGS

5.1. INTRODUCTION

The North West Provincial Government together with its stakeholders has a meaningful role to play in advancing the objectives laid by the International Coordination Policy Framework. This ensures that the provincial and local governments not only know how to relate to their international counterparts, but will also be able to avoid duplication of efforts by relevant stake holders and as well as to harmonize the provincial government's international players in their attempts to forge synergy between the Provincial policy framework and South Africa's foreign policy.

It is important to note that one of the underlying principles of South Africa's foreign policy lies on forging cooperation from not only within its national borders but again with its neighbouring countries in the sub-region (SADC), the whole region (Africa) and the world. The International Cooperation Policy Framework is, as a result, important to not only facilitate socio-economic development in North West Province and South Africa as a whole but also to ensure peace and security within the region where neighbouring countries will also be able to attract foreign investors.

The North West Provincial Government also has the responsibility of ensuring that it campaigns for the full enjoyment of a democratic rights and principles where

participation of civil society is visible enough to act as the government's checks and balances. This however is, limited to certain parts of the province, particularly at the urban areas of the province where development seems to be concentrated. An example of this non-active social and civil society was seen with the act of xenophobic attacks on foreign nationals in Gauteng province; Western Cape Province and elsewhere in the country where many lost their lives.

It must be mentioned that while there were campaigns else where in the country and beyond against such brutal acts of behavior against foreign nationals on the premise that they were taking their jobs and women, there was total silence from the North West Province. It is as if its people are spectators of the more engaged provinces such as Gauteng and the Western Cape, where the general public and the civil society enjoys the full benefit from the constitutional provision of freedom of speech; freedom of expression; and of the press.

It is important to note however that in order for the North West Government to advance its set of objectives as laid down in its International cooperative strategic Policy Framework, there has to be coordination within all line departments at both provincial and local levels. It is in this regard that an effective operational plan that keeps record and dates (e.g. calendar) of government's international conduct or meetings has to be gradually updated. This has to be done well in advance by the coordination committee, so as to give informed advice on the province's diplomatic position relating to the issues at hand.

One other crucial point is the fact that the Provincial government's line departments together with its already provided counter parts play different roles that are interdependent and which, as such requires cooperation and coordination. This however is not an easy task as Arggarwall and Dupont 1999; Cornes and Sandler 1996); Sandler (1992); Taylor (1987); and Zurn (1992) so rightly put it that, "Put differently, one actor's choice depends on expectations regarding the choice another actor will make. Moreover, the types of interdependent situations also vary, thus further complicating the analysis of cooperation."

In attempt to resolve and come up with strategic solutions relevant to the needs and expectations of all stakeholders, this chapter focused its attention on the impact that the North West Provincial Government's International Cooperation Policy Framework has had in the achievement of its set objectives.

It is again important to identify the provincial government's trading partners and how they can expand and sustain their diplomatic relations within and beyond the regions. This will as well further elaborate into the North West Provincial government's main actor's role in international affairs in order to identify some of their challenges and how they could be overcome.

5.2. THE NORTH WEST PROVINCIAL GOVERNMENT'S MAIN TRADING PARTNERS

5.2.1. Africa and the Middle-East

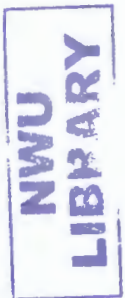
As illustrated on figure 1 below, one will find that Botswana has been the North West Province's main trading partner since 2003 to 2006, but the relations, as it is demonstrated on the percentage level is gradually declining.

There could be many reasons for this decline two of which are that; 1) Botswana has opened shopping complexes that offer clothing and other goods at relatively the same prices as shops in the North West Province. Therefore some Botswana see it worthless to come to the North West Province as they can get what they need in their country. Secondly Botswana made a decision to stop sending students to the North West University due to unsatisfactory service that they received from the university.

When we look at the table below we see that the middle-east countries are not even on the list of countries that have relations with the North West provincial government. This clearly shows that there is some good room of growth with regard to partnership that still requires vigorous marketing of the province's products and services to this part of the world.

Figure 5.1. Three Major Africa's Source Markets

Region	Quarter	Three Major Source Markets					
		1st		2nd		3rd	
		Source	%	Source	%	Source	%
Africa and the Middle East	2003Q1	Botswana	55	Namibia	11	Zambia	10
	2003Q2	Botswana	58	Nigeria	13	Zambia/Kenya	11
	2003Q3	Botswana	49	Zambia	9	Nigeria	8
	2003Q4	Botswana	45	Nigeria	16	Zambia/Kenya	6
	2004Q1	Botswana	38	Zambia	9	Nigeria/Malawi	8
	2004Q2	Botswana	39	Tanzania	16	Malawi	8
	2004Q3	Botswana	45	Angola	10	Kenya	8
	2004Q4	Botswana	47	Tanzania	12	Angola/Malawi	11
	2005Q1	Botswana	38	Angola	20	Zambia	14
	2005Q2	Botswana	39	Malawi	12	Angola	8
	2005Q3	Botswana	36	-	-	-	-
	2005Q4	Botswana	35	-	-	-	-
	2006Q1	Botswana	35	-	-	-	-
	2006Q2	Botswana	35	-	-	-	-
	2006Q3	Botswana	31	-	-	-	-



Adapted from the Tourism Sector Monitor (2006) North West Province South Africa

5.2.2. Europe

It must be acknowledged that the European markets will mostly depend on exporting of raw material and importing of finished products. This as a result subjects most developing countries (South Africa and North West Province included) to the vicious cycle of global economic dominance. It is in this regard that the North West Provincial government has no specific and dominant or consistent trading partners in Europe, as it is clearly illustrated below in figure 2.

The European Union has trading barriers that it uses to control its import rate of goods and services. This makes it difficult to fully infiltrate their markets.

Figure 5.2. Three Major European Source Markets

Region	Quarter	Three Major Source Markets					
		1st		2nd		3rd	
		Source	%	Source	%	Source	%
Europe	2003Q1	Sweden	11	France	10	UK	9
	2003Q2	France	15	Sweden	14	Germany/Holland	9
	2003Q3	Germany	15	UK	10	Holland	8
	2003Q4	UK/Germany	7	Holland/France	6	Sweden/Italy	5
	2004Q1	Italy	19	Holland	16	UK	8
	2004Q2	France	13	Sweden	10	Germ./Italy/Holland	9
	2004Q3	France/Germany	10	Holland/UK/Italy	8	-	-
	2004Q4	UK	11	Holland	9	France	8
	2005Q1	Sweden	9	Italy/Holland	8	UK	7
	2005Q2	Italy	11	France	10	Holland/Sweden	8
	2005Q3	Netherlands	11	Germany	11	UK	9
	2005Q4	France	8	UK	7	Germany	6
	2006Q1	Netherlands	14	UK	8	Germany	8
	2006Q2	France	8	Germany	7	UK	7
	2006Q3	Germany	12	France	9	UK	6

Adapted from the Tourism Sector Monitor (2006) North West Province South Africa

5.2.3. America

America on the other hand has been dominated by United States of America, Brazil and Canada. This clearly shows the untapped areas of South America that have potential to opening up the market.

Figure 5.3. Three Major America's Source Markets

Region	Quarter	Three Major Source Markets					
		1st		2nd		3rd	
		Source	%	Source	%	Source	%
The Americas	2003Q1	Brazil	16	Canada	9	USA	8
	2003Q2	Brazil	10	USA	9	Canada	8
	2003Q3	Brazil	13	USA	8	Canada	6
	2003Q4	Brazil	12	Canada	10	USA	8
	2004Q1	Canada	13	Brazil	10	USA	9
	2004Q2	Brazil/Canada	10	USA	9	-	-
	2004Q3	Brazil	15	USA	13	Canada	5
	2004Q4	USA	10	Canada/Brazil	8	-	-
	2005Q1	Brazil	12	Canada	9	USA	8
	2005Q2	Canada	12	Brazil	10	USA	9
	2005Q3	USA	7	-	-	-	-
	2005Q4	USA	8	-	-	-	-
	2006Q1	USA	11	-	-	-	-
	2006Q2	USA	9	-	-	-	-
	2006Q3	USA	5	-	-	-	-

Adapted from the Tourism Sector Monitor (2006) North West Province South Africa

5.2.4. Asia and Australia

China and India are the dominant trading partners to North West Province. It should be noted however and taken into account the foul practices by the Chinese textile manufacturing industry that dumped its productions in South Africa. This has had negative impact on our textile industry, where local manufacturers were forced to retrench their employees to break even.

It is of grave importance that an International Cooperation Policy Framework that would regulate the levels of import and exports and one that would establish a need for diplomatic expertise to negotiate diplomatic relations in pursuit to advancing local, provincial and national objectives be put in place. As it is clearly illustrated on the figure below, Asia is still not fully exploited as there still remains a lot of room for expanding the markets.

Figure 5.4. Three Major Asian Source Markets

Region	Quarter	Three Major Source Markets					
		1st		2nd		3rd	
		Source	%	Source	%	Source	%
Asia and Australasia	2003Q1	China	43	India	26	Japan	18
	2003Q2	India	32	China	24	Australia	13
	2003Q3	China	39	India	19	Japan	12
	2003Q4	China	36	India	25	Japan	23
	2004Q1	China	26	India	21	Japan	8
	2004Q2	China	39	India	25	Australia	18
	2004Q3	China	26	Australia	15	Japan	14
	2004Q4	China	29	India	19	Australia	13
	2005Q1	China	37	India	32	Japan	17
	2005Q2	China	28	India	17	Japan	13
	2005Q3	China	21	-	-	-	-
	2005Q4	China	28	-	-	-	-
	2006Q1	China	23	Australia	14	-	-
	2006Q2	China	28	India	27	Australia	15
	2006Q3	China	19	India	19	Australia	11

*Note: China includes Hong Kong

Adapted from the Tourism Sector Monitor 2006 North West Province South Africa

5.3. The Department of Economic Development and Tourism

According to Invest North West, the Province's economic growth rate has been determined to be a full 1% below the national average since 1994. This has seen initiatives such as the Growth and Development Summit that culminated in the peoples' contract (between labour, civil society, business and government) and the adoption of the Provincial Growth and Development Strategy. The objectives of the strategy are to grow the economy by at least an average of 6.6% by 2014 and to halve unemployment and poverty over the same period.

It goes further to state that specific growth targets per region and sector have been set and agreed on. The province has pledged infrastructural support for high impact projects that will assist in reaching these targets. The growth of the economy and the

support for the second economy to enter the mainstream economy has been put forward as main focus areas by the province. In addition, skills development and capacity building, as well as socially responsible development have been clustered in the socio-economic development objectives (Invest North West, 2007).

As has already been mentioned, amongst the North West Province's main economic sectors (agriculture, mining, manufacturing tourism etc.), mining remains to be at the top of the gross Domestic Products. This is due to the high demand and supply chain that has forced the extraction of these non-renewable resources. The nature of these mines is such that as high as they might be today they will surely diminish as the demand for natural resources exceeds the supply.

Figure 5.5. Selected mining statistics for four provinces for 1994.

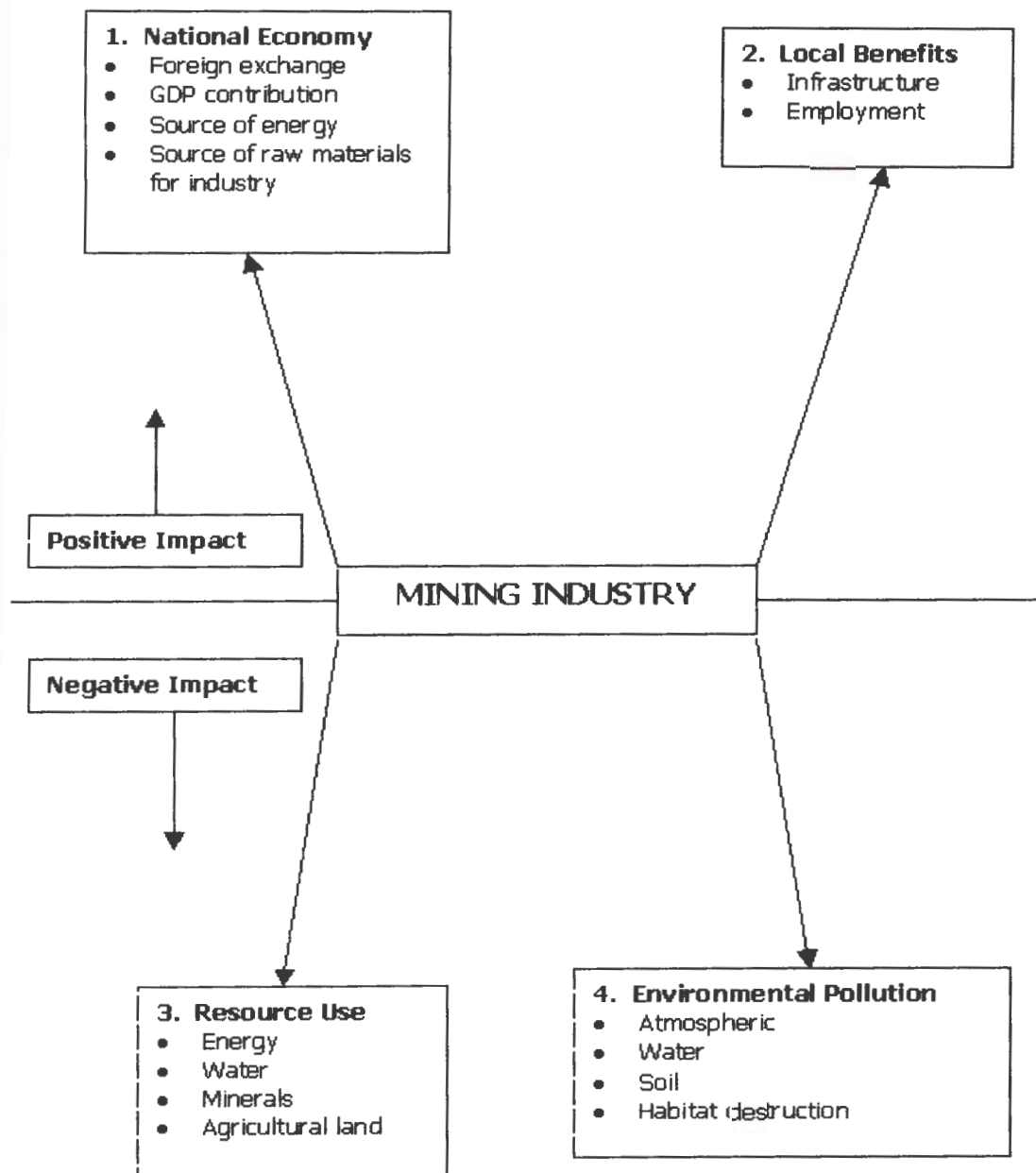
	RSA	Free State	North West	Gauteng	Mpumalanga
% Of Total Labour	100	22.5	18.5	30.1	13.7
Number of mines	843	82	87	133	117
Number of paid workers	539 791	121 352	100 027	182 531	73 916
Gross salaries (R million)	13 410	2 645	2 351	3 526	2 378
Total wages (R million)	42 124	6 578	6 583	10 491	9 211

(Source: Department of Minerals and Energy, 1998).

Figure 5 above provides an illustration that exhibits that North West is counted amongst the top four provinces that mining substantially contributes to their economy. It must be mentioned that as well as mining could provide employment and other positive contributions towards socio-economic development, there should be limitations to the

extractions of these natural and non-renewable resources. This is based on the fact that the extinction of these natural resources will have a negative impact on other aspects of the economy as it is tabled below in figure 5.6.

The positive and negative impacts of the mining industry on the socio-economic and natural environment have been summarized in Figure 5.6.



It is important to note that the diversification of trade with small, medium enterprises within the mining industry where they would supply goods and services would go a long way in broadening the scope of the economic activity. The developmental phase of these businesses facilitated by designated agencies of the state would see required standards necessary for the exportation of varied goods and services (North West Provincial Government full report, 2008).

Figure 5.7. National agriculture statistics

	NWP	NCP	NP	FS	GP	MP	KZN	EC	WC	Total
No of commercial farming units	7512	6730	7273	11272	2342	4675	5037	6338	9759	60838
Total number of workers	98349	58198	121757	118886	38295	101061	115495	63083	198378	914473
Total gross farming income (R millions)	3038.3	1418.9	3034.5	4302.0	2283.3	3972.8	4490.3	1967.2	7633.6	32931.2
Total farming debt (R millions)	1933.5	1181.6	2187.3	3556.0	726.3	1946.8	2292.5	1438.9	3508.8	18861.0

(Source: Statistics South Africa 1996).

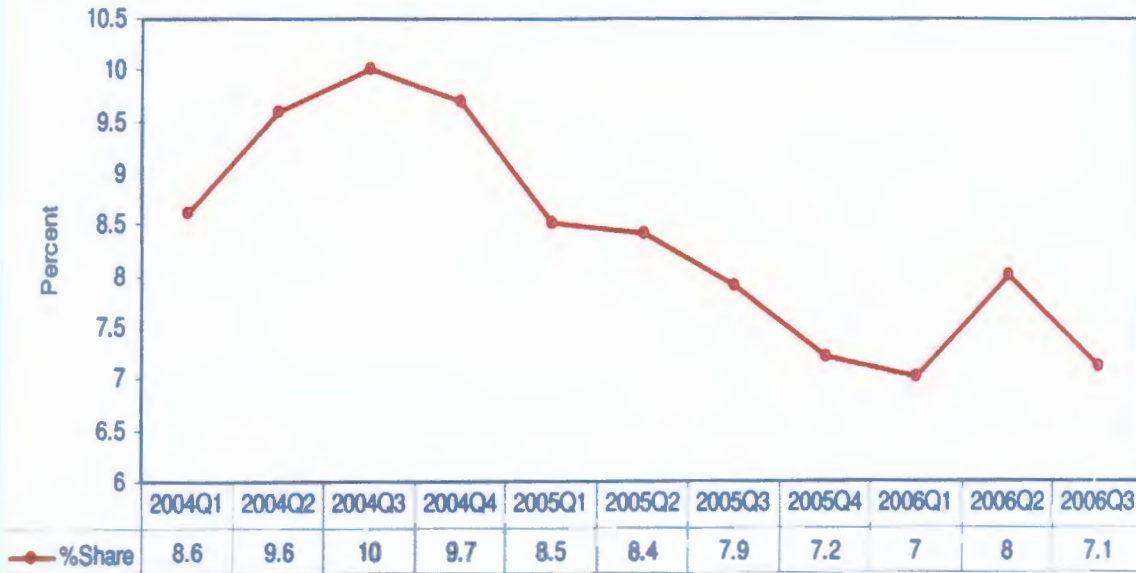
On the other hand, the figure above illustrates how agriculture used to be a competitive source of the economy placed third behind Western Cape and Free State. This has however declined as most people have migrated from the rural settings to find greener pastures in the urban settings where developmental programs seems to be viable, while on the other hand rural development is not visible.

The decline in the produce of agricultural goods and services also hampers trade between the North West Province and other countries. According to statistics collected from the Republic of Botswana's ministry of agriculture's CEDA coordinator's office, Botswana imports close to a total of 70 000 fruits and vegetables from South Africa. The biggest supplier of these fruits and vegetables to Botswana is the North West Province.

The department of Economic Development and Tourism is faced with astonishing challenges to effectively contribute the overall local, provincial and national objectives of South Africa. This as set out in the National Tourism White Paper (1996), the vision is "to develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will contribute significantly to the improvement and quality of life of every South African and act as a lead sector within the national economic strategy, a global competitive tourism industry and a major force in the re-constructive and development efforts of the government."

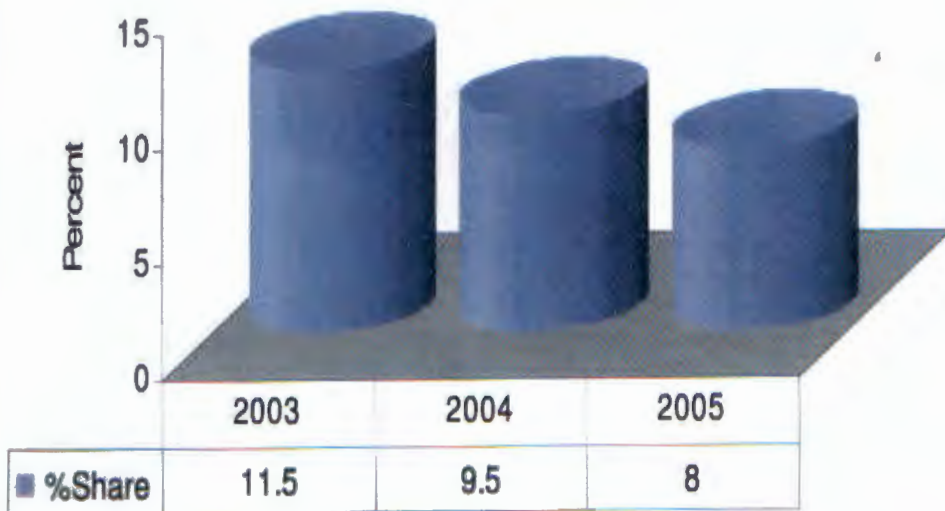
This promise however has not yet been fully realized by the North West Provincial Government's Department of Economic Development and tourism. This is based on the fact that tourism per market share has been inconsistent and gradually declining since 2003 until 2006 as shown on the figures below.

Figure 5.8. Tourism decline graph



Adapted from the Tourism Sector Monitor (2006) North West Province South Africa

Figure 5.9. North West Province's Percentage Market Share of International Visitors, 2003-2005



Adapted from the Tourism Sector Monitor (2006) North West Province South Africa

It must be said that as much as domestic tourism is important for the stimulation of economic growth, it is equally important to take tourism beyond our provincial and national borders so that we can promote foreign exchange of monetary and other investment related avenues. South Africa as a whole can be said to have attracted international tourists from around the world with some of its highly regarded provinces such as Gauteng and Kwa-Zulu Natal provinces. Due to their infrastructural and vigorous marketing strategies, these highly visited provinces have maintained their success in tourism rates. This however has not been the case with the North West Province's inadequate attraction of international visitors, as it is shown on the figure below.

Figure 5.10. International Visitor's monitor

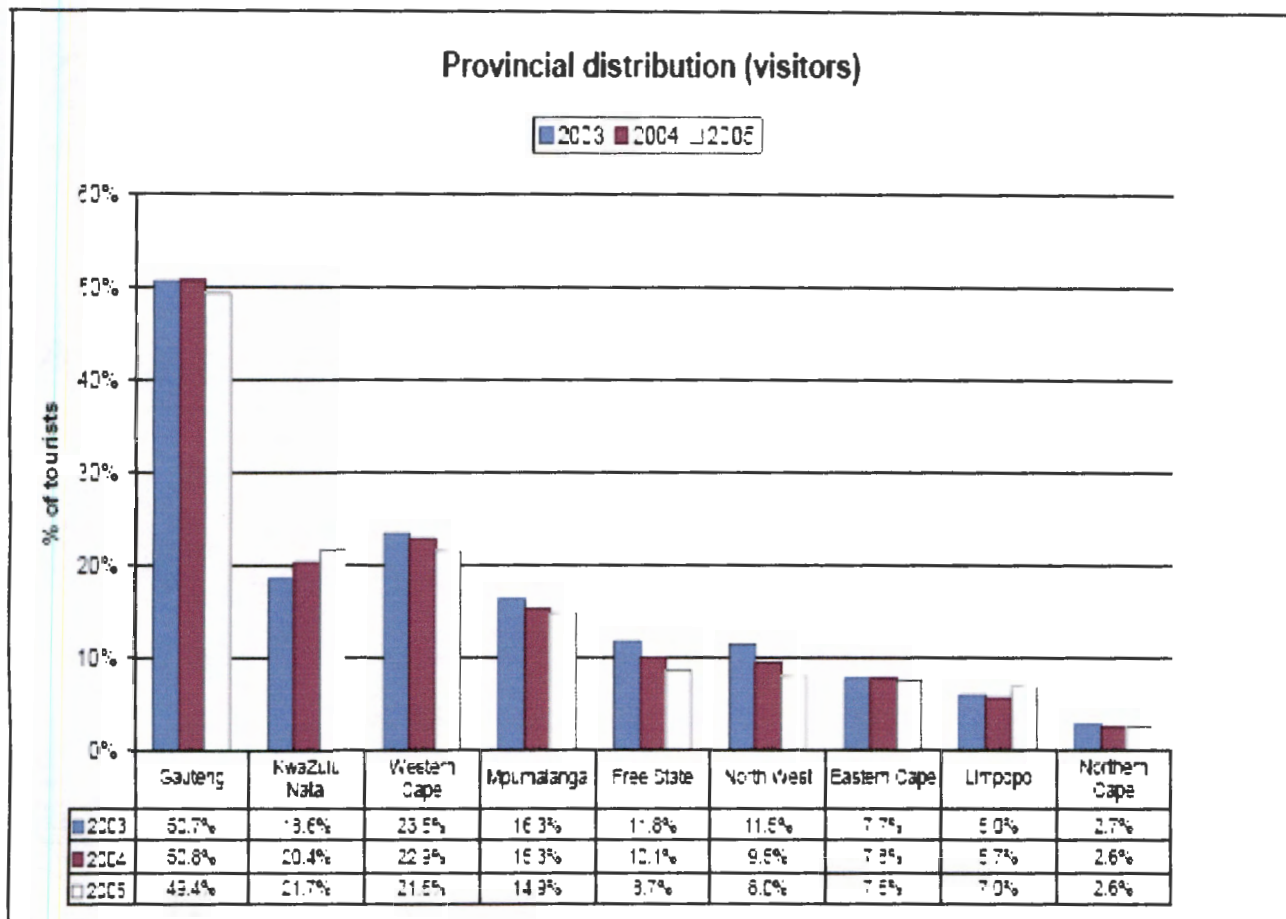
Period	International Visitor Arrivals to South Africa	International Visitor Arrivals to North West	NW Province's Market Share of International Visitors
2004Q1	1,628,017	140,010	8.6
2004Q2	1,511,272	145,082	9.6
2004Q3	1,632,828	163,283	10.0
2004Q4	1,907,431	185,021	9.7
2005Q1	1,795,989	152,659	8.5
2005Q2	1,616,027	135,746	8.4
2005Q3	1,878,050	148,366	7.9
2005Q4	2,078,691	149,666	7.2
2006Q1	2,017,090	141,197	7.0
2006Q2	1,945,693	155,656	8.0
2006Q3	2,092,943	148,599	7.1

Adapted from the Tourism Sector Monitor (2006) North West Province South Africa

The spread of tourists among the provinces was unfortunately not even, Gauteng remained the most visited province with 49.4% of all foreign tourists visiting the

province. Kwa –Zulu Natal shifted into second position with 21.7% of foreign tourists visiting the province compared to the 20.4% who visited it in 2004. The Western Cape Province showed a marginal decrease in visitation by foreign tourists dropping from 22.9% in 2004 to 21.6% in 2005. Northern Cape, Limpopo, Eastern Cape, North West and Free-State have relatively lower visitation by foreign tourist (2006 Annual tourism report)

Fig.5.11 displays comparative analysis



(Annual tourism report, 2006)

This is attributed to the fact that tourism is not functionally proportional to the geographic location of the province. The tourism activity is concentrated towards the western side of the province, where Sun City; Pilanesburg Hartebeespoort Dam offers more tourist attraction and as a result only benefits the local of the areas. On the other hand, however, when one compares the west to the eastern side of the province where there is high prevalence of poverty, the tourism industry is ineffective and underdeveloped. There are however tourist destinations (such as Molopo Oog; Borakalalo Game Reserve; the Vredefort Dome; The Vaalkop Dam and the Ganyesa and/Kalahari Region) that could potentially attract both local and international tourists, but this is not yet fully realized as the destinations are considered low-density corridors.

The fact that some parts of the province are under utilized in furthering the primary objectives of the province can be directed to a number of factors such as an operational strategic plan that will ensure that available resources are utilized to the best of their capacity. It must be mentioned that the North West Province does not only have strategic routes and airports that are reasonably distributed within the province's geographic locations, but it is also a strategic gate way to amongst the most attractive tourist locations in Southern Africa.

It must again be mentioned that as much as it is usually perceived that Big Five Game Reserve areas and Entertainment Complexes such as Sun City are more attractive to international tourists, there are other means such as cultural attractions, and business orientated tourist destinations that need to be explored and, which if properly marketed

to the world, could attract substantial contribution to the economy. This would again require some form of partnership with all the necessary stakeholders, including the civil society at large.

This is noted by the Department of Economic Development and tourism as it provides in its Masterplan (2006) that "Government institutions should initiate, support and participate in tourism management efforts in areas other than parks, such as Magaliesburg (a Protected Natural Environment) as enacted in Part III, #16 of the Environmental Conservation Act No 73 of 1989.

5.4. The North West Parks and Tourism Board

"The North West Parks and Tourism Board has its roots in the development of the Pilanesberg National Park in the late 1970's. In terms of the National Parks Act No. 24 of Bophuthatswana, passed in 1987, the Board as it stands today was established "for the purpose of managing proclaimed parks and controlling the use of renewable natural resources outside such national parks".

Although the Act provides a broad framework within which the Board can operate, it is vitally important to establish more focused objectives and to have a clear and unambiguous mission statement to help direct the Board's activities. The mission statement is indispensable, yet it must be flexible enough to accommodate the rapid changes in the social, political and economic climate that is presently sweeping southern Africa" (Tourism North West, 2008).

The North West Parks and Tourism Board through the conservation of wild plants, animals and landscapes for the benefit of the people has adopted four main strategies that will facilitate its mandate as a viable platform for tourism. These include the following:

- To obtain the commitment of the province for the conservation of wildlife resources;
- To participate in the planning of land use in the province and where appropriate develop and manage national parks and game reserves cost-effectively and to the benefit of wildlife conservation and people;
- To facilitate the development of wildlife-related industries for the social and economic benefit of the people; and
- To develop human resources for the benefit of wildlife conservation and the people (Tourism Northwest, 2008).

This, however, has not yet been realized as the majority of the population is not adequately educated about conservation and other business related opportunities. Game reserves such as the Madikwe Game Reserve, Manyane and others are not catered to include the local population as their pricing is geared to cater for international visitors. There has as well not been sufficient training and development of the opportunities such as breeding of game, which could be sold to Game Reserves. The North West Parks and Tourism Board should through cooperation with other necessary stakeholders forge relations with private owned Game Reserves and Parks in order to

share ideas and enforce social obligations to the general local public in order to create awareness about conservation and other related opportunities related to the industry.

5.5. Invest North West

The Province has a designated agency called Invest North West (INW), whose mandate it is to attract and facilitate local and foreign investment into the NWP (North West Province). In addition, the agency also looks at trade promotion where markets are identified for products manufactured in the NWP. INW interacts with the local and international business chambers and embassies of those countries that have been identified as potential investment sources.

In addition, INW is a member of WAIPA (World Investment Promotion Agencies), which allows it to interact with their foreign counterparts and keep abreast of new trends in the industry. INW is also provided with web based marketing facility for their investment opportunities. INW exhibits at local as well as international exhibitions, hosts an international investment conference every two years and attends foreign and local exhibitions, seminars and conferences that are associated with the key strength sectors of the province (Invest North West, 2005).

When investors asked about foreign investment with regard to Invest North West's foreign investment, its response was that they have a well-established working relationship with the South African Foreign Embassies that assist with the marketing of opportunities in the province. They also provided that with regard to their strategy

targeted specifically at the African market, they are in the process of expanding their export focus. Invest North West provide that certain factors come into play when considering export. Producing for the local market is the most uncomplicated and cheapest option. Thereafter, one can explore the African markets and in the case of niche and quality products at competitive prices the UK, EU and other international markets. It is important to manage the risks of exporting and to mitigate them to ensure successful exports. The risk of payment may be associated with some markets where high quality standards can be a non-tariff barrier to other markets in the EU and UK (Invest North West, 2005).

The funding and incentives for projects are also facilitated by Invest North West as they claim to have established linkages with other supporting institutions, including commercial banks, IDC, DBSA, department of trade and industry and Westmac, as well as all the spheres and departments of government. This is however not easily accessible to the Small Medium Enterprises which mostly do not have a reputable credit history and as a result cannot receive funding by financing institutions. This is seen with the dominance of the public sector or government sector as the main source of the economy, where the manufacturing and retail industry's contribution to the economy by the private sector is below average.

Invest North West provides that the NWP has already established a province to country agreement with Botswana where trade linkages are facilitated and mutually beneficial business opportunities pursued. The platinum corridor development enhances this

initiative. The international Airport at Mafikeng is being marketed as a regional freight-forwarding hub into SADC and beyond. The trans-frontier park development also adds value to this relationship. Opportunities are also being pursued with Namibia and Angola.

It was also established that in attempt to increase the export market for North West Province for manufacturers and producers, the agency claims to run training programmes to make exporters aware of the results of their studies in the market. Invest North West claims to inform exporters of whom they can supply to, and based on their surveys, what products and quantities they should supply. Due to a relatively low export rate by the North West business community, Invest North West realizes that there is still need to improve their competitiveness and therefore focus on export training Programmes along with the department of trade and industry together with SEDA (Small Enterprise Development Agency) to bring producers and manufacturers to a competent level and improve their knowledge of the export sector.

The types of products that are available for export from the North West Province includes mining (granite, platinum, diamonds etc) and mineral beneficiation; manufacturing i.e. the automotive sector; agriculture (citrus, tobacco and cotton) and agro-processing. Invest North West claims that they are also concentrating on increasing the tourism sector where individuals can sell their arts and crafts such as pottery.

When asked about how skilled the workforce is in the province and their specific areas of competency, Invest North West responded that the product determines the skills needed and availability can then be determined or acquired where available. They further go on to say that the mining sector - being the largest employer - employs people in all spectrums, as does the automotive industry, therefore skilled labour associated with these sectors are readily available. This however is not entirely accurate because, when we look at the competency levels of the Small Medium Enterprises with regard to the role that they have on exporting their products and services, we find that they are not yet capacitated to required international standards and as a result are unable to trade internationally (Invest North West, 2007).

5.6. SALGA

SALGA's mandate is derived from the Constitution of the Republic of South Africa (108/1996), the Organized Local Government Act (52/1997), the Intergovernmental Relations Framework Act (13/2005) and its own constitution (as amended in Sept 2004) and is further informed, inter alia, by the provisions of the Municipal Systems Act (32/2000) and the Municipal Finance Management Act (56/2003) and can be summarized as follows:

- To represent, promote and protect the interests of local government;
- To act as an employer body representing all municipal members and, by agreement, associate members;
- To affiliate with and participate in the affairs of regional, continental and international organizations, that will serve the best interests of its members;

- To lobby and advocate for member municipalities;
- To act as a resource for knowledge and information to municipalities; and
- To develop and support the capacity of member municipalities (SALGA Annual Report, 2006).

SALGA's as mandated and derived from the Constitution of the Republic of South Africa (108/1996), the Organized Local Government Act (52/1997), the Intergovernmental Relations Framework Act (13/2005) and its own constitution (as amended in Sept 2004) and is further informed, inter alia, but has not had its impact on municipalities as they are associated with acts against the Municipal Finance Management Act (56/2003) where mismanagement of funds and incapacity to address administrative logistics are a growing concern.

This could be attributed to the fact that municipalities are often pre-occupied by political denominated positions where the most senior administrators are not necessarily placed for their acquired skills of their trade. This creates an astonishing task for SALGA to adequately impose its position on issues pertaining to local governance. It should be noted that municipalities in the North West Province are still focused around the urban areas as opposed to the rural areas where most of the population in the province resides. This, as a result, has not been addressed and hence the local community is always protesting against the poor services by their municipalities within the province. These protests were seen in Lehurutshe and Itsoseng where the municipalities were accused of not providing water and other basic necessities to the communities. The

reputation of such practice has negative impact on development, where self sustenance relies.

CHAPTER SIX

CONCLUSION, RECOMMENDATION

6. INTRODUCTION

The North West International Cooperation Policy Framework's impact on socio-economic development has relied on a collective effort by all the necessary stakeholders to reconcile their efforts towards achieving common goals and objectives of South Africa's National foreign policy. This however has become a complicated coordinative exercise that will require the development of operational strategic mechanisms that will set guidelines of when and how the policy will be implemented.

It is again important that an effective implementation of the International Cooperation Policy Framework rests on the basic principles of co-operative government and intergovernmental relations, which provides that all spheres of government and all organs of state within each sphere must:

- a. Preserve the peace, national unity and the indivisibility of the Republic;
- b. Secure the well-being of the people of the Republic;
- c. Provide effective, transparent, accountable and coherent government for the Republic as a whole;
- d. Be loyal to the Constitution, the Republic and its people;

- e. Respect the constitutional status, institutions, powers and functions of government in the other spheres;
- f. Not assume any power or function except those conferred on them in terms of the Constitution;
- g. Exercise their powers and perform their functions in a manner that does not encroach on the geographical, functional or institutional integrity of government in another sphere; and
- h. Co-operate with one another in mutual trust and good faith by
 - i. Fostering friendly relations;
 - ii. Assisting and supporting one another;
 - iii. Informing one another of, and consulting one another on, matters of common interest;
 - iv. Co-coordinating their actions and legislation with one another;
 - v. Adhering to agreed procedures; and
 - vi. Avoiding legal proceedings against one another(info.gov, 2008).

As has been laid down by government about the principles guiding the cooperative governance, it is important that South Africa keeps an open and liberal foreign policy that guides (as provided in the International Cooperation Policy framework) for regional

security. This is further reiterated by the South African government by stating that south Africa is not a donor country, but as well prioritizes its efforts on development co-operation with countries in Africa as integral to the country's foreign policy. Assistance is wide-ranging and includes educational visits by agriculturists, establishing viable training centers, conserving the environment, rendering medical assistance, and technology-exchange programmes. Technical and financial assistance aimed at capacity-building, especially to SADC (South African Development Countries), is a major instrument for promoting economic development, peace and stability, democracy, and the African Renaissance on a regional basis (info.gov.2008).

7. Conclusion

7.1. Coordinating Committee

Another aspect that was noted is the absence of the coordinating committee, which was dissolved with no alternative coordinative efforts that would facilitate good intergovernmental relations within the provincial government and its counterparts. The absence of such coordinative efforts by the provincial government has led to inconsistent international engagements without regulated conduct. This in some instances is seen at local level, where some officials go out to neighbouring countries for their marketing campaigns without any regulated terms that would avert misrepresentation of the province as a whole.

The North West University has since 2001 become an instrumental economic player that attracted foreign national students from South African Development Countries

(SADC) and the world. This has as a result of misrepresentation and poor service by the institutions such as the North West University resorted investors to universities elsewhere around the country. The fact is that should there have been regulatory means to ensure that the required standards of services to our international clients are met would have averted this situation.

It is important as well to note that successful implementation of the International Policy Framework rests on a multilateral effort that requires an operational strategic plan that will give informed guidance of when and with who and how to confront diplomatic negotiations with foreign countries. At this present moment however there are no vigorous operational strategic mechanisms that will inform the department of international relations about potential foreign diplomatic relations

7.2. The Department of Economic Development and Tourism

The Province's economic growth rate that has been determined to be a full 1% below the national average since 1994 requires drastic measures to incorporate all sectors of the economy where mining and government sectors will not be the main sources of the economy. The objectives of growing the economy by at least an average of 6.6% by 2014 and to halve unemployment and poverty over the same period will require proportional contribution from other regions within the province so as to evenly distribute the economic growth (Invest North West, 2007).

Specific growth targets per region and sectors that have been set and agreed on have to be monitored to ensure that challenges are identified and overcome. This however will require as part to facilitating economic development, that infrastructural development and support follow and high impact projects that will assist in reaching set targets.

Skills development and capacity building, as well are important aspects of sustainable development that will capacitate sustainable development and self-reliance by the general public so as to avert reliance on government. Skills capacity should be mainly focused on the government official who should gravitate their acquired skills to capacitate the general public whom most are illiterate.

The tourist sector, on the other hand, needs to be aggressively explored to attract vacation and business related tourists. This will require some form of infrastructural development and broadening of tourism related services to cater for a broad range of both local and international tourists.

7.3. The North West Parks and Tourism Board

The North West Parks and Tourism Board has its roots in the development of the Pilanesberg National Park in the late 1970's. In terms of the National Parks Act No. 24 of Bophuthatswana, passed in 1987, the Board as it stands today was established "for the purpose of managing proclaimed parks and controlling the use of renewable natural resources outside such national park.

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7.4. Invest North West

The Province's designated agency called Invest North West (INW), whose mandate is to attract and facilitate local and foreign investment into the NWP (North West Province), has not seen much impact into the growth of other sectors of the economy. This is mostly seen on small medium enterprises that rely on the financial backing and other forms of support to ultimately locate their market in the international economy. Invest North West has an astonishing task to fulfill its Mandate and as such requires some form of strategic plan that is coordinated to serve a multilateral approach, where an operational strategic plan is inclusive of other stakeholder's plan of action.

7.5. SALGA

SALGA has an astonishing task of ensuring that its members (local municipalities) are tasked to work beyond their demarcated municipal service centers, where they charge rates for services provided. The neighbouring rural areas should also be included in support structures that will enhance export trade relations with other provinces and countries beyond our national borders. This will require the local municipalities to play an integral part in multi-lateral engagement with other stakeholders in facilitation of sustainable livelihoods of the people that they represent.



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