Towards a sustainable implementation LED framework for the North West Province in South Africa

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Thesis accepted in fulfilment of the requirements for the degree Doctor of Philosophy in Economic and Management Sciences with Business Management Administration

at the North-West University

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Graduation ceremony: May 2021

Student number: 29857929

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LIST OF ACRONYMS

AFS	Annual Financial Statement
AG	Auditor General
APR	Annual Performance Report
DEDECT	Department of Economic Development Environment, Conservation and Tourism
DLG&HS	Department of Local Government and Human Settlements
DRKKDEA	DR Kenneth Kaunda District Economic agency
HDI	Human Development Index
IDP	Integrated Development Plan
LED	Local Economic Development
LSI	Local Systems of Innovation
MEC	Member of Executive Council
MFMA	Municipal Finance Management Act
MM	Municipal Manager
MPAC	Municipal Public Accounts Committee
NW	North West
SA	South Africa
SDBIP	Service Delivery Budget Implementation Plan
SLA	Service Level Agreement
UIF&W	Unauthorized, Irregular, Fruitless and Wasteful Expenditure

DECLARATION

"I hereby declare that the thesis submitted for the degree Doctor of Philosophy in Business Management and Administration is my own original work and has not previously been submitted to any other institution of higher education. I further declare that all sources cited or quoted are indicated and acknowledged by means of a comprehensive list of references".

BJ Roberts-Tebejane

ACKNOWLEDGEMENTS

I would like to express my sincere gratitude and appreciation to my supervisor, my family and all those who participated in the study by answering the questionnaires and assisting with the analysis of data. Lastly, I would like to thank the Lord Almighty for the strength to persevere and finish this study,

ABSTRACT

South Africa like the rest of the World has three main challenges which is poverty, inequality and unemployment. In South Africa we have the National Local Economic Development Strategy and each and every Province must have the Local Economic Development Strategy. The North West Province is one of the nine Provinces in South Africa and the government has allocated a budget aimed at improving the quality and standard of living for the resident of the North West Province, but there have been some challenges from the residents on delivering of basic services.

The study will look at how Local Economic Development Policies have been implemented to improve the lives of the local residents. The aim of the research is to develop a sustainable LED implementation framework for the North West Province, South Africa and looking at other models from other countries on Local Economic Development Policies.

This is a quantitative study where a particular area in the North West will be examined through the distribution of questionnaires to the local economic practitioners within government institutions.

It is evident that achieving sustainable LED will take time, but will yield positive results for the North West if all variables are considered in an implementation of LED framework for the North West Province, South Africa.

Keywords

Local development, local innovation systems, economic growth, social capital, social assistance, sustainable development, inclusive growth

CHAPTER 1

INTRODUCTION AND BACKGROUND OF THE STUDY

Introduction

South Africa is an African Country that is situated in the south of the continent. It is at the bottom of the continent and it is not a land-locked country. It is divided in to nine Provinces, which are Gauteng, the Western Cape, KwaZulu-Natal, the Eastern Cape, the Northern Cape, Mpumalanga, the Free State, North West and the Limpopo Province.

The Province of North West will be the focus of this study. It is divided in to 4 district municipalities and 17 local municipalities. The NWP is not dominated by industrialisation; it is mostly still rural, and those who participate in economic growth do so on a small scale, for example subsistence farming. However, the Province is striving to increase projects that will enhance sustainable economic development with the aim of improving the economic participants to contribute to economic growth. The failure lies with local municipalities that are unable to implement local economic development (LED) strategies (Patterson, 2008). The study will be looking at municipal LED failures for the period between the financial years 2013 and 2017, where a lack of implementation of LED strategies led to the problem of a lack of economic growth (Gopane, 2012). The provincial economic growth targets were therefore not met because of the causal effect from failing municipalities.

1.2 Background statement

The table below is a snapshot of what the Auditor General of South Africa has raised in the 2017/18 annual financial statements of all 21 municipalities of the North West Province. The audit outcomes will be used to look at why municipalities are failing, which directly impacts the economic development of the entire province. The audit findings for the past financial years, per municipality, are as follows:

Table 1: AG FINDINGS FOR 2018/19 FINANCIAL YEAR

Municipality	Municipal or district	Audit opinion				
		2017-18	2016-17	2015-16	2014-15	2013-14
Matlosana	LM	Unqualified with findings	Qualified	Qualified	Qualified	Qualified
Dr Kenneth Kaunda District	DM	Qualified	Qualified	Qualified	Unqualified with findings	Unqualified with findings
Dr Ruth S Mompati District	DM	Qualified	Unqualified with findings	Unqualified with findings	Qualified	Disclaimer
Greater Taung	LM	Qualified	Qualified	Qualified	Qualified	Disclaimer
JB Marks	LM	Qualified	Disclaimer	New auditee	New auditee	New auditee
Moretele	LM	Qualified	Qualified	Qualified	Qualified	Qualified
Ratlou	LM	Qualified	Qualified	Qualified	Unqualified with findings	Qualified
Tswaing	LM	Qualified	Qualified	Qualified	Disclaimer	Disclaimer
Bojanala District	DM	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Unqualified with findings
Ditsobotla	LM	Disclaimer	Disclaimer	Qualified	Disclaimer	Disclaimer
Kagisano-Molopo	LM	Disclaimer	Qualified	Unqualified with findings	Qualified	Qualified
Kgetlengriver	LM	Disclaimer	Unqualified with findings	Unqualified with findings	Qualified	Qualified
Lekwa Teemane	LM	Disclaimer	Disclaimer	Disclaimer	Qualified	Disclaimer
Madibeng	LM	Disclaimer	Disclaimer	Disclaimer	Qualified	Qualified
Mafikeng	LM	Disclaimer	Qualified	Disclaimer	Disclaimer	Qualified
Mamusa	LM	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Disclaimer
Maquassie Hills	LM	Disclaimer	Qualified	Qualified	Qualified	Disclaimer
Moses Kotane	LM	Disclaimer	Disclaimer	Qualified	Qualified	Unqualified with findings
Naledi	LM	Disclaimer	Qualified	Unqualified with findings	Unqualified with findings	Unqualified with findings
Ngaka Modiri Molema District	DM	Disclaimer	Disclaimer	Disclaimer	Disclaimer	Disclaimer
Ramotshere Moiloa	LM	Disclaimer	Qualified	Qualified	Unqualified with findings	Qualified
Rustenburg	LM	Audit not finalised at legislated date	Qualified	Qualified	Unqualified with findings	Qualified
Dr Kenneth Kaunda District	DM	Qualified	Qualified	Qualified	Unqualified with findings	Unqualified with findings
Lekwa Teemane	LM	Disclaimer	Disclaimer	Disclaimer	Qualified	Disclaimer
Rustenburg	LM	Audit not finalized at legislated date	Qualified	Qualified	Unqualified with findings	Qualified

Source: AG Municipal Audit Findings 2018/19

MET = metropolitan municipality

DM = district municipality

LM = local municipality

Table 2: Some of municipal root causes of failures by AG

Municipality	Type of municipality	Findings on specific risk areas					Unauthorised, irregular as well as fruitless and wasteful expenditure		
		Quality of submitted performance reports	Supply chain management	Financial health	Human resource management	Information technology	Unauthorised expenditure (Amount R)	Irregular expenditure (Amount R)	Fruitless and wasteful expenditure (Amount R)
Matlosana	LM	R	R	M			140,9m	355,8m	52,2m
Dr Kenneth Kaunda District	DM	R	R	F			17,5m	53,2m	0,16m
Dr Ruth S Mompati District	DM	R	R				163,7m	381,5m	0,04m
Greater Taung	LM	R	R	F			0,12m	55,5m	0,92m
JB Marks	LM	R	A				168,6m	1 270,3m	3,7m
Moretele	LM	R	R	F			132,1m	166,1m	8,7m
Ratlou	LM	R	R	F			-	43,3m	0,49m
Tswaing	LM	R	R	M			66,2m	57,2m	9,7m
Bojanala Platinum District	DM	R	A	M			-	95,5m	4,8m
Ditsobotla	LM	NPR	A	M			-	-	-
Kagisano-Molopo	LM	R	R	M			25,0m	111,2m	0,06m
Kgetlengriver	LM	R	R	M			-	14,2m	4,6m
Lekwa-Teemane	LM	R	A	M			-	1,2m	4,2m
Madibeng	LM	R	A	M			-	61,2m	21,5m
Mahikeng	LM	R	R	M			107,6m	211,1m	2,4m
Mamusa	LM	R	A	M			5,8m	6,7m	10,3m
Maquassie Hills	LM	R	R	M			156,9m	105,2m	0,53m

Moses Kotane	LM	R	R	M			151,3m	14,9m	-
Naledi	LM	R	R	M			62,0m	67,8m	29,7m
Ngaka Modiri Molema District	DM	R	A	M			595,8m	151,2m	4,2m
Ramotshere Moiloa	LM	R	R	M			23,3m	12,5m	6,0m
Rustenburg	LM						-	-	-
Dr Kenneth Kaunda District	DM	R	R						
Lekwa-Teemane	LM	R	A						
Rustenburg	LM								

Source: AG municipal audit findings 2018/19

The North West Province has been getting the worst audit outcomes, since 2012-13, compared to the other provinces of South Africa. The AG, in his report on the Province of the 2018/2019 financial year, clearly indicated that this is because of the deteriorating accountability, disregard of recommendations, lack of commitment to decisively address key areas of concern as well as a lack of political willingness to implement consequences aimed at improving the audit outcomes.

Despite the commitments made by the leadership every year, a response is required urgently to address the risks and improve internal controls not adhered to. The AG has identified that there is political instability in the province and the tone set by the leadership created an environment that is not conducive to accountability, good governance and the implementation of consequence management.

In contravention of the Municipal Investment Regulations, four municipalities (Moses Kotane, Mafikeng, Dr Ruth Segomotsi Mompati District, and Madibeng) had investments with VBS Mutual Bank totalling to a combined value of R551.2 million, according to the legislature of the Province. The report of AG states that due to the pending liquidation process of VBS, the recoverability of R316.7 million is unlikely, which will have a negative impact on service delivery. The financial losses arising from these investments gave rise to difficulties in paying for operational expenses and affected the municipalities' ability to start or complete projects.

The provincial EXCO intervened at eight municipalities through sec 139(b) of the Constitution of SA, the impact of which will only be evident from the next financial year's

audit. According to the AG, the municipal leadership has to come up with measures to address the decreasing state of local government in the North West.

1.3 Problem statement

The problem of the study is the failure of the implementation LED from 2011 to date. One of the causes of this failure emanates from the provincial LED framework that is not implementable at municipal level. This is because of the lack of integrated LED (local economic development) planning and implementation, which leads to a lack of economic growth. The research problem is related to the current South African policies that do not necessarily promote independence on government assistance.

The education system alone educates students to be good employees one day. The majority of those who are interested in self-employment still come back for Government grants to start their business, only to be registered on the Government supplier database. Economic development and local innovation systems of the North West Province will be looked into in order to find out how its institution interacts and whether this interaction will bring about sustainable growth. We should, however, note that economic development does not directly create jobs, but enhances institutions, which may create job opportunities. The graph above depicts the percentile of income distribution of the working population and those who depend on government assistance, and it clearly shows that the SA government does a great deal to assist its inhabitants socially. The NW Province municipalities have LED strategies individually, which do not link up for the entire province.

The problem statement: Failure of the implementation of the LED framework in the North West Province

1.3.1 Challenges identified for the study

The challenges that cause LED to fail can be summarised from the above for the purposes of this study as:

1. Infrastructure
2. Education

3. Communication
4. LED not recognised as important
5. Relationship between national and provincial strategies

These challenges will be explained in detail in chapter 2 and 3.

1.4 Meta-theoretic assumptions

- The LED model in the North West is difficult to implement currently. The theories of this study are LED, HDI, sustainable development and the community-led rural development theory, where local economic development is defined as the process aimed at the improvement of economic capacity and the improvement of the living conditions within a local area. According to Creswell (2014), quantitative studies use theory deductively, and theories are placed in the beginning of the study, and therefore they are explained next.
- The community-led rural development theory by Murray and Dunn (1995) focuses on strengthening the development capacity of local communities. Keane and Cinneide (1986) called this theory a bottom-up partnership approach.
- Sustainable development is defined as development that must incorporate non-economic values and embrace planning that adheres to the long-term exploitation of resources with minimal negative effects.
- Lastly, the human development index is a composite statistic of life expectancy, per capita income and education indicators.

1.4.1 Methodological assumptions

- Successful developmental models, which can be found in areas of similar nature, may be assimilated in the North West.

1.5 Research aim and objectives

1.5.1 Research aim

To develop a sustainable LED implementation framework for the North West Provinces

1.5.2 Research objectives

1. To determine the nature and scope of the LED implementation strategy in the NW.
2. To assess the awareness of the LED implementation strategy.
3. To determine the effectiveness of the LED implementation strategy.
4. To determine the challenges related to the implementation of the LED implementation strategy.
5. To make recommendations regarding improvements in the LED implementation strategy.
6. To develop the LED implementation framework in the NW.

1.6 Research methodology

The empirical design classification will be used where the data collected will be both numerical and in-text. The empirical world is what we observe, whereas the real world consists of the structures and mechanisms that proclaim the events. The study will be taking a positivism approach and will use quantitative techniques, because the researcher will be collecting information on instruments based on measures completed by the participants recorded by the researcher, as explained by Creswell (2014).

1.7Research Questions

1. What are the nature and scope of the LED implementation strategy in NW?

2. What is the level of awareness of the LED implementation strategy?

3. How effective is the LED implementation strategy in the NW?

1.8Limitations

1.8.1 Material limitation

The study will be focused on only the North West Province's local economic development. This study will not be concentrating on comparing the economic performance of the overall country, as this would be an unfair comparison. Rather, the intention is to highlight the influence or the lack thereof of economic development using an industrialised framework and the North West Province.

1.8.2 Time period limitation

The study's time limit will be from 2013 to 2019. However, in order to get more contexts on a particular matter, further years will be considered. This study will not be concentrating on comparing the economic performance of the study areas over time, but rather to learn from each success.

1.8.3 Time schedule for the study

Major dates of the project

Jan 2017 to June 2017: Proposal stage

July 2017 toed 2017: Chapter 1

Jan 2018 to March 2019: Chapter 2 and 3

Apr 2019 to July 2019: Qualitative data collection

Aug 2019 to Sep 2019: Analysis of data and Chapter 5

Oct 2019 submission

1.8.4 Data limitation

The data will be both secondary and primary data. In the North West, there will be a focus group that consists of the North West LED forum. The questionnaire will be distributed among the forum delegates in the NW LED forum. The forum has 50 delegates

and there will be 50 questionnaires distributed to municipal delegates. The department of DEDECT and COGHSTA managers as well as LED practitioners will also be given the questionnaire. To analyse the data, SPSS will be used.

1.9 Secondary data

For secondary data, the documents to be looked at within the municipality are the LED strategies of all 21 municipalities. Linkages and the information collected are assessed by the Provincial Finance Department on HDI and GVA per district and race.

1. The Constitution (Act 108 of 1996)

The Constitution provides a framework for the role of local government in LED. According to sections 152 (c) and 153 (a) of the South African Constitution, local government must "promote social and economic development" and it must "structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community."

2. White Paper on Local Government

Describing the characteristics of a developmental local government, section B 1.1 of the White Paper on Local Government (1998) states that the powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities – in particular, meeting the particular basic needs of the poor, and the growth of the local economy.

3. Municipal Structures Act

The aim of the act is to provide for the establishment of municipalities in accordance with the requirements related to categories and types of municipality; to establish criteria to determine the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate decision of functions and powers between categories of municipality; to

regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith.

4. Municipal Systems Act 32 of 2000

The Act mandates municipal councils to adopt a single but inclusive strategic plan (the Integrated Development Plan) for the development of the municipal jurisdiction within a prescribed period. The IDP should contain an LED strategy The Municipal Systems Act (Act 32 of 2000) lists the duties of a municipal council, within its financial and administrative capacity, as follows in section 4(2): "exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community, provide, without favour or prejudice, democratic and accountable government, encourage the involvement of the local community, strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner."

The Act emphasises that the local government should consult the local community about: the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider, the available options for service delivery, give members of the local community equitable access to the municipal services to which they are entitled, promote and undertake development in the municipality.

5. Municipal Finance Management Act 56 of 2003

Secondly, the time required to conduct research will be limited to timeframes as set for the PhD duration, which is a minimum two and a maximum of five years. The number of leave days allocated to me by my employer is another element of time limitation, as travelling will have to be fit to days allocated by my employer.

Additionally, is the influence I might have on the data as I will be collecting the data myself? Lastly, the uncertain availability of the participants for responding to requests for information.

1.10 Significance

It is to develop a feasible framework for LED implementation and to create one central guide that will be utilised by the stakeholders with a common understanding of the need to align and harmonise all plans that, in the end, form the common goal of economic development and growth to be archived. It will also identify areas that may be prioritised.

1.11Future areas for possible study

The study will be made available for other researchers who will be conducting research in similar areas.

1.12 Contribution of the study to knowledge

Looking at the NW, which is not progressing in LED, while there are other provinces in the world that have grown over the years, what has made those other provinces successful will be looked at in order to find out what can be used to allow the NW to also experience growth? The study will be developing a feasible implementation framework for the NW LED. The contribution will be divided in to three sections, namely the policy, literature and implementation of the framework.

Population and sampling

1.13.1 Population

Provincial Department of Local government, Human Settlement and Traditional Affairs, North West Provincial Department of Economic Development Environmental Affairs and Tourism in the North West, the NWDC and all 21 municipalities.

1.13.2 Sampling

a) LED UNIT in the DLGHSTA

b) The Department of Economic Development Environmental Affairs and Tourism North West, Deputy Directors, Directors and Chief Directors only

c) NWDC management responsible for LED only

d) All 21 municipalities' LED practitioners only

1.13.3. Sampling technique

The province has an LED forum for LED practitioners of the municipalities and it will be used as a point of engagement. The decision to select the forum to meet and distribute questionnaires is based on the fact that all LED policy-makers and implementers are represented within the forum. It will be easier for the researcher to collect data from both policy-makers and implementers in an organised manner like a forum in order to avoid visiting all 21 municipalities. The consent to conduct research will be sought from the department responsible for the administration of the forum, which is COGSHTA. The NWDC and department of economic development and environmental affairs will be engaged during their strategic planning session, where only managers who are responsible for LED will be invited.

1.13.4 Sampling size

Saturation point will be reached as all participants of the forum will be given the questionnaire to fill out. A limitation will be those who donor fills out the questionnaires or are not present at the forum. The actual size of the sample will be discussed in Chapter 4.

1.14 Inclusion criteria

All participants of the forum and strategic plan have been included in the sample.

1.15 Exclusion criteria

All other participants who are not included or part of the provincial LED forum and strategic plan will be excluded from the study.

1.16 Recruitment of participants

The researcher will be given a slot during the forum and the strategic plan to explain the questionnaire and distribute to all the participants; at the end they will be collected by the researcher. According to Khambule and Gerwel-Proche (2019), the use of forums in

the LED space is essential to ensure that all get equal opportunities to represent their issues around LED.

1.17 Process of obtaining informed consent

A request letter has been written to the COGSHTA and department of economic development and environmental affairs has been written and sent to the department requesting consent to collect data from the employees of the department relevant for the study. Individual participants had to sign a consent form before the completion of the questionnaire.

1.18

The empirical design classification will be used where the date collected will be both numeric and in text. Quantitative techniques will be utilised in order to analyse the data. The necessary information regarding local economic development and institutions contributing to innovation of the NW will be collected and analysed through structured questionnaires, academic articles, academic books, newspapers, and media reports, and information available on the internet will be utilised, which includes scholarly articles, journals and research papers. The chi-square will be utilised to analyse the quantitative data.

Both secondary and primary data sources will be utilised, as Bryman *et al.* (2016) alluded to the fact that it may be used. For primary collection of data, questionnaires are to be distributed to the sample population selected. For secondary data, scholarly journal articles, academic books, newspapers and media reports, scholarly articles, journals and research papers will be consulted. The IDPs or LED strategies of the municipality will also be looked at. This is because the IDP should contain the LED strategy; if not, the strategy will be sought.

1.16.1 Data collection tool

A questionnaire has been developed and piloted at DR Kenneth Kaunda District Municipality to check how easy and accurate the participants will be able to fill it out.

1.16.2 Development of data collection tool

The tool was developed looking at what an LED strategy should contain as per National COGTA guidelines. What the North West and KwaZulu-Natal Provincial Governments of COGSHTA used as a tool to test the municipal strategies of LED was used to formulate the questionnaires. This was done because what needs to be in the strategy is a guideline formulated by national government that must be followed by all provinces. The researcher added the elements that will then explain why there is no LED framework in the NW.

Validity and reliability

Reliability is defined as the degree to which an assessment tool produces stable results when administered numerous times. Viability is defined as all the experimental concepts that must be met the requirements of scientific research (Heale &Twycross, 2015). What is accepted as scientific proof by scientists and philosophers will be utilised in this study to ensure validity A pilot test of the questionnaire was conducted to test it before the participants used it.

1.19 Ethical considerations

The ethical clearance was done through the research office University and the results were taken into consideration during this study. The approach is qualitative, and interviews will be conducted with human subjects; however, no animals will be used in this study. This research is conducted for the investigation for knowledge and it is ethically justifiable. Any possible harm to society will be avoided and the concluding findings of the research are expected to benefit society. Appropriate research methods were selected after a robust reading of different types that are available to be used; and consequently, the following important aspects were considered:

- Accuracy in capturing of facts,
- Avoidance of falsification of data and misrepresentation;
- Reporting accountability;
- Methodology to be employed is open for discussion with the interviewees; and

- Acknowledgement of previous research.

1.20 Participants consent

The request to the institutions chosen for the study will be accompanied by the ethics clearance certificate for the study. The questionnaire distribution will be in two parts, where the first part will be the meeting where the actual tool will be distributed and the objective of the study explained, and the second part will be a meeting where the questionnaire will be explained and the collection of the filled-out tool.

1.21 Anonymity

The identity of the participants will remain confidential as the questionnaire itself does not have a section for personal information.

1.22 Confidentiality

The questionnaire will be used solely for this study and the questions in the tool are not meant to obtain confidential information of the department. The information requested has already been published or declassified.

1.23 Study design

The study will consist of five chapters.

- Chapter 1: The introduction and background
- Chapter 2 literature review
- Chapter 3: Literature Review Continuation
- Chapter 4: Methodology
- Chapter 5: Quantitative results and discussion

Chapter 6: Conclusion and recommendations

1.24 Executive summary

This chapter outlined the objectives and the aim of the study emanating from questions that led to the study. The limitation of the study, which clearly outlines the parameters that the study is confined to, is also outlined. These aspects are necessary for the research to continue without losing focus. The contribution to the study is clearly articulated, which enables the researcher to focus on what and why the study was undertaken as a PhD project. The chapter paves the way for the study's direction and explains to the reader how the study will be undertaken and why.

CHAPTER 2

THE REVIEW OF LITERATURE

2.1 Introduction

The National LED Framework was crafted for the purpose of having one central guide for LED and must be utilised by the stakeholders with a common understanding and need of developing SA further. The national LED framework further guides the alignment of all LED strategies provincially, district wide and locally. These provincial and local LED strategies, in the end, have as their common goal economic development and growth within a specified jurisdiction. Furthermore, the national LED framework also guides the identification of areas that may be prioritised by LED practitioners for the development of the economy.

Meyer (2017) defined LED in SA as concerned with creating robust, inclusive local economies that use local opportunities and are aimed at addressing local needs, contributing to natural development, economic growth and poverty eradication. Even though economic development is an ongoing process and revolves with time, it is always a work in progress because there will always be people who find themselves in a better economic position as others (Van Arde, 2017). The strategy will have a vision of turning the plans within the Province into a reality. The approach that the research has is of the understanding that local economic development and growth are better achieved when the stakeholders and major drivers are from the locality.

According to the national LED framework 2011, the participation of the locals in the implementation of the framework is of major importance, because the previous model required the national government to be the major implementer and yielded insignificant results. Municipalities within the province did not have an LED unit that facilitates the implementation of the LED framework post-1994.

2.2 Theories relevant to the study – PART 1

2.2.1 Local economic development

Local Economic Development is defined as the practice intended at the improvement of economic capacity and of the living conditions within a local area. According to the World Bank (2011), local economic development emphasises collective participation of the public, business and non-governmental sectors to partner with a common goal. The World Bank (2011) further adds that local economic development requires continuous improvement of the investment climate and ensuring that the environment is enabling for businesses to function in the locality. An environment that enables businesses to function enhances the businesses' competitiveness, ability to retain jobs and improve incomes. According to Creswell (2014), a theory in quantitative research is an interrelated set of variables formed into propositions that specify the relationship among variables.

Development strategy is a plan that articulates in detail how development is set to be attained over a period of time. The development strategy is simply a plan to obtain local economic development. The **local economic development framework** explains a set of good practices that may be followed or undertaken when strategies are developed and later implemented. **Economic growth** is defined as the increase in the amount of goods and services produced per head in the total population within a certain period. In summary, for local economic development to take place, a framework that will guide the formulation of the implementation strategies that consider the inputs of the community should be outlined and implemented using land, investment, labour and entrepreneurship.

Lars (2017) wrote that "*if development at the societal level is supposed to be about needs and aspirations shared by the majority of a people, or even by entire countries or peoples – then the chances that development actually takes place will be greater if those needs and aspirations are democratically articulated, and if decision-makers can be held accountable by those concerned and affected.*"

LED strategies emerged in the 1940s as a response to social and economic problems such as stagnant economic growth, unemployment, and poverty in the high-income countries of the North. It has generally remained effective in countries such as the United Kingdom and the United States. In South Africa, the concept was introduced after the 1994 general election by the democratic government as a strategy to address the socioeconomic challenges of inequality, predominantly for the previously discriminated black population (Moyo, n.d.).

The transformations that occurred during the late 1980s and early 1900s were named the Washington Consensus programmes by John Williamson in 1989 and he summarised this approach of economic policy with a list of ten policies, which are summarised as follows:

1. Achieve fiscal balance.
2. Public expenditures towards the poorer groups in the population.
3. Implement deep tax reforms, in order to increase government income and eliminate perverse incentives to production and investment.
4. Free interest rates and modernise the financial sector.
5. Rationalise trade policy.
6. Encourage foreign direct investment.
7. Privatise inefficient state-owned enterprises.
8. Barriers to entry in key industries eliminated, and competition encouraged.
9. Legal protection improvement of property rights, in order to secure higher investment by both foreigners and nationals.

The drastic decline of the inflation and increased growth were the initial results of most countries who implemented the Washington Consensus programmes. The local people are in a better situation as they know what affects them.

These role-players may include universities, research institutes, training institutions, standard-setting bodies, local trade associations, regulatory agencies, technology transfer agencies, business associations, relevant government agencies and departments, etc. that combine to create new products and/or services in specific lines of business (Grønning, 2008).

Most of the firms that are within the NW are as a result of foreign direct investment (FDI) into the cement factories, precious metals mines and so on during the apartheid era. Although it puts the province in a better economic position, as more taxes can be collected, employment opportunities and increased choice for the consumers, it is doubtful whether the foreign investor contributes significantly to the structural transformation that is needed for the region's development (PDGP, 2014).

Majority of the firms in the Province have been around before democracy of the country, and yet the local people have not learnt enough so as to be able to open their own firms that could eventually lead to them becoming independent entrepreneurs. The t majority of the local people are poor largely because of the enduring structural imbalances from the apartheid days which made it difficult for all to participate in the economy (Bhorat *et al.*, 2016).

2.2.2 Community-led rural development

Community-led rural development, derived from the local economic development approach, was the second theory in the study and was used in order to explain the problem of the study clearer and to use it to gain more insight in to how possible solutions may be attained. The community-led rural development theory by Murray and Dunn (1995) focuses on strengthening the development capacity of the local communities. Keane and Cinneide (1986) called this theory a bottom-up partnership approach. This theory uses five stationary resources, namely: social capital, cultural capital, environment as capital and the capital of local knowledge and skills. The combination of these resources will ultimately yield economic development and there will be economic growth.

2.2.3 Sustainable development

While development is taking place, it should be sustainable in its nature, which brings about the theory of **sustainable development.** The concept was famously popularised and defined by the Brundtland Commission in 1987 as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs*." Sustainability within the context of this definition would therefore imply that

development must incorporate non-economic values by making plans which considers long-term exploitation of resources with minimal negative effects.

According to Wessels (2012), the failure of many local economic development interventions can be ascribed to poor market linkages and an overconcentration on local production; this is where the theory of community-led rural development and sustainable development came to be in the study – when the community is involved through the district and local municipality structure, they will ensure that they better use the resources at their disposal in a sustainable manner that benefits all who live within the area. Looking at the above-mentioned challenges on local economic development in the country, which are the same challenges in the North West, the issue of stakeholder engagement and ensuring that the planned development is sustainable would eliminate the challenges.

How the two theories tie into each other and how they complement each other in terms of the concepts for the study are what will be discussed next, because community-led rural development is development led by the people who reside within a certain geographical space with same set of beliefs and similar background. The study assumes that their needs will also include thinking of the future generation's needs within their area when they plan. Consequently, sustainable development theory is put together with the community-led rural development theory to say that the community would want what is best for them today and for the future generations as it will be their descendants who would be living in the area. The challenges that were mentioned earlier in the document show that the problem of low economic growth and development in the North West is not caused by the lack of legislation, which includes the people and stakeholders, but it is mainly within municipal institutions where there is a lack of understanding of exactly what local economic development is, as well as silo planning, which occurs between government sectors (Ndabeni, 2016).

Investing in community capacity as the theory of community-led rural development would assist the public to hold the official accountable for non-performance as they, the community, would be the ultimate losers in the end. The community pays taxes that are meant for the economic development of the area, and therefore when they do not participate, the community should be aware of the channels available at their disposal to hold the officials accountable. If there is no accountability, the sustainability of the

development of the areas will be compromised because budgets would be spent on what the community does not value, which will lead to negligence (Auditor General, 2018). The main core function of municipalities is to create socio-economic development in its areas of jurisdiction and when the public is negligent to what is being provided by government, that objective will never be obtained. The North West has great potential to grow its economy in terms of farming and agricultural products, as most of its land is still not used, as read in the SDFs of various municipalities.

2.2.4 Human development index (HDI)

A composite statistic of life expectancy, per capita income and education indicators is called the **human development index** (**HDI**),according to the United Nations (2016), and was developed by the Pakistani economist Mahbub ul Haqis, and is used to rank countries into four tiers of human development. A country scores a higher HDI when the lifespan is higher, the education level is higher, and the GDP per capita is higher. The HDI gives more insight in to and is often framed in terms of whether people are able to be and do desirable things in their life. Both GNP and HDI are statistically descriptive measures of linear growth. The Gini coefficient is a commonly used measure of inequality. The coefficient ranges from 0, which would reflect complete equality, to 1, which reflects complete inequality.

Table 3: NW HDI BY RACE FOR 5 YEARS

IHS Market	Code	JP06	JC37	JC38	JC39	JC40
Regional explorer 1800 (2.6f)		North-west	DC37 Bojanala Platinum	DC38 Ngaka Modiri Molema	DC39 Dr Ruth Segomotsi Mompati	DC40 Dr Kenneth Kaunda
Development						
Human development index (HDI)						
African						
2013	DHDIBT13	0,54	0,58	0,50	0,46	0,53
2014	DHDIB	0,55	0,58	0,51	0,47	0,54

		T14						
	2015	DHDIBT15	0,56	0,60		0,52	0,48	0,55
	2016	DHDIBT16	0,57	0,60		0,53	0,49	0,56
	2017	DHDIBT17	0,58	0,62		0,55	0,51	0,57
	2018	DHDIBT18	0,59	0,63		0,55	0,52	0,57
White								
	2013	DHDIWT13	0,88	0,88		0,87	0,87	0,88
	2014	DHDIWT14	0,88	0,88		0,88	0,88	0,88
	2015	DHDIWT15	0,89	0,89		0,88	0,88	0,89
	2016	DHDIWT16	0,89	0,89		0,88	0,89	0,89
	2017	DHDIWT17	0,89	0,89		0,88	0,89	0,89
	2018	DHDIWT18	0,89	0,89		0,88	0,89	0,89
Coloured								
	2013	DHDICT13	0,62	0,66		0,62	0,57	0,63
	2014	DHDICT14	0,63	0,67		0,63	0,58	0,64
	2015	DHDICT15	0,64	0,68		0,65	0,60	0,65
	2016	DHDICT16	0,66	0,		0,66	0,	0,66

			69		62	
2017	DHDICT17	0,67	0,70	0,67	0,63	0,67
2018	DHDICT18	0,67	0,70	0,67	0,64	0,68
Asian						
2013	DHDIAT13	0,76	0,77	0,77	0,76	0,76
2014	DHDIAT14	0,77	0,77	0,78	0,77	0,76
2015	DHDIAT15	0,78	0,78	0,79	0,78	0,77
2016	DHDIAT16	0,78	0,78	0,79	0,77	0,77
2017	DHDIAT17	0,79	0,78	0,81	0,78	0,78
2018	DHDIAT18	0,79	0,79	0,82	0,78	0,77

Source: NW Provincial Treasury

The above table shows the human development indicator by race in the province. A composite statistic of life expectancy, per capita income and education indicators shown by district and race.

NW Gini coefficient

2013	**DGINIT13**	**0,60**	**0,59**	**0,60**	**0,58**	**0,61**
2014	DGINIT14	0,60	0,59	0,59	0,58	0,60
2015	DGINIT15	0,60	0,60	0,60	0,58	0,60
2016	DGINIT16	0,60	0,60	0,59	0,58	0,60
2017	DGINIT17	0,61	0,61	0,60	0,59	0,61
2018	DGINIT18	0,61	0,61	0,60	0,59	0,61

Table 4: World HDI table

Index	Kerala	India	Other countries
Literacy	93.91	74.04	China-92.2, Chile-95.7, Bangladesh-56.8, Pakistan-54.9, United States-99, N. Korea- 99
Female literacy	91.98	65.46	China-88.5, Chile-95.6, Bangladesh-52.2, Pakistan-30.3, United States-99, Korea-99
Male literacy	96.02	82.14	China-96, Chile-95.8, Bangladesh-52.2, Pakistan-68.6, United States-99, N. Korea-99
Primary education enrolment	85.59	92	China-87, Chile-95, Bangladesh-NA, Pakistan-69, United States-96, Bolivia-88, N. Korea-99
Infant mortality rate (2005-2010)	11	46.07	China-15.62, Chile-7.4, Bangladesh-48.99, Pakistan-61.27, United States-6, N. Korea-4.08
Expectancy of life	68	63.20	China-84.41, Chile-77.70, Bangladesh-60.25, Pakistan-64.57, United States-78.37, N. Korea-63.81
Birth rate (according to	14.60	21.8	China-11.9, Chile-14.5, Bangladesh-19.2,

OECD, 2011)			Pakistan-27.5, United States-12.7, N. Korea-14.4
Death rate (according to OECD, 2011)	6.60	7.1	China-7.1, Chile-5.9, Bangladesh-5.6, Pakistan-7.3, United States-8.1, Korea-9.0
Human development index (estimates for 2013)	0.920	0.554	China-0.882, Chile-0.819, Bangladesh-0.515, Pakistan-0.515, United States-0.937, N. Korea-0.766
Sex ratio-males/females	0.923	1.08	China-1.06, Chile-1.05, Bangladesh-0.93, Pakistan-1.09, United States-0.97, Korea-0.95
GDP (PPP) per capita	3560	3650	China-8400, Chile-17270, Bangladesh-1777, Pakistan-2745, United States-48112, S. Korea-29834

Source: Kumar (2013)

The above table 4 depict the statistics of Kerala, where a comparison of Kerala to the rest of India and India to other countries is done in terms of literacy levels, life expectancy and gross domestic product. The results show that Kerala is scoring relatively higher than the rest of India, and is comparable to the rest of the world and those indexes seemed to show a standard of living that was comparable to life in developed nations, on a fraction of the income.

Table 5: HDI by country

Very high (developed)
High (developing)
Medium (developing)
Low (undeveloped)
Data unavailable

HDI by country sourced according to the UN 2016 figures

HDI is chosen as one of the theories of the study as it relates with the study on how the South African government's social expenditure has increased over the year's post-1994. The expenditure should be showing higher HDI for the country as this is what the government was investing in as a catalyst to boost the country's economic standard.

2.2.5 Local innovative systems (LSI)

According to Grønning (2008), LSI as a component of LED is defined as spatial concentrations of agencies that combine to create new products and/or services in specific lines of economic activity that will be utilised in the study. How variables such as firms that are represented by the privately-owned businesses in the Province, political bodies presented by the independent political parties, bureaucratic bodies that are the public administration of the Province, social bodies that are the social structure of the residents of the North West Province and lastly the educational bodies that include the research and development within the Province interact and engage in economic activities are the focal point of the study. The products that are produced by this variable, which are the contributors to the economic growth and development within the Province, will be closely looked at.

The North West has natural resources and the skills learnt from these foreign firms which could nurture its own entrepreneurs. According to Prasad (2013), "high growth

trajectories affect income distribution adversely because the higher the level of inequality, the less impact economic growth has for reducing poverty, for any given level of growth."

According to Martin and Simmie (2008), local innovation systems have the following characteristics:

i. Sector and institutionally diverse knowledge-generating businesses and institutions, able to draw innovative ideas from many potential sources;
ii. firms at high levels of specialisation, capable of supplying the best to national and international markets;
iii. commercial and marketing expertise, based on awareness of international markets and technological conditions;
iv. a social culture that demonstrates and tolerates diversity, and offers new ideas and ways of doing things;
v. firms that are able to exploit knowledge and support knowledge applications by others;
vi. high levels of technical sophistication among producers and users of technology;
vii. economies of scale;
viii. International knowledge spill-overs from sophisticated customers, including locally represented multinational companies, which provide the LIS with information on leading-edge knowledge, products and services.

Different localities have different combinations of the above characteristics of LSI available. It will be an ideal situation to have all characteristics available in the NW to ensure economic development and growth.

2.3Empirical: PART 2

2.3.1 Literature research strategy

In the South African government introduced many programmes aimed at addressing under-development and slow economic growth, but most of their goals have not been achieved. F BEE which is aimed at addressing the uneven distribution of income among the races to the accelerated shared growth initiative of South Africa (ASGISA) are amongst the government initiatives. However, to this day, according to the National

Planning Committee's diagnostic report, South Africa has not had much success in delivering the general population out of poverty. Apart from the planning context, issues such as fraud, corruption and poor service delivery are major causes of the failure to achieve the LED objectives.

LED is defined as the process aimed at the improvement of economic capacity and general livelihood quality of a local area that emphasises collective participation of public, business and nongovernmental sector partners, according to the World Bank (2011). The World Bank (2011) also adds that LED can be undertaken in varying scales depending on locality and governmental jurisdiction and entails continuous improvement of the investment climate and business enabling environment in respective localities so as to enhance their competitiveness, retain jobs and improve incomes. The development, however, should be sustainable, which brings about the theory of sustainable development; the concept was famously popularised and defined by the Brundtland Commission in 1987 as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

This is in contradiction with Rowe and Frewer definition of sustainable development as referring to economic, social and environmental growth that accrues benefits either in the short term and long term or for future generations. Sustainability within the context of this definition would therefore imply that development must incorporate non-economic values and embrace planning that adheres to long-term exploitation of resources with minimal negative effects. Although LSI may achieve a combination whereby various role-players create new products, it is not always necessarily the outcome.

The World Bank in2011 defined LED as a process aimed at the improvement of the standard of living within a localized area with the emphasize of the local public, businesses and nongovernmental sector partners.

The development, however, should be sustainable, which brings about the theory of sustainable development; the concept was famously popularised and defined by the Brundtland Commission in 1987 as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

The provincial development framework for LED is developed as a guide that seeks to achieve a strategic implementation approach that the provincial, municipal, government and private entities together with communities may concentrate on in order to improve local economic development. After going through literature on the SA LED framework to be adopted by provinces, the following were realised as priorities that a provincial framework should include and these elements will also inform the final framework that the study intends to develop. The South African planning commission wrote a report that diagnoses the state of South African affairs.

According to the national LED framework, sixth volume, the challenges facing LED implementation are a lack of a shared conceptual understanding of what LED is, and therefore many resources were put aside by COGTA to train municipal officials on the role of LED within municipalities. Lack of integrated LED planning and implementation, sector department budget for the year and municipalities also preparing their budget separately, where after they meet to inform one another during the IGR representative forum what each has planned and only then they realised that what they need from each other is what is not planned at that time, e.g. the Department of Human Settlement may meet with the municipal housing officials to plan for new RDP houses without the presence of Eskom or department of roads; thereafter, the houses will be built only to find out in the end that the planning phase was not inclusive of all stakeholders

Science, technology and innovation are not yet recognised as a critical pillar key economic driver; consequently, the local indigenous knowledge is not being considered as a way of making a living, leading to minimal appreciation of the potential of agriculture to become a driver for rural industrialisation, as well as a lack of visible locally manufactured products within district economies. DST is to start championing the element of innovation in LED, and in the province, Ngaka Modiri Molema has been chosen as a pilot study.

Limited funding and financing for municipal LED programmes led to the intention to increase the budget to improve the quality of the standard of living for all residents of the province. However, that is not being achieved and this is evident from the continued protest marches because of poor implementation of the LED strategic documents.

Lack of a differentiated approach in LED implementation leading to skills and human resource challenges is one of the challenges of LED. In addition, the following have been identified as shortcomings of the implementation of LED in district municipalities by Ndabeni (2016): For most municipalities in SA, it has not been always clear what their planning priorities in terms of LED should be and how they should go about promoting LED. Public sector representatives dominate the LED forums; other players in the economy are not represented.

Minimal interactions between the district municipalities and universities limiting access to external knowledge led to the limited success of LED caused by focusing on social projects, mainly mutual suspicion and lack of trust between the public and private sectors, which makes common goals between the two groups extremely difficult. A country-wide problem is that LED units with municipalities are still in the establishment phase, 23 years since the establishment of new municipalities.

In the past 23 years since 1994, the South African government has introduced an array of strategies for poverty reduction, with additional significant programmes planned for the future, which the researcher will be looking at to establish what has already been done aiming at assisting the growth of the economy in the country, which cascades down to the provinces. According to Johnson and Konyama (2017), the economic history can shed light on the process of state-building and economic growth envisioned.

According to Bhorat, at al 2013 these poverty reduction programmes include:

1.The National Economic and Development Policy Frameworks, 2. Reconstruction and Development Programme (RDP 1994), 3. the National Growth and Development Strategy (NGDS),4. the Growth, Employment and Redistribution Strategy (GEAR),5. the Accelerated and Shared Growth Initiative for South Africa (AsgiSA), 6. the New Growth Path (NGP), 7. the National Development Plan (NDP 2011),8. Free primary healthcare, 9. National Food Security and Nutrition Strategy important for the study, 10. anti-poverty strategies, 11. the Poverty Alleviation Fund, the Presidential Poverty Nodes and the War on Poverty Campaign,12. the general move towards comprehensive social protection and developmental welfare,13. Non-contributory Old Age Pension (OAP),14. disability, child and child welfare grants,15. foster care grants,16. infrastructure programmes such as the

15. Consolidated Municipal Infrastructure Program,16. Rural Infrastructure Strategy, 17. Community Water Supply and Sanitation,18. Electricity Basic Support Services Tariff Strategy,19. Free Basic Services Coordination and municipal indigent programmes.

These social wages are a foundation of the South African Government's efforts to improve the lives of the poor and reduce their cost of living. Free primary healthcare; no-fee paying schools; social grants (most notably old-age pensions and child support grants); RDP housing; and the provision of basic services to households, which includes basic water, electricity and sanitation are mechanisms in South Africa to assist the poor meet their daily needs. It is reviewed annually by the Minister of Finance and passed by parliament and the beneficiaries of the same characteristics receive the same across all provinces. However, the poverty gap is continuously increasing.

Apart from the planning context, the difficulty of getting the above-mentioned strategies and plans to clearly show connectedness across the tiers of government (National, Provincial and Local) has been a shortcoming that hinders implementation. The country has been having difficulty in fully implementing the above strategies to its full. The North West, as the focal point of the study, has been experiencing this shortcoming of implementing the national plans and strategies. This shortcoming has added to the uneven distribution of wealth, lack of growth and inadequate local economic development (LED) framework. According to Wessels (2012), the failure of many LED interventions can be ascribed to poor market linkages and an overconcentration on local production.

2.3.2 South Africa

South Africa consists of nine provinces, namely the Eastern Cape, the Northern Cape, the Western Cape, the North West, Mpumalanga, Limpopo, Gauteng, KwaZulu-Natal and the Free State Province, and some of these provinces have weak economic growth evident from the constant declining Gini-coefficient and the increasing numbers of the unemployed (StatsSA, 2016).

Bhorat, Hirsch, Kanbur and Ncube (2013) wrote that the social wage is a foundation of the South African Government's efforts to improve the lives of the poor and ease the cost of living. Free primary healthcare; no-fee-paying schools; social grants (most notably old-age pensions and child support grants); RDP housing; and the provision of free basic services to households, which includes basic water, electricity and sanitation are mechanisms by the South African government to assist the poor meet their daily needs. It is reviewed annually by the Minister of Finance and passed by parliament, and the beneficiaries of the same characteristics receive the same across all provinces. However, the poverty gap is continuously increasing, where 24.5% of the population are living in poverty, according to the World Bank. Out of total a population of 54 212 664 approximately13 301 481 people are living in poverty in South Africa, according to the World Bank poverty report 2018.

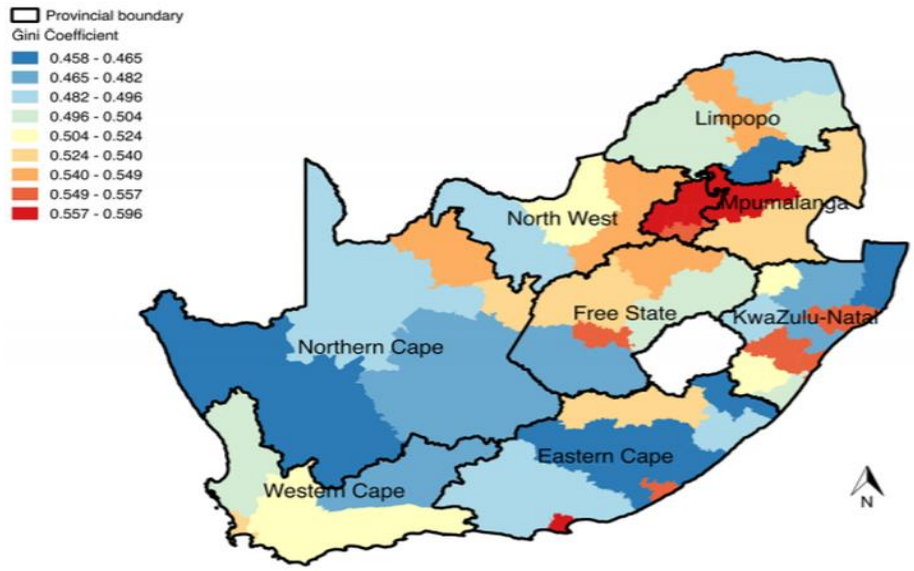


Figure 1: Gini coefficient by SA province

Source: https://www.southafricanmi.com/SA-poverty-map-3jul2018.html

The map above in Figure 1 depicts exactly how the SA economy is uneven and unstructured as some parts are rich, where the coefficient is closer to one and some are poorer, where it is closer to zero. The reason for this is the fact that the Gini coefficient measures inequality. The map above shows that income is extremely skewed in Gauteng where there is a massive variation in the income of individuals.

According to the National Framework for LED in South Africa (2006-2011), apart from the planning context, the difficulty of getting the above-mentioned strategies and plans to clearly show connectedness across National, Provincial and Local government has been a shortcoming that hinders implementation. The country has been having difficulty in fully implementing the above strategies to its full capacity.

According to the national LED framework of South Africa, sixth volume, the difficulties facing LED implementation are:

1. Poor shared conceptual understanding of what LED is;

2. Poor integrated LED planning and implementation;

3. science, technology and innovation not considered when developing the LED strategies;

4. key economic drivers not adequately explored;

5. limited funding for municipal LED programmes;

6. human resource challenges

In addition, the following have been identified as shortcomings in the implementation of LED in district municipalities (Ndabeni, 2016):

1. For most municipalities in SA, it has not been always clear what their planning priorities in terms of LED should be and how they should go about promoting LED;

2. Public sector representatives dominate the LED forums; other players in the economy are not represented;

3. Minimal appreciation of the potential of agriculture to become a driver for rural industrialisation;

4. Lack of visible locally manufactured products within district economies;

5. Minimal interactions between the district municipalities and universities limiting access to external knowledge;

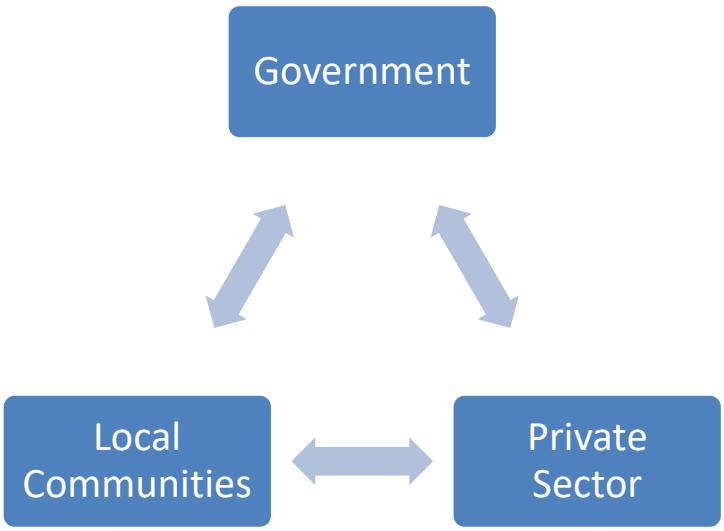
6. The limited success of LED caused by mainly focusing on social projects;

7. Mutual suspicion and lack of trust between the public and private sectors, which make common goals between the two groups extremely difficult; and

8. Country-wide problem that LED units with municipalities are still in the establishment phase, 23 years since the establishment of new municipalities.

The below graph depicts how service delivery regarding LED should flow, according to Meyer (2013):

Table 6: Service delivery triangle to LED



Source: Meyer, 2013

The North West, as the focal point of the study, has been experiencing this shortcoming of implementing the national plans and strategies. This shortcoming has added to the uneven distribution of wealth, lack of growth and inadequate local economic development (LED) framework. According to Wessels (2012), the failure of many LED interventions can be ascribed to poor market linkages and an overconcentration on local production.

2.3.2.1 The stakeholder role in LED

The key role of each stakeholder should be to provide support to assist government in the implementation of its LED strategy. The table below depicts each stakeholder and the role they should play as legislated in the constitution:

Table 7: Stakeholder Roles in LED

SPHERE	SECTOR	FUNCTION
PROVINCIAL	Government departments	Provide a strategic vision and strategy for integrated economic, social and community development through the Provincial Growth and Development Strategies Funding instruments Investment promotion Vertical and horizontal integration of the municipal IDPs and the district economic development strategies; Facilitate training and build capacity for local economic development Monitor and evaluate role at provincial level
	Government agencies	Funding instruments Innovation support Management and implementation support Promote research &development Knowledge management
	Science councils' offices	Implementation support Innovation support Promote research &development Knowledge management

	Universities	Research &development Knowledge management
	International agencies	Funding instruments Implementation support Innovation support Research &development Knowledge management Socio-economic performance &integration into the global economy
	TVET colleges	Training and skills development Knowledge management Innovation support
	Business	Support innovation & entrepreneurship Enabling new markets and revenue growth Assist government in planning and delivery mechanisms Investment promotion support
	Interest groups	Support innovation & entrepreneurship Research &knowledge management LED planning
	NGOs	Shaping and implementation of participatory democracy Provide poverty reduction mechanisms Research &knowledge management Support innovation & entrepreneurship LED planning support
Local	Municipality	• Responsible for LED planning at local level as guided by the district or regional plans • Integration of LED in the IDPs • Participation in the formulation of the district or regional economic development plans • Participation in the implementation of economic projects through special purpose vehicles that are

		established, including local government established development agencies • Responsible for local economic development project implementation • Ensure that STI is integrated in LED planning and localities become more competitive and more innovative • Coordination of LED interventions • Champion LED governance and oversight structures. • Ensure that LED plans are embedded in their social contexts
	Municipal entities (utilities, development agencies & companies)	• Implement economic development plans as guided by the municipal frameworks and strategies. • Investment attraction and retention. • Identify economic development initiatives to be implemented as guided by the plans of the municipality
	Traditional authorities/council	• Support implementation of LED plans • Participate in LED forums • Avail land for economic development • Enhance community participation in the IDP and LED process • Resource mobilisation and management
	Business	• Business support services • Financing investment opportunities • Funding of economic development initiatives through corporate social investment (CSI) • Job creation • Provide business and economic development advice • Commercialisation of innovations and technologies • Support innovation & entrepreneurship • Enabling new markets and revenue growth • Assist government in planning and delivery mechanism

	Innovation centres	• Implementation support • Innovation support • Research &development Knowledge management
	Universities	• Research &development • Knowledge management • Innovation support Training and Development
	International development agencies	• Funding of development programmes • Strengthen LED planning and implementation capacities of local municipalities • Support LED research initiatives and strengthen LED research capacity in municipalities • Support commercialisation of innovations • Funding instruments • Implementation support • Innovation support • Research &development • Knowledge management Socio-economic performance &integration into the global economy
	TVET and community colleges	• Knowledge management. • Innovation support. • Training and development

Source: National LED framework 2014-2019

LED, according to the Constitution (1996), is placed as a responsibility of the municipalities with the aim to facilitate the overall economic and social conditions of the locality, to rather develop programmes in an attempt to create an enabling environment where jobs may be created. The closest government to the people is the municipality and municipalities have a very important role of creating a productive environment for the attraction of investment through provision of infrastructure and quality services. The main role of LED of municipalities is merely of connecting government funds to the locality in order to stimulate economic activity.

According to the World Bank, LED should promote the welfare of the community by:

Making it sustainable and functional along four dimensions:

• Liveability - social equity and environmental quality;

• Competitiveness - productivity and economic vitality;

• Good governance and management - within and beyond city hall;

• Bankability - sustainable city or town finances and creditworthiness

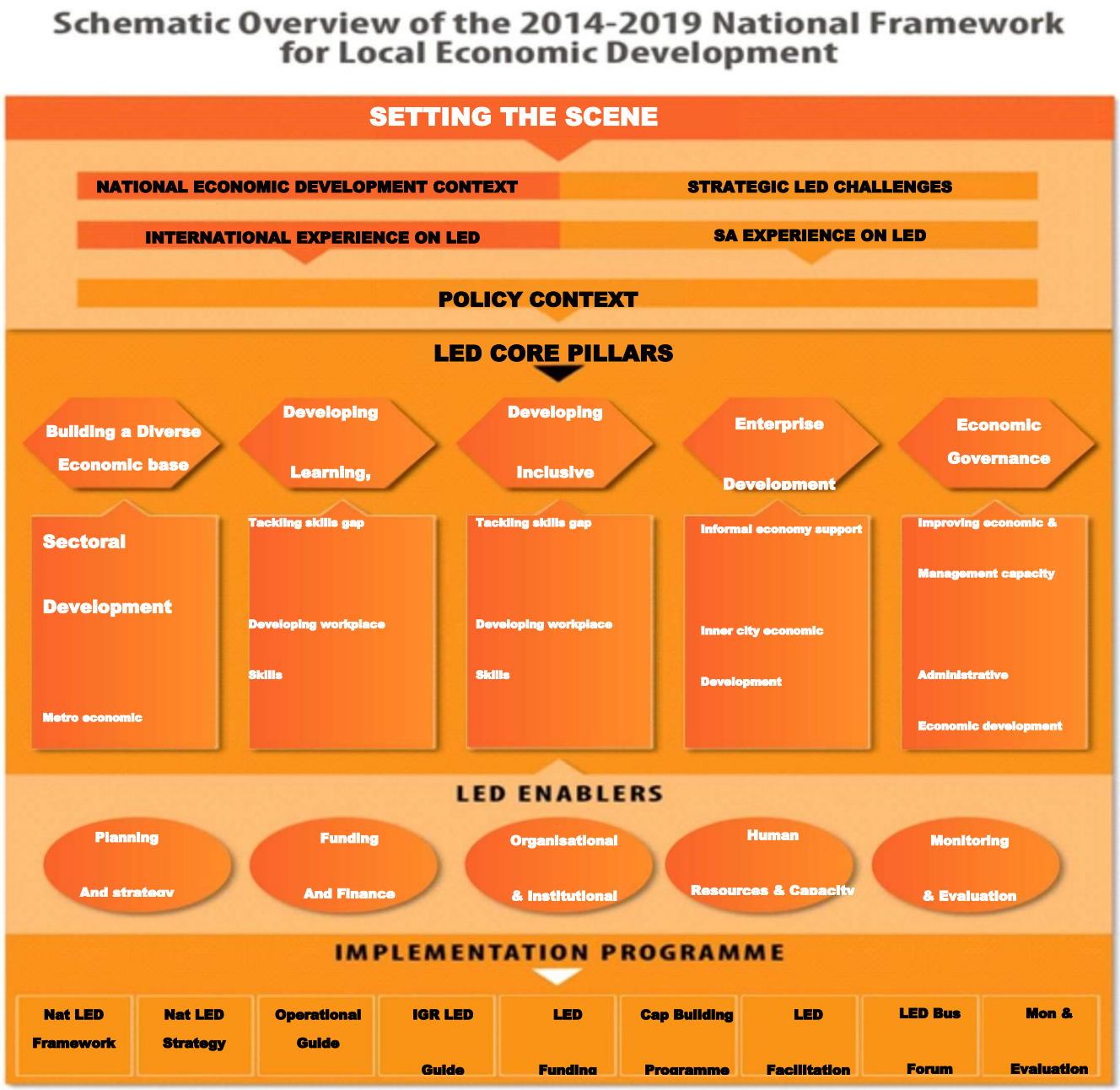
According to former president Thabo Mbeki, SA is the first and the second economy all at the same time, and therefore the above dimensions, even though they are seen also featuring in the national LED framework developed for SA, bearing different results when it came to implementation in SA. The South African economy is like a double-storey house. On the top floor are the rich, living well. Stuck in the bottom floor, with no ladders to access the top floor, are the majority of South Africans who are poor, said the former president.

The bottom economy is described as the marginalised, non-working economies of the old 'black' areas, the townships and rural areas. Attaining social equality requires that first the legacy of social inequality should be addressed. Therefore, since the democratic government took over, addressing such was at the top of the list. This was aimed to be achieved through investment in education, skills and in economic infrastructure in order to create the ladders the poor need to join the rich in the top floor. According to Statistics SA, the poor have become poorer and the rich have become richer over the years. This is the same for the North West Province looking at the statistics, as captured in the Chapter 3 of this study.

Firstly, let us analyse the objectives of LED in South Africa as outlined and recently reviewed at the first National Local Economic Development Conference held in November 2017, where the National Local Economic Development Framework was adopted. The

National Framework for Local Economic Development: Creating Innovation-driven Local Economies 2018-2028:

- Building diverse & innovation-driven local economies
- Developing inclusive economies
- Developing learning and skilful economies
- Enterprise development and support
- Economic governance and infrastructure
- Strengthening local systems of innovation



Source: National Led framework 2014-2019

LED is taking place and in many cases is exerting a positive impact on both economic growth and poverty relief at a municipal-wide level in SA, government programmes, national, provincial and local, can impact positively on local areas through LED offices in the municipal area. Local municipal officials and their municipalities can be key change agents in local economies in order to facilitate meetings of the community and the private sector. They can give direction and guidance to development and encourage partnership formation and joint action.

The newly elected president, Cyril Ramaphosa announced that cabinet approved a new district-based service delivery model aimed a focusing on the 44 districts and eight metros in the country and the model will ensure a coherent and integrated plan for budget implementation of service delivery projects in all district by all spheres of government, i.e., national, provincial and local spheres. The model is based on the Intergovernmental Relations Framework Act 13 of 2005, which provides for a framework for coordinated and integrated alignment of developmental priorities. This will ensure that one plan of government as a whole is implemented across one district. The President is the champion of the model supported by the deputy president Mr David Mabuza on national level, supported by the executive and in provinces the premiers and the executives, and at local level, it will be the mayors and their EXCO in order to implement this district-based service delivery model. The provinces have been given a deadline of 30 November 2019 for full implementation.

This model will assist the province with the elimination of silos' working and planning, which is evident throughout the country. However, the intergovernmental framework has been there since 2005 and the Municipal Structures and Systems Act has been there since 2000, and they will be the bases for the new model; therefore, legislation will not be amended to include it. The government is merely resuscitating the structure and coming up with a way to better implement it. Is the model going to be successful at implementation level is a question that will be answered with time? However, every

administration has come up with a plan to better the service delivery of municipalities, but the results are not showing in the audit outcomes or service delivery improvements.

The North West did not obtain any clean audit in that financial year. Minister Pravin Gordon introduced the back-to-basics approach, which was also aimed at improving service delivery; however, six years later the problem still exists – local economic development as the sixth pillar of the back-to-basics programme was only added in the back basic approach at the LED conference in 2017, as it was not originally included. Going through these concept documents, one cannot ignore the fact that they are well crafted, but the implementation of them did not yield the desired outcomes or have the impact as required for them to be deemed successful.

2.3.3Kerala

Table 8: Location of Kerala in India

Source: Google Maps

Kerala was chosen for this study because of the impressive social development indicators that came because of the adoption of the now named 'Kerala Development Model'. The Centre for Development Studies at Thiruvananthapuram, together with the United Nations, conducted a case study that included a selection of issues with reference to Kerala around the 1970s, which is a welfare model that was introduced at the beginning

of the 21st century. The recommendations of this study became the known Kerala model of equitable growth, which emphasised

1. Land reforms

2. Poverty reduction

3. Educational access

4. Child welfare

Professor in Economics, Prof KN Raj, was the main researcher behind the study; he started the Centre for Development Studies in Thiruvananthapuram in 1971, by the request of the Kerala Chief Minister C Achutha Menon. Devika and Thampi (2011) mentioned that poor economic development co-existed with remarkable social development as a result of the implementation of the model. The model made Kerala obtain social development on a very high level in areas such as human development, education, health, and the quality of life. The model had its failures, which were experienced after achieving high indicators of social development with a relatively low economic growth.

Table 9: Kerala SWOT analysis

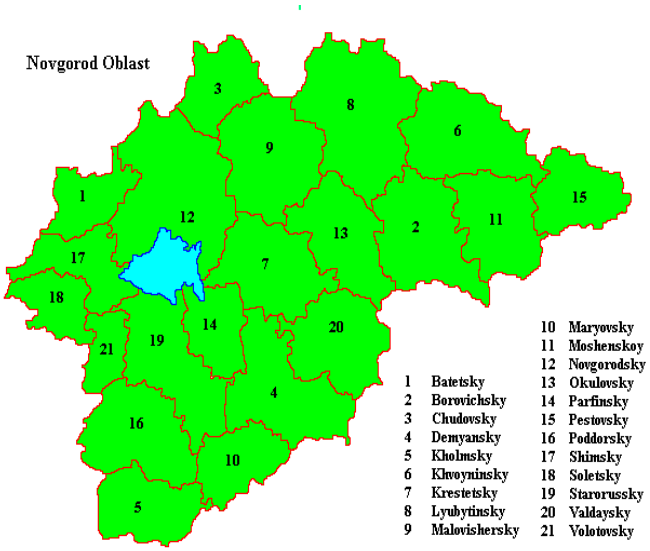
Strengths	**Weaknesses**
High HDI	Chronic unemployment
• Gender equality	• Deficiencies in educational system
• Literacy	• Deteriorating and increasingly unaffordable
• Reading habit	Health services
• Universal school education	• Agricultural stagnation
• High health &sanitation	• Power deficiencies
• Housing coverage	• Public sector inefficiency
• Family planning acceptance	• Industrial stagnation
• Population stabilisation	• Poor investment climate

• Migration and remittances • High social justice • Public distribution System • High food and nutrition security • Comparatively successful poverty alleviation • Land reforms • Strong plantation economy • Special minerals • Favourably developed infrastructure • Successful decentralisation • Democratic mobilisation • Religious and cultural harmony	• Hartals and Bandhs • Environmental concerns • Poor waste management • Excessive partisan politics • Poor state finances • Poor central allocation of funds • Outlier communities – STs and Fishermen • Crimes against women • Poor governance • Lack of focus and monitoring • Consumerist culture • Mental distress – alcoholism and high accident rate
Opportunities Tourism • Information technology (IT) • Bio-technology • Manpower development and export • Ayurveda and holistic health • Inland water transport • Mineral development • Public private partnership • Global destination in education - Hub of Knowledge Society	**Threats** FTA and external environment Bondage to global economy • Agitation attitude towards development • Falling gulf remittances and increasing return of immigrants • Spectre of labour indiscipline • Ageing population and lifestyle diseases • The question of migrant labour • Increasing sectarian and communal pressures on governance

Source :**(Kumar, 2007)**

2.3.4 NOVGOROD

Table 10: Location of Novgorod in Russia



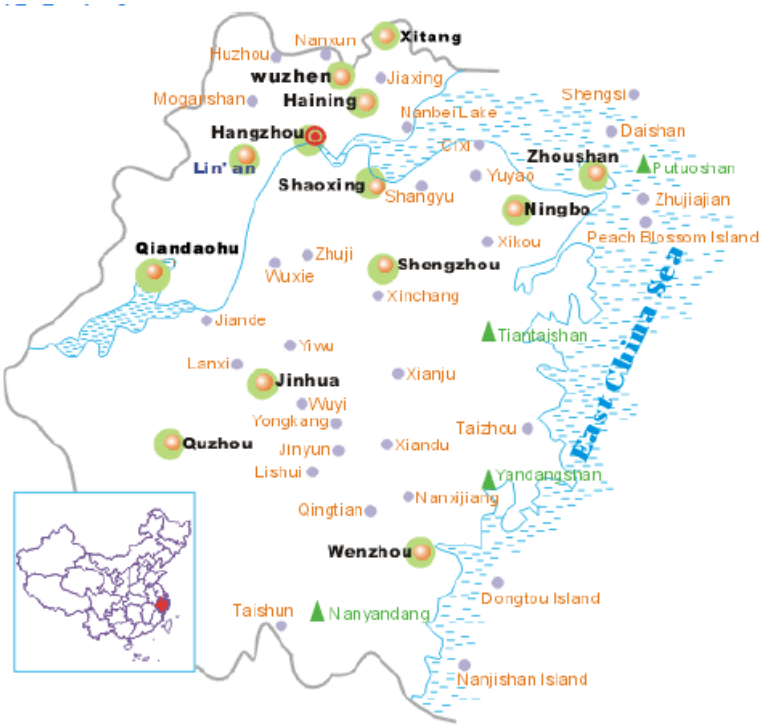
Source: Zhejiang government official website (www.zj.gov.cn)

In the province of Novgorod in Russia, according to Solanko-Merja Tekoniemi (1998), the progress made in the area proved the fact that flexibility in attitudes of regional administration towards investors in the creation of an effective local system of innovation is important. The region's success shows that, even in the absence of a national consensus, local governments can do much to establish common social values and priorities for their communities. The region has a history of democracy for over decades and still confidence in government is intact. The provision of tax breaks and the creation

of legislation which make it easier for investors were the major contributors to the growth of the area.

2.3.5 WENZHOU

Table 11: Location of Wenzhou in China



Source: Google Maps

Wenzhou municipalities are located in the Zhejiang Province of China. The Chinese economic growth model by government, which eased its control over the economy in late 1978 through its policies and privatisation, has been dominant in almost every economic sector in Wenzhou. The private industry began within households, based on individual household handicrafts and semi-mechanical production. So, the government invested in promoting self-sustainability until the products produced within households were mature enough to compete in the market. Privately-owned companies led to high economic growth within the area and a start of a port of industrialisation. However, the individual participants had to trust the government reforms, legislations and assistance offered to

them for their businesses to be successful, and therefore this study further looks into the achievements of Novgorod in Russia.

2.4 Conclusion: Part 1

In concluding the section, I will be looking at why the chosen countries are important for the study in particular. The Kerala development model was as a result of the interactive outcome of a varied set of factors specific to the region,

However, the disadvantages of neglecting investment led to the model's sustainability being questioned. The uniqueness of South Africa has been taken in to account because of its mixed economic structures and unbalanced distribution of wealth. South Africa, North West Province, however, has similar characteristics with the comparative province, which will be discussed in more detail below. Ways to improve the economic imbalances without taking from the rich and giving the poor in SA, since it has been done for the past 20years and has not borne positive results, will be explored.

The assimilation and adoption of some of the successes of the Kerala Province may hypothetically transform how the North West Province currently is economically. The Gini coefficient of SA does show that the poor have become poorer and the rich have become richer, irrespective of the policies and legislation aimed at addressing the uneven distribution of wealth. This could be because of a number of reasons; however, the government aim of becoming a developmental state has seen an increased dependency on government. Since the best way to do a SWOT analysis is to base it on the PESTE model, i.e., the political, economic, social, technological, and legal and environment, it ensures that the all factors are considered. Looking at the SWOT of Kerala, their strengths, which they obtained from the implementation of the development model, are the South African North West weaknesses.

The choice of countries was motivated by the existence of BRICS during the compilation of the master's study, and when the thesis started, the unique provinces were chosen for their exceptional development model that yielded good results.

2.5 Conclusion: Part 2

In concluding the chapter, I will be looking at how the chosen theories for the study relate to how the chosen countries may assist in the North West case. Gaining trust by attaining social capital by government is the paramount to increase effectiveness of local economic development policies. This may be achieved by first improving service delivery, especially with regard to basic services such as provision of water, electricity and refuse removal. This may increase the quality of life and ensure the realisation of achievements that mirror those of Kerala State. Another measure could be to empower the SMMEs in an honest, fair and professional way to avoid corruption. Those that are already established should be given an opportunity as the Wenzhou model did. In this perspective, the government role would therefore be restricted to the provision of services and the creation of an enabling environment, whereas the private sector would concentrate on enterprise creation, efficiency and profit optimisation.

CHAPTER 3

ANALYSIS OF LED STRATEGIES PER MUNICIPALITY

3.1 Introduction

The NW is a Province which is found along the North of South Africa on the Botswana boarder, the Desert of Kalahari on the west, on the east is the Gauteng Province and the Free State on the south. It covers 104 882km^2. The capital city of the Province is called Mahikeng and other cities such as Klerksdorp, Potchefstroom, Rustenburg and Vryburg are found within the Province. The Province is divided according to municipal demarcation by 21 municipalities, where four are district municipalities and 17 are local municipalities and are categorised in terms of Municipal Structure Act 117 of 1998 as categories C and B, respectively.

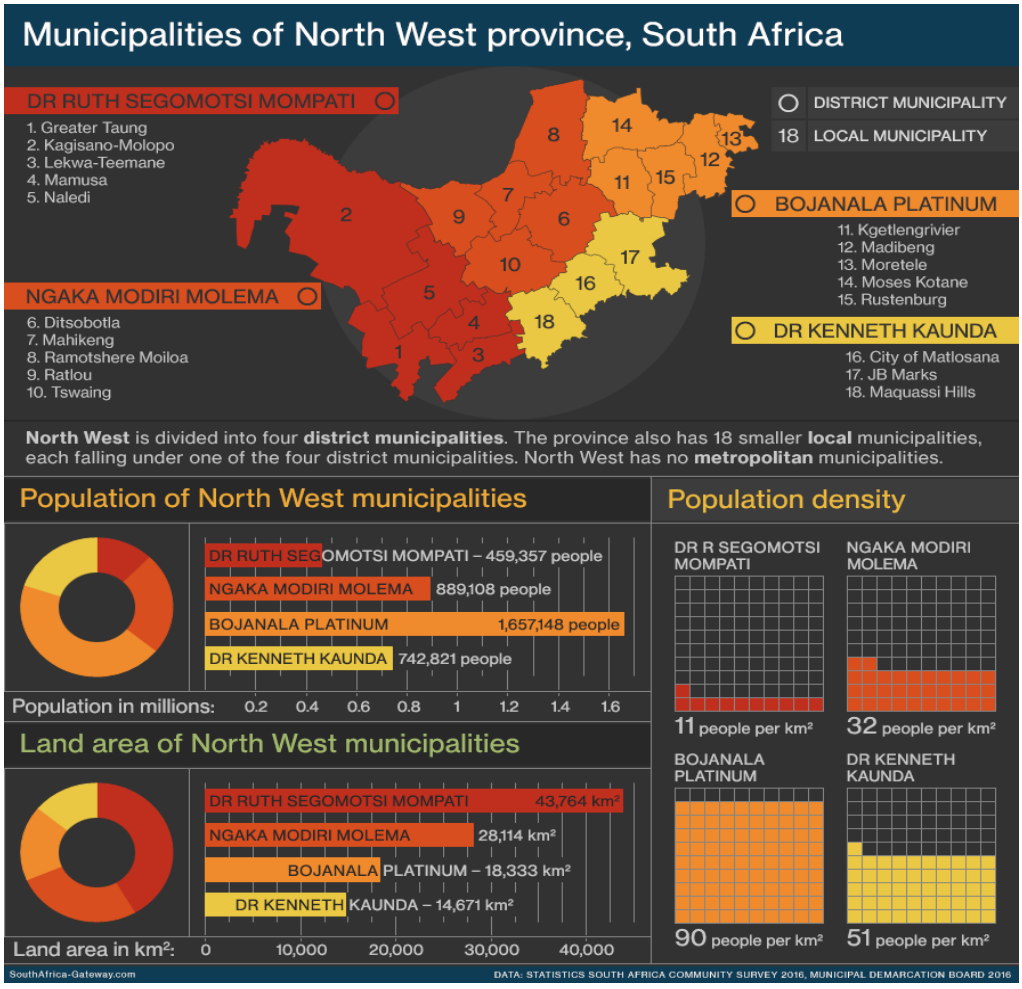


Table 12: North West Province by population

Source: https://www.southafricanmi.com/SA-poverty-map-3jul2018.html

South Africa is approximately 1 219 090km^2, and the population of South Africa is 54.8 million people, and all these people need to be taken care of by the policies and frameworks.

3.2 Background

Most of the economic activities are concentrated in the southern region between Klerksdorp and Potchefstroom, as well as the eastern region that is the Rustenburg town area. Mining is the major contributor to the economy and contributes almost a quarter to the South African mining industry as a whole. Brits and Rustenburg produce most of the whole platinum to the entire world as compared to the others.

The North West is known for cattle farming and major tourist attractions such as Sun City, Pilanesberg National Park and the Madikwe game reserve. According to the provincial strategic framework, the province has in total of 759 villages, 99 townships and 28 small towns, and therefore the province, in 2017, adopted the ACT (agricultural, cultural and tourism) pillar to be the main direction the economy has to concentrate on. This plan was aimed at increasing the participation of VTSD (villages, towns and small dorpies) areas on the economic growth using their comparative advantage of ACT. These plans are under what the province called the RRR (rebranding, repositioning and renewing), which is supported by five concretes. The study will be looking at municipal LED failures for the period between the financial years 2013 and 2017, where a lack of implementation of LED strategies led to the problem of lack of economic growth (Gopane, 2012).

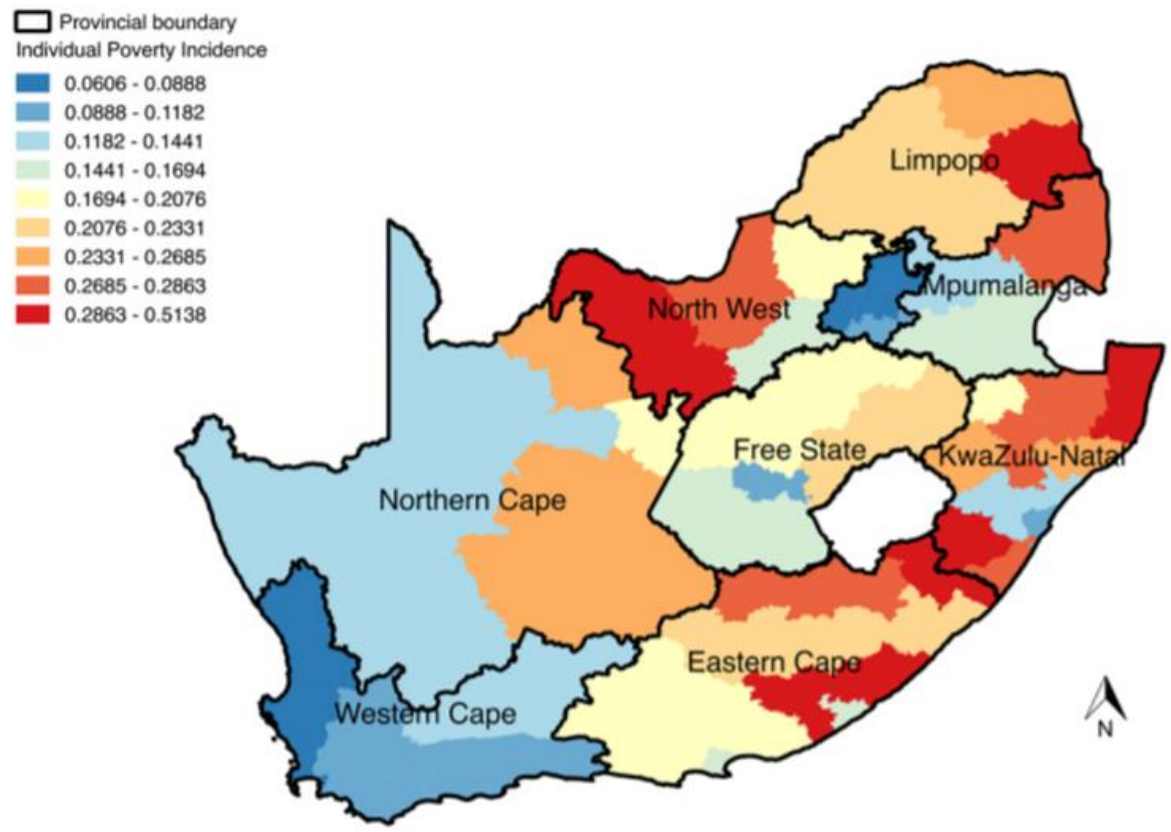
The vision as determined by the PGDS **NW Provincial Growth Development Strategy** is to build a society that:

1. Is truly united, non-racial, non-sexist and democratic,
2. Jointly focuses and delivers on key national priorities,
3. Delivers services and channels resources in the most effective, efficient and sustainable way, and

4. Significantly reduces the dualistic nature of the South African economy into a single and integrated economy that benefits all.

The strategy is therefore a tool to provide direction on how the municipality could grow given the unique characteristics of the area. The following goals were identified to be achieved by 2014; these are: **Socio-economic goal**: The economic growth required to halve unemployment over a period of ten years has been calculated to average 6.6% per annum. This is considered the minimum economic growth that could create enough capacity and momentum to place the province on a virtuous cycle of integrated and sustainable growth and development during the next 10 years (i.e., 2004-2014). The **poverty alleviation goal:** Basic service delivery to eradicate backlogs and prepare the poor for future growth and development. According to Statistics SA (2016), the real economic growth rate for the North West Province in 2007 was 2.7%, with the poverty gap standing at 8.8%. The contribution of Gauteng to the South African economy in 2011 was 34.5%; whereas that of the North West Province at the same period was 6.5%, which implies that chances of finding employment in the province were very slim.

Map 1: Individual poverty incidence at the district level (Poverty Map 2011)



Source: https://www.southafricanmi.com/SA-poverty-map-3jul2018.html

A specific district in the map above shows that the darker the blue the fewer the incidences of poverty within, while the darker the red the more incidences of poverty per district. The statistics for the 2013-2020 periods, as per the provincial treasury explain that the Province is still far from achieving their goals as set in 2004 in the PGDS. This is evident from the map above as it depicts that the NW is very poor as compared to the rest of the country.

Table 13: GVA-R of NW

Economic						
Gross value added by region (GVA-R)						
Broad economic sectors (9 sectors)						
	Region's share of national total (%)	North -West	DC37 Bojanala Platinum	DC38 Ngaka Modiri Molema	DC39 Dr Ruth Segomotsi Mompati	DC40 Dr Kenneth Kaunda
	2013					

	1 Agriculture	SGBAGR13	6,5%	1,3%	2,1%	1,4%	1,7%
	2 Mining	SGBMIN13	24,2%	19,5%	0,9%	0,4%	3,3%
	3 Manufacturing	SGBMAN13	2,6%	1,4%	0,5%	0,1%	0,5%
	4 Electricity	SGBELE13	5,9%	2,2%	1,8%	0,5%	1,4%
	5 Construction	SGBCON13	3,7%	1,4%	0,9%	0,4%	1,0%
	6 Trade	SGBTRA13	5,0%	2,0%	1,1%	0,5%	1,3%
	7 Transport	SGBTRN13	3,8%	1,5%	1,0%	0,4%	1,0%
	8 Finance	SGBFIN	3,9%	1,6%	0,9%	0,4%	1,0%

		13						
	9 Community services	SGBCOM13	5,5%	1,7%	1,8%		0,6%	1,5%
	Total industries	SGBTOT13	6,2%	3,3%	1,1%		0,5%	1,3%
2014								
	1 Agriculture	SGBAGR14	7,0%	1,4%	2,3%	1,5%	1,8%	
	2 Mining	SGBMIN14	23,7%	19,3%	0,9%	0,4%	3,1%	
	3 Manufacturing	SGBMAN14	2,5%	1,4%	0,5%	0,1%	0,5%	
	4 Electricity	SGBELE14	5,1%	1,9%	1,5%	0,5%	1,2%	
	5 Construction	SGBCON14	4,0%	1,5%	1,0%	0,5%	1,1%	
	6 Trade	SGBTRA14	4,8%	2,0%	1,1%	0,5%	1,3%	
	7 Transport	SGBTRN14	3,6%	1,4%	0,9%	0,4%	0,9%	
	8 Finance	SGBFIN14	3,5%	1,5%	0,8%	0,4%	0,9%	
	9 Community services	SGBCOM14	5,5%	1,7%	1,8%	0,6%	1,5%	
	Total industries	SGBTOT14	5,9%	3,1%	1,1%	0,4%	1,3%	
2015								
	1 Agriculture	SGBAGR15	6,6%	1,3%	2,1%	1,4%	1,7%	
	2 Mining	SGBMIN15	24,9%	20,3%	0,9%	0,5%	3,2%	
	3 Manufacturing	SGBMAN15	2,5%	1,4%	0,5%	0,1%	0,5%	
	4 Electricity	SGBELE15	5,3%	2,0%	1,6%	0,5%	1,3%	
	5 Construction	SGBCON15	3,9%	1,5%	0,9%	0,5%	1,1%	
	6 Trade	SGBTRA15	4,8%	2,0%	1,1%	0,5%	1,3%	
	7 Transport	SGBTRN15	3,8%	1,5%	1,0%	0,4%	0,9%	

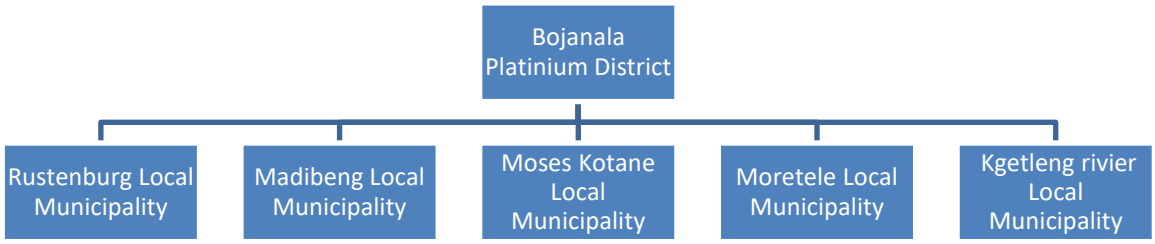
	8 Finance	SGBFIN15	3,8%	1,6%	0,8%	0,4%	1,0%
	9 Community services	SGBCOM15	5,5%	1,7%	1,8%	0,6%	1,4%
	Total industries	SGBTOT15	5,9%	3,1%	1,1%	0,4%	1,3%
2016							
	1 Agriculture	SGBAGR16	6,8%	1,3%	2,2%	1,5%	1,8%
	2 Mining	SGBMIN16	23,5%	18,6%	0,9%	0,5%	3,6%
	3 Manufacturing	SGBMAN16	2,4%	1,3%	0,5%	0,1%	0,5%
	4 Electricity	SGBELE16	5,7%	2,1%	1,7%	0,5%	1,3%
	5 Construction	SGBCON16	3,9%	1,5%	0,9%	0,5%	1,1%
	6 Trade	SGBTRA16	4,7%	1,9%	1,0%	0,5%	1,2%
	7 Transport	SGBTRN16	3,9%	1,5%	1,0%	0,4%	1,0%
	8 Finance	SGBFIN16	3,8%	1,6%	0,9%	0,4%	1,0%
	9 Community services	SGBCOM16	5,4%	1,7%	1,8%	0,6%	1,4%
	Total industries	SGBTOT16	5,9%	3,0%	1,1%	0,4%	1,3%
2017							
	1 Agriculture	SGBAGR17	6,9%	1,3%	2,3%	1,5%	1,8%
	2 Mining	SGBMIN17	23,4%	19,2%	0,9%	0,5%	2,8%
	3 Manufacturing	SGBMAN17	2,4%	1,3%	0,5%	0,1%	0,5%
	4 Electricity	SGBELE17	5,8%	2,2%	1,8%	0,5%	1,4%
	5 Construction	SGBCON17	3,8%	1,4%	0,9%	0,4%	1,0%
	6 Trade	SGBTRA17	4,6%	1,9%	1,0%	0,5%	1,2%
	7 Transport	SGBTRN17	3,9%	1,5%	1,0%	0,4%	1,0%
	8 Finance	SGBFIN17	4,0%	1,6%	0,9%	0,4%	1,0%
	9 Community services	SGBCOM17	5,4%	1,7%	1,8%	0,6%	1,4%
	Total industries	SGBTOT17	5,9%	3,1%	1,1%	0,5%	1,2%
2018							
	1 Agriculture	SGBAGR18	6,9%	1,3%	2,2%	1,5%	1,8%
	2 Mining	SGBMIN18	24,0%	20,4%	0,9%	0,5%	2,2%
	3 Manufacturing	SGBMAN18	2,3%	1,3%	0,5%	0,1%	0,4%
	4 Electricity	SGBELE18	6,1%	2,2%	1,8%	0,6%	1,4%

	5 Construction	SGBCON18	3,8%	1,4%	0,9 %	0,4%	1,0%
	6 Trade	SGBTRA18	4,6%	1,9%	1,0 %	0,5%	1,2%
	7 Transport	SGBTRN18	4,0%	1,6%	1,0 %	0,4%	1,0%
	8 Finance	SGBFIN18	4,1%	1,7%	0,9 %	0,4%	1,1%
	9 Community services	SGBCOM18	5,4%	1,7%	1,7 %	0,5%	1,4%
	Total industries	SGBTOT18	6,0%	3,2%	1,1 %	0,5%	1,2%

2019							
	1 Agriculture	SGBAGR19	6,7%	1,3%	2,2%	1,5%	1,7%
	2 Mining	SGBMIN19	26,8%	23,2%	1,0%	0,5%	2,1%
	3 Manufacturing	SGBMAN19	2,3%	1,3%	0,4%	0,1%	0,4%
	4 Electricity	SGBELE19	5,8%	2,1%	1,8%	0,5%	1,4%
	5 Construction	SGBCON19	3,8%	1,4%	0,9%	0,4%	1,0%
	6 Trade	SGBTRA19	4,6%	1,9%	1,0%	0,5%	1,2%
	7 Transport	SGBTRN19	4,0%	1,6%	1,0%	0,4%	1,0%
	8 Finance	SGBFIN19	4,1%	1,7%	0,9%	0,4%	1,1%
	9 Community services	SGBCOM19	5,4%	1,7%	1,7%	0,5%	1,4%
	Total Industries	SGBTOT19	6,2%	3,4%	1,1%	0,5%	1,2%
2020							
	1 Agriculture	SGBAGR20	6,7%	1,3%	2,2%	1,5%	1,7%
	2 Mining	SGBMIN20	26,3%	22,6%	1,0%	0,5%	2,2%
	3 Manufacturing	SGBMAN20	2,3%	1,3%	0,4%	0,1%	0,4%
	4 Electricity	SGBELE20	5,8%	2,1%	1,8%	0,5%	1,4%
	5 Construction	SGBCON20	3,8%	1,4%	0,9%	0,4%	1,0%
	6 Trade	SGBTRA20	4,6%	1,9%	1,0%	0,5%	1,2%
	7 Transport	SGBTRN20	4,0%	1,6%	1,0%	0,4%	1,0%
	8 Finance	SGBFIN20	4,1%	1,7%	0,9%	0,4%	1,1%
	9 Community services	SGBCOM20	5,3%	1,7%	1,7%	0,5%	1,4%
	Total industries	SGBTOT20	6,1%	3,3%	1,1%	0,5%	1,2%
2021							
	1 Agriculture	SGBAGR21	6,7%	1,3%	2,1%	1,5%	1,7%
	2 Mining	SGBMIN21	26,1%	22,7%	1,0%	0,5%	1,9%
	3 Manufacturing	SGBMAN21	2,3%	1,3%	0,4%	0,1%	0,4%
	4 Electricity	SGBELE21	5,8%	2,1%	1,8%	0,5%	1,4%
	5 Construction	SGBCON21	3,8%	1,4%	0,9%	0,4%	1,0%
	6 Trade	SGBTRA21	4,5%	1,9%	1,0%	0,5%	1,2%
	7 Transport	SGBTRN21	4,0%	1,6%	1,0%	0,4%	1,0%
	8 Finance	SGBFIN21	4,1%	1,7%	0,9%	0,4%	1,1%
	9 Community services	SGBCOM21	5,3%	1,7%	1,7%	0,5%	1,4%
	Total Industries	SGBTOT21	6,0%	3,2%	1,1%	0,5%	1,2%

Source: Department of Finance NW

3.3 Bojanala Platinum District Municipality



Source: Own compilation 2019

The municipality is a Category C municipally and it is one of the four district municipalities of the NW Province. The number of important socio-economic characteristics of the population of the district, as noted form the district's LED strategy, can be summarised as follows:

• 37.8% of the total population of the district are younger than 20 years of age.

• A total of 40.7% of the economically active population of the district are classified as unemployed. This figure is particularly high (51%) in both dense and scattered rural settlements.

• 49% of all households within the district earn less than eight hundred Rands per household per month.

• As far as the economic structure and profile of the district population are concerned, the following:

- The dominant economic sectors in the Moretele LM are the "community, social and personal services" sector (22.6% of employed population) and "manufacturing" (17.9%).
- In the Madibeng LM, the most important economic sectors as far as involvement of the employed population is concerned are "manufacturing" (17.9%) and "agriculture" (13.8%).
- In Rustenburg, as much as 44.8% of the employed population are involved in the "mining" sector and 11.4% in the "wholesale and retail trade" sector.
- The dominant economic sector in the Kgetlengrivier LM is "agriculture" with 33.6% of the employed population involved in this sector and 10.1% involved in "mining and quarrying"
- In the Moses Kotane LM, 24.7% of the employed population are involved in the "mining and quarrying" sector and 23.1% in the "community, social and personal services" sector.

Table 14 Bojanala LED strategy adoption dates

Municipality	LED unit status	
	LED strategy adoption	Filled posts
Bojanala District Municipality	**29/05/2014**	• Director • Mangers for Tourism, Agriculture officer
Rustenburg	30/05/2014	• Director • LED Manager • Manager: Research & Policy Development • Coordinator for • Agricultural Development • Coordinator: Enterprise Development • Coordinator: Tourism Development • Coordinator: Industrial Development • Coordinator: Mining & Manufacturing • Coordinator: LED Projects (inclusive of Arts; Culture & Heritage) Skills & Research, Coordinator: Policy Development (vacant) • Recruitment & Database Officers x2.
Madibeng	29/05/2014	• Director: LED • LED Manager • SMME officer, Tourism and agricultural officer
Moretele	30/05/2014	• LED Director • LED Manager • Agriculture officer • SMME officer
Moses Kotane	30/05/2014	• Director: Planning & Development (heading 4 units – LED, Housing, IDP & Town planning): Manager LED • Coordinator: Agriculture • 3x Admin clerks

Municipality	LED unit status	
	LED strategy adoption	Filled posts
Kgetleng Rivier	30/05/2014	• Director: LED • LED officer

Source: Department of Local Government, Human Settlement and Traditional Affairs

3.3.1 Moretele Local Municipality

Moretele Local Municipality is a category B municipality and is found 60km to the north of Tshwane, the capital of the South Africa. It comprises 28 wards, constituting 65 villages spread over 1 369 km^2 area that are ruled by the traditional leader. It is boarded to the north-east by Thabazimbi Local Municipality, to the North by Bela-Bela Local Municipality, to the east by Nokeng Tsa Teemane, to the south by City of Tshwane and to the west by Madibeng Local Municipality. The weakness for the local economy in the municipality, as identified in the IDP of the municipality, is that there are no industries to boost the economy and create jobs to cushion poverty for the more than 25 000 people who are unemployed. The municipality has identified the vast tract of land that can be used to harness economic development through livestock farming opportunities in its LED strategy.

3.3.2 Moses Kotane Local Municipality

A relatively higher proportion (30.6%) of the residents within the Moses Kotane LM receives no income. 22.2% of the residents within the local municipality earn between R8 590 and R17 177 per annum or between R716 and R1 431 per month, according to the LED strategy of the municipality. The level of income identified for the Moses Kotane LM is generally low and indicates that most households within the local municipality do not earn a sufficient level of income in order to meet their needs and the needs of their dependents.

- Based on the situational analysis of the integrated development plan, the following were identified for the Moses Kotane LM; there were approximately 230 000

residents within the Moses Kotane municipal area in 2010: the local municipality has been growing at a slow growth rate in recent years,

- The main challenge facing the local municipality is the lack of education for many residents within the municipality. This is believed to be the main reason for the high unemployment levels, the low levels of income and the low levels of skills of the local municipality,
- Service delivery for sanitation and refuse removal is viewed as unfavourable within the municipality,
- In recent periods, the economy had experienced a downturn in terms of employment and GGP. This is mainly attributed to the economic recession experienced during this period,
- The mining and tourism sectors are the key contributors to the local economy,
- According to the Tress Index, the mining sector may be described as vulnerable to economic shocks, and
- The lack of integrated planning has been identified as one of the key constraints within the municipality.

3.3.3 Madibeng Local Municipality

The Madibeng Local Municipality is one of the five local municipalities within the Bojanala Platinum District Municipality in the North West Province and it is a category B municipality, meaning that it is recognised as a local municipality. Some of the more well-known areas and attractions contained within the local municipality are the Hartbeespoort Dam and Brits Town. Furthermore, according to the Madibeng SDF, the tourism value within the Madibeng LM lies within the following sub-sectors:

1. Agriculture
2. Game farming
3. Heritage
4. Eco-tourism and outdoor recreation

The key economic sectors of the municipality are Majakaneng hiking, formalisation of the street trading, Rata Tlhogo vegetable and orchard project at Rietgat.

3.3.4 Kgetleng Rivier Local Municipality

Kgetleng Rivier Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It

is one of the local municipalities of the Bojanala Platinum District and it comprises six wards. The formation of the municipality was as a result of the amalgamation of the local councils of Swartruggens, Koster and Derby as well as its townships and farms areas.

The northern portion of the area is situated on one of the main spatial development initiatives identified by National Government (Department of Trade and Industry in co-operation with the Department of Transport). It forms part of an explicit spatial programme aiming to unlock the inherent and underutilised economic development potential of specific spatial locations in South Africa. Central to this initiative is the Pretoria-Lobatse Platinum corridor (N4), which passes through Swartruggens.

The mining sector has been classified as 'driving', which indicates that the sector is the current strength of the local municipality. Other sectors that have been classified in a positive manner are the utilities, transport and finance sectors as these sectors have been classified as 'rising'. It is disappointing to note that the agricultural sector, which is one of the main sectors within the local municipality, has been classified as 'challenging', which indicates that the prospects of this industry are limited by external trends and declining competiveness.

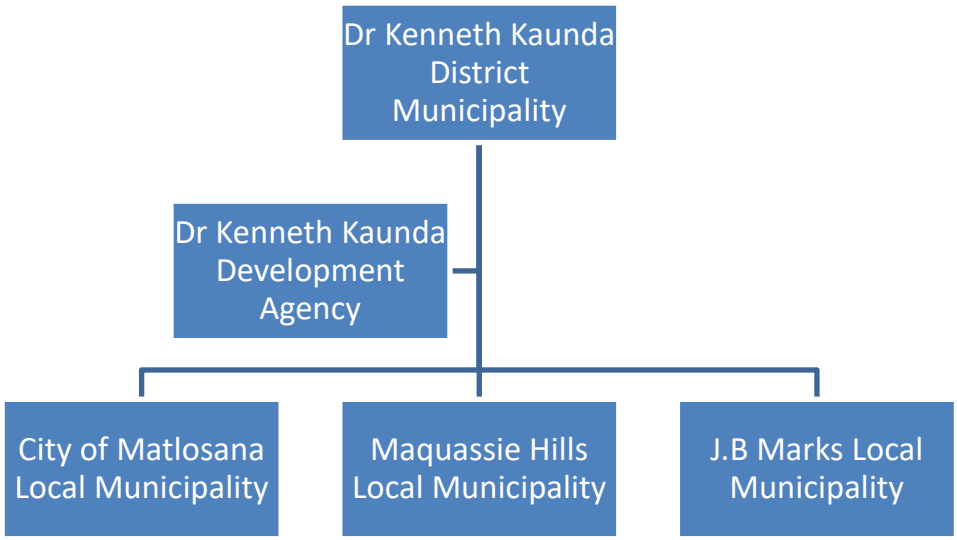
3.3.5 Rustenburg Local Municipality

The Rustenburg Local Municipality is a category B municipal council consisting of 38 wards. It is located in the eastern parts of the North West Province and is accessible to a number of major South African urban centres. These centres include Johannesburg and Tshwane, which are located approximately 120km from Rustenburg. Smaller centres surrounding Rustenburg are Madibeng, Mogale City and Zeerust in the Ramotshere Moilwa Local Municipality. Rustenburg is linked to the above urban centres through an extensive regional road network. The most notable of these are the N4 Freeway or Platinum Corridor, which link Rustenburg to Tshwane in the east and Zeerust to the west. The R24 links Rustenburg to Johannesburg in the south and the Pilanesberg to the north.

Rustenburg Local Municipality (RLM) is one of the five municipalities within the Bojanala District Municipality in the North West Province and is divided into 38 wards, with a total

population of 475 232 people comprising 54% males and 46% females. The municipality is reputed to be one of South Africa's fastest growing urban areas with an annual compound economic growth rate of 6% between 1996 and 2002. This significant growth is largely attributed to the impact of the world's four largest mines in the immediate vicinity of the town, namely, Anglo Platinum, Impala Platinum, Xstrata and Lonmin. Approximately 97% of the total platinum production occurs in Rustenburg, with the mining sector providing around 50% of all formal employment.

3.4 Dr Kenneth Kaunda District Municipality



Source: Own compilation

Economic activity within the DM is concentrated mainly within the central business districts of major towns, such as the Matlosana CBD and the Potchefstroom CBD. Although great progress has been made in providing access to services and improving the living standards of the district population, large-scale poverty and unemployment still exist as a major challenge, especially in rural areas. The data profile highlighted the fact that the economy of Dr Kenneth Kaunda District was historically dominated by mining, resulting in a dependence on the mining sector and vulnerability of the local economy to any economic shocks affecting the mining industry. The Municipality has a development agency to assist with the LED function, but the agency has not been effective in carrying

out their mandate according to the AG. There is therefore an urgent need for diversification of the economic base and expanding into other areas of competitiveness.

Municipality	LED unit status	
	LED strategy adoption	Filled posts
Dr Kenneth Kaunda	2009	• Director • LED Manager • Tourism Coordinator • Tourism Officer • Mining & Agriculture Coordinator • Agriculture Officer (vacant) • Administrative Officer
Maquassi Hills	2013 Draft	• LED Manager • LED Officer.
Matlosana	2014	• LED HOD • 4X Project Coordinators • 3x Tourism Information Officers
Tlokwe	2008	• LED Manager • Enterprise Development Manager • Social Economic Development Manager • Tourism Development Manager • Administrative Officer • Administrative Assistant, Typist and Messenger • Cleaner
Ventersdorp	2008	• LED Director • LED Officer (recently vacated)

The economic sector is divided as follows: Mining (19.6%), trade (17.3%), finance (16.2%), government (13.8%), transport and communications (9.1%), manufacturing (8.8%), services (8.0%), construction (3.5%), agriculture (2.3%) (Sourced from https://municipalities.co.za/provinces/view/8/north-west).

3.4.1 City of Matlosana Local Municipality

City of Matlosana Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Dr Kenneth Kaunda District. The towns of the municipality are Hartbeesfontein, Klerksdorp, Orkney and Stilfontein.

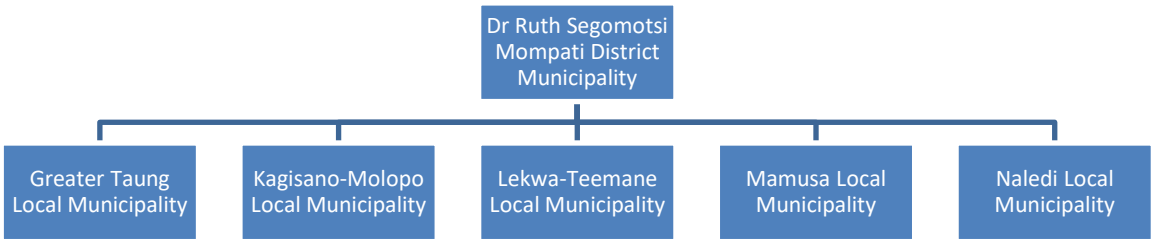
3.4.2 Maquassi Hills Local Municipality

Maquassi Hills Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the DRKK District and comprises 11 wards. According to the Local Government Handbook (2015), the municipality's economic activity comprises community services 15%, domestic 17%, and agriculture 49%, manufacturing is 14%.

3.4.3 JB Marks Council Local Municipality

The Municipality, formerly known as the Tlokwe City council. The Municipality as determined by the Demarcation Board in terms of sec 4Municipal Structures Act of 1998 is categorized as a B municipality. The amalgamation of the previous Ventersdorp Local Municipality and the Tlokwe City Council made the JB Marks Local Municipality. It is one of the local municipalities of the Dr Kenneth Kaunda District.

3.5. Dr Ruth Segomotsi Mompati District Municipality



Source: Own compilation 2019

Dr Ruth Segomotsi Mompati is one of the district municipalities in the North West. It is situated in the east of the province and comprises six rural local municipalities. Vryburg, Taung, Schweizer-Reneke, and Bloemhofand Toscaare the investment nodes found in the district. Two corridors run through the area, namely the Western Frontier (N18) and the Treasure Corridor (N12). Significant mining areas are restricted to areas close to Taung, Stella and along the Treasure Corridor. According to the NWPSDF, the western parts (i.e., DRSMDM) consist of localities with low economic potential and accessibility.

Table 15 Dr Ruth Segomotsi Mompati LED Strategy adoption dates

Source: Department of Local Government, Human Settlement and Traditional Affairs

3.5.1 Greater Taung Local Municipality

Municipality	LED Unit Status	
	LED Strategy Adoption	Filled Posts
Dr Ruth Segomotsi Mompati District	2012	• Snr manager: Growth & Economic Development • Manager: LED • Coordinators: • Agriculture • EPWP • SMME Support • Tourism and Marketing.
Naledi	2012	• LED Manager • LED officer
Greater Taung	2016	• LED Manager • Agriculture officer • SMME officer
Kagisano Molopo	2016	• Director LED • Manager LED • Senior Management • 3 LED Officer
Mamusa	2016	• LED Manager • LED Officer
Lekwa Teemane	2014	• LED Manager

Greater Taung Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the DR RSM District Municipality

3.5.2 Kagisano-Molopo Local Municipality

Kagisano-Molopo Local Municipality is classified as a category B Municipality as confirmed by the Demarcation Board in terms of the municipal Structures Act, No.117 of 1998. Kagisano-Molopo is the second largest local municipality within Dr Ruth Segomotsi Mompati District Municipality as per the new demarcation boundaries. The municipal area comprises 15 wards with 72 villages and 29 councillors; the administrative centre of the municipality is in Ganyesa.

3.5.3 Lekwa-Teemane Local Municipality

The Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Dr Ruth Segomotsi Mompati District and it comprises 11 wards.

3.5.4 Mamusa Local Municipality

Mamusa Local Municipality is one of the Local Municipalities of the Dr Ruth Segomotsi Mompati District Municipality. It comprises nine wards. It is broken into areas such as Amalia, Glaudina, Ipelegeng, Migdol, Avondster and Nooitgedacht and Schweizer-Reneke. The spatial development framework of the municipality is shaped by the rich agricultural history characterising pieces of land in the area. It is against this backdrop that agriculture has become a focal point in all economic development prospects for the municipality constituency.

Mamusa Local Municipality is an agriculture-based municipality, where both livestock and crops are being farmed. Most of its income is derived from the agricultural sector. Schweizer-Reneke is surrounded by farms, which are the main employers within the municipality, with a small number employed by the local retail trade sector and government

The district economy is largely driven by farming primarily around Vryburg and Christiana. The weakness for the local economy is that there are no industries to boost the economy and create jobs to cushion poverty for the 35% unemployment rate and 45.8% youth unemployment rate in particular.

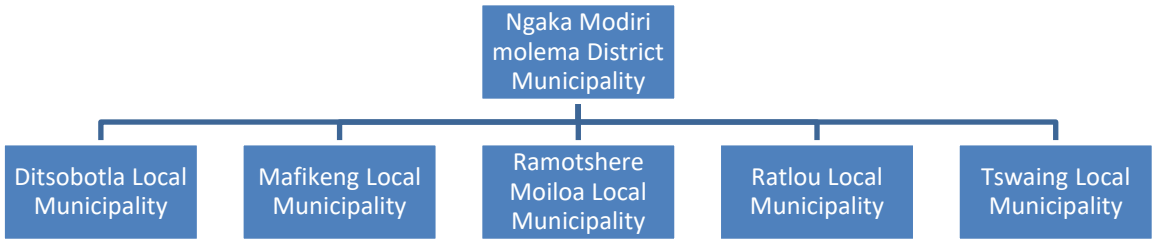
3.5.6 Naledi Local Municipality

Naledi Local Municipality is a category B Municipality situated in the Dr Ruth Segomotsi Mompati District in the North West Province of South Africa. It covers an area of approximately 7 264 square kilometres with a total population of 68 803 – according to the Community Survey of 2016 by Statistics South Africa, and is divided into 10 wards

representing the interests of the communities of Vryburg, Kismet Park, Huhudi, Colridge, Dithakwaneng, Stella Devondale, Broedersput and the newly developed extension 25/28.

Naledi's main macro-economic activities are that of agriculture and hunting, which the strongest contributors to the municipality's economy are. Other important job creating sectors are finance and insurance, public administration, health and social and transport.

3.6 Ngaka Modiri Molema District Municipality



Source: Own compilation 2019

Ngaka Modiri Molema District Municipality is one of the four districts of the North West Province. The head office of the district municipality is situated in the Mahikeng Local Municipality, which also houses Legislature and Provincial Government of the North West Province. According to Provincial Growth and Development Strategy of 2007 (PGDS), the largest sector contributors to the economy of the district are construction, finance and business services with 7.6% and 6.6% contribution, respectively. Mining and community/social infrastructure contribute 3% and 5.1%, respectively, to the economy of the district.

Municipality	LED unit status	
	LED strategy adoption	Filled posts
Ngaka Modiri Molema	2012	• Snr manager: Growth & Economic Development • Manager: LED • Coordinators • Agriculture • EPWP • SMME Support • Tourism and Marketing.
Mafikeng	2006 need for development of strategy	• Eight (8) Personnel posts • Director Planning (Vacant) • LED Head
Ditsobotla	2016	• LED Manager • LED Officer
Ramotshere Moiloa	2013	• LED Director • Manager LED • Officer
Tswaing	2007 Draft Need for development of Strategy	• LED officer
Ratlou	08/2012	• Three (3) Personnel: Director LED, Assistant Director, LED Officer.

Table 16 Ngaka Modiri Molema District LED strategies dates of adoption

Source: Department of Local Government, Human Settlement and Traditional Affairs

3.6.1 Ditsobotla Local Municipality

Ditsobotla Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Ngaka Modiri Molema District. Its main attractions are cultural, heritage and agricultural museums; Lichtenburg Game Breeding Centre; Eeufees and Duch Roode Dams, situated between the CBD and Burgersdorp; and Molopo Oog/Wondergat. The main economic sectors are manufacturing (38.5%), agriculture (16.5%), wholesale and retail (7.4%).

3.6.2 Mahikeng Local Municipality

Mahikeng Local Municipality, formerly known as Mafikeng Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Ngaka Modiri Molema District and it is the capital city of the North West Province. It is the seat of the provincial legislature and the majority of the national state departments' regional offices. The landing strip of 4.6km is one of the longest runways in the world at the Mahikeng Airport. The main economic sectors are agriculture, mining, manufacturing, trade and tourism.

3.6.3 Ramotshere Moiloa Local Municipality

Ramotshere Moiloa Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Ngaka Modiri Molema District. It is bordered by Botswana and the Limpopo Province in the north, Mahikeng and Botswana in the west, the Bojanala Platinum District in the east, and Ditsobotla in the south.

3.6.4 Ratlou Local Municipality

Ratlou Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Ngaka Modiri Molema District. Ratlou does not

have economic centres in its jurisdiction; like a typical South African town or township, it is made up of villages only, and therefore it is called a rural municipality. Most government services are conducted from various centres that are mainly located in Setlagole. The main economic sectors in Ratlou are agriculture, mining and tourism. Its big villages are Disaneng, Kraaipan, Madibogo and Setlagole.

3.6.5 Tswaing Local Municipality

Tswaing Local Municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of section 4 of the Municipal Structures Act, 1998. It is one of the local municipalities of the Ngaka Modiri Molema District. The data from Global Insight Regional Explorer 593 indicates that there has been tremendous improvement in the allocation of services to the communities in the Tswaing Local Municipality, especially housing, water, electricity and sanitation. The municipality's main economic sectors are agriculture and small-scale mining.

3.7 Summary and conclusion

The desired outcome of the framework which is implemented is aimed at mobilising all resources and energies of local government practitioners within the North West. These resources will be coordinated towards a common National agenda of stimulating innovation locally and promoting an inclusive competitive local government. As mentioned earlier, in order for an LED framework to achieve the desired results, the framework should consider the unique characteristics of the locality. Kerala development model considered the locality, which was also a multi-stakeholder-driven process. This provincial framework should have a positive impact on the national agenda for LED.

Previous studies that are relevant to the study have been evaluated, and they have revealed that the South African LED framework is difficult to implement at provincial and municipal level. This section examined LED strategies of municipalities of the Province and the plans their plans. These strategies should be fed by the provincial framework, which will give a guide on the agenda the province is focusing on. The study found that most municipalities' strategies are outdated and some need to be reviewed or developed from the beginning. Most municipalities do not have the internal capacity to compile their

own strategies, and therefore most were previously compiled by outsourced private companies. Looking at the financial situations of most municipalities outsourcing the service of compiling the strategies will not be possible because of lack of funds. The slow implementation of the IDP directly impacts LED of the locality and likewise a poorly crafted LED strategy.

Looking at the LED personnel in different municipalities of the province, each has different titles and different positions and responsibilities. There is no guiding tool in order for the LED office to fully perform its mandate; the required personnel are to fill the following position with the said job description across the province. This will make the newly formulated district-based service delivery model difficult to implement.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

Chapter 4 will be outlining the research methodology undertaken for the study. The study's Empirical research questionnaire will be undertaken and synthesised in the following chapter. The duration of these study is envisioned to be 2-5 years depending on the limitations outlined in chapter 1. The methodology is defined as the rationalisation for making use of a research method, and the tool used to research is called the method.

It is important that the methods are necessary to bring a clearer understanding and responding to the research questions.

4.2.1 Research Onion of Saunder

The onion was used to outline how this study will unfold. The data collection techniques, data processing and how the data will be analysed are the first steps which should be selected. According to the onion the first layer is the philosophies, because which philosophy the study will be taking is critical to understand the point of reference and set off believes. The philosophies are positivism, realism, interpretivism, and pragmatism. Thereafter is it the approaches of the study that is deductive and inductive. The third layer of the onion is the strategies which will be used and they are namely experimental, Survey, case study, action research, Grounded theory, ethnography, archival research. The fourth layer is the choices of the study that is qualitative, quantitative or mixed method. The fifth layer is the time horizon and lastly it is actual data collection and the analysis of data considering each layer choice Saunders *et al.,* 2009. There are however strict rules in research of which layer choice can be matched with another. The tools

which data will be collected are selected and it is done by considering only those which will yield the best and most reliable results.

4.3

Research design

The research design refers to the blueprint which will be used to collect data, and the analysis of that data.

4.3.2 Philosophical positions

A philosophical position is when sets of beliefs that a particular statement is either true or false are considered by a researcher. This has to be done by a researcher where a stand has to be taken on a set of beliefs and opinions necessary for the study. This will explain whether the researcher regards that belief as truthful and relevant for their study.

4.4 Method to be used in the study

The study will be having quantitative method and will be a deductive. The data to collected will be numeric in nature. A quantitative study is an approach for testing objective theories by examining the relationship among variables; where these variables can be measured, the data can be analysed using statistical procedures (Creswell, 2014).

Case study

The study will be using research questionnaires within the case study research to collect empirical data. A case study is chosen as only LED of NW will be looked at. During the fourth step, the data collected will be analysed using SPSS.

4.5 Population of the study

In this study, there are two categories of respondents. The first category is provincial respondents comprising those employed within provincial government, but charged with the responsibility of local economic development directly. The second category of respondents are those employed in all 21 municipalities, but are charged with the responsibility of LED; i.e., all LED officials in the municipality, but are accountable or in strategic management positions.

POLICY-MAKERS	**Total number of employees**
• LED UNIT NW COGHTA	**6**
• DEDECT in NW	
• NWDC	**70**
• Municipal LED practitioners	
	5
	110
	Total N =191
	S= 104

4.6 Data analysis

4.6.1 Primary data

Unprocessed data collected utilising the developed tool that will be developed for the chosen sample participants. They will be distributed to LED officers in both the provincial department and the municipality. The two municipal regional LED forums have 50

delegates each, and 150 questionnaires will be distributed. In total, there will be 5 sections within the questionnaires which the responded has to fill out. To analyse the data SPSS will be used.

4.6.2 Secondary data sources

The secondary data that was collected previously for other purposes by other researchers

For secondary data, the documents to be looked at within the municipality are the LED strategy, IDP, SDBIP and the legal legislative documents that guide the South African local government mentioned under data limitation in Chapter 1.

Examples of themes that will be taken from secondary data:

1. HDI per district and race
2. Gini coefficient per district and race
3. Functional literacy level per race
4. Literacy
5. Regional share of national total GVA-R 2013-2021

This secondary data chosen for the study has been discussed in Chapter 4 and will be further analysed in Chapter 5.

4.7 Reliability analysis results

Table 17 the results of the Cronbach's alpha test

Subscale and total scales	Cronbach's alpha	Number of items
Section B	0.907	13
Section C	0.915	9
Section D	0.931	8
Section E	0.902	9
Total scale	0.937	39

The reliability analyses for all the sections and the total scale are all above the cut-off point of 0.7. This clearly means that the data can be used for further analysis.

4.8 Research techniques

A tool was developed to collect data from the participants. See attached document in the annexures.4.9 Questionnaires

The questionnaire will be divided up into four sections using a five-point Likert scale, namely:

- Demographic variables
- To determine the nature and scope of the LED implementation strategy in EC
- To assess the awareness of the LED implementation strategy
- To determine the effectiveness of the LED implementation strategy
- To determine the challenges related to the implementation of the LED implementation strategy

4.11 Errors and omissions

Every study should accept the existence of possible errors and omissions, hence in order to limit these errors during the collection and capturing stage, prior approval was requested and all documents of participants are recorded safely.

DATA EXAMINATION

4.13.1 Statistical Analysis

A basic descriptive analysis will be performed using graphics to measure and depict a relationship between the human development index and economic development.

According to Thompson (2009), descriptive statistics describe the statistics as numbers that summarise and further detail of the data.

4.15 Conclusion

The chapter outlined the tools and methodology which is relevant for this study and in the next chapter the data collected using those tools will be analysed as outlined and planned in this chapter.

CHAPTER 5

ANALYSIS OF DATA AND RESULTS INTERPRETATION

5.1 INTRODUCTION

This chapter depicts the results and outcome of the analysis of data obtained from COGSHTA, NWDC, DEDEC and municipal LED practitioners. This was done in addressing the questions and research goals of the study. The questionnaire has five sections, namely Section A: Demographic variables, Section B: Questions used to determine the nature and scope of the LED implementation strategy in the North West Province, Section C: Questions used to assess the awareness of the LED implementation strategy, Section D: Questions used to determine the effectiveness of the LED implementation strategy, and Section E: Questions used to determine the challenges related to the implementation of the LED implementation strategy.

The objectives of the study were to determine the nature and scope of the LED implementation strategy in the North West Province; assess the awareness of the LED implementation strategy; determine the effectiveness of the LED implementation strategy; determine the challenges related to the implementation of the LED implementation strategy; determine the mean scores difference of the employees' perceived effectiveness of the LED implementation strategy and demographic variables, and develop the LED implementation framework.

5.2 STATISTICS DESCRIPTION

The statistics descriptive was utilized to analyse the demographic variable of the participants and their perception of the questions presented in Section B to Section E.

5.2.1 Demographic variable

The demographic information of the participants is presented in the following figures and tables.

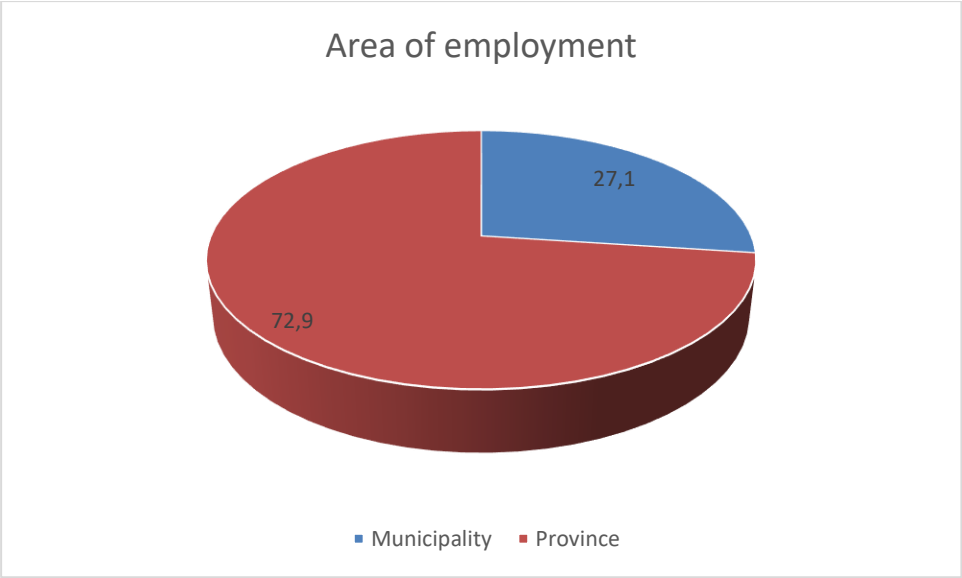


Figure1: Area of employment

Figure 1 pie chart above depicts that the widely held (72.9%) of the respondents were from the provincial office, whereas 27.1% of the respondents were from the municipal office. This shows that the participants from the provincial office dominate municipal office participants.

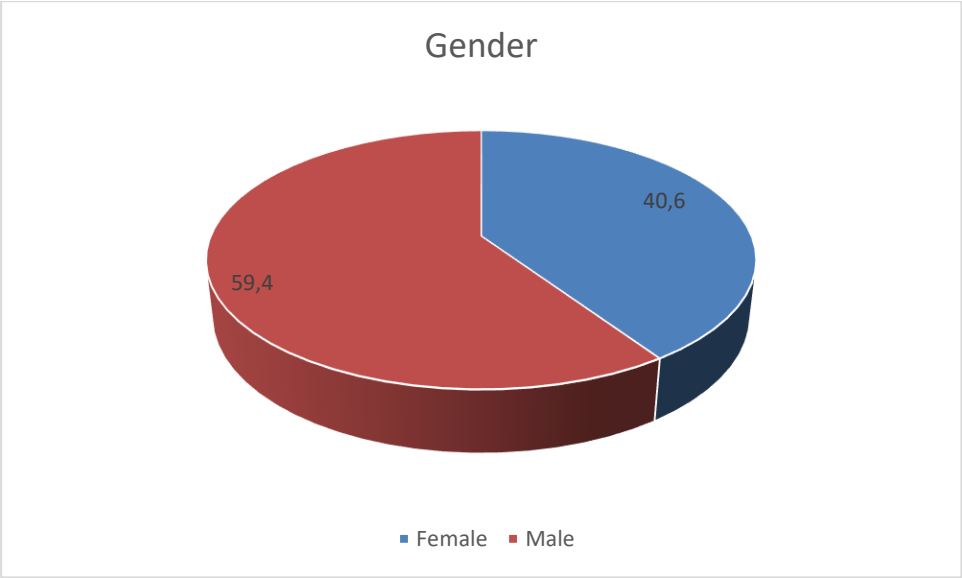


Figure 2 Gender

Figure 2 above presents the gender category of the respondents. According to the figure, the majority (59.4%) were men, while 40.6% of were women. This shows that there were more men than women in amongst LED practitioners of the province.

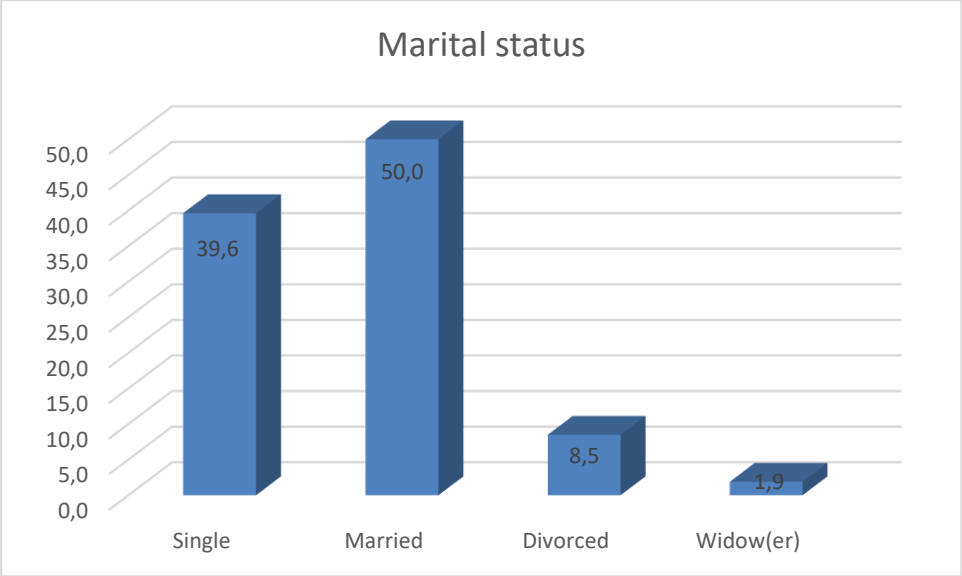


Figure 2: Marital status

Figure 2 shows that the majority (50.0%) of the respondents were married, followed by those that are single with 39.6%. The lowest proportions of respondents were widows/widowers with 1.9%. The results clearly show that the married participants dominated the marital status category.

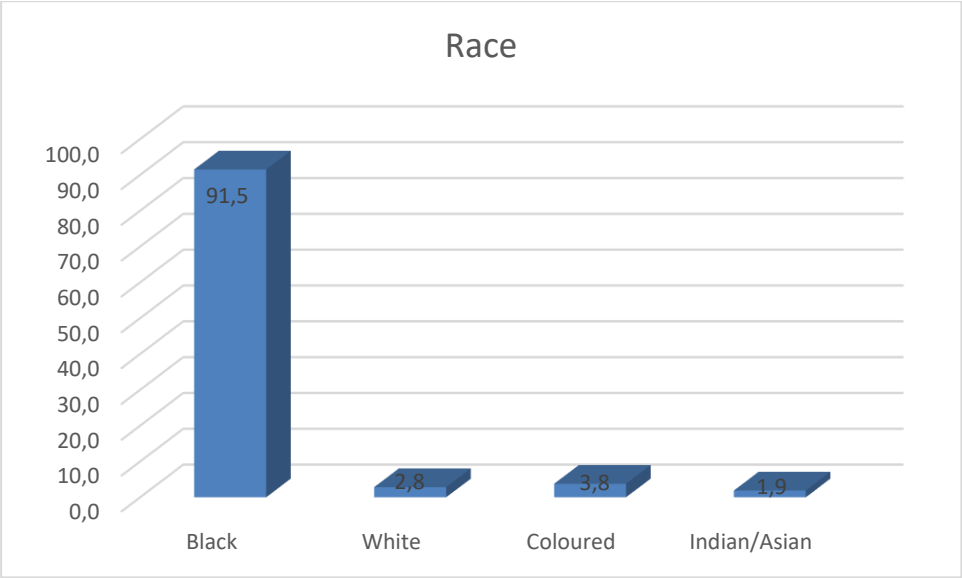


Figure 3 Race

Figure 3 depicts that the majority (91.5%). This means that the majority of the respondents are black.

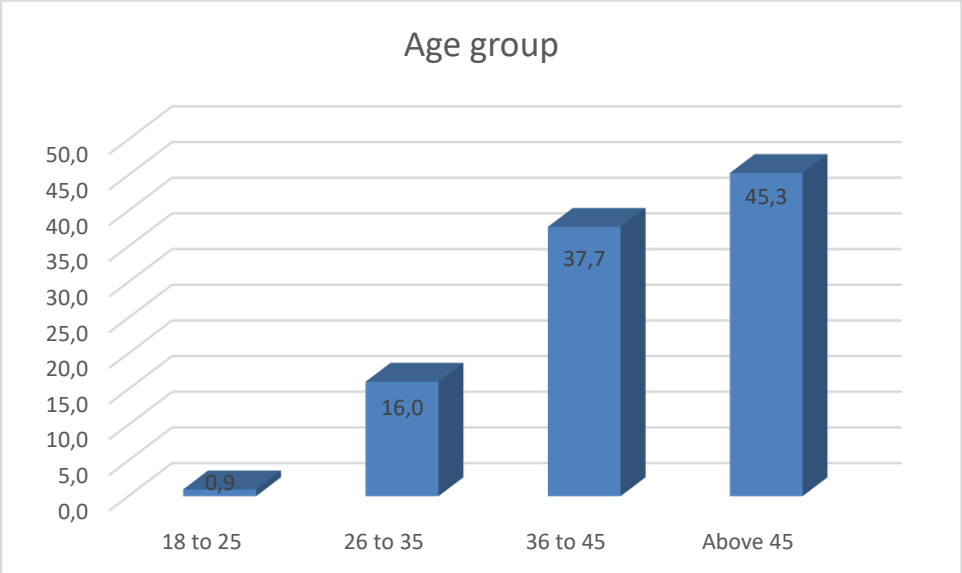


Figure 4: Age group

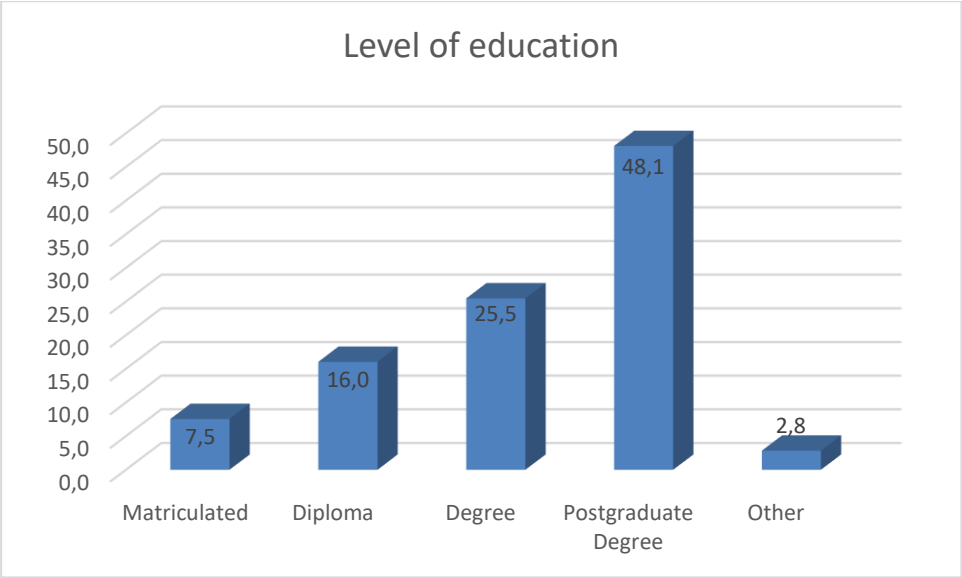


Figure 5 Level of Education

The Figure 5 above shows that (48.1%) of the respondents are holding a postgraduate degree, followed by 25.5% of the respondents holding a degree and the lowest is 2.8% of the respondents who are holding a qualification not specified.

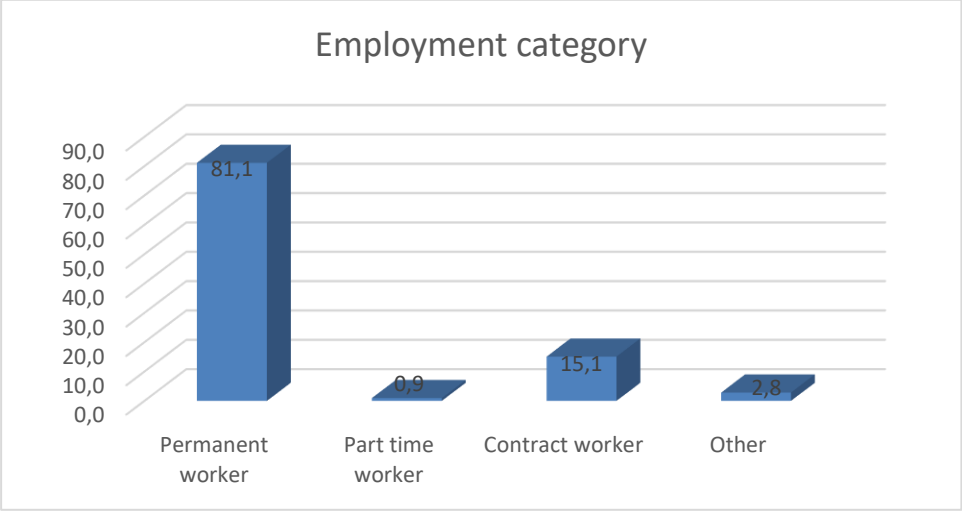


Figure 6: Employment category

Figure 6 (81.1%) of the respondents is currently permanently employed, followed by contract workers with 15.1% and the part-time worker at 0.9%. most people were permanent in their positions.

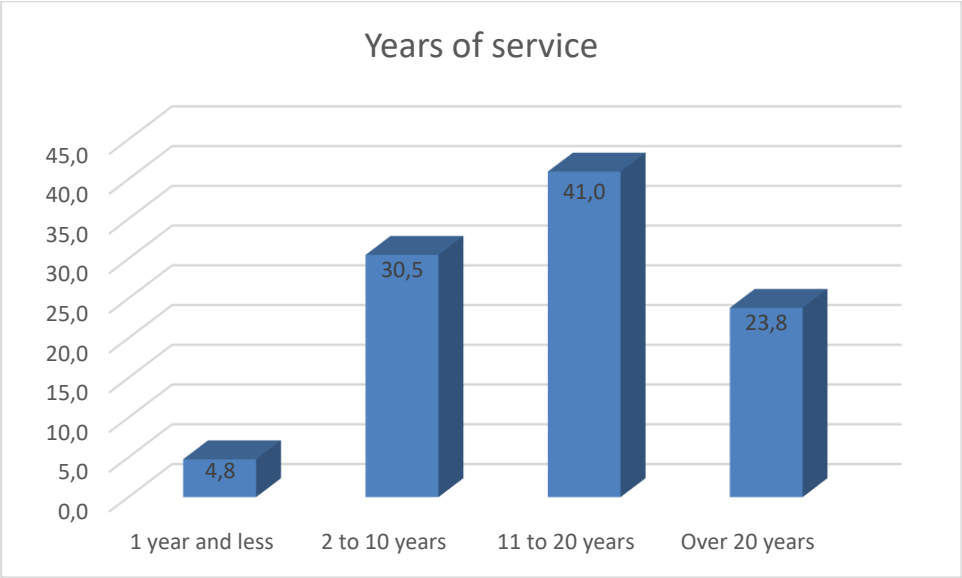


Figure 7: Years of service

Figure 7 above (41.0%) of the respondents have been with the department for 11 to20 years, followed by 30.5% of the respondents who have been with the department for two to 10 years and the least is 4.8% of the respondents who have been with the department for at most one year.

5.2.2 Nature and scope of the LED implementation strategy in the North West Province as per the Descriptive statistics of employee's perceptions

The employees' perceived nature and scope of the LED implementation strategy in the North West Province were measured and the results are presented in Table 21 below.

Table 18: THE NATURE AND SCOPE OF THE LED IMPLEMENTATION STRATEGY IN THE NW

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Total
	1	2	3	4	

The NW Province has an approved current LED strategy	9(8.7%)	54(51.9%)	28(26.9%)	13(12.5%)	104(100%)
The LED strategy is clearly defined in the municipalities	8(7.6%)	48(45.7%)	38(36.2%)	11(10.5%)	105(100%)
The LED strategy has been formally introduced to all the stakeholders.	4(3.8%)	33(31.4%)	52(49.5%)	16(15.2%)	105(100%)
The process of developing the LED strategy was transparent within the organisation	5(4.8%)	40(38.5%)	43(41.3%)	16(15.4%)	104(100%)
The goals set in the LED strategy are achievable and implementable	5(4.8%)	33(31.7%)	43(41.3%)	23(22.1%)	104(100%)
The LED strategy has a well-defined implementation plan accompanying it	8(7.6%)	36(34.3%)	42(40.0%)	19(18.1%)	105(100%)
The communities were work shopped on the LED strategy and its contents	3(2.9%)	18(17.5%)	57(55.3%)	25(24.3%)	103(100%)
The targets in the LED strategy are well defined	4(3.8%)	36(34.6%)	49(47.1%)	15(14.4%)	104(100%)
The LED strategy, if well followed, will improve on service delivery	24(23.3%)	33(32.0%)	31(30.1%)	15(14.6%)	103(100%)
The LED strategy is aligned with the provincial planning document such as the SOPA	13(12.6%)	32(31.1%)	39(37.9%)	19(18.4%)	103(100%)
The LED strategy is aligned with the SONA and NDP	12(11.7%)	35(34.0%)	36(35.0%)	20(19.4%)	103(100%)

The LED strategy is linked to the other complementary sectors such as IDPs, EPWP and private sector	14(13.6%)	38(36.9%)	35(34.0%)	16(15.5%)	103(100%)
There are no policies and strategies to promote LED strategy	7(6.8%)	36(35.0%)	42(40.8%)	18(17.5%)	103(100%)

The results revealed that 60.6% (8.7% & 51.9%) of the respondents indicated that the NW Province has an approved current LED strategy, 53.3% (7.6% & 45.7%) of the respondents agreed that the LED strategy is clearly defined in the municipalities, and 64.7% (49.5% & 15.2%) of the respondents indicated that the LED strategy has not been formally introduced to all the stakeholders.

The results of the study also revealed that 56.7% (41.3% & 15.4%) of the respondents are of the view that the process of developing the LED strategy was not transparent within the organisation, 63.4% (41.3% & 22.1%) of the respondents are of the view that the goals set in the LED strategy are not achievable and implementable, and 58.1% (40.0% & 18.1%) of the respondents are of the view that the LED strategy does not have a well-defined implementation plan accompanying it. According to the results in Table 4.1, 79.6% (55.3% & 24.3%) of the respondents indicated that the communities were not work shopped on the LED strategy and its contents, 61.5% (47.1% & 14.4%) of the respondents indicated that the targets in the LED strategy are not well defined, and 55.3% (23.3% & 32.0%) of the respondents indicated that the LED strategy, if well followed, will improve on service delivery. The results presented in Table 15 further revealed that 56.3% (37.9% & 18.4%) of the respondents are of the view that the LED strategy is not aligned with the provincial planning document such as the SOPA, 54.4% (35.0% & 19.4%) of the respondents indicated that the LED strategy is not aligned with the SONA and NDP, 50.5% (13.6% & 36.9%) of the respondents indicated that the LED strategy is linked to the other complementary sectors such as IDPs, EPWP and the private sector, and lastly, 58.3% (40.8% & 17.5%) of the respondents indicated that there are policies and strategies to promote LED strategy.

5.2.3 Perceived awareness of the LED implementation strategy

The employees' perceived awareness of the LED implementation strategy was measured and the results are presented in Table 19 below.

Table 19: The perceived awareness of the LED implementation strategy

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Total
	1	2	3	4	
The communities are aware of the LED strategy and its contents	3(3.0%)	15(14.9%)	60(59.4%)	23(22.8%)	101(100%)
LED strategy caters for the interests of all communities	7(6.9%)	29(28.7%)	50(49.5%)	15(14.9%)	101(100%)
LED strategy creates employment opportunities for the local communities	5(4.9%)	37(36.3%)	44(43.1%)	16(15.7%)	102(100%)
LED strategy is meant to alleviate poverty within the local communities	20(19.6%)	48(47.1%)	25(24.5%)	9(8.8%)	102(100%)
LED strategy is formed to enable resource redistribution	12(11.7%)	50(48.5%)	28(27.2%)	13(12.6%)	103(100%)
LED strategy aims at creating a partnership between public, private and non-governmental sectors	22(21.6%)	44(43.1%)	26(25.5%)	10(9.8%)	102(100%)
LED strategy seeks to promote retention of local income	16(15.5%)	53(51.5%)	24(23.3%)	10(9.7%)	103(100%)

LED strategy seeks to provide local communities with skills training opportunities	18(17.5%)	45(43.7%)	31(30.1%)	9(8.7%)	103(100%)
LED strategy is about sustainable development in the long term	27(26.2%)	43(41.7%)	22(21.4%)	11(10.7%)	103(100%)

Table 22 revealed that 82.2% (59.4% & 22.8%) of the respondents indicated that the communities are not aware of the LED strategy and its contents, 64.4% (49.5% & 14.9%) of the respondents indicated that the LED strategy does not cater for the interests of all communities, and 58.8% (43.1% & 15.7%) of the respondents indicated that the LED strategy does not create employment opportunities for the local communities.

The results presented in Table 16 revealed that 66.7% (19.6% & 47.1%) of the respondents indicated that the LED strategy is meant to alleviate poverty within the local communities, 60.2% (11.7% & 48.5%) of the respondents indicated that the LED strategy is formed to enable resource redistribution, and 64.7% (21.6% & 43.1%) of the respondents indicated that the LED strategy aims at creating a partnership between public, private and non-governmental sectors. The results further revealed that 67.0% (15.5% & 51.5%) of the respondents indicated that the LED strategy seeks to promote retention of local income, 61.2% (17.5% & 43.7%) of the respondents indicated that the LED strategy seeks to provide local communities with skills training opportunities, and lastly, 67.9% (26.2% & 41.7%) of the respondents indicated that the LED strategy is about sustainable development in the long term.

5.2.3 The effectiveness of the LED implementation strategy

The employees' perceived effectiveness of the LED implementation strategy was measured and the results are presented in Table 20 below.

Table 20: The perceived effectiveness of the LED implementation strategy

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Total
	1	2	3	4	
The majority of goals set in the LED strategy have been achieved and implemented	5(4.9%)	11(10.8 %)	61(59.8%)	25(24.5%)	102(100 %)
The LED strategic implementation plan has been followed to the letter	2(2.0%)	12(11.8 %)	59(57.8%)	29(28.4%)	102(100 %)
The targets in the LED strategy are achieved	1(1.0%)	9(8.9%)	64(63.4%)	27(26.7%)	101(100 %)
The service delivery provisions have improved following the implementation of the LED strategy	1(1.0%)	17(17.2 %)	55(55.6%)	26(26.3%)	99(100 %)
Projects emanating from the LED strategy have empowered the local communities with employment	1(1.0%)	24(23.8 %)	53(52.5%)	23(22.8%)	101(100 %)
Communities around the NW province benefitted equally from the redistributed resources	1(1.0%)	10(9.8 %)	63(61.8%)	28(27.5%)	102(100 %)
There are viable partnerships between public, private and non-governmental sectors	3(2.9%)	27(26.5 %)	48(47.1%)	24(23.5%)	102(100 %)

Projects from the LED strategy benefit the local communities and income circulate within the communities	5(5.0%)	14(14.0 %)	57(57.0%)	24(24.0%)	100(100 %)

The results presented in Table 23 revealed that 84.3% (59.8% & 24.5%) of the respondents indicated that the majority of goals set in the LED strategy have not been achieved and implemented, 86.2% (57.8% & 28.4%) of the respondents indicated that the LED strategic implementation plan has not been followed to the letter, 90.1% (63.4% & 26.7%) of the respondents indicated that the targets in the LED strategy are not achieved, and 81.9% (55.6% & 26.3%) of the respondents indicated that the service delivery provisions have not improved following the implementation of the LED strategy.

The results in Table 23 also revealed that 75.3% (52.5% & 22.8%) of the respondents indicated that projects emanating from the LED strategy have not empowered the local communities with employment, 89.3% (61.8% & 27.5%) of the respondents indicated that communities around the NW Province have not benefitted equally from the redistributed resources, and 70.6% (47.1% & 23.5%) of the respondents indicated that there are no viable partnerships between public, private and non-governmental sectors, and lastly, 81.0% (57.0% & 24.0%) of the respondents indicated that projects from the LED strategy do not benefit the local communities and income circulate within the communities.

5.2.4 Challenges relating to the implementation of the LED implementation strategy

The employees' perceived challenges related to the implementation of the LED implementation strategy were determined and the results are presented in Table 21 below.

Table 21: The perceived challenges relating to the implementation of the LED strategy

Statement	Strongly agree	Agree	Disagree	Strongly disagree	Total

	1	**2**	**3**	**4**	
There is generally incapacity or shortage of skilled personnel	39(38.6%)	44(43.6%)	11(10.9%)	7(6.9%)	101(100%)
Majority of the employees in the municipalities' level of education is very low	32(31.4%)	43(42.2%)	17(16.7%)	10(9.8%)	102(100%)
Corruption hinders the success of many projects enlisted in the LED strategy	56(54.9%)	33(32.4%)	8(7.8%)	5(4.9%)	102(100%)
Poor or weak administrative systems hinder progress on the implementation on the LED strategy	52(51.0%)	41(40.2%)	5(4.9%)	4(3.9%)	102(100%)
Lack of transport infrastructure services hampers LED initiatives.	31(30.4%)	53(52.0%)	14(13.7%)	4(3.9%)	102(100%)
Lack of water and electricity services hampers LED initiatives.	40(39.6%)	47(46.5%)	10(9.9%)	4(4.0%)	101(100%)
The communities were not informed on the LED strategy and its contents	22(21.8%)	57(56.4%)	14(13.9%)	8(7.9%)	101(100%)
The municipalities are financially constrained to achieve most of their set LED strategic targets	46(45.1%)	34(33.3%)	12(11.8%)	10(9.8%)	102(100%)
Lack of private public partnerships hinders the implementation of the LED programmes	45(44.1%)	44(43.1%)	8(7.8%)	5(4.9%)	102(100%)

82.2% (38.6% & 43.6%) of the respondents are of the view that there is generally incapacity or shortage of skilled personnel, 73.6% (31.4% & 42.2%) of the respondents are of the view that the majority of the employees in the municipalities' level of education is very low, and 87.3% (54.9% & 32.4%) of the respondents are of the view that corruption hinders the success of many projects enlisted in the LED strategy.

According to the results in Table 24, 91.2% (51.0% & 40.2%) of the respondents indicated that poor or weak administrative systems hinder progress in the implementation on the LED strategy, 82.4% (30.4% & 52.0%) of the respondents indicated that lack of transport infrastructure services hampers LED initiatives, and 86.1% (39.6% & 46.5%) of the respondents indicated that lack of water and electricity services hampers LED initiatives. The results further revealed that 78.2% (21.8% & 56.4%) of the respondents indicated that the communities were not informed of the LED strategy and its contents, 78.4% (45.1% & 33.3%) of the respondents indicated that the municipalities are financially too constrained to achieve most of their set LED strategic targets, and lastly, 87.2% (44.1% & 43.1%) of the respondents indicated that lack of private public partnerships hinders the implementation of the LED programmes.

5.2.5 THE VARIANCES IN THE MEAN SCORES OF THE EMPLOYEES' PERCEIVED EFFECTIVENESS OF THE LED IMPLEMENTATION STRATEGY AND VARIABLES OF DEMOGRAPHIC

The ANOVA was used to check the difference of perception between the participants.

Table 22: The variances in employees' perceived effectiveness of the LED implementation strategy mean score and gender

	t-	p-
Equal variances assumed	-1.113	0.268
Equal variances not assumed	-1.103	0.273

The outcome shown in Table 22 shows that there is an insignificant variance found for the mean score of perceived effectiveness of the LED implementation strategy and gender of the respondents. Gender does not influence the answers of the respondents

Table 23: perceived effectiveness of the LED implementation strategy means scores and marital status

	Sum of squares	df	Mean square	F-value	P-value
Between groups	0.440	3	0.147	0.468	0.706
Within groups	30.736	98	0.314		
Total	31.176	101			

Table 24: effectiveness of the LED implementation strategy mean scores and race

	Sum of squares	df	Mean square	F-value	P-value
Between groups	0.854	3	0.285	0.920	0.434
Within groups	30.323	98	0.309		
Total	31.176	101			

The race of the respondents did not influence the responses

Table 25: Differences employees' perceived effectiveness of LED implementation strategy mean scores and age groups

	Sum of squares	df	Mean square	F-value	P-value
Between groups	0.069	2	0.034	0.110	0.896
Within groups	31.108	99	0.314		
Total	31.176	101			

Three categories used for comparison: 1 = 18-35 years, 2 = 35-45 years and 3 = above 45 years. Therefore, the age group does not have an impact on how the responses were made to the questions on effectiveness of the LED implementation strategy.

Table 26: effectiveness of LED implementation strategy mean score and level of education

	Sum of squares	df	Mean square	F-value	P-value
Between groups	1.757	4	0.439	1.448	0.224
Within groups	29.419	97	0.303		
Total	31.176	101			

With regard to the level of education, statistically insignificant results were recorded for the mean score of level of education and the employees' perceived effectiveness of the LED implementation strategy.

5.3 CHAPTER SUMMARY

The data collected was processed using SPSS version 25 and the results are shown in this chapter. These results will therefore be used to make recommendations and conclude in the following chapter.

CHAPTER 6

DISCUSSIONS OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

In Chapter 6, the discussion on the findings of the study is presented. The discussion is based on the results obtained on each of the research objectives presented in Chapter 1. The chapter follows on the data analysis and interpretation of results presented in Chapter 4. The chapter provides the account in relation to the summary of the findings of the research. It also gives the envisaged contribution of the research, limitations, and draws conclusions. All the above-mentioned parts need to be in line with the objectives and suggested recommendations. Conclusions and recommendations are made based on the discussions. Finally, areas for further research are proposed.

The rest of the chapter is presented as follows: In section 6.2, the results of the research in respect of the objectives are discussed and work on individual objective achievements. Section 6.3 brings the contribution to the body of knowledge. Section 6.4 discusses the limitations of the study, and in section 6.5, conclusions are drawn based on the discussions of individual objective. In section 6.6, the recommendations are discussed and areas for future study, and finally, section 6.7 gives a summary of the research.

6.2 Discussion of findings

Section 6.2 discusses the findings of the study based on the research questions as presented in Chapter 1.

6.2.1 Research objective 1: The nature and scope of the LED implementation strategy in the North West Province

Pertaining to the perceived nature and scope of the LED implementation strategy in the North West Province, the results revealed that the majority of the respondents are of the view that the NW Province has an approved current LED strategy. The respondents

agreed that the LED strategy is clearly defined in the municipalities and that the weakness is that the LED strategy has not been formally introduced to all the stakeholders.

The results of the study revealed that the respondents are of the view that the process of developing the LED strategy was not transparent within the organisation and that the goals set in the LED strategy are not achievable and implementable. The respondents are of the view that the LED strategy does not have a well-defined implementation plan accompanying it. The majority of the respondents indicated that the communities were not work shopped on the LED strategy and its contents. They also highlighted that the targets in the LED strategy are not well defined, but assured that the LED strategy, if well followed, will improve service delivery.

The respondents are of the view that the LED strategy is not aligned with the provincial planning document such as the SOPA, SONA and NDP. They, on the other hand, noted that the LED strategy is linked to the other complementary sectors such as IDPs, EPWP and the private sector and that there are policies and strategies to promote LED strategy (Meyer, 2014).

6.2.2 Research objective 2: The perceived awareness of the LED implementation strategy

Table 5.2 presented the responses to the questions relating to the employees' perceived awareness of the LED implementation strategy. The majority of the respondents indicated that the communities are not aware of the LED strategy and its contents. They also indicated that the LED strategy does not cater for the interests of all communities and that the LED strategy does not create employment opportunities for the local communities. The respondents indicated that the LED strategy is meant to alleviate poverty within the local communities, and that the LED strategy is formed to enable resource redistribution. The other key LED strategy aims at creating a partnership between public, private and non-governmental sectors. The respondents agreed that the LED strategy seeks to promote retention of local income, and provide local communities with skills training opportunities. The respondents indicated that the LED strategy is about sustainable development in the long term.

6.2.3 Research objective 3: The perceived effectiveness of the LED implementation strategy

The majority of the respondents indicated that the majority of goals set in the LED strategy have not been achieved and implemented. They also indicated that the LED strategic implementation plan has not been followed to the letter. The vast majority also indicated that the targets in the LED strategy are not achieved and as a result the service delivery provisions have not improved following the implementation of the LED strategy.

The respondents are of the view that projects emanating from the LED strategy have not empowered the local communities with employment, and also highlighted that communities around the NW Province have not benefitted equally from the redistributed resources. The majority of the respondents indicated that there are no viable partnerships between public, private and non-governmental sectors. The data from the majority of respondents indicated that projects from the LED strategy do not benefit the local communities and income circulates within the communities.

6.2.4 Research objective 4: The perceived challenges related to the implementation of the LED implementation strategy

The majority of the respondents are of the view that there is generally incapacity or shortage of skilled personnel, and that the majority of the employees in the municipalities' level of education is very low. They are also of the view that corruption hinders the success of many projects enlisted in the LED strategy.

The vast majority of the respondents indicated that poor or weak administrative systems hinder progress on the implementation on the LED strategy, and that lack of transport infrastructure services hampers LED initiatives. The respondents indicated in their high numbers that lack of water and electricity services hampers LED initiatives. The results further revealed that the communities were not informed on the LED strategy and its contents. The respondents also indicated that the municipalities are financially too constrained to achieve most of their set LED strategic targets, and lastly, the majority of the respondents indicated that lack of private public partnerships hinders the implementation of the LED programmes.

6.2.5 Research objective 5: Determine the difference in the mean scores of the employees' perceived effectiveness of the LED implementation strategy and demographic variables and develop the LED implementation framework

The results of the study found that there was no demographic variable that demonstrated any statistically significance difference with the differences in employees' perceived effectiveness of the LED implementation strategy mean scores. Area of employment, gender, marital status, race, level of education, employment category, and years of service did not influence the responses, nor did it have a bearing on how the respondents answered on the employees' perceived effectiveness of the LED implementation strategy.

6.3 CONTRIBUTION OF THE STUDY

6.3.1 Literature

After going through literature on the SA LED framework for provinces, the following was realised as priorities that a provincial framework for LED should include and these elements also inform the Roberts-Tebejane implementation LED framework that the study has developed.

a) PLANS TO STRENGTHEN PROVINCIAL COMPETITIVE ADVANTAGE

A provincial framework should include an LED strategy that articulates how the province intends to utilise the scarce resources to better the livelihood and economy of the province. Articulating the Province's competitive advantage is important in order to increase the Province's total production. The lack of visible locally manufactured products within district economies is an evident disadvantage however, that disadvantage has created a gap in the market that may be taken advantage of to increase the competitive advantage of the district.

According to Tharamangalam (1999), the performance of Kerala's economy based on Kerala model is not a growth model because the model did not produce sustainable results. This was evident from the growing consumerism, decreasing agricultural products and decreasing food production coupled with poor industrial growth that led to stagnation

in the economy and declining state expenditure in social development, especially in the health and education departments. These put forward the question of the sustainability of the Kerala model without denying the outstanding results of a high human development index.

A country-wide problem is that LED units with municipalities are still in the establishment phase, 23 years since the establishment of new municipalities, and the mutual suspicion and lack of trust between the public and private sectors make common goals between the two groups extremely difficult (Ndabeni, 2016)

b) LAND RESTRUCTURING

Ownership of land is important for every citizen because it promotes stability, not moving from one place to the other. The use of the land when LED is looked at is very important as the maximum use of its potential may yield a better standard of living for its owners.

According to Ndabeni (2016), one of the disadvantages of LED implementation in South Africa in general is minimal appreciation of the potential of agriculture to become a driver for rural industrialisation

c) IMPROVE THE LIVELIHOOD OF ITS CITIZENS

According to Whitlock (2015), the local adaption in any type of study is important as adaption will happen locally. Therefore, the participation of the local people in the development of the area is crucial as it also defines the autonomy of the local government. The process of implementing public participation should be inclusive of all stakeholders/representatives within the community where the democratic participation is encouraged in order to ensure better decision-making. The framework should comprise a realistic assessment of the local community's capacity because when a plan takes note of what is on the ground during the planning phase, an improvement in the livelihood of the citizens' results.

Singh (2010) wrote that ethnic diversity in Kerala was evident since the development of castes, but this, however, became an advantage since people within the same caste would have similarities, which may be used to develop the caste. Singh further elaborated

on ethnic diversity that could have a negative impact on public good provision, but the existence of ethnic diversity maybe looked at as the existence of politics of identity, but not just as geographical existence. The ethnic diversity within Kerala was used as an advantage to develop the area rather than as a problem that needed to be changed. They used that as the comparative advantage for the area and results were evident from the high HDI in the Province.

The North West Province may use the lessons learnt and effects of apartheid to its advantage and explore them further to grow the Province. **IMPROVE TRANSPORTATION SYSTEMS**

It is important for the transportation system to be functional as it promotes access to the area with ease. All four types of transportation should be accessible within a Province to ensure that productivity of both the public and private sectors are not hindered by a lack of or poor transportation. Poor transportation systems limit the amount of investment into an area. The North West has the advantage of being on the border of Botswana, and therefore it has to utilise three modes of transportation, i.e., air, road and rail.

The newly elected MEC for Public Works and Roads Department in the North West has announced in his budget speech that the plan for the department is to concentrate on road infrastructure that would stimulate private investment, create new markets and foster further trade and profit opportunities. During a media briefing held at Mmabatho, he pronounced that 23 roads worth a total of R3.4 billion over the next three financial years will be built. He further announced that in addressing economic transformation and job creation the department has opened a database for contractor development called Vuku'phele. The programme seeks to develop emerging contractors from grade 1 to 4 CIBD grading to higher grades. The programme is also aimed at promoting women who are involved infrastructure development.

An LED strategy is a component in an IDP, while the IDP encompasses all strategies of the municipality; however, the chapter within the constitution elaborates that the existence of local government is that the municipalities within the locality should be developmental oriented. This then means that the entire strategy of the municipality (IDP) should be formulated with a sense that whatever is envisioned should add to the

economic growth of the locality, be it infrastructure or the provision of basic services. LED is not only planned within the LED strategy, but the entire strategy of the municipality should talk to the directive of the constitution. However, the IDP and LED should not be used interchangeably because the LED strategy will be talking to those programmes that directly impact on the economy, while other programmes would be vehicles that may be used to achieve growth in the long run.

All these should be done bearing in mind that local government is not responsible for creating jobs but they are responsible for creating an environment that is conducive for jobs to be created by investors (Meyer & Meyer, 2016).

The challenges facing other departments within the municipality directly impact on the municipality's ability to carry out its constitutional mandate. The infrastructure unit within the municipality may be experiencing challenges with road construction, which will have a negative chain reaction on the economic growth of the locality. In a municipality, LED is meant to be an enabling factor through which jobs may be created, but it does not directly create jobs, but creates an environment that enables job creation.

d) DEVELOP DISTRIBUTION INDUSTRY

The dense clustering of firms in a locality is crucial for increased interaction of participants who are stakeholders in the innovation network as it supports competitiveness in the economy. The key is how to mobilise these stakeholders to be involved in associational networks. The state should provide policies that are supportive to the environment and infrastructure that firms require.

e) PROMOTE TOURISM

The province still needs to unlock its tourism potential so that visitors may mainly come to view the Province. According to Meyer and Meyer (2019) tourism plays a critical role in the development of an area and must be taken seriously.

f) MAXIMISE AGRICULTURAL PRODUCTION

The agricultural sector is one of the main contributors of the provincial GDP; however, the province still needs to increase the contribution of the province towards the NGP.

Manona (2005) said that according to the integrated development plans of a number of municipalities in the North West, agriculture is viewed as a key economic driver.

g) EXPAND MANUFACTURING WITHIN THE PROVINCE

Ndabeni (2016) said that science, technology and innovation are not yet recognised as a critical pillar that may enable LED to reach the desired results of improving the standard of living of the people. International knowledge spill overs may be used as an advantage as lessons learnt from the existence of the FDIs in the province. According to Johnson and Konyama (2017), the economic history can shed light on the process of state-building and economic growth envisioned.

h) FACILITATION AND SUPPORT TO THE SMMES

BBBE, women and people living with disabilities are supported to start own businesses, is one way of providing support to SMMEs.

Berenschot (2009) wrote that the existence of poverty makes the citizens of the area more reliant on politicians to better their lives because they need access to the public goods.

i. Sectoral and institutionally diverse knowledge-generating businesses and institutions, able to draw innovative ideas from many potential sources;
ii. firms at high levels of specialisation, capable of supplying the best to national and international markets;
iii. commercial and marketing expertise, based on awareness of international markets and technological conditions;
iv. a social culture that demonstrates and tolerates diversity, and offers new ideas and ways of doing things;
v. firms that are able to exploit knowledge and to support knowledge applications by others;
vi. high levels of technical sophistication among producers and users of technology;
vii. economies of scale;

viii. International knowledge spill-overs from sophisticated customers, including locally represented multinational companies, which provide the LIS with information on leading-edge knowledge, products and services.

According to Meyer and Meyer (2017), entrepreneurship may be used to combat joblessness and will impact the economic growth of the locality positively. Therefore, the province needs to seriously start assisting SMME development with adequate funding.

i) FRAMEWORK IMPLEMENTATION PLAN

According to Jiboku and Okeke-Uzodike (2017), African countries have a general criticism when it comes to policy implementation. South Africa is no exception to this criticism, especially when it comes to the local government sector, mainly because all areas are highly regulated with clear goals and timelines. However, the desired impact and outcomes are not achieved. Jiboku and Okeke-Uzodike elaborated that during the data collection, one interviewee alluded to the fact that African governments are full of rhetoric and that the gap between the rhetoric and reality should be closed in order for the African continent governments to improve the developments within each country.

Weak coordination between stakeholders, especially between the government and the firms, is high, which resulted in lack of information flow to the North West's residents from the local municipalities. The outcome of this weak coordination had a causal effect of lowering the capacity-building of the municipality. Other possible reasons for low levels of social capital in the North West are slow delivery on basic services, improper maintenance of infrastructure, and backlogs on water, sanitation and electricity. A total of 42% of all households in the Province have backlogs in service delivery dating post-1994. The irony is that there are policies out in place that are aimed at improving these challenges.

The Constitution of SA, as the rule of law of the country, in section 154 states that the provincial and national spheres of government are mandated to support and strengthen capacity of the local sphere of government in carrying out their powers and function. The local government has a library box that has all the necessary legislations that should enable the cadres to implement the legislation. However, legislation on its own might be

difficult to implement if not simplified through a policy and a framework. This is why every government, after being sworn in, has to adopt the entire legislative framework; thereafter, review the policies that will give a direction of how and what needs to be archived by the end of its term of office.

According to Koma (2014), an implementation programme should also take into consideration the financial requirement brought about by the new policies. All other resources, such as humans and technology, have to pull together and be put in the implementation plan.

j) MAXIMISE THE PRODUCTIVITY OF MUNICIPALITIES TOWARDS CONTRIBUTING TO THE GDP

Through the IDPs, municipalities are able to plan to improve the economic growth of its jurisdiction. Coherent local economic development strategy and area plans are a critical part of the municipal IDP. The critical part of local government is to robe other sector departments into the planning phase to ensure that the plans of government are integrated. The Province finds itself faced with stakeholder participation during the drafting of the IDP. The process of the IDP of municipalities to unfold inclusive of sector department participation is important because the local government is a sphere not a tier of government, and therefore municipalities are autonomous. The constitution defines the municipal fundamental role as promoting social and economic development in the localities. Since development requires the participation of various stakeholders in order to be achieved, how these autonomous localities can plan and link these plans is important. The independence of a locality may pose as a challenge when their participation in integrating the plans is minimal.

k) INFRASTRUCTURE MAINTENANCE PLANS AND DEVELOPMENT

Both the hard (new technologies) and soft infrastructure (social networks and interaction) should be considered in order for the economy to grow, mainly because it increases the ability of stakeholders to participate. The developed SC2 is attempting to address the

economic infrastructure in order to ensure that when investors come, they should be attacked by how the infrastructure is.

l) PROMOTE A SAFE AND CLEAN-LIVING ENVIRONMENT

The improvement and the conservation of the environment are important in order to promote a safe and clean environment for the people of the Province.

m) ACCELERATE COMMUNITY DEVELOPMENT THROUGH RECREATIONAL AND EDUCATIONAL FACILITIES

The literacy level within the Province should be at a certain level so that the desired HDI may be attained. The elimination of the bully mentality within the schooling environment and introducing programmes that will replace that mentality with mentoring the weak, and encouraging parent participation in the education of the children is necessary. Build a sense of ethics and morals from early childhood. Promote local government working together with universities and research institutions in order to ensure that knowledge and technology are shared through the implementation of the innovative research conducted by these research institutions. According to the Business Inc. newspaper, MEC for Finance Rosho said at the Provincial Medium-Term Expenditure Committee engagement with provincial departments and public entities that the department is implementing various projects that are aimed at boosting the prospects of township and rural economies; however, there is going to be a budget baseline reduction because of shortages of funds. Rammohan (2000) debated that the KDM not necessarily replicable in regions with a different historical tragedy, which follows a number of studies that have concluded the Kerala model may be enhanced further for improvements, which leaves room that may be debated that if the model itself had its own strengths, weaknesses and opportunities, then an area that has that what Kerala lacked may use the model to its advantage. The aim is not to replicate, but rather to take those elements that are missing within the North West and implement them through a framework for local development.

n) IMPROVE THE ACCESS TO HEALTH FACILITIES

6.3.2 Practical application

Planning	Action	Outcome	Impact

Resources identification	• Saving a % of the grant's allocation yearly
	  • Saving a % from debt collection
	  • Skilling and re-skilling of LED personnel
	  • Costing the envisioned project within the previously un-implemented plans with the consideration of inflation
		• % of equitable share saved for LED project
		  • % of money collected from debt saved, which will redress the previous errors of not prioritising LED
		  • A multiyear project will be costed with real prices
			• Municipality in a better financial position

Stakeholder identification	• Roles and responsibilities identified • What and how much each is putting aside for the project	• Elimination of self-interest and silo planning of government institutions within the Province and municipalities	

Action plan formulation	Timeline for each phase determined	Quarterly monitoring and evaluation	LED strategies being implemented as planned

6.3.3 Policy formulation

The framework should have a long-term approach, where the results are impact based. The action plans that assist with the implementation of the framework will be reviewed every five years to ensure relevancy. This is because the outcome-based approach of the current framework where buildings and roads are built does not measure if these LED-driven initiatives have an impact on the standard of living of the people and the growth of the national economy.

It is being argued that the Kerala model in India may be taken as an early prototype of sustainable development because of the following factors: (1) improvements in the quality of life indicated by sustained and progressive improvements in the standard of living evidenced by the reductions in infant mortality and birth rates, substantial increases in life expectancy at birth and overall improvements in the status of women; (2) improvements in environmental stability indicated by the disappearance of irreversible ecological changes and frugal and efficient use of energy and natural resources; (3) improvements in relative social and economic inequality and the importance accorded to social justice as a prerequisite for development; and (4) decline in political strife orchestrated by the establishment of democratic institutions, and traditional communal harmony maintained between the three major religious groups.

The support to local municipalities by the provincial and national LED departments of government and private sectors is emphasised within the framework mainly because, when resources are coordinated by all spheres to the same objective, it yields better results. The consideration of the uniqueness of the North West Province is the key factor that will be driving the implementation of the framework. The framework considered the effects of the Province being affected negatively by globalisation as the success of the Kerala DM has been implemented over decades.

All plans of government should be local development oriented by ensuring that all strategies of the Province eventually support the economic growth of the Province. This directly refers to the alignment of all plans by government within the province to be integrated so that the direction and the agenda of the Province should be similar and directly correlated. The SDF is a long-term plan that outlines how the municipalities intend to development over time; however, the interim annual plans should have the same vision. The plans should talk to economic growth of the Province from procurement to implementation; this will avoid money leaving the Province (Véron, 2001). Kerala's unique development patterns and outstanding accomplishments have been achieved with little foreign aid, and consequently the improved and accountable manner of managing current funds should be considered.

6.4 STUDY LIMITATIONS

LIMITATIONS

Material limitation

The study will be focused on only the North West local economic development. This study will not be concentrating on comparing the economic performance of the overall country, as this would be an unfair comparison. Rather, the intention is to highlight the influence or the lack thereof of economic development using an industrialised framework in the North West.

Time period limitation

The study's time limit will be from 2013 to 2019. However, in order to get more contexts on a particular matter, further years will be considered. This study will not be concentrating on comparing the economic performance of the study areas over time, but to learn from each success.

TIME SCHEDULE FOR THE STUDY

Jan 2017 to June 2017: Proposal stage

July 2017 toed 2017: Chapter 1

Jan 2018 to March 2019: Chapters 2 and 3

Apr 2019 to July 2019: Qualitative data collection

Aug 2019 to Sep 2019: Analysis of data and Chapter 5

Oct 2019: Submission

Data limitation

The data will be both secondary and primary data. In the North West, there will be a focus group that consists of the North West LED forum. The questionnaire will be distributed among the forum delegates in the NW LED forum. The forum has 50 delegates and there will be 50 questionnaires distributed to municipal delegates. The department of DEDECT, COGHSTA managers and LED practitioners will also be given the questionnaire. To analyse the data, SPSS will be used. For secondary data the documents to be looked at within the municipality are the LED strategies of all 21 municipalities. Linkages and the information collected are assessed by the Provincial Finance Department on HDI and GVA per district and race.

1. The Constitution (Act 108 of 1996)

The Constitution provides a framework for the role of local government in LED. According to sections 152 (c) and 153 (a) of the South African Constitution, local government must "promote social and economic development" and it must "structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community."

2. White Paper on local Government

The White Paper on local Government describes the characteristics of a developmental local government; section B 1.1 of the White Paper on Local Government (1998) states that the powers and functions of local government should be exercised in a way that has a maximum impact on the social development of communities – in particular, meeting the particular basic needs of the poor, and the growth of the local economy.

3. Municipal Structures Act

The aim of the Act is to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria to determine the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate decision of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith.

4. Municipal Systems Act 32 of 2000

The Act mandates municipal councils to adopt a single but inclusive strategic plan (the integrated development plan) for the development of the municipal jurisdiction within a prescribed period. The IDP should contain an LED strategy that has broader development priorities and objectives of the municipality.

The Municipal Systems Act (Act 32 of 2000) lists the duties of a municipal council, within its financial and administrative capacity, as follows in section 4(2): exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community, provide, without favour or prejudice, democratic and accountable government, encourage the involvement of the local community, strive to ensure that municipal services are provided to the local community in a financially and environmentally sustainable manner.

The Act emphasises that the local government should consult the local community about the level, quality, range and impact of municipal services provided by the municipality, either directly or through another service provider, the available options for service delivery, give members of the local community equitable access to the municipal services to which they are entitled, and promote and undertake development in the municipality,

5. Municipal Finance Management Act 56 of 2003

Secondly, time required to conduct research will be limited to timeframes as set for the PhD duration, which is a minimum of two and a maximum of five years. The leave days

allocated to me by my employer are another element of time limitation, as travelling will have to be fit to days allocated by my employer.

Fourthly, it is the influence I might have on the data as I will be collecting the data myself. Lastly, the uncertain availability of the participants to respond to requests for information.

6.4 CONCLUSIONS

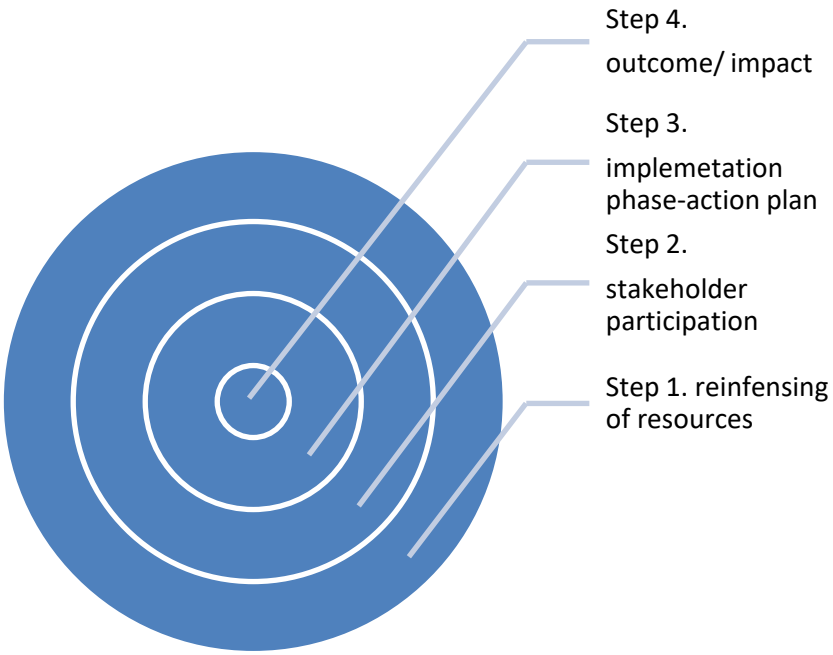
The research outcome and findings are resulting from the objectives as presented in Chapter 1 above. Each of the five objectives had a section on the tool/questionnaire that they had to answer directly. The study made an attempt to answer these research objectives by analysing the effectiveness of the LED strategy in the North West Province. The targets in the LED strategy are not achieved and as a result the service delivery provisions have not improved following the implementation of the LED strategy. The study concludes that the LED strategy does not have a well-defined implementation plan accompanying it and that is one of the major weaknesses of the strategy. There is generally a non-alignment of the LED strategy with the provincial planning document such as the SOPA, SONA and NDP. It was evidenced from the data that the LED strategies do not benefit the local communities. The municipalities are financially constrained to achieve most of their set LED strategic targets and service delivery is mostly affected.

6.5 RECOMMENDATIONS

The study recommends the following areas for future studies and policy implementation:

The Roberts-Tebejane LED implementation framework for NW

The framework will comprise phases, namely the planning, action, outcome and impact phases. The below table depicts what will be comprised in the different phases.



The Roberts-Tebejane LED implementation framework is a resource-based framework where resources required to undertake and implement LED initiatives first have to be costed, identified, sourced and allocated prior to project identification. This means that resources should be set aside and reinforced for LED projects first before the stakeholders are engaged and consulted on which projects, they need the municipality or province to concentrate on. What is happening currently is that the process starts with the strategic planning where a wish list is compiled, which is called the IDP, and thereafter the budget process starts where then the projects are prioritised according to the available resources. This process disadvantages those units/departments that are not understood like the challenge mentioned in Chapter 2 of a lack of understanding of what LED is and the identification of resources and only engaging the investors when resources are there from the project owner will break the bearers and challenges of:

1. Infrastructure: Because of what DST and COGTA planned, that LED infrastructure should be prioritised, the Roberts-Tebejane framework is saying "identify the resource before expectations are created".
2. Education: The skills set within the municipalities should be given the liberty to implement and the existing political intervention in the department of LED should be dealt with by the state.
3. Communication: Only communicate a cash-backed plan with stakeholders.
4. LED not recognised as important: When the institutions responsible for ensuring that there is economic development in the locality starts recognising it and availing their own funds, other players will also recognise it as important.
5. Relationship between national and provincial strategies: The elimination of silo planning will be realised when all are putting the resources aside for LED. No one department can have a catalytic project that turns the economy around alone, and therefore when one is aware that the main driver has put money aside, it will become easier for them to follow within their jurisdiction.

Usually what happens is that basic service delivery and corporate services then get a bigger chunk of the budget and LED is left out as it is not understood. Reinforcing resources for LED will ensure that when the community is consulted, the funds will be available, which will improve the interest of stakeholders knowing that their projects will be implemented. The sector departments that are supposed to support the LED initiatives of the Province and the local municipalities will be improved by the commitment shown of resource availability.

Since LED initiatives need stakeholders of various sectors to participate and to also contribute their resources and since the driver of LED is local government as per the constitution, municipalities will get a better audience from private sector and national treasury when they come up with a project that is resource backed. This is because of the common understanding that when you have to support a proposal, the proposer should be telling the potential investor how much they are committing to fund the project. The investors usually require that the proposal should show by how much the municipality is willing to fund the project, but what municipalities do is that they put the project in the

IDP, budget and SDBIP, but they will not be cash backed and once there is a shortage of funds, they just make a virement to decrease or decrease a budget and use the funds for something else. However, when the budget was to be reinforced with strict conditions attached internally, the money will be spent for the LED project alone.

The study showed that the people in LED are certificated and have qualifications; further studies may investigate whether the qualifications they have are relevant and why those with relevant qualifications are unable to use their skills fully. However, the availability of funds will change the current situation around. The Roberts-Tebejane LED implementation framework does not require planning to start form project identification, because a great deal of money has been spent in the last 25 years of democracy. Previously identified projects that were not implemented should be re-prioritised and costed; thereafter, the municipality or the provincial office should work on saving money for the project before it is put up for final consultation. This is motivated by the Batho Pele principle, which says that government should redress. This means to inform the stakeholder why promises were not met and the plans put in place to correct the error, but only when the resources have been put aside so that another failure should be avoided.

Evaluation of the framework

The evaluation should be done on the impact the project had at the end of the project, i.e., the locality will be at a better level of economic growth, and therefore the framework is referring to multiyear big projects. The small actions that add up to the main objective should be evaluated quarterly per stage. This means stage 1is the resource identification where the municipality will be saving own funding from services rendered, debt collection of prior years' debtors and setting aside a certain portion of the equitable share for three financial years. The stage will be monitored on a quarterly basis as per the MFMA of 2003 section 71.

The next stage is stakeholder analysis and each role and contribution are planned. However, this stage is talking to the different types of investors who should contribute according to their powers and functions to the bigger project. The evaluation will be per engagement to check if the engagements are fruitful, and not a talk show. This is where

all involved will be making the resources, they have available with plans on how and when they may be used. The stakeholder that did not make resources available at that stage should not be part of the process, and therefore it is important that during the resources identification phase all that will be participating gives a clear time line.

The implementation phase will be milestone driven; when money is spent the stage should be according to the planned target. If no consequence management is implemented for irregular expenditure, the outcome phase will realise the actual project completion where completion certificates are signed by all implementing agents. Thereafter, there is the outcome phase where the project is used to facilitate economic development. White elephants should be avoided where a structure is built but not used or fully used. Those responsible for the use will be evaluated quarterly and corrective measures should be done ongoing.

6.6 SUMMARYOF THE RESEARCH

The study was organised into five chapters to respond to the research objectives as proposed in Chapter 1. Chapter 1 introduced the research and provided some background to the study including establishing the problem statement, rationale of the study, aim and objectives of the study and the research questions. Furthermore, the importance or significance of the study was looked into, and the scope, limitations or delimitations of the study and definition of terms were outlined. Literature was thoroughly reviewed in Chapter 2(both empirical literature and theoretical). Chapter 3presented the research methodology the study followed in answering the research objectives as presented in Chapter 1. Data analysis and interpretation of results were presented in Chapter 4of the study. Lastly, Chapter 5 presented the summary of the findings, drew conclusions in line with the objectives of the research and suggested recommendations as well as areas for future study.

The practitioners of LED are having problems with the funding of the implementation of the plans. However, there are various funding methods that are available as mentioned in Chapter 4. Practitioners should ensure compliance in order to qualify for the funds. The private sector can also be used for funding as there are a number of institutions that have the social responsibility that they should plough back into the Province where they reside. The MIG framework has been reviewed to include LED infrastructure as a component

that also assists with the funding problems. The meeting was held on 7 May 2019, where municipalities of the nation were invited by COGTA to input and decide on which LED infrastructures should be included in the framework of MIG.

Why the towns were built into existence should be considered in the LED framework, because it will take in to consideration past economic activities and the ecosystem that was successful and can still be explored. This will ensure continuity of what was spent previously in the Province even during the apartheid era. This will ensure that all government infrastructures are kept at operational level. The challenge faced by the municipalities of the province is not being able to generate profit from existing infrastructure and avoid costly white elephants.

The national LED framework 2014-2019 was built on the achievements and lessons gained in the implementation of the 2006 framework. Recently, COGTA reviewed the national framework and it has been adopted and given to all stakeholders for implementation in the North West Province. The province needs to take advantage of the new framework and develop one that will assist municipalities when developing their strategies for LED.

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Municipal IDP and LED Strategies

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Dr Ruth Segomotsi Mompati District Municipality fourth generation IDP 2017-2022

City of Matlosana Local Municipality fourth generation IDP 2017-2022

Kgetleng Local Municipality fourth generation IDP 2017-2022

Lekwa Teemane Local Municipality fourth generation IDP 2017-2022

Mamusa Local Municipality fourth generation IDP 2017-2022

Moses Kotane Local Municipality reviewed IDP of 2014/15

Naledi Local Municipality fourth generation IDP 2017-2022

Ngaka Modiri Molema reviewed IDP of 2014/15

Ratlou Local Municipality fourth generation IDP 2017-2022

Taung Local Municipality fourth generation IDP 2017-2022

Bojanala Platinum District Municipality Growth Development Strategy 2005

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Maquassie Hills Local Municipality LED Strategy 2013

Moretele Local Municipality LED Strategy 2010

Moses Kotane LED Strategy 2011: Review and alignment of local municipality LEDs with Bojanala PDM Plans

North West Provincial Growth Development Strategy 2014

North West Provincial Strategy 2017

Rustenburg LED Strategy 2011: Review and alignment of local municipality LEDs with Bojanala PDM Plans

ANNEXURE A: DATA COLLECTION TOOL

Towards a sustainable implementation LED framework for the North West Province in South Africa

This questionnaire is intended to be completed by the designated provincial and municipal official.

Please tick area of employment

Municipality	Province

This questionnaire is in partial fulfilment of a PhD study at the North-West University and to achieve the objectives of a case study. The questionnaire is sent to all local economic development practitioners in the sample population. Please do not include your names and know that your responses will be held in strict confidence and shall be used for this study only. It will be appreciated if it can be emailed back to the researcher as soon as it is completed. Should there be any need for clarity on anything or any follow-up on the questionnaire:

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Aim of the study

The aim of the research is to develop the LED implementation framework for the EC province.

Objectives

- To determine the nature and scope of the LED implementation strategy in NW
- To assess the awareness of the LED implementation strategy
- To determine the effectiveness of the LED implementation strategy
- To determine the challenges related to the implementation of the LED implementation strategy
- To make recommendations regarding improvements in the LED implementation strategy
- To develop the LED implementation framework

Research questions

- What are the nature and scope of the LED implementation strategy in NW?
- What is the level of awareness of the LED implementation strategy?
- How effective is the LED implementation strategy in the NW?

Section A: Demographic variables

1. **Gender**
   ☐ Female ☐ Male

2. **Marital status**
   ☐ Single ☐ Married Divorc☐ Widow(er) ☐

3. **Race**
   ☐ Black ☐ White ☐ Coloured ☐ Indian/Asian

4. **Age**
   ☐ 18 to 25 ☐ 26 to 35 ☐ 36 to 45 ☐ Above 45

5. **Level of education**
   ☐ Matriculated ☐ Diploma ☐ Degree ☐ Post-graduate degree
   ☐ Other

6. **State the category of employment you fall under**
   ☐ Permanent worker ☐ Part-time worker ☐ Contract worker ☐ other

7. **Years of service**
   ☐ ≤ 1 year ☐ 2–10 years ☐ 11–20 years ☐ over 20 years

In completing each item in this section, carefully read each statement and indicate the extent to which you agree or disagree with the statement by ticking the appropriate column.

Section B: to determine the nature and scope of the LED implementation strategy in EC

No.	Statement	Strongly agree	Agree	Disagree	Strongly disagree
1.	The NW province has an approved current LED strategy				
2.	The LED strategy is clearly defined in the municipalities				
3.	The LED strategy has been formally introduced to all the stakeholders.				
4.	The process of developing the LED strategy was transparent within the organisation				
5.	The goals set in the LED strategy are achievable and implementable				
6.	The LED strategy has a well-defined implementation plan accompanying it				
7.	The communities were work shopped on the LED strategy and its contents				
8.	The targets in the LED strategy are well defined				
9.	The LED strategy, if well followed, will improve on service delivery				
10.	The LED strategy is aligned with the provincial planning document such as SOPA				
11.	The LED strategy is aligned with the SONA and NDP				
12.	The LED strategy is linked to the other complementary sectors such as IDPs, EPWP, and the private sector				
13.	There are no policies and strategies to promote LED strategy				

Section C: To assess the awareness of the LED implementation strategy

No.	Statement	Strongly agree	Agree	Disagree	Strongly disagree
1.	The communities are aware of the LED strategy and its contents				
2.	LED strategy caters for the interests of all communities				
3.	LED strategy creates employment opportunities for the local communities				
4.	LED strategy is meant to alleviate poverty within the local communities				
5.	LED strategy is formed to enable resource redistribution				
6.	LED strategy aims at creating a partnership between public, private and non-governmental sectors				
7.	LED strategy seeks to promote retention of local income				
8.	LED strategy seeks to provide local communities with skills training opportunities				
9.	LED strategy is about sustainable development in the long term				

Section D: To determine the effectiveness of the LED implementation strategy

No.	Statement	Strongly agree	Agree	Disagree	Strongly disagree
1.	The majority of goals set in the LED strategy have been achieved and implemented				
2.	The LED strategic implementation plan has been followed to the letter				
3.	The targets in the LED strategy are achieved				
4.	The service delivery provisions have improved following the implementation of the LED strategy				
5.	Projects emanating from the LED strategy have empowered local communities with employment				
6.	Communities around the EC benefitted equally from the redistributed resources				
7.	There are viable partnerships between public, private and non-governmental sectors				
8.	Projects from the LED strategy benefit the local communities and income circulates within the communities				

Section E: To determine the challenges relating to the implementation of the LED implementation strategy

No.	Statement	Strongly agree	Agree	Disagree	Strongly disagree
1.	There is generally incapacity or shortage of skilled personnel				
2.	Majority of the employees in the municipalities' level of education is very low				
3.	Corruption hinders the success of many projects enlisted in the LED strategy				
4.	Poor or weak administrative systems hinder progress in the implementation of the LED strategy				
5.	Lack of transport infrastructure services hampers LED initiatives.				
6.	Lack of water and electricity services hampers LED initiatives.				
7.	The communities were not informed of the LED strategy and its contents				
8.	The municipalities are financially constrained to achieve most of their set LED strategic targets				
9.	Lack of private public partnerships hinders the implementation of the LED programmes				

ANNEXURE B: INFORMED CONSENT

1. Letter of request to collect data

23 April 2019

Head of Department

Local Government, Human Settlements and Traditional Affairs

Gerona Building

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am Brenda Roberts-Tebejane, a PhD candidate at the North-West University with student number 29857929. My research title is "A sustainable implementation LED framework for the North West Province in South Africa". This questionnaire is intended to be completed by the designated provincial and municipal official.

I therefore request permission to distribute questionnaires and conduct interviews with employees within the Municipal Economic Development Facilitation Unit. With your approval, the relevant officials to be interviewed will be consulted well in advance to negotiate interview dates/times as well as information to be required. It is, however, noted that certain information in the Public Service is classified and such information will not be sorted.

Please contact the North-West University, Professor OD Daw on 071 777 1580/018 389 2409 david.daw@nwu.ac.za or the student, Mrs Brenda Roberts-Tebejane on 072 289 2654/018 473 2107 bjuliaroberts@gmail.com for further clarity and approval. Please find attached an ethics clearance certificates issued by the University on the research project.

Regards

_____

B.J Roberts-Tebejane

B.2 Letter of consent from participants

Letter of introduction and informed consent

NWU Business School

Towards a sustainable implementation LED framework for the North West Province in South Africa

Research conducted by

Mrs BJ Roberts-Tebejane (**20952651)**

Cell: 072 289 2654

Date: 23/04/2019

Dear Participant

You are invited to participate in an academic research study conducted by Brenda Julia Roberts-Tebejane, *Doctor of Philosophy* in Business Management and Administration, from the NWU Business School, at the North-West University's Mafikeng Campus. The purpose of the study is to develop a feasible LED implementation strategy/framework for the Eastern Cape Province.

Please note the following:

This is an anonymous study survey as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.

- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 5 minutes of your time
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, North-West University, Professor OD Daw on 071 777 1580/ 018 389 2409david.daw@nwu.ac.za if you have any questions or comments regarding the study.

Please indicate that:

- You have read and understand the information provided above. **YES**
- You give your consent to participate in the study on a voluntary basis. **YES**

Date of consent:

ANNEXURE C: ETHICS CLEARENCE CERTIFICATE

Copy of the ethics clearance certificate

NORTH-WEST UNIVERSITY
YUNIBESITI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

Private Bag X6001, Potchefstroom,
South Africa, 2520

Tel: (018) 299-4900
Faks: (018) 299-4910
Web: http://www.nwu.ac.za

Institutional Research Ethics Regulatory Committee
Tel: +27 18 299 4849
Email : Ethics@nwu.ac.za

ETHICS APPROVAL CERTIFICATE OF PROJECT

Based on approval by the **Human Resource Research Ethics Committee (HRREC) on 04/08/2017**, the North-West University Institutional Research Ethics Regulatory Committee (NWU-IRERC) hereby **approves** your project as indicated below. This implies that the NWU-IRERC grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the project may be initiated, using the ethics number below.

Project title: A framework for rural development of the impoverished Eastern Cape Province: Adoption of the Kerala development

Project Leader/Supervisor: Prof R Rena
Student: BJ Roberts-Tebejane

Ethics number: NWU-0638-17-A9
Institution / Project Number / Year / Status

Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation

Application Type: Single Study
Commencement date: 2017-08-04 **Expiry date:** 2020-08-04 **Risk:** NA

Special conditions of the approval (if applicable):

- Translation of the informed consent document to the languages applicable to the study participants should be submitted to the HRREC (if applicable).
- Any research at governmental or private institutions, permission must still be obtained from relevant authorities and provided to the HRREC. Ethics approval is required BEFORE approval can be obtained from these authorities.

General conditions:

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

- *The project leader (principle investigator) must report in the prescribed format to the NWU-IRERC via HRREC:*
  - *annually (or as otherwise requested) on the progress of the project, and upon completion of the project*
  - *without any delay in case of any adverse event (or any matter that interrupts sound ethical principles) during the course of the project.*
  - *Annually a number of projects may be randomly selected for an external audit.*
- *The approval applies strictly to the protocol as stipulated in the application form. Would any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of these changes at the HRREC. Would there be deviated from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.*
- *The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the NWU-IRERC via HRREC and new approval received before or on the expiry date.*
- *In the interest of ethical responsibility the NWU-IRERC retains the right to:*
  - *request access to any information or data at any time during the course or after completion of the project;*
  - *to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process.*
  - *withdraw or postpone approval if:*
    - *any unethical principles or practices of the project are revealed or suspected.*
    - *it becomes apparent that any relevant information was withheld from the HRREC or that information has been false or misrepresented.*
    - *the required annual report and reporting of adverse events was not done timely and accurately.*
    - *new institutional rules, national legislation or international conventions deem it necessary.*
- *HRREC can be contacted for further information via Estie.Emloch@nwu.ac.za or 018 299 2873.*

The IRERC would like to remain at your service as scientist and researcher, and wishes you well with your project. Please do not hesitate to contact the IRERC or HRREC for any further enquiries or requests for assistance.

Yours sincerely

Prof LA Du Plessis
Digitally signed by Prof LA Du Plessis
Date: 2017.09.01 13:02:15 +02'00'

Prof Linda du Plessis
Chair NWU Institutional Research Ethics Regulatory Committee (IRERC)

To whom it may concern

Cecile van Zyl
Language editing and translation
Cell: 072 389 3450
Email: Cecile.vanZyl@nwu.ac.za

25 February 2020

Dear Mr / Ms

Re: Language editing of mini-dissertation (Towards a sustainable implementation LED framework for the North West Province in South Africa)

I hereby declare that I language edited the above-mentioned mini-dissertation by Ms BJ Roberts-Tebejane (student number: 20952651).

Please feel free to contact me should you have any enquiries.

Kind regards

Cecile van Zyl

Language practitioner

BA (PU for CHE); BA honours (NWU); MA (NWU)
SATI number: 1002391