

**THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT  
STRATEGY BY THE GREATER TZANEEN MUNICIPALITY IN LIMPOPO  
PROVINCE**

by

**LEBOGANG ERNEST MALELE**

**MINI-DISSERTATION**

Submitted to the Turfloop Graduate School of Leadership in partial fulfilment of  
the requirements for the degree of

**MASTER OF DEVELOPMENT**

in the

**FACULTY OF MANAGEMENT AND LAW**

at the

**UNIVERSITY OF LIMPOPO**

**SUPERVISOR**

**PROFESSOR THERESA MOYO**

**APRIL 2018**

## **DEDICATION**

This study is dedicated to my family and all my friends and colleagues who supported me throughout this project.

## DECLARATION

I declare that **the Implementation of the Local Economic Development (LED) Strategy by the Greater Tzaneen Municipality in Limpopo Province** for the degree of Masters of Development has not been previously been submitted by me for a degree at this or any other university; that it is my work in design and in execution, and that all the sources contained in this dissertation has been duly acknowledged by means of complete references.

---

LEBOGANG ERNEST MALELE (MR)

11 APRIL 2018  
DATE

## ACKNOWLEDGEMENT

I would like to express my sincere appreciation to the following persons who have made a valuable contribution in many ways towards the completion of this study.

- ❖ To God be the Glory. Thank You for Your unmerited favor, being the pillar of strength, inspiration and sustaining me throughout my studies. All power, authority, wisdom, glory and honor are Yours. I will never depart from Your ways for as long as I live.
  
- ❖ My Supervisor, Professor Theresa Moyo for her professional support, academic guidance and encouragement. Prof you have always been patient and there for me when I needed your help. Thank you a million times.
  
- ❖ Mr Victor Netshidzivhani, for his statistical knowledge and inputs. Without your valuable contribution I would not have done justice in Chapter 4 and 5. Thank you for being available to offer your assistance.
  
- ❖ Mr M.J.Masete and Mr Ralph Masuku for providing resources, typing and forming this document.
  
- ❖ Mrs.S.D.Manzini, the Circuit Manager for Nkowanowa Circuit, for the support, motivation and encouragement. Without your support I would not have achieved this.
  
- ❖ The Language editor Dr Lukas Mkuti for editing and proof reading my document.
  
- ❖ To all the respondents/participants, thank you for agreeing to be my project respondents. Your participation made this project possible.
  
- ❖ To my loving wife Maureen, thank you for your love, support and confidence you have on me throughout my years of study by always telling me that I can make it because I have all the God given potential. I consider myself blessed for having a wife like you

- ❖ To my daughter Tumiso Malele and son Tiholo Malele, I always thank God for blessing me with you. Thank you for understanding when I took you along and spent hours in the main campus library without complaining.

## ABSTRACT

The aim of this study is to investigate and assess the effectiveness of Greater Tzaneen Municipality in implementing LED strategies in rural communities. Although the concept of Local Economic Development has been studied and widely debated in South Africa, the present study intends to determine the extent to which the implementation of LED strategy by Greater Tzaneen Municipality contributes towards improving the livelihood of communities for sustainable local economic development. In other words, the study purports to develop a more holistic understanding of the dynamics of local economic development efforts.

This is a mixed method study in which elements of qualitative and quantitative approaches to collect, analyze, validate and interpret data were used. Quantitative design was used to profile respondents and do some statistical analysis of the population. The quantitative design used was in the form of a semi-structured survey questionnaire to acquire statistical data. Since the study is heterogeneous, stratified random sampling was used for the quantitative design whereby ward councillors, ward committees, project leaders and community stakeholders (n= 60) participated. For the qualitative aspect of the study face-to-face interviews schedule was used in order to construct the reality from the interviewees' world and to gain more in-depth dynamics and complexities by virtue of being the more natural form of interaction with respondents. Key municipal officials directly involved in LED and those who have more knowledge and information concerning LED implementation were identified by means of purposive sampling technique (n=10).

The findings revealed that even though Greater Tzaneen Municipality on average is on the implementation side, there are some factors that hinder it from achieving the 100% LED strategy implementation. Even though policies are in place, it appears like LED strategies have produced very few success stories for various reasons country wide which among others includes lack of capacity within municipalities, financial constraints and poor and incorrect implementation. The other challenge is that communities regard LED as employment creation by municipalities and should not be viewed only as creating economic benefits, but

as playing a vital role in poverty alleviation and therefore should have a strong social focus.

As per the constitutional mandate Section 152 (1), (2) and Section 153 LED should be an integral part in the planning activities of municipalities across departments and not be afterthought. The process should clearly reflect participation by all wards and their respective communities, local economic growth, poverty alleviation and job creation as well as prioritizing human development initiatives.

## ACRONYMS

CDW	COMMUNITY DEVELOPMENT WORKERS
DBSA	DEVELOPMENT BANK OF SOUTH AFRICA
DPLG	DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT
IDP	INTEGRATED DEVELOPMENT PLAN
MDG	MILLENNIUM DEVELOPMENT GOALS
MSA	MUNICIPAL SYSTEMS ACT
NGO	NON-GOVERNMENTAL ORGANIZATION
NPFPP	NATIONAL POLICY FRAMEWORK ON PUBLIC PARTICIPATION
RDP	RECONSTRUCTION AND DEVELOPMENT PROGRAMME
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SPSS	STATISTICAL PACKAGE FOR THE SOCIAL SCIENCES
STATS SA	STATISTICS SOUTH AFRICA
WHO	WORLD HEALTH ORGANIZATION
WPLG	WHITE PAPER ON LOCAL GOVERNMENT



## TABLE OF CONTENTS

	Page
Dedication	ii
Declaration	iii
Acknowledgements	iv - v
Abstract	vi - vii
List of Acronyms	viii
Table of Contents	ix - xii
Annexures	xiii

## CHAPTER 1: BACKGROUND TO THE STUDY

1. Introduction	1- 2
1.1. Rationale/Motivation	2
2. Statement of the problem	3 - 4
3. Aims of the study	4
4. Objectives of the study	4
5. Research Hypotheses/ Questions	4 - 5
6. Definitions of concepts	5 - 9
7. Ethical considerations	9 - 10
8. Significance of the study	10- 11
9. Concluding remarks	11
10. Outline of the research report	11
Summary of each chapter	11
Chapter 1: Introduction and background to the study	11
Chapter 2: Literature review	11- 12
Chapter 3: Research Methodology	12
Chapter 4: Research Findings, Analysis and Interpretation	12
Chapter 5: Conclusions and recommendations	12

## CHAPTER 2: LITERATURE REVIEW

2.1.	Introduction	13 -14
2.2.	Evolution of Local Economic Development	15- 16
2.3.	Definition of concepts	16- 17
2.4.	Theories of Local Economic Development/Theoretical Framework	17- 21
2.5.	Implementing LED Strategy	21- 28
2.6.	Linking LED to poverty alleviation	29
2.7.	GTEDA Projects	29
2.8.	Pro poor LED implementation for the improvement of quality of life	29- 30
2.9.	Tourism LED	30- 32
2.10.	LED and job creation	32- 36
2.11.	LED and Community projects	36- 37
2.12.	Challenges to LED implementation in South Africa	37- 43
2.13.	Inadequate data and finance	44
2.14.	LED in the area of study	44
2.15.	Key issues from the literature	44-45
2.16.	Conclusion	45- 46
2.17.	Synthesis of issues	46

### **CHAPTER 3: RESEARCH METHODOLOGY**

3.1. Introduction	47- 48
3.2. Research design and rational	48- 59
3.3. Population	59- 60
3.4. Sample	60- 65
3.5. Data collection	65- 72
3.6. Data analysis	72- 75
3.7. Ethical considerations	75- 76
3.8. Reliability and validity	76- 80
3.9. Conclusion	80- 82

### **CHAPTER 4: RESEARCH FINDINGS, ANALYSIS AND INTERPRETATION**

4.1. Introduction	83
4.2. Presentation of quantitative data, analysis, findings and interpretation	83-126
4.3. Presentation of qualitative data, analysis, findings and interpretation	127- 154
4.4. Conclusion	154

### **CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS**

5.1. Introduction	155
5.2. Lessons learnt	155
5.3. Limitation of the study	155-156
5.4. Summary	156-157
5.5. Conclusion	157-158
5.6. Recommendations	158-160
References	161-184

## **Annexures**

### **Technical editing/language editing**

### **Addenda**

**Addendum A: Document Editing Confirmation**

### **Appendices**

**Appendix A: Questionnaire to respondents**

**Appendix B: Letter to respondents to be interviewed and Interview Guide**

**Appendix C: Letter of request to conduct research at the Greater Tzaneen Municipality**

**Appendix D: Letter of request to conduct research at the Greater Tzaneen Economic Development Agency**

**Appendix E: Letter of request to conduct research the traditional leaders**

**Appendix F: Permission letters to conduct research**

## **CHAPTER 1: BACKGROUND TO THE STUDY**

### **1. INTRODUCTION**

Local Economic Development seen as an international tool for effective management and usage of comparative and competitive advantages in space and time which, is also tried and tested in South Africa in the post-apartheid democratic government (Kanyane, 2008:698) (Abadzic, Umihanic and Cebic, 2012:41). According to the Constitution of the Republic of South Africa (Act 108 of 1996), local government institutions or municipalities are responsible for the facilitation and implementation of LED. South Africa is regarded as the “front runner” in LED in Africa if not the world, considering the extent and scope of development planning and implementation. LED is considered to be able to meet the country's two pronged development needs by significantly reducing local levels of poverty and unemployment. The second need is to simultaneously contribute to economic growth. LED is widely accepted in South Africa's post independence as planning and development strategy (Nel, 2007:9 in Rogerson, 2009:9, Patterson, 2008:4, Stibbe, 2008:27).

Although LED is regarded as the local government responsibility, there are other role players who could contribute to its success, but who tend to be marginalized. This also misses the fundamental concept of partnership. Unemployment and poverty are the major problems facing municipalities in South Africa. The South African Local Government Act No.32 of (2000), emphasizes the need for local governments to be actively involved in the local municipal communities, particularly in addressing the challenges of job creation, unemployment, poverty alleviation and skills development. The Government has initiated LED (Local Economic Development) as the strategy that is geared towards job creation, poverty alleviation and skills development.

The local developing communities are expected to enhance and stimulate economic growth and ensure local economic development through job creation, poverty alleviation projects and skills development programmes. Among others as part of service delivery the provision of basic services to all the people, in particular the previously disadvantaged groups.

LED is also in line with the Constitution of South Africa (Act 108 of 1996) with special reference to Chapter 7, which emphasizes that the South African government has introduced local municipalities in each of the 9 provinces under district municipalities to ensure the implementation, management and sustainability of LED. Given this background, the municipalities are faced with a mammoth task of ensuring effective implementation, management and sustainability of the LED projects geared towards job creation, poverty alleviation and skills development.

The present study aims to investigate the implementation of LED Strategy by Greater Tzaneen Municipality in Limpopo Province. The competency and the capacity to implement these strategies by the local municipalities is to ensure that these projects are used for the benefit of communities in a sustainable manner as part of job creation, poverty alleviation and skills development to bridge the frontiers of poverty. Socio-economic development of the local communities should be part of the local municipality's development agenda.

### **1.1. RATIONALE/MOTIVATION**

The UN-Habitat (2009:1) defines LED as a shared process in which local citizens from sectors work together to stimulate local businesses, producing a resilient and sustainable economy. It is a way to help create decent jobs and improve the quality of life for everyone, including the poor and marginalized. LED encourages public, private, academic, and civil society people to establish partnerships and together find local solutions to common economic problems.

The LED process tries to empower local people to effectively use business enterprise, labour, capital, and other local resources to achieve things that are important locally (e.g. to encourage quality jobs, reduce poverty, steady local economy, and use municipal taxes to provide better services). LED is about sustainable development in the long term.

## **2. STATEMENT OF THE PROBLEM**

According to the Constitution of the Republic of South Africa (Act 108 OF 1996), with special reference to Chapter 7, Section 152 (i) and Schedule 4 Part B, municipalities have an important role to play in service delivery and LED implementation. Greater Tzaneen Municipality is one of the five municipalities in Mopani District in Limpopo Province. This local municipality is known as the tropical paradise because it is the fruit basket of Limpopo and it is also a booming tourist destination of South Africa. Given the potential, the municipality has, the researcher has a felt difficulty of investigating the implementation of the local economic development (LED) strategy by this municipality. By merely looking at the picturesque of the municipality's landscape, one can easily establish that the municipality has got great potential for LED strategy implementation. Studies have been undertaken by international organizations such as the United Nations Development Programme and International Labour Organization in 2006-7 on poverty and unemployment in the municipalities in the area. However, such studies did not yield good results in terms of improving the status and conditions of LED.

The White Paper on Local Government (1997) provides the context and the direction for the role of municipalities in economic development. It is clearly stated in this policy that the local government is not responsible for creating jobs; however, it will be responsible for ensuring that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities. Based on the above statement, it is clear that the local government is charged with the responsibility of creating an enabling environment for LED strategy implementation. In contemporary South Africa, even though credits are sometimes accorded to some stakeholders such as the private sector, NGOs, communities and other spheres of government, the local government is at the nucleus (centre) of the Planning and Local Economic Development.

The Local Government Municipal Planning and Performance Management Regulations, (2001) Regulation 2 91) (d) states that the municipal Integrated Development Plan must, at least, identify all known projects, plans and programmes to be implemented within the municipality by any organ of state.



The central problem in this study is to establish whether Greater Tzaneen Municipality has been effective in implementing LED Strategy by trying to push back the frontiers of poverty through job creation and skills development. The unemployment rate, poverty and lack of skills that Greater Tzaneen Municipality local communities experience has prompted the present researcher to undertake this investigation.

Despite the initiatives and efforts by the LED projects geared towards job creation in order to address unemployment, poverty alleviation and skills development, the situation appears to be going rather slowly and with little gains.

### **3. AIMS OF THE STUDY**

The aim of this study is to investigate and assess the effectiveness of Greater Tzaneen Municipality in implementing LED strategies in rural communities.

### **4. OBJECTIVES OF THE STUDY**

The objectives of this study are:

- To assess the effectiveness of the municipality in implementing LED.
- To determine the extent to which the implementation of LED Strategy by Greater Tzaneen Municipality contribute towards improving the livelihood of communities.
- To investigate the factors that enhance or hinder the effective implementation of LED strategies.
- To make appropriate recommendations and possible solutions that can improve the effective implementation of LED strategies by addressing the socio-economic needs of the communities.

### **5. RESEARCH HYPOTHESIS/QUESTIONS**

Research sub-questions:

- How does the Greater Tzaneen Municipality enhance the effective implementation of LED strategies?

- To what extent can the implementation of LED Strategy by Greater Tzaneen Municipality contribute towards improving the livelihood of communities for sustainable local economic development?
- What is the nature and type of jobs created through LED initiatives?

## **6. DEFINITION OF KEY CONCEPTS**

According to MacMillan and Schumacher (2006:94), a concept is defined as a directly conceived object of thought in a word that states that the commonalities among those observed events and situations for the convenience of both the researcher and the reader.

The following key concepts in this study have been defined in order to bring clarity to their use for clarity, that is, to create a clear dimension of their meaning as used in the subsequent chapters of this research.

### **Poverty**

Zaaiman (2007:2) defines poverty as apparent to the human eye, and is profiled by shacks, homelessness, unemployment, casualized labour, poor infrastructure and a lack of access to basic services. According to Todaro and Smith (2006:805), poverty is a situation where a country or section of a population is, at most, able to meet only its subsistence essentials of food, clothing and shelter so as to maintain minimum levels of living.

De Wet (2005: 3) defines poverty as equals to human suffering, although this suffering may be relative, it is still an undesirable state to live in and often goes hand in hand with other pathologies and deviant behaviour.

According to Saunders (2004:5), poverty is material and also psychological in nature. Poverty has psychological effects such as "distress of being unable to feed one's family, insecurity from not knowing where the next meal will come from and the shame of having to go without food. In this study poverty is described as the state or condition of lack, deprivation of basic human needs and having no food, money and other means of survival.

## **Poverty eradication**

Poverty eradication refers to institutional reforms that increase the political power of the poor to the extent that, through their social movements and encroachment practices, they determine or shape the agenda for how the full range and scope of poverty reduction measures are to be structured and sequenced in order to address the structural causes of poverty, whilst at the same time addressing chronic poverty (Pieterse and van Donk, 2002:24). In this study poverty eradication is described as means and ways of uprooting or getting rid of poverty completely to an extent that people who were affected can start to live a normal life

According to the World Bank Report (2016:1), poverty eradication refers to a meaningful path out of poverty requiring a strong economy that produces jobs and good wages; a government that can provide schools, hospitals, roads, and energy; and healthy, well-nourished children who are the future human capital that will fuel economic growth.

Mubangizi (2009:446) asserts that poverty alleviation is one of the means of eradicating poverty and establishing ideal sustainable livelihoods. Since most poverty alleviation programmes are delivered within the public service institutional set up, the pursuit for sustainable livelihoods can only be realized if the public service delivery system is sustainable.

## **Sustainable Development**

Sustainable development is defined by Smith (2006:23) as the development that meets the needs of the present without compromising the ability of future generations to meet their own needs”, within the meaning of reconciliation between the economy and environment through a new development path that supports human progress, not only in a few places and for some years, but over the planet and future time; definition that today enjoys a wide international acceptance.

Sustainable development must be based on a multifaceted approach, covering environmental, economic and social concerns, since the quality of life is

dependent on these factors considered together and not in isolation from one another. This holistic approach requires a long-term view of development, rather than one based on short term economic gains (National Commission for Sustainable Development, 2006:12).

The National Sustainable Development Strategy (2007:5) defines sustainable development as targets-oriented, long-term (continuous), comprehensive and synergetic process with impacts on all aspects of life (economic, social, environmental and institutional) at all levels.

Sustainable development is focused on developing models which provide quality response to social-economic needs and interests of citizens, and at the same time eliminating or significantly reducing impacts which are a threat or damage to the environment and natural resources. The long-term concept of sustainable development implies continued economic growth, but growth that brings with it not only economic efficiency and technological progress, but also a higher share of cleaner technologies and innovation in the society as a whole. It brings corporate social responsibility, enabling poverty reduction, long-term better use of resources, improved health and quality of life and pollution reduced to the carrying capacity of the environment, prevention of future pollution and preservation of bio-diversity. One of the most significant objectives of sustainable development is generating new employment and reducing unemployment rates, as well as reducing gender and other inequalities, promoting employment of the young and the disabled and persons from marginalized groups.

Sustainable development can be defined simply as the pursuit of a better quality of life for both present and future generations. It is a vision of progress that links economic development, protection of the environment and social justice, and therefore concerns all citizens of the EU, and indeed of the whole world (EU Sustainable Development Strategy, 2016:1).

According to Emas (2015:2), although many definitions abound, the most often used definition of sustainable development is that proposed by the Brundtland Commission (Cerin, 2006; Dernbach J. C., 2003; Stoddart, 2011) which articulates sustainable development as the “ability to make development

sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs” is surely the standard definition when judged by its widespread use and frequency of citation. The use of this definition has led many to see sustainable development as having a major focus on intergenerational equity.

Although the brief definition does not explicitly mention the environment or development, the subsequent paragraphs, while rarely quoted, are clear. On development, the report states that human needs are basic and essential; that economic growth but also equity to share resources with the poor is required to sustain them; and that equity is encouraged by effective citizen participation.

This broad definition, will also be used in this dissertation, and does not limit the scope of sustainability. The explanation does, however, touch on the importance of intergenerational equity in the sense that people who were affected by poverty are able to continue living and helping themselves to survive. This concept of conserving resources for future generations is one of the major features that distinguish sustainable development policy from traditional environmental policy, which also seeks to internalize the externalities of environmental degradation. The overall goal of sustainable development (SD) is the long-term stability of the economy and environment; this is only achievable through the integration and acknowledgement of economic, environmental, and social concerns throughout the decision making process.

### **Local economic development**

Local Economic Development is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all (Nel and Rogerson, 2005:4) cited in Isaacs (2006:4).

Kroukamp (2006:2) states that, “Local Economic Development as being about people working together to achieve sustainable economic growth and development for the benefit of a people in the local area”.

Freund and Lootvoet (2004:3-4) define Local Economic Development as an outcomes-based local initiative which involves identifying and using primarily local resources, ideas and skills to stimulate economic growth and development in order to create employment opportunities for local residents, alleviate poverty, and ensure community empowerment.

Mongake (2005:20), Human, Lochner and Botes (2008:56) add and contend that Local Economic Development is aimed at addressing the inherited inadequacies and social developments of the apartheid spatial planning and to re-address the long term effects of the poverty shackles that have firmly taken root in the South African communities.

Malefane and Mashakoe (2008:54) note that despite the provisions laid down in the Local Government (Municipal Systems Act of 2000) the South African municipalities continue to operate without having authority and progress regarding LED implementation assessed. As authorities in the field, Nel and Rogerson (2005:19) argue that the ability to impact meaningfully on poverty and encourage economic growth is dependent on resources allocated to LED. There are disparities between various municipalities on resources allocated to the LED in some instances with very limited funding, too small to be able to bring about economic transformation on any meaningful scale.

According to Kroukamp (2006:22), unrealistic expectations by the public and the transformation led to a series of financial crises and inability by municipalities to fund services.

For the purposes of this study, local economic development refers to the capacity to strengthen and develop the local community to make optimal use of the existing potential strategies, tools and approaches to improve conditions for job creation and economic growth.

## **7. ETHICAL CONSIDERATIONS**

The researcher complied with the Professional Code of Ethics in conducting the research. Permission to conduct research was sought from Greater Tzaneen

Municipality, community traditional leaders of the areas where the research was earmarked and those responsible for LED projects.

Informed consent was obtained from all the participants prior to the commencement of this research. All the participants and respondents were guaranteed the right to anonymity and confidentiality by the researcher. The respondents did not write their names on the questionnaire.

## **8. SIGNIFICANCE OF THE STUDY**

Greater Tzaneen Municipality, which is under Mopani District Municipality, is known as Tropical Paradise, mostly because of its lush vegetation, breathtaking mountains and landscape, its rich soil which produces citrus fruits and vegetables which are sold all over South Africa, Africa and some parts of Europe; to environmental practitioners and fanatics it is the home of environmental conservation excellence.

This is backed by certificates and trophies at display in the Mayor's office. Greater Tzaneen Municipality has won the Cleanest Town Competition (CTC), now known as the Greenest Municipality Competition (GMC) on several occasions, with the most recent victory registered in June 2013 (GTM Bulletin, 2014/2015:7, GTEDA, 2009:27, GTLM, 2012:62, GTLM, IDP 2012-2013:142). A picture of Greater Tzaneen Local Municipality is painted on the milestones that they reached in promoting LED. That is because Greater Tzaneen Local Municipality is one of the few municipalities in Limpopo Province which has successfully established an economic development agency. However, despite these successes, Greater Tzaneen Municipality communities still live in poverty. It appears that the implementation, management and sustainability of LED projects on job creation, poverty alleviation and skills development still need to be given top priority.

The study was therefore motivated by the knowledge gap which seems to exist in terms of lack of information as to why LED seems to have limited success. In addition, it is likely to inform policy change and to address the challenges regarding the implementation, management and sustainability of LED strategies

on job creation, unemployment, poverty alleviation and skills development of Greater Tzaneen Municipality communities.

## **9. CONCLUDING REMARKS**

Although municipalities have been tasked with the role of LED implementation, it appears that other municipalities do not play a leading role in effective LED implementation. On the other hand LED is not a quick fix to respond to low economic growth and high unemployment. However, if properly implemented LED has a vast contribution to make in South Africa regarding the creation of employment opportunities in the local government sphere, resource distribution and poverty alleviation to the benefit of all community members.

## **10. OUTLINE OF THE RESEARCH REPORT**

### **SUMMARY OF EACH CHAPTER**

The outline of the research report will take the structure as follows:

#### **Chapter 1: Introduction and Background to the study**

Chapter 1 provides the introduction and background to the study. It also provides motivation/rationale, significance of the study and statement of the problem. The aims, objectives, the research questions, definition of concepts, preliminary literature review also form part of this chapter, as well as the research methodology, research design, population, sample, data collection, data analysis and ethical considerations.

#### **Chapter 2: Literature Review**

Chapter 2 presents the theoretical framework which guides the study and summarizes the existing literature on the subject. The views of various theorists, scholars, authors, municipalities and government responsibilities are also



outlined. It is in this chapter also that development strategies in other parts of the world are compared with those being undertaken in South Africa in order to find a working common ground and to draw lessons from. This is important as it lays a foundation in understanding the nature and extent of the implementation of the local economic development (LED) strategy by Greater Tzaneen Municipality in Limpopo Province, in order to expand the knowledge base of the topic. Existing knowledge gaps that locate the likely contribution of the study are identified.

### **Chapter 3: Research Methodology**

This chapter articulates the research design used for the study. The method used is relevant to the objectives and aim of the study, and as such the phenomenon being investigated received proper and relevant attention.

The methodology be employed in this research is indicated in this chapter which among others includes the identification of the population and description of the sampling method used. The chapter also presents the data collection and the analysis method for the study.

### **Chapter 4: Research Findings, Analysis and Interpretation**

The chapter presents the research findings and interprets them within the context of the study objectives and research questions. It also assesses the similarities or differences with other studies on related issues. The research findings are reported in this chapter and the methods of analysis and interpretation are presented.

### **Chapter 5: Conclusions and Recommendations**

The last chapter concludes the study by revisiting the aim, objectives, key research questions and the problem statement and synthesizing key findings. It also explores the implications of the findings on management of LED by the municipality. It is on this basis that recommendations are made. Finally the research aims are summarized and conclusions are drawn.

## CHAPTER 2 : LITERATURE REVIEW

### 2.1. INTRODUCTION

In this chapter a review of scholarly literature on LED implementation by authorities in the field is done so as to understand the LED implementation strategies by municipalities in South Africa and globally. According to Brynard and Hanekom (2006:32) literature is reviewed by looking at the publications which could include scholarly and academic books and articles from experts and authorities in the field directly relating to the research topic. In this regard the views and opinions from such sources are carefully scrutinized and synthesized. Although similar investigations have been conducted on LED implementation, this study is intended to “look again” at what other scholars, authorities and experts in the field have discovered.

Some gaps or grey areas still exists in most researches regarding implementation of LED strategies. The literature on the evolution of local economic development is reviewed in the section 2.2.

The growing acceptance of LED includes the slow emergence of policy support in Africa, where South Africa is seen as the ‘front-runner’, in terms of both policy and practice (Rodriguez-Pose and Tijmstra (2005) cited in Nel, Binns and Bek, 2009:225). Despite its numerous limitations and applied challenges, LED is now firmly established on South Africa’s development agenda and enjoys widespread acceptance as an applied intervention with good potential for responding to the country’s development needs (Nel and John, 2006; Rogerson, 2006) in Nel, Binns and Bek, 2009:225).

LED generated a wide range of anticipated benefits in SA and as a result South Africa can be used as a role model in LED by other African countries and other countries of the South. Nel and Rogerson (2005) as cited in Nel, Bins and Bek (2009:233) point out that International institutions have investigated the extent to which South Africa might serve as a role model for other countries. The perception arguably exists that “South Africa is at the cutting edge of LED policy making, practice and knowledge sharing. It will be important for the broader LED

community in Africa and beyond, to be able to benefit from South African experience” (Municipal Development Partnership, in Khanya-aicdd, 2007:7).

Municipalities in South Africa have a Constitutional mandate to promote local economic development (LED). Section 153 of the Constitution states that: A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community.

According to Nel, Bins and Bek (2009:234), in recent years, the World Bank (2006) has devoted significant attention to researching and popularizing LED. It is, however, debatable about how many local governments in the world actually have the capacity and resources to follow the detailed strategic planning processes advocated, and whether in fact local action can impact meaningfully on deeper structural and economic processes.

The 2006 National Framework for Local Economic Development represents a critical turning point in the drive to provide a comprehensive policy statement for planning LED in South Africa (Rogerson, 2008, Rogerson, 2010:493). In terms of influencing LED, the provinces have an important role to play in guiding local governments in the evolution of LED programmes through the IDP processes and in contextualising national imperatives and grounding them within the realities and specificities of each province.

To build competitive local economies, LED officials in South Africa need much more effective analytical tools, and to focus on “the real economic challenges such as accurate economic data and value chain analysis” (Van der Heijden, 2008:16). In particular, good local-level data is a *sine qua non* for LED planning and especially for identifying the competitive advantages of localities (Rodriguez-Pose and Tijmstra, 2007).

Although it is argued that the shortage of LED “success stories” is a result of poor implementation and lack of funding support, there are some success stories, particularly in terms of promoting clusters and of support interventions for cluster development.

## **2.2. EVOLUTION OF LOCAL ECONOMIC DEVELOPMENT**

Cloete and Thornhill (2005:12) cited in Mothoa (2007:10) trace the beginning of local authorities in South Africa from the emergence of the Cape of Good Hope after the arrival of Jan Van Riebeeck in 1652. This area was originally a hamlet. It grew into a town after the leadership of the Commander/Governor who was subject to the directive of the Council of Seventeen.

According to Malefane (2009:156) cited in Seduma (2011:12), even though LED is perceived as a municipal intervention, it is not being efficiently implemented in most South African municipalities. Malefane and Mashakoe (2008:54) as cited in Seduma (2011:14) are supportive that, despite provisions laid down in the Local Government Municipal Systems Act of 2000, South African municipalities continue to operate without having authority and progress regarding LED implementation assessed. According to Seduma (2011:14), the authors base their argument on the fact that LED policies in the South African context are at odds with the prevailing neo-liberal macro-economic strategy of the country, creating tension as to whether LED should be about pro-poor or pro-growth intervention or both.

Selebalo (2008:39) concurs with Malefane (2009:156) that there are challenges and constraints faced by municipalities in terms of implementing LED programmes and strategies in a way that they can make a meaningful impact into the lives of the people they are meant to benefit.

By and large, inter-governmental relations in implementing developmental programmes, still remains a challenge. Although the need toward integration at the policy level and across all spheres of government has been emphasized, this has not yet manifested itself in consolidated interventions through programme implementation. According to Pretorius and Blaauw (2008:156-157), local communities become participants in their own development rather than the objects of development.

Community driven initiatives are identified as ways in which communities could express their desire to conserve local customs and traditions, and earn a living at the same time e.g. beads making, cultural dance, cultural villages, wetland preservations, etc. Although there is a slight improvement in the economic growth rate of Limpopo Province, the employment growth rate is generally low, in particular in Greater Tzaneen Municipal area. Despite being a tropical paradise and touristic destination, Greater Tzaneen Municipality's poverty gap is still open, meaning that poverty does affect many people.

Based on the information gathered in various cited literature, it is evident that LED initiatives and implementation have gone through various stages of implementation, and that there is no common approach to implementing the plans from the same school of thought. From a global point of view, it is evident that there are various challenges embedded in the planning, funding and implementation of LED Strategies and initiatives as a way of alleviating poverty, unemployment, job creation, skills development and training to the beneficiaries

### **2.3. DEFINITION OF CONCEPTS**

Meyer-Stammer (2008:7) defines LED as "The ability of a locality or region to generate high or rising incomes and improve livelihoods of the people living there". Sebola and Fourie (2007:34) define local economic development (LED) as a common community-based development response to changes in the economic fortunes of a locality, redistributing resources and opening up opportunities to benefit local residents. Various economic strategies are associated with LED, some of the most prominent being those of place marketing and attempts to refocus economic activity along new or previously underused avenues, with tourism promotion being an increasingly common option. Local Economic Development (LED) is geared towards building up the economic capacity of a local area to improve its economic future and the quality of life for all. Both the public, business, local government, local communities, the private and the not for profit sectors are afforded the opportunity to work together to improve the local economy, work collectively to create better conditions for economic growth and employment generation.

For Sen, a Nobel Prize winner in Economics, development is enhancing the quality of lives we lead and the freedom we enjoy. Essentially, economic development is about removal of “unfreedom” factors and enhancement of the capabilities of individuals so that they can lead a happy and good life.

#### **2.4. THEORIES OF LOCAL ECONOMIC DEVELOPMENT/ THEORETICAL FRAMEWORK**

Many LED programmes are anchored “on one or more theories of economic development but the multiplicity of theoretical perspectives results in confusion among practitioners” (Beer, 2009: 63).

Local economic development theory is defined here as a branch of regional development theory that has an intra-area focus. It looks at actors, structures, and processes of local regional growth as these exist and take place within a particular defined territory. Local economic development theories can be divided into three broadly constituted, and partially overlapping sets. The first one consists of theories framed in market-driven development in which firms are the central object of analysis. The local, constituted in various ways, is one of the factors, which enhances the performance of firms. The attractiveness of a locality becomes the object of public policy or local social action. Firms are the central actor, while others play secondary but variable roles.

A second set of theories looks at the other side of the coin of market-driven development and recognizes that its selective and cumulative character implies that other localities are increasingly unable to reach or stay in the fast lane of economic growth. These theories focus on how to minimize falling behind and whether and how the economic regeneration of these localities can be achieved by mobilizing local entrepreneurship, raising the capabilities of local people and promoting inclusive economic organization. The focus is on small enterprises, local governments, and community-based organizations.

This set can be labeled as theories of local economic (re-) generation. A third rather heterogeneous set of theories focuses on alternative local development, which especially local collective learning and learning regions.

Collective learning expanded from product and process technology to include social innovation to raise productive capacities of an area and networking for policy.

### **The Neo-Classical Economic Theory**

There are two major concepts to regional and local development: equilibrium and mobility in terms of the neo-classical economic theory. The concept provides that all economic systems will reach a natural equilibrium if there is an unrestricted flow of capital. The flow of capital will be from high-wage/ lost to low-wage/cost areas, because the latter offer a huge return on investment.

Within the context of LED, deep rural areas and informal settlements should generate capital because labour and property prices are low to meet the market demands. In theoretical terms, all areas can compete in a deregulated market. Proponents of Neo-Classical theory discourage pouching or removal of firms from one area to benefit the others. Neo-Classical framework shows elements of antagonism as it restricts community interventions in their local business area. The application of the Neo-Classical framework, within the Greater Tzaneen Municipality, taking into account its poor socio economic development status, the municipality had to intervene through the implementation of LED Strategies by addressing community problems concerning poverty.

Economic theory argues that decentralization results in better allocative efficiency because governments, being closer to the people (and businesses) are better able to interpret local needs, make better public investment choices.

### **Maslow theory of motivation and human needs**

Maslow's theory is based on the idea that some human needs are more basic, that sufficient energy and motivation to work toward the gratification of higher, less powerful or influential needs. These needs form a hierarchy beginning with the lowest and most basic physiological needs, working through the needs for safety and security, love and belonging, and esteem, to the highest level, called

self-actualization. Within the LED context, people who are employed and earning an income will feel secured and self-actualized. People who are not poor have self-esteem and can always afford the basic needs for food, shelter, etc.

### **The goal-goal theory**

Hersey et al. (2001:111) argues that the goal-path theory is regarded as one of the popular and most effective because it is based on the achievement of goals and the path towards the goals. If communities are to be involved in LED decision-making and implementation, they need to be fully aware of and knowledgeable of what to expect and what is expected of them. Path goal-theory appears to be more appropriate for this study. Goal-path theory focuses on both followers, satisfaction and goal orientation for effective LED strategy implementation. Leaders who follow the path-goal theories are recommended as they are more dynamic and are able to apply various models flexibility depending on the situation.

According to the capability approach, which is accredited to the works of Amartya Sen, people are poor if they lack minimal basic capabilities that would enable them to live the way they want to (May cited in Pressend and Ruiters, 2008:38). Capability basic approach argues that the provision of basic social services such as health and education, enhances people's capabilities, which are necessary for securing a minimally adequate quality of life, and is therefore essential for poverty reduction. Classical economics was part of a larger intellectual system of political economy contained within the even broader liberal philosophy of the British and European Enlightenment. Classical economics originated modern theories of growth and development (Peet and Hartwick, 2009:29). LED is part of the Classical economics geared towards growth and development. There are major concepts to regional and local development; equilibrium and mobility in terms of the Neo-Classical Economic Theory.

The concept provides that all economic systems and local development if there is an unrestricted flow of capital. The flow of capital will be from high-wage/lost to low wage/cost areas, because the latter offer a g=high return on investment within the context of LED. Deep rural areas and informal settlements should



generate capital because labour and property prices are too low to meet market demands.

Proponents of Neo-Classical theory discourage pouching or removal of firms from one area to benefit the others. Neo Classical framework show elements of antagonism as it restores Community interventions in their local business.

The applicability of the Neo-Classical framework; within the Greater Tzaneen Municipality, taking into account its poor socio-economic development status, the municipality had to integrity. The municipality had to intervene through the implementation of LED strategies by addressing community problems concerning poverty, being regarded as one of the best municipalities in Mopani District and Limpopo Province at large.

Even though South Africa has numerous policies relating to LED, and is indeed one of the few countries in the world that even has LED policies, there are still some issues that need to be addressed as highlighted above, before effective LED results will be visible. It is argued that local actors are encouraged to take control of LED within their localities, but they need to work from a common base and understanding of the position of their localities in a globalizing world. If LED is to fight poverty, the ability to do so will be determined by the overall framework conditions, as well as the quality of macro economic conditions, the institutional landscape and the functioning of markets (Patterson, 2008:40-41).

According to Peet and Hartwick (2009:50,68), “development economics” emerged that was different from neoclassical and Keynesian economics. The Keynesian economic approach focused much more on economic growth than it had in the past-growth being seen as the source of progress.

Another theory of development that contributes to LED is existentialism. The existentialism version was contemplated by the sentiment expressed in Marx’s (1938) statement that philosophers should change the world rather than merely explaining it. Local economic development will bring change in the lives of people who are being developed.

Peet and Hartwick (2009:282) aver that critical modernism should focus on the question of development, understood as social, democratic control over economic progress, as a central theme of our age. Development as social transformation on behalf of the world's poor people is democratic in intent and effect.

This study seeks to outline and discuss some of the key conceptual debates that exist with respect to applying LED in South Africa in particular Greater Tzaneen Municipality and its potential to serve as a sustainable development strategy which can, simultaneously, alleviate poverty and promote economic growth. The experience of Greater Tzaneen Municipality on the implementation of the LED strategy is used to illustrate how these issues have been interpreted and applied on the ground.

## **2.5. IMPLEMENTING LED STRATEGY**

As a proponent of LED, Rogerson (2009:14) supports GTZ which maintains that it is an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sectors as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

Meyer-Stammer (2008:15) argues that one highly critical assessment of South Africa in the comparative international context described the lagging nature of LED beyond our cities as somewhere between third and fourth world. In her article entitled *Leadership Challenges for the Successful Local Economic Development in South Africa*, Moyo (2007:220-221) points out that it has become one of South African Government's strategies to create robust and sustainable local economies which can help combat the scourge of unemployment and poverty in the country. Despite the concept's importance, LED implementation has met with mixed success and has faced many challenges. Lack of visionary leadership led to ineffective implementation.

According to Xuza (2007: 119) Institutional support for LED planning and implementation has, over the years, taken various forms. It has largely been presented by five broad entities: non-governmental organizations or community-based organizations (NGOs or CBOs); LED Forums; Municipal LED units, Donor Agencies, and only recently, Development Agencies. Each of these entities, play a very important role in LED practice, but the challenge is the cooperation and coordination of their programmes. Lack of cooperation and coordination among institutional role players has created an impression that the last entity to be established should be capable of doing what others have started and fill the gaps where they have run short.

From an observational point of view and on the above cited literature, none of the aforementioned role players could ever replace the role and functions of the municipality or municipal entity in the development of its local economy. As a result, local government has a key role to play in ensuring appropriate and responsive institutional arrangements and a (technical) champion or special purpose vehicle to drive the implementation of economic development projects in their areas.

Xuza (2007: 123) points out that South Africa has made considerable strides in LED design and to some extent, implementation. But just like most of us, we have touched on everything and barely took time to reflect on the knowledge created. The reflection could assist us achieve a common understanding of economic development, its planning process and appropriate programme development, tools and instruments required to implement it, and expected results that have the potential to go beyond job creation to ensuring effective community beneficiation.

From the above authors, there is convergence regarding the implementation of LED strategies in South Africa. There is also consensus on the conceptualization of LED. According to DPLG. (2003:65) the implementation and delivery of LED projects and programmes requires sound management. Project and programme management relies on a set of institutional arrangements and the successful

collaboration between the stakeholders, to develop shared vision and a product beneficial to the entire community.

According to Rahab, Najmudin and Istiqomah (2013:41), the local economy can be promoted through the development of small and medium industries by building up local industrial core competence. Local core competence is one of the strategies to increase local competitive advantage through the optimization of local competitive potency.

Despite its numerous limitations and applied challenges, LED is now firmly established on South Africa's development agenda and enjoys widespread acceptance as an applied intervention with good potential for responding to the country's development needs (Nel and John, 2006; Rogerson, 2006) as cited in Nel, Bins and Bek (2009:225). The perception exists that "South Africa is at the cutting edge of LED policy making, practice and knowledge sharing. It will be important for the broader LED community in Africa and beyond, to be able to benefit from the South African experience" (Municipal Development Partnership, in Khanya-aicdd, 2007:7).

Bench-marking of the South African experience, in the context of the South, is difficult to do, as South Africa, rightly or wrongly, is regarded as a leader in the field Nel, Bins and Bek (2009:226, 235). Effective LED implementation seeks local consensus on the priority areas for interventions and charting the way forward. Without using visionary leadership abilities from the municipalities, LED implementation will remain a far-fetched endeavour..

Although LRED has a clear economic focus, it is not merely about economic growth. LRED is oriented towards a sustainable development pattern which accommodates and reconciles economic, social and ecological issues and objectives (Rucker and Trah (2007:15).

Greater Tzaneen municipality is the biggest municipality amongst the other four municipalities that fall within Mopani District municipality. The municipality visions itself as "the fastest growing economy in Limpopo where all households have access to sustainable basic services". Their mission statement is to

stimulate economic growth through sustainable, integrated service delivery and partnerships.

It is this bold statement on economic development that draws one to assess the role that this municipality plays in implementing and supporting local economic development strategies.

Despite the challenges that might be evidenced around local economic development, Greater Tzaneen Municipality has a success story to tell around Greater Tzaneen Economic Development Agency as part of its led strategy implementation. The municipality is the only one in Mopani District if not Limpopo Province which has a functional and sustainable economic development agency. Greater Tzaneen Economic Development Agency (GTEDA) came into being in 2006 in order to manage the implementation of the Greater Tzaneen Economic Development Strategy. Independent Development Corporation funded the establishment of the agency on a 60/40 basis with IDC funding 60% of the capital and the municipality contributing 40%..

The municipality had set the following targets in their Economic Development Strategy:

- To reduce unemployment by half, from 44% to 22% by 2015.
- To accelerate economic growth from the current 4% per year to 10% by 2015.
- To incorporate Black Economic Empowerment, SMME development, poverty reduction, gender, youth and the disabled, as well as HIV/AIDS – TB awareness into all economic development interventions (Greater Tzaneen Economic Development Agency Concept Document:2006).

The advantage that Greater Tzaneen Municipality had and still has is the strong economy with well established agricultural, tourism and commercial activities as well as supporting infrastructure. Tzaneen contributes 20, 3% to Mopani District's GDP, which is the second highest followed by Ba-Phalaborwa Municipality 47%. Of all the activities taking place in Mopani District, 43% of all agricultural activities and 38,3% of manufacturing takes place in Tzaneen

(Revitalising local economic potentials: Greater Tzaneen Development Agency – GTEDA Limpopo).

Greater Tzaneen Municipality has a competitive advantage in both of these sectors within Mopani District. To date, GTEDA has a success story to tell and it managed to create job opportunities and investments through the following projects: (Discover Tzaneen, 2013:5)

- Revitalization of Sapekoe Tea Estate.

Makgoba Tea Estate, which is also known as Sapekoe Tea Estate, is GTEDA's flagship project. The revitalization of the farm, which lies at the foot of Makgoebaskloof Mountains, has helped many people in the community to get jobs. It is an area of high unemployment and literacy rates. Makgoeba Tea Estate focuses on the extraction of organic tea leaves which can be sold as ingredients for food and beverages (iced tea, soft drinks), cosmetics, pharmaceuticals and botanical drugs.

- Establishment of Greater Tzaneen FM.

One of the most exciting and innovative projects initiated by GTEDA is the establishment of a Community Radio Station (GTFM) for Tzaneen which started broadcasting in March 2011. GTEDA does not own GTFM, but facilitated the establishment of the radio station, which is now a Section 21 Company. Funding for technical equipment, office space and staff was provided by the Media Development Diversity Agency (MDDA, R2m) and the Premier's Office (R50 000). However, what is special about GTFM is the fact that it is dedicated to economic and social issues that directly affect the local population. GTFM aims to create a platform for the local community, particularly the youth in Tzaneen, and to encourage them to take part in local political and socio-economic decisions.

“We're a development oriented radio station; we're here to broadcast the message of economic development, opportunities to our community and a platform for social cohesion” – GTFM station manager

- Establishment of a Business Support Services Centre

The Business Support and Service Centre (BSSC) was established in order to assist and advise existing and emerging businesses in the municipality. It offers a number of satellites and points of information for the community throughout the municipal area.

- Leather making project

GTEDA has established a co-operative of 17 people who make leather goods. Their factory is situated in Nkowankowa Township in the outskirts of Tzaneen CBD and among other things they produce jackets, shoes, sandals, handbags and belts. From close observation, the co-operative has the potential to expand and create more jobs in the future.

- Improvement of the subtropical fruit and nut cluster for the restituted farms.

This is one of the leading agricultural sectors in Tzaneen and already contributes significantly to the local economy. The commercial set-up is well established and various local producers can be found in the area. However, challenges such as a lack of resources, a lack of access to finance, low levels of business and management skills and the poor quality and low volumes of the products often limit the job creation potential and growth rates of the sector. The cluster development includes the commercialization of different agricultural products (avocado, mango, banana, macadamia, litchi) as well as the establishment of an incubator programme aiming at enterprise development, training of emerging farmers, collaborative mentorships, information dissemination, value chain analysis as well as the management of cooperatives. GTEDA also plans to establish a trade and marketing agency in order to assist local farmers in entering export markets and increasing returns.

- Livestock Improvement

The livestock improvement programme incorporates the increase of the commercial value of cattle farmers and the improvement of business skills of livestock owners (goat farming, poultry, and piggery).

- Greater Tzaneen Tourism Development

Similar to the Subtropical Fruits and Nut cluster, tourism plays a major role within the local economy due to the attractiveness of the subtropical area. The municipality and GTEDA have identified five anchor projects to further utilize tourism for economic growth and employment creation: The Ebenezer, Tzaneen and Magoebaskloof Dam as well as Dap Naude Dam and the Debengeni Waterfall.

- Establishment of village shopping centres and plazas.

As one of the LED focus areas of the municipality, the development of new retail facilities in Tzaneen aims to increase the growth of the local trade and retail sector. The study suggests that facilities for a network of smaller retail centres should be constructed in order to be beneficial to the development of the rural areas.

- Internet café

GTEDA has brought the Internet closer to the people by setting up Internet cafes in Lenyenye Township, 21 km outside Tzaneen. Within these cafes are mobile libraries that are used extensively by school children.

- Letaba River Mile

The Letaba River mile is another key tourism project but due to ongoing land claims and the high investment that is needed for implementation, the project has been on hold for now. However, it is planned to turn the Letaba River into a major tourism attraction and to develop a platform for local businesses, an office



park and residential property in order to tackle the space limitations of the Tzaneen CBD.

Despite challenges of lack of funding, GTEDA has achieved its short term job creation target and continues to strive towards creating profitable employment opportunities (GTEDA- Annual Report 2010/11).

Municipalities in general do not have the capacity to support economic development initiatives. In addition, land claims issues that are going on at a slow pace retard local economic development; the areas identified for development cannot be utilized due to the unfinished business. Greater Tzaneen Municipality received a series of awards for being the cleanest town in the country including the 2013 one (IDC, SA LED Network, 2011)

The other most interesting thing about the projects is that they interlink. For example, there is a close relationship between the farming, goods production and retail projects. There is also a link between the livestock improvement project that will produce animal skin, which in turn will be used in the leather-making factory, whose goods will be sold in the local shopping centres. This is the promotion of the green economy at its best where locally produced goods are processed, manufactured and sold at local markets.

Like the other development agencies, Greater Tzaneen Economic Development Agency encounters the following as challenges in implementing LED strategies: inability to access the required skills, the willingness by the local authority to embrace this approach to LED, not just in theory, but in practice through the allocation of resources.

The ability of the agency to build private-public sector partnerships is also a key stumbling block (SALGA position Paper on Local Economic Development: 2010). Greater Tzaneen Municipality also values heritage, routes wetlands, etc (Mokgoloboto wetland, Modjadji Nature Reserve).

## **2.6. LINKING LED TO POVERTY ALLEVIATION**

According to Isaacs (2006:34), despite the growing amount of literature available on LED, there seems to be only a limited focus on the contribution of LED to poverty alleviation. LED provides mechanisms to improve the economic activities of the localities, but without the inclusion of social developmental goals, it would seem to be unsustainable. Rogerson, (2001) as cited in Ramukumba (2012:10) note that. LED is an integrated, multi-disciplinary approach aimed at poverty alleviation through pro-poor economic growth; it involves supporting sustainable economic activities in the municipalities and integrating the second economy into the first economy

## **2.7. GTEDA PROJECTS**

GTEDA is a 100% the entity of Greater Tzaneen Municipality. Makgoba Tea Estate which is also known as Sapekoe Tea Estate is GTEDA's flagship project. The revitalization of the farm, which lies at the foot of Makgoebaskloof Mountains, has helped many people in the community to get jobs. It is an area of high unemployment and literacy rates. Makgoeba Tea Estate focuses on the extraction of organic tea leaves, which can be sold as ingredients for food and beverages (iced tea, soft drinks), cosmetics, pharmaceuticals and botanical drugs.

## **2.8. PRO-POOR LED IMPLEMENTATION FOR THE IMPROVEMENT OF QUALITY OF LIFE**

In Africa pro-poor programmess are currently widespread while the pro-growth programmes are rare. Contrary to the African experience, in Latin America, significant efforts are underway to strengthen local economies, increase competitiveness, and exploit market niches. The only exception in sub-Saharan Africa is South Africa, where experiences similar to those in Latin America and Asia have been undertaken in large metropolitan areas such as Durban or Johannesburg (Rodríguez-Pose and Tijmstra, 2007) cited in Barberia and Biderman (2010:955 ).

Rucker and Trah (2007:28) contend that conventional neo-classical economics is based on the view that markets left to operate under conditions of perfect competition, i.e. getting prices right, will bring an economy into equilibrium and be conducive to pro-poor growth and development. All it takes is a stable macro-economic framework, i.e. fiscal discipline, low taxes, liberalization of trade and investment and the competent delivery of basic services.

According to Isaacs (2006:36), Pro-Poor LED in developing countries is the simulation, support and enabling of local actors through a developmental process of participation to empower the poor to gain access and take advantage of economic opportunities and to deliberately create a conducive environment for the poor to become self-reliant and ensure sustainability.

Advocating the expansion of local multipliers to assist the second economy is a logical policy foundation for future support of the second economy” (Rogerson, 2010: 493).

## **2.9. TOURISM LED**

Tourism is one of the fastest growing sectors in the world and represents around 35% of the world’s export of services and over 70% in the least developed countries with the demand being fueled by nature-based destinations (Moswete, Thapa, Toteng and Mbaiwa, 2008 in Malatji and Mtapuri (2012:2).

According to Hiwasaki (2006: 677) as cited in Malatji and Mtapuri (2012:2) community-based tourism is defined by its four objectives: empowerment and ownership, conservation of resources, social and economic development, and quality visitor experience. Community involvement in tourism will give power to the community; however, the heterogeneity of community must be acknowledged. Aref, Redzuan and Emby (2009) as cited by assert that, it may work both as a driving force as well as an impediment. It has been argued that community power in tourism development is considered essential if it is to provide equitable distribution of local benefits (Malatji and Mtapuri, 2012:2).

Ramukumba (2012:9) contends that tourism has been seen as a key strategy that can be used for achieving Local Economic Development (LED) objectives, which are employment creation, poverty alleviation, economic growth and sustainability. This is due to the fact that tourism has grown to become the world's second largest industry, directly accounting for 3.8% of global growth domestic product in 2009 according to the World Travel and Tourism Council (WTTC, 2010). Local economic development (LED) is receiving greater policy prominence in a range of southern African settings.

Strategic interventions often draw on tourism development to attain LED objectives (Hoogendoorn and Visser, 2010:547). The design and establishment of cultural heritage routes as a means to both protect smaller, relatively dispersed heritage sites and attract tourists is a relatively well established local economic development strategy.

South Africa has well known and developed tourism routes, such as the Midlands Meander in KwaZulu-Natal and wine routes in the Western Cape (Lourens, 2007; Rogerson, 2009) cited in Snowball and Courtney (2010:563-564). A recent project is the development of a series of heritage routes in the Eastern Cape which combine scenic beauty and the commemoration of historical events and places. These include routes named after local chiefs or kings, such as the Makana, Phalo and Maqoma Heritage Routes. Others, such as the Liberation Heritage Route, recognize the role of a number of local leaders and communities in the struggle for political self-determination.

Another important anticipated outcome of most heritage route projects is an increase in visitors spending and local economic development (LED). This is also reflected at the national level in South Africa (in the form of the National Heritage Resources Act and the Provincial Heritage Resources Authorities), where heritage resources and their management are expected to be integrated with economic development strategies. Yet LED strategies in South Africa often do not generate significant economic returns, are sometimes not sustainable in the long run, or, where they have been successful, are driven by the private

sector and exclude impoverished local communities (Nel and Goldman, 2005) in Snowball and Courtney (2010:563-564).

## **2.10. LED AND JOB CREATION**

Seen in the international context of local economic development planning, South Africa must be viewed, to some extent, as a pioneer or laboratory in terms of the country's several fledgling initiatives that have been instituted for implementing pro-poor local economic development (Nel and Rogerson, 2005) cited in Rogerson (2006:38).

Over the past 15 years, South Africa has become a laboratory for LED practice and research in Africa; many aspects of the South African LED experience have been exported to other African countries (Rogerson, 2006a) Rogerson and Rogerson (2010:471).

The EPWP is a typical example of job creation, and infrastructure provision has been identified as among the most popular individual LED strategies used by South African local authorities, according to the findings of one recent national investigation (Rogerson, 2006:41). Robbins (2010:540) argues that the launch of the Expanded Public Works Programme at the national level in 2003 intensified the focus on using municipal service provision to create jobs. Even though no new significant national government funding was allocated to this, existing conditional grant programmes, such as the Municipal Infrastructure Grant Programme, to require a level of public works delivery by municipal users of these grants was permitted by the National Treasury

The types or other examples of projects under Community Development Worker Programme (CDWP) in South Africa are pointed out by Theron (2008:142), which among others, include categories of activities such as improving water supplies, management and conservation, sanitation, food production, environmental protection, roads and bridges, recreation, public buildings, housing and cemeteries. Patterson (2008:41) argues that the private sector and civil society have a major role in economic growth, and engagement of collaborative effort is encouraged. Municipalities play an important role in

facilitating partnerships, for ensuring investment in their localities as endorsed by LED Framework. Different stakeholder groups need to bridge capital and a degree of consensus and social cohesion. LED will always be driven by local government with little or no input from the private sector unless the issue of partnership is correctly addressed.

Harteleb (2006) cited in Nel, Bins and Bek (2009:236) further asserts that the extent of post-apartheid protests reached a crescendo in 2005–2006. The findings of the South African study conducted by Rucker and Trah (2007:33) reveal that government, especially Local Government (LG), is a key stakeholder in LRED processes.

The role of local governments in reducing unemployment is emphasized in the Constitution, finalized in 1996, wherein local governments have been constituted as independent spheres of government, and where one of the five objectives set for local government is promoting “social and economic development”.

Local government can play a key role in promoting job creation and boosting the local economy”. South Africa today is characterized by a highly dualistic economy, with a sophisticated formal sector of numerous globally-competitive multinational companies, paralleled to a population where up to 40% are unemployed and dependent on welfare grants and the informal sector to survive. This duality in South Africa has been termed as the first (formal) and second (informal) economy (CWCI, 2006) in Patterson (2008:6).

Patterson (2008:8) states that the LED Framework (2006) that came through DPLG is not supporting dependency on government for funding, but is indicating that local government is not responsible for creating jobs, but should rather invest in providing the overall economic and social conditions conducive to creating employment opportunities. Local economic development is therefore about creating a platform and environment to engage stakeholders in implementing strategies and programmes. The Framework emphasizes that municipalities have a key role in creating an environment conducive to investment through the provision of infrastructure and quality services, rather than by developing programmes and attempting to create jobs directly.

Even though financial support for LED can emerge from a variety of sources, a key difficulty is that the municipality or local development agency often lacks adequate, locally available funds and competencies to pursue the LED process independently. The major challenge is the compartmentalization of economic development and lack of coherence. In the policies of many municipalities, there are pro-poor, but this is often not translated into significant LED budgets, or the actions of other municipal departments.

This has an adverse effect on the overall scale and impact of council LED policies. In addition, the varying size of LED units, the presence or absence of professional staff and resource differences creates diversity profile in terms of what exists and also in terms of actual impact.

In South Africa, a number of different training programmes on LED have been developed in cooperation with GTZ and are being offered by various institutions Rucker and Trah (2007:34). According to Patterson's perspective (2008:39), it is clear that LED in South Africa is perceived as a national priority by government.

A South African study conducted by Rucker and Trah (2007:35) reveals that one of the core tasks of Local Government in LED is planning, strategizing and coordination in the broader context of local development. The quality of LED planning and coordination via IDPs has been rather poor in the majority of South African municipalities so far, and the development of LED strategies to support these plans have been mostly done as an isolated desk-top exercise. Appropriate tools and skills for adequately informing, implementing and assessing IDPs, and for dynamic and flexible LED strategizing are lacking in most places. Introducing specific tools for these tasks and transferring detailed knowledge and skills on how to use these tools can add important value to the local IDP and LED processes.

Regarding the Intervention Areas and Strategies for LED facilitation in the case of most South African local economies, the study by Rucker and Trah (2007:37) reveals that the fragmentation of the private sector alongside colour lines is one of the most serious challenges to the effective functioning of LED.

Sebola and Fourie (2007: 34) further note that LED focuses on competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance.

According to the findings of Rucker and Trah (2007:83), in South Africa, developing a formal LED strategy has become a prominent task of Local Government. This is attested by Blair and Carrol (2009:134) who assert that, communities with loose labour markets are characterized by high unemployment, low wages, discouraged workers and underemployment. Most economists who regard job creation as the primary purpose of local economic development strategies are strongly supporting this.

Poor communities and emerging entrepreneurs are an important target group of government's LED efforts in South Africa, and NGOs and civil initiatives are important intermediaries and representative bodies for these (Rucker and Trah, 2007:40).

According to the World Bank, quoted in Reddy and Wallis (2011:5), the main objective of LED is “to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which the public, business and the non-governmental sector partners work collectively to create better conditions for economic growth and employment generation”. Brata (2009) cited in Rahab, Najmudin and Istiqomah (2013:41) found that local economic performance is mostly determined by geographical location apart from other factors such as local government policy, human resources, and financial access.

Patterson (2008: 29) points out that a development agency is essentially an entity with public interest and accountability that uses private sector tools and strategies. It is a delivery tool owned by the municipality to co-ordinate and manage public resources, potential investors and regional investment



opportunities, in accordance with identified development objectives. SALGA (2010:5) regards the goals of such an agency as promotion and development of local/regional economic potential, supporting innovation and entrepreneurial thinking and leveraging private and public financial and other resources for development.

## **2.11. LED AND COMMUNITY PROJECTS**

One of the primary aims and focus areas of LED is to try to solve the problem of poverty and unemployment in the communities, especially poor and disadvantaged groups. As part of the LED strategy initiatives, community development projects were identified as means towards the upliftment, empowerment, capacity building and skills transfer for such communities. The main problem remains lack of management skills in planning and implementing such projects.

Davidson and Mclaghlin (1991:1) cited in Moyo (2007:1) further espouse that the issue of visionary leadership and management regarding the implementation of LED strategies is perceived as innovative whole system thinkers who go beyond the limits of conventional thought in their efforts to truly serve the common good. It calls for the building of capacity at the local sphere, the need to create a critical mass of visionary leaders within municipalities. A pool of leaders should be established to the driving force for comprehensive, pro-poor, community-driven and transformational local economic development. Thornhill (2009: 411) indicates that the three spheres of government are faced with obstacles and the fact that administrative structures have deteriorated to such an extent that those services cannot be delivered at an acceptable level. It is further indicated that corruption has increased and proof of officials guilty of unethical conduct which centres on inefficiency appears to be rampant.

Reddy and Wallis (2011:16) as proponents of LED cited the DPLG when an indication was made that over the years, Government introduced several other policies and programmes that have impacted on LED in one way or another.

These include: the Microeconomic Reform Strategy, focusing on growth and competitiveness in a geographical context; SMME development and Black Economic Empowerment that are critical for economic development; the Integrated Manufacturing Strategy, linked to the Microeconomic Reform Strategy to promote development in competitive sectors, equity and growth; the Municipal Infrastructure Grant that co-ordinates and directs support from a range of state programmes and aligns this support with local integrated development plans; the Extended Public Works Programme that promotes both employment and infrastructural development locally, and the National Spatial Development Perspective that identifies areas in the space economy which have competitive advantage and encourages locally appropriate development.

The National Guidelines on LED (2006) points out that local government has three roles to play in the process, namely: to provide leadership and direction in policymaking; administer policy, programmes and projects, and be the main initiator of economic development programmes through public spending; regulatory powers, and their promotion of industrial, small business development, social enterprises and co-operatives.

Of late, a new approach to LED has been to establish economic development agencies. Of the 30 in existence, at least 20 have been funded by the Industrial Development Corporation. The Greater Tzaneen Economic Development Agency is among those identified which display LED strategic implementation.

Government officials charged with the responsibility of supervising and monitoring projects lack the exposure of a tough task like LED implementation. Differences in training orientation and lack of collaboration and co-operation compromise roles and standards due to lack of motivation and logistics supports (Oladipo, 2008) cited in Mahlatji (2013:25).

## **2.12. CHALLENGES TO LED IMPLEMENTATION IN SOUTH AFRICA**

Gomez and Helmsing (2008: 2490-2491) argue that the basic premise of regional studies is the empirical fact that economic growth does not occur simultaneously. Local externalities in the form of traded and, above all, untraded interdependencies cooperation alongside competition, and social embedding of

economic agents, their collective, learning and associational activities play key roles in explaining economic development of regions. Murray (2007) and Nel (2009) in Rogerson (2009:61) assert that it is argued by several analysts that LED is “not taken seriously” by many local governments; instead it is relegated to a “backroom function” or minor issue on the agenda with no political importance.

As Trah and Wegmann (2009) cited in Rogerson (2009:61) view it, certainly, the limited success of LED projects with a welfare focus undermined the credibility and significance attached to LED by local authorities. As a result of the limited success of LED in South Africa and the career path of LED lacks credibility with the consequence that it is associated with low level staffing and high turnover, especially outside the larger metropolitan areas and cities. In many municipalities therefore the practice of LED becomes either a “dumping ground” for ineffective officials or only a stepping stone for competent local government personnel because of constrained career prospects (Nel, 2009) cited in Rogerson (2009:61). Overall, there is an *absence of professionalism* in LED due to its poor career prospects such that LED does not attract or retain the sort of officials who might be able to combine business skills as well as public sector skills (Nel, 2009; Trah and Wegmann, 2009 in Rogerson (2009:61)).

Lawrence and Hadingham (2008:43) contend that the status accorded to the function of LED varies widely between different municipalities with implications for access to resources for staffing. Only rarely is LED located in its own department often operating within a wider unit such as planning and community services. Commonly, “The delivery of basic services is given priority over LED activities in terms of political support and access to resources”. This situation is the result of a lack of understanding of the importance of LED as well as of what can be done and general pessimism around the limited successes observed in LED, especially in small towns. It is argued that LED should be given the prominence it deserves in local government with issues of economic development becoming “central to the development agenda of a locality” (Lawrence and Hadingham, 2008:45). An important step forward towards

professionalizing LED would be to acknowledge that LED should be understood as a cross-cutting issue by municipalities.

Oladipo (2008) as cited in Mahlatji (2013:24) assert that successful planning and implementation of government programmes and projects have been hampered by a number of factors such as lack of qualified manpower which have remained the bane of effective project planning and implementation in government areas.

Professional and trained planners to practitioners are virtually non-existent while administrative officers performing planning functions lack proper training and experience. Nel, Binns and Bek (2009:235) point out that LED emerged on South Africa's development stage in the mid-1990s, hailed as a grassroots-based development strategy that appeared to offer a meaningful approach to promoting community development, whilst addressing the significant apartheid legacy and fostering a spirit of participation and decentralization. In practice, while significant powers have been devolved, capacity and resource shortfalls, policy delays and the limited nature of targeted funds have meant that the record of LED presents a very "mixed balance-sheet".

Some of the challenges with applying LED are inherent in the nature of the strategy; for example, the presumption that capacity exists at the local level, that local government can and should initiate and direct economic activity independently, and that the local level is politically neutral enough to serve as a potential anchor for economic processes. Other challenges are inherent in the nature of the South African context.

These include the massive scale of the development backlog that exists, the very real capacity and resource constraints that characterize most local municipalities, and the reality that LED is perceived as being an "unfunded mandate". Popular expressions of urban-based dissatisfaction in recent years are a tangible expression of the degree to which, in the eyes of communities, local government is not achieving its broader development mandate.

Based on the limited success achieved by LED in South Africa, and the degree to which it has been skewed by a focus on poverty relief measures, Tomlinson

(2003:113) as cited by Nel, Binns and Bek (2009:236) argue that Neo-liberal policies and global competition are shaping and limiting LED, while apartheid-era inheritances led to the LED focus on poverty alleviation and black empowerment through support for small enterprises. LED, presented as a progressive government policy, is becoming ever more marginalized. Clearly, a major challenge exists to either try to ensure that LED can achieve more meaningful results, or even to question whether LED is actually the most appropriate form of development that can realistically make a difference to poverty alleviation and local livelihoods.

The Millennium Declaration set 2015 as the target date for halving the number of people living in extreme poverty. Exceptional progress in some developing countries makes achieving that goal globally a realistic possibility. However, many countries have fallen far short, and up to 1 billion people have remained destitute by the target date. Why are some countries doing better than others? According to Cervantes-Godoy and Dewbre (2010:1-2) achieving the Millennium Development Goal (MDG) of halving poverty by 2015 requires finding ways to increase the incomes of those people.

In the re-shaped terrain of development planning, local economic development (LED) has emerged as a vital new planning focus, particularly in the context of pervasive trends towards decentralization, the deliberate and planned transfer of resources away from central state institutions, and of shifting structures of government and governance (Rodriguez-Pose and Tijmstra, 2007; Christensen and van der Ree, 2008 in Rogerson: 2009:9). According to Swinburn et al. (2007) as cited in Rogerson: 2009:9) LED is identified as one of six key priority areas for action for the period 2006-2015.

In isolating LED as a priority for urban Africa, Swinburn and Yatta (2006a) cited in Rogerson (2009:9), recognize that national level macro-economic policies no longer are sufficient for attaining sustainable broad-based economic growth in Africa.

Rogerson (2009:9) asserts that the South African case is usually highlighted as exceptional within Africa for the extensive devolution and decentralization of

powers that has taken place. Certainly, within Africa, planning for LED in South Africa is the most advanced and longest established (Nel, 2007) as cited in Rogerson (2009:9). Since the democratic transition, LED has been elevated from isolated local development intervention, mainly in cities, to an obligatory mandate for all local authorities in terms of the national constitution (Rogerson, 2009: 9). It is against this backdrop of the rising global importance of LED and more especially its significance in sub-Saharan Africa that LED in South Africa seems to be going on well.

LED “offers a means to counteract or take advantages of the forces of globalization by maximizing local potentials” (ILO, 2006:2). Moreover, amidst current circumstances of global economic turmoil, localities are now compelled to find new solutions to support local competitiveness as well as to create inclusive development (ILO, 2008) in Rogerson (2009:11). For some observers, the key contemporary challenge facing all of LED is “how to make the most of local resources in a way that improves returns from global markets” (Christensen and van der Ree, 2008: 2).

LED approaches are taking root across much of sub-Saharan Africa (Rodriguez-Pose and Tijmstra, 2007) in Rogerson and Rogerson (2010: 474) Currently, however, LED practice is uneven, with South Africa exhibiting a broader range and greater maturity of LED activity than other parts of the continent. With the undoubted growth in the policy significance of LED – underscored by UCLGA – there are major research challenges to further our understanding of both policy development and applied LED practice across sub-Saharan Africa.

In broadening the African research agenda, there is a clear need to capture and examine data on LED experiences from across the continent and particularly beyond South Africa (Swinburn and Yatta, 2006a,b) in Rogerson and Rogerson (2010:475). Notwithstanding the mandate for South African local authorities to undertake LED, until 2006 no national government guidelines existed to assist them in pursuing LED activities (Rogerson, 2008) in Rogerson and Rogerson (2010:482).

The years 2005–06 marked a significant watershed for LED policy in South Africa (Rogerson, 2008) in Rogerson and Rogerson (2010:482). The National Framework for Local Economic Development provides a vision for creating “robust and inclusive local economies, exploiting local opportunities, real potential and competitive advantages, addressing local needs and contributing to national development objectives” (DPLG, 2006:17). The DBSA (2008:3) argues that “government and LED practitioners are still grappling with the challenge of understanding and developing appropriate strategies to address the informal economy and associated livelihood strategies that often buck against national planning frameworks and paradigms”.

Support and strategy development for the second economy raises the issue of how communities can engage more directly with the LED agenda and with LED processes so as to access and influence LED debates. Lamshead (2007:2) maintains that in 2007 the Minister for Provincial and Local Government drew attention to the need for “more work in the creation of credible growth and development strategies pointing out that only Limpopo, Western Cape and North West Provinces had strategies that could be defined as credible”. Greater Tzaneen Municipality is also a role player regarding LED implementation in Limpopo Province.

The 2006 survey of LED in South African small towns revealed that despite nearly a decade of government encouragement only 48 percent of small towns had developed a defined LED policy; only 56 percent had established some form of LED unit and only 12 percent have a councillor with responsibilities for LED (Nel and Rogerson, 2007) in Rogerson (2009:56). Van der Heijden (2008) in Rogerson (2009:56) notes that in the absence of networks and little interaction between the local authority and the private sector, the local authority interprets its role as participant, rather than facilitator for LED. Accordingly, smaller local authorities as a whole place a much stronger, if not exclusive, emphasis upon “participation” by marginalized communities in LED rather than the private sector.

Under certain conditions, one vehicle for closing the gap between the practice of LED in large, as opposed to smaller centres or less well resourced areas, can be through the establishment of Local Economic Development Agencies (LEDAs) (Bartlett, 2009a; IDC, 2009a, 2009b, 2009c) as cited by Rogerson (2009:57). Under the auspices of the IDC, the development agency concept is an approach for generating jobs and wealth in local communities using local mechanisms (IDC, 2009a:10).

According to Rogerson (2009:57), the IDC (2009b:4) asserts that:

The development agency idea serves as a possible alternative to facilitate economic development within municipalities by providing dedicated capacity and strategic intent, while allowing the existing municipal structures to continue addressing priority basic service provisioning – thereby still meeting their Constitutional and developmental obligations.

The LEDAs are targeted to operate in those areas which face huge challenges due to high levels of poverty and underdevelopment such as townships, rural areas, small towns and poorer provinces.

In their article entitled *The use of market brokers as a tool In Local Economic Development strategies*, Whitfield and Steenkamp (2012: 81) assert that in South Africa, LED commonly refers to community-based initiatives that primarily seek to ensure survival, rather than empowerment through access to wider markets.

Several analysts including authorities in the field argue that LED is not taken seriously by many local municipalities; instead it is treated as a minor issue, although it is a core business of development. LED is not equipped with competent staff and most staff attached to it do not have a single qualification in RLED. In some instances ineffective officials are placed in the LED unit. Many local municipalities do not see LED as important but rather as an unfunded mandate.



### **2.13. INADEQUATE DATA AND FINANCE**

According to Oladipo (2008) in Mahlatji (2013:25) adequate and reliable data is indispensable for effective planning and implementation. Data is required for analyzing situation on the ground and in determining areas to be served to engender equity and development. Recurrent expenditure outlays additional responsibilities, high inflation rates, erratic economy all acting in concert to increase the cost of governance. This state of affairs contributes to the inability of planners to forecast accurately on the estimated costs of the projects.

Morris et al. (2006) as cited in Rogerson and Rogerson (2010:486) point out that although it is argued that the shortage of LED “success stories” is a result of poor implementation and lack of funding support, there are some success stories, particularly in terms of promoting clusters and of support interventions for cluster development. The promotion of joint action, learning networks and upgrading has been shown to be central for achieving “collective efficiency” and increasing the competitiveness of clusters.

### **2.14. LED IN THE AREA OF STUDY**

The GTM (2006:13) indicates that Greater Tzaneen Municipal area is characterized by extensive and intensive farming activities which among others include commercial timber, cash crops, tropical and citrus production. The above activities has led to the Greater Tzaneen Municipality to be popularly known as the Tropical Paradise of Limpopo. The Greater Tzaneen Municipality has opened the Tzaneen Environmental Education Centre on the 28th of January 2015 which was built through the prize monies won from the 2005/2006 and the 2007/2008 National Cleanest Town Competition. The centre which boasts 130m/2 auditorium will be used to train Eco clubs and civic community groups on waste management. This is part of the Local Economic Development implementation initiative (GTM Bulletin, 2014/2015:7).

### **2.15. KEY ISSUES FROM THE LITERATURE**

Municipalities have a huge role to play in intergovernmental relations. Local Economic Development needs a combined effort from all stakeholders. An example is the role that education can play in LED.

Greater Tzaneen Municipality has a competitive advantage in Agriculture over the other municipalities in the district. In the IDP, mention is also made of the fact that the skills training within Greater Tzaneen Municipality should be concentrated on the three priority sectors, namely agriculture, tourism and processing (GTM-draft IDP review :2012-2013).

This therefore means that we need to see municipalities planning their LED programmes with Further Education and Training colleges so that the training they provide becomes relevant and also addresses the skills shortages in the municipality. Relationships and partnerships should also be formed with the formal business sector. LED targets that municipalities set for themselves should be realistic and achievable. Monitoring and evaluation should be of the entire process and all audit processes should not only address the fiscal audit but should also address performance for retention and sustainability purposes. The municipality should further look into how to incentivize private sector driven development.

One method of improving LED is using procurement to impact on LED. Municipalities should therefore adopt a friendlier approach to the informal economy. The supply chain unit should be well coordinated to address the local business sector without necessarily opening room for corruption. Qualified personnel should be appointed to lead the LED unit in municipalities.

## **2.16. CONCLUSION**

Local Economic Development is a relatively new concept in South Africa and as a result its role and implementation is still a challenge. A successful LED implementation is a critical success factor in addressing poverty and inequity. Some arguments are that Local Economic Development is not responsible for creating jobs but rather responsible for creating a platform and environment to engage stakeholders in implementing strategies and programmes. This could perhaps be the reason for the challenges that are encountered of not having a clear cut direction on who should do what when it comes to the promotion of Local Economic Development.

If South African evidence is used as a yardstick, it is apparent that LED presents a somewhat imperfect picture. While there is evidence of some noteworthy LED successes in larger centres, such as inner city renewal in Cape Town and Johannesburg, in most smaller centres relatively little has been achieved, with institutional structures and allocated funds being limited or non-existent (Nel and Goldman, 2006 in Nel, Binns and Bek, 2009:234).

## **2.17. SYNTHESIS OF ISSUES**

The core business of Local Economic Development is to address issues relating to community development, effective service delivery and poverty alleviation. Ineffective leadership is a serious challenge to LED implementation. Sound management will lead to the implementation and delivery of LED projects. Tourism is also seen as a driving force for achieving Local Economic Development. Tzaneen is a good tourist destination with its beautiful landscape.

While a lot has been written about LED in the post-democratic South Africa, there are still some grey areas and knowledge gaps like management and implementation that need to be closed. In order to truly understand the effectiveness of LED as a Constitutional mandate in South Africa, we must move beyond theory and look at the practical sides of the management and effective implementation. Through an in-depth investigative research and reporting skills applied to the management and implementation of LED, a number of sources are drawn on the following:

- Personal collection of LED material, available electronically in searchable database.
- Newspaper clips and media studies on LED implementation.
- Interviews using informal interview schedules with respondents.
- Municipal IDPs, Laws and Bills relating to LED.

## CHAPTER 3 : RESEARCH METHODOLOGY

### 3.1. Introduction

This chapter outlines the research design and data collecting techniques used in the research study. It further exposes in detail the procedures followed and describes how data relevant to the research questions were collected and analyzed. Section 3.2 explains the research designs and rationale used in this study, particularly the two paradigms that determine the direction of the research project from its commencement to the last step of writing the research report. The two paradigms are qualitative and quantitative research approaches.

Section 3.3 explains composition of the population of the study which includes municipal officials, ward councilors, GTEDA CEO, GTEDA Project Coordinator, Ward committees, LED Project leaders and traditional council members.

Section 3.4 addresses the selection of the research participants as part of the sample, the type of sampling methods used and the reasons for selecting the sampling method.

Section 3.5 exposes the data collection procedures, instruments and methods used which entailed interviewing municipal officials and administering a survey questionnaire to traditional leaders/council, ward councilors, ward committees and LED project leaders/committees. The advantages and disadvantages for using the data collection methods and instruments are also explained in detail.

Section 3.6 explains how the collected and captured data was analyzed, in this regard SPSS was used in computing descriptive, that is, central tendencies (frequencies and cross-tabulations) and inferential statistical, which is trend analysis and hypothesis testing {t-test and analysis of variance – ANOVA}.

According to Neumann (2006:35), field research is an indication that qualitative research is undertaken within the habitat of the actors and is closely related to the term “naturalist” as it is employed in the field of biology. This mixed method study is aimed at unearthing detailed information concerning the implementation of LED strategies by municipalities in particular Greater Tzaneen municipality.

Having provided a theoretical perspective dealing with current literature on the topic, the research framework for this study is provided.

### **3.2. Research design and rationale**

A research design is a plan or strategy which moves from the underlying philosophical assumptions to specifying the selection of respondents, the data gathering techniques to be used and the data analysis to be done (Maree, 2010: 70). Fox and Bayat (2007:51) also subscribe to Maree (2010) by pointing out that a research design is the actual plan in terms of which the researcher obtains research subjects and collects data. Babbie (2007:112) argues that a research design involves a set of decisions regarding what topic is to be studied among what population with what research methods for what purpose. Monette, Sullivan and De Jong (2008:9) define research design as a plan outlining how observations will be made and how the researcher will carry out the project. The above descriptions of what a research design is, links with Bless, Higson-Smith and Kagee (2006:71) who define it as "a specification of the most adequate operations to be performed in order to test a specific hypothesis under given conditions".

Neuman (2011: 6) further argues that a research design aims to provide a plan or strategy with practical value in order to answer questions regarding social problems.

Due to the nature of this study and as exemplified by various authors like Creswell (2008: 557), Babbie and Mouton (2006: 275), Creswell and Clark (2007: 5), a methodological triangulation of both qualitative and quantitative paradigm, which are inextricably intertwined was adopted.

As Creswell (2008: 557) contends, the purpose of a triangulated mixed methods design was to “simultaneously collect both quantitative and qualitative data, merge the data, and use the results to understand a research problem”. Since a multiple research approach provides a framework for combining qualitative and quantitative research approaches, the researcher was urged to opt for it, in the

sense that it enhances the accuracy or credibility of a study (Babbie and Mouton, 2006: 275, Creswell, 2008: 266).

This choice of mixed methods is supported by Briggs et al. (2012:126) who assert that mixed research systematically uses elements from both paradigms to collect, analyze, validate and interpret data. Briggs et al. (2012:127) further states that interpreting results together will allow the researcher to view the “bigger picture” and multiple methods and sources that integrate the findings from the separate quantitative and quantitative data. Munzhedzi (2011:57) further argues in favour of the choice by stating that mixed method research is not only possible and desirable, but the best way of improving the quality of the research.

The mixed methods research is a design with philosophical assumptions as well as methods of enquiry. As a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis and the mixture of qualitative and quantitative approaches in many phases of the research process. As a method, it focuses on collecting, analyzing, and mixing both quantitative and qualitative data in a single study or series of studies. Its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone (Cresswell and Plano Clark, 2007:5)

The fact that mixed research is still an emerging field and thus designs are continually being developed and explored, has developed a strong interest to the present researcher to be part of this new exploration. This is attested by Johnson et al. (2007:112) who states that mixed research is becoming increasingly articulated, attached to research practice, recognized as the third major research approach or research paradigm, along with qualitative and quantitative research. Mixed methods research is generally considered to be the third set of data collection methods. They are therefore described separately from either qualitative or quantitative methods, and require careful integration (Kuada, 2012:119). Truscott et al. (2010) cited in Kuada (2012:119) argue that

the goal of mixed methods is not to replace qualitative or quantitative approaches, but to draw from their strength and minimize their limitations.

Mixed methods research is more than mixing different methods; it is a purposeful and powerful blend intended to increase the yield of empirical research (O’Cathain et al., 2007 in Kuada, 2012:119). The dynamic nature of problems and programmes evaluated has posed a challenge for the researcher to be flexible and innovative without compromising the quality of the study. The research has required careful and evaluation of data. Johnson et al. (2007:123) express the view that mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the purpose of breadth and depth of understanding and corroboration.

It is argued by De Vos et al. (2005: 359), however, that the use of both paradigms adequately and accurately will be time consuming and very costly, thus extending studies beyond the designated time limits. Nonetheless, the overall advantage of combined paradigms is overwhelming and some of the shortcomings will be circumvented by clearly delimiting the study to focus within its given parameters. The quantitative and qualitative methods of research used in this study is that different methods were warranted at different stages of the research in order to gain a more holistic view of the topic.

### **Quantitative research designs**

Maree (2010: 51), Fox and Bayat (2007:7) contend that quantitative research concerns things that can be counted. One of its most common disciplines is the use of statistics to produce and explain data and to summarize findings. Generally quantitative research is concerned with systematic measurement, statistical analysis and methods of experimentation. Leedy and Ormrod (2005: 95) emphasize that quantitative research design requires the researcher to explain, predict, confirm, validate and test theory. Quantitative researchers select methods that allow them to objectively measure the variable(s) of interest. In the context of an interpretive framework, the data collection method in

quantitative research paradigm is by means of questionnaires, checklists (direct observation), indexes and scales.

Data analysis and interpretation in quantitative research approach is mainly presented in numbers, symbols, statistics, deductive reasoning and scientific style. Babooa (2008:136) concurs with Maree (2010), Fox and Bayat (2007), Leedy and Ormrod (2005) by articulating that quantitative research involves the use of structured questions where the response options have been predetermined and a large number of respondents are involved. In clear and simple terms, quantitative research considers numbers, symbols, measurements and statistics in outlining key variables for the collection, analysis and interpretation of data. The applied measurements must ensure that they are objective, quantitative and statistically valid.

### **Qualitative research designs**

Qualitative research methods are designed to scientifically explain events, people and matters associated with them and does not depend on numerical data, although it may make use of quantitative methods and techniques (Fox and Bayat, 2007:7). Disoloane (2012: 134) defines qualitative research as an interdisciplinary, trans-disciplinary and sometimes counter-disciplinary field by virtue of crosscutting the social sciences and the physical sciences. Researchers and practitioners who use the qualitative research methodology are sensitive to the value of this approach.

Qualitative research as a research methodology is concerned with understanding the processes and the social and cultural contexts which underlie various behavioural patterns and is mostly concerned with exploring the “why” questions of research. It further studies people or systems by interacting with and observing the participants in their natural environment and focusing on their meanings and interpretations. Joubish, Khurram, Ahmed, Fatima and Haider (2011: 2087) are of the opinion that qualitative research is used to help us understand how people feel and why they feel as they do.



Maree (2010: 51) define qualitative research as a research methodology that is concerned with understanding the processes and social and cultural contexts that involves variety of behavioral patterns and it focuses mostly with exploring the “why” question of research.

Following Leedy and Ormrod’s (2005: 96) arguments, one can conclude that qualitative research study can serve as an evaluation purpose as it provides means through which the researcher can judge the effectiveness of a particular policy, practice or innovation. The analysis of data and interpretation in qualitative research presents itself in the form of themes, categories, words and interpreted narratives. Mason (2005: 1) as cited in Munzhedzi (2011:58) argue that the purpose of qualitative research is to describe, explain, explore, interpret and build theory.

Through qualitative research, a wide array of dimension of the social world is explored, including everyday life, and the understanding, experiences and thoughts of social participants. Mason (2005: 1) further contends that a qualitative research approach also explores the ways of social processes, institutions, discourse or relationships and the significance of meanings they generate. According to Babooa (2008:137) the name qualitative research says it all, as it involves an in-depth understanding of participants' behaviour and the reasons that govern participants' behaviour. Unlike quantitative research approach, qualitative research relies on reasons behind certain behaviours and experiences of the participants. With reference to this study an attempt to investigate the implementation of the LED strategies by Greater Tzaneen Municipality will be more applicable.

The data collection methods in qualitative research are dependent on the following four methods:

- participation in the settings,
- direct observation,
- in-depth interviews, and
- analysis of responses.

## **Mixed methods research designs**

Tashakkori and Creswell (2007:4) define mixed method research as the research in which the investigator collects and analyzes data, integrates the findings, and draws inferences using both qualitative and quantitative approaches or methods in a single study or programme of enquiry.

Johnson, Onwuegbuzie and Turner (2007:123) articulate that in mixed method research, a researcher combines elements of qualitative and quantitative research approaches (e.g. use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and collaboration.

The combination of the qualitative and the quantitative research method is known as the mixed research method (Maree, 2013:263). Truscott et al.'s assertion (2010) as cited by Kuada (2012:119) reveal that the goal of mixed methods research is not to replace qualitative or quantitative research, but to draw from their strength and minimize limitations.

Briggs, Coleman and Morrison (2012:126) argue that "mixed method research provides a framework for combining quantitative and qualitative research approaches. Mixed researchers systematically use elements from both paradigms to collect, analyze, validate and interpret data. Briggs, Coleman and Morrison (2012:122) assert that mixed research is the paradigm that systematically combines aspects of quantitative and qualitative research methods into a single study to take advantage of each paradigm's strengths.

These definitions show that there is consensus or convergence on the need for a study to have an integrative character. McMillan and Schumacher (2010:396) add clarity to this understanding regarding the conceptualization of mixed method design as a convergence of philosophy, viewpoints, traditions, methods, and conclusions. This is what makes mixed method research unique and to be able to provide insights that are not possible when either the quantitative or qualitative approach is used independently (McMillan and Schumacher, 2010:396).

It is also argued that using mixed methods research is not only possible and desirable, but the best way of improving the quality of research. Most researchers accept that quantitative and qualitative research methods are compatible and their application is determined by the kind of research problem at hand. On the positive side, using both approaches allows the researcher to incorporate the strength of each method. It also provides more comprehensive data. It further allows investigation of different types of research questions.

The disadvantage of mixed method research is that it requires more extensive data collection. It also requires more time and resources. At times it may mislead readers if an approach does not fully integrate both types of designs. Writing reports and forming conclusions is difficult with mixed method research (McMillan and Schumacher, 2010:397).

For the qualitative aspects of the study FGD (Focus Group Discussions) with the face-to-face interviews schedule was used in order to help to construct the reality from the interviewee's world and to gain more in-depth dynamics and complexities of project designs etc. On the other hand, face-to-face interviews have been the more natural form of interaction with respondents. Interviewees themselves were able to share feelings, experiences and beliefs with the interviewer. In general the face-to-face interview method has been found to be a more natural form of interaction with respondents than making them fill out a questionnaire. The interviews were conducted in person in English on a one-on-one basis in order to obtain information from the identified municipal officials, economic development agency officials and project leaders. The structured interview was also used as one of the methods of collecting data. The structured interview questionnaire consisted of a set of questions that were used during data collection from all ten research participants was based mainly on key issues such as LED strategy implementation, relationship between LED and poverty alleviation and the sustainability of LED projects. Both open and close-ended types of questions were used in this study and sometimes with the option to respond either "Yes" or "No", and other questions allowed the respondents to choose from the given alternatives. The interviewer (researcher) sat with the interviewee (respondent) asking questions as they appear on the interview guide.

The interviewer then wrote down what came from the interviewees as the answers for the questions asked. The researcher also wanted to find out about job creation brought by LED projects. According to Wessels, Pauw and Thani (2009:15), the study of products of human behaviour includes implementation and outcome evaluation research as well as programme evaluation and policy analysis. As Bless et al. (2006: 182) puts it, evaluation research refers to social research which investigates whether a particular project, programme or intervention has been effective or improved its objective.

When conducting qualitative research, the investigator seeks to gain a total or complete picture. A holistic description of events, procedures, and philosophies occurring in natural settings is often needed to make accurate situational decisions.

For the quantitative study, a semi-structured survey questionnaire was administered. A questionnaire is considered a suitable technique for data collection since it allows participants to secure lucid, accurate and full accounts based on the personal experience of participants. O'sullivan, Berner and Rassel (2008:216) define a semi-structured questionnaire as a questionnaire consisting of both open-ended and close-ended questions, and provides a greater depth than is possible with a structured questionnaire. The primary and secondary sources were used collectively. Maree and Pietersen (2010:157) argue that the questionnaire is designed to collect data from large, diverse, and widely scattered groups of people. It is used in gathering quantitative data as well as in securing the development of data of a qualitative nature where appropriate.

Babbie (2007:246) defines a questionnaire as a document containing questions or other types of items designed to solicit information appropriate for analysis. The questionnaire was divided into sections in order to facilitate the eventual processing of data: Section A of the questionnaire covered the biographical information and Section B concentrated on the main research questions and objectives. The key questions or issues covered in the survey questionnaire revolve around LED strategy implementation by Greater Tzaneen Municipality.

The sampled respondents of the questionnaire were ward councillors, project committees and traditional leaders. The questions asked were in line with the research questions as outlined in chapter 1. Semi-structured questionnaires were used based on the fact that they give respondents the freedom to express their opinions the way they understand the situation, and it is unlike structured questions where answers are restricted. As Bless, Higson-Smith and Kagee (2006:120) put it, through the use of semi-structured questionnaire many respondents can be reached with little time and less cost.

Semi-structured questionnaires are an efficient way of collecting data because they typically contain fixed responses and can be administered to a large number of people simultaneously.

For the purposes of this examination on the qualitative perspective an interview guide was used. Cresswell (2007) as cited in Turner (2010,754) asserts that there are various forms of interview design that can be developed to obtain thick, rich data utilizing a qualitative investigational perspective such as the following: (a). informal conversational interview, (b). general interview guide approach and (c). standardized open-ended interview. The format of the interview designs that were explored were the general interview guide approach and a standardized open-ended interview. In addition, as the researcher I expanded on the research questions as well as the analysis of the interview data. These suggestions originated from both my personal experiences with interviewing as well as the recommendations from the literature to assist novice interviewers.

According to Turner (2010,755), the general interview guide approach is more structured than the informal conversational interview although there is still a bit of flexibility on its composition. The ways that questions are potentially worded depend upon the researcher who is conducting the interview and therefore, one of the obvious issues with this type of interview is lack of consistency in the way research questions are posed, because researchers can interchange the way s/he poses them. With that in mind, as McNamara (2008) cited in Turner (2010:755) puts it, the respondents may not consistently answer the same question(s) based on how they were posed by the interviewer.

McNamara (2008) as cited in Turner (2010,755) argues that the strength of the general interview guide approach is the ability of the researcher "... to ensure that the same general areas of information are collected from each interviewee; this provides more focus than the conversational approach, but still allows a degree of freedom and adaptability in getting information from the interviewee. The researcher remains in the driver's seat with this type of interview approach, but flexibility takes precedence based on perceived prompts from the participants.

Turner (2010:755) contends that the standardized open-ended interview is extremely structured in terms of the wording of the questions. Participants are always asked identical questions, but the questions are worded so that responses are open-ended. This open-endedness allows participants to contribute as much detailed information as they desire and it also allows the researcher to ask probing questions as a means of a follow-up. Standardized open-ended interviews are likely the most popular form of interviewing utilized in research studies because of the nature of the open-ended questions, allowing the participants to fully express their viewpoints and experiences.

Fox and Bayat (2007:73) argue that interviewing may be conducted on a one-to-one basis or in focus groups. In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, programme or situation. The primary advantage of in-depth interviews is that they provide much more detailed information than what is available through other data collection methods, such as surveys (Boyce and Neale, 2006:3; Delpont and Roestenburg, 2011:171).

According to Delpont and Roestenburg (2011:171), the most structured way of accessing data directly from the respondents is by means of a scheduled interview commonly known as a structured interview. Delpont and Roestenburg (2011:171) further articulate that the structured interview involves use of an interview schedule, an explicit set of instructions, whereby people are asked to respond to as nearly identical a set of stimuli as possible.

DePoy and Gilson (2008:108) state that interviewing is the predominant mode of data or information collection in qualitative research. Researchers obtain information through direct interchange with an individual or a group that is known or expected to possess the knowledge they seek. The interview is a social relationship designed to exchange information between the participant and the researcher.

Face-to-face interviews with key municipal officials will be used. The reason behind this is that the LED unit is solely responsible for LED activities. The municipal manager and the mayor have more information about LED as per the legislative mandates.

Focus group interviews.

Focus groups could contain between four and twelve people (Fox and Bayat, 2007:73). Composition of the present study was the Mayor, the IDP Manager, Planning and Economic Development Director, GTEDA CEO, GTEDA Project Co-Ordinator, Project leader, Public Participation Manager, Municipal Manager, LED Manager. The size of the face-to-face interview sample was 10. The above officials were interviewed to find out from them on the things and information that the researcher could not directly observe using the questionnaire.

The idea behind this whole exercise and the purpose of interviewing was to allow the researcher to enter into the other person's perspective. The interview as the data collection technique/method may vary from those that are completely unstructured to those that are completely standardized and structured. Participants share more closely in the direction the interview takes and they can introduce an issue the researcher had not thought of. The selected officials identified for this exercise are the ones who are more relevant because their day-to-day activities impact on LED. The selected department and officials includes the following:

Planning and Economic Development based on the fact that it heads the component of IDP and LED which is the backbone of the municipality.

LED Unit that spearhead local economic development activities.

Greater Tzaneen Economic Development Agency, which is the 100% entity of Greater Tzaneen Municipality and geared towards economic development activities. Community Projects that are LED initiatives and are involved in pushing away frontiers of poverty through job creation.

After permission had been sought and appointment secured to conduct interview with the participants, the researcher wrote a covering letter explaining the purpose of the interview, confidentiality, voluntarism, etc. Throughout the process of conducting this research including the data collection phase, the researcher attempted to minimize errors and bias by ensuring that the research sample was representative and that the researcher did not influence the views of the respondents.

### **3.3. Population**

According to McBride (2010:114) a population is the total of individuals that the researcher intends to learn about. Kgwefane (2014:62) argues that, a population can be explained as a full set of individuals or groups from which a sample is taken. Neuman (2011: 341) explains the research population as “the abstract idea of a large group of many cases from which a researcher draws a sample and to which results from a sample are generalized”. Within the context of an interpretive framework, Babbie (2011: 366) is of the opinion that in a research study one is almost never able to study all the members of a population that interests the researcher, and that is why the researcher selects a sample.

In subscribing to Neuman (2011: 341) Babbie (2011: 366) specifies the population as the subjects that will be the focus point to draw conclusions. Welman, Kruger and Mitchell (2005:53) identified the population as a full set of cases from which a sample is drawn. It is the study objects which consists of individuals, groups, organizations, human products and events or the conditions to which they are exposed.



In terms of the 2012 Local Economic Development Strategy the Greater Tzaneen Municipality comprises a land area of approximately 3240 Km<sup>2</sup> and 25 villages of varying sizes without any economic base. According to the IDP of (2012/13) Greater Tzaneen Municipality has 35 wards with 35 Councillors, 27 PR Councillors and 9 Exco members. In addition Greater Tzaneen Municipality has 39 LED Projects and 31 Community Development Workers in their data base. The population of the study was the beneficiaries of rural community LED projects in Greater Tzaneen Municipal area.

The target groups were the staff in the LED section of Greater Tzaneen Municipality, mayor, municipal manager, ward councillors, ward committees and LED projects staff of the affected areas.

The quantitative design was used to profile respondents and do some statistical analysis of the population. Quantitative design in the form of survey to acquire statistical data was used.

### **3.4. Sample**

According to Fox and Bayat (2007:55), a sample is any subset of the elements of the population that is obtained (by some process) for the purpose of being studied. The process by which elements are drawn from the population is known as sampling. This means that participants for the research study were selected from the entire population to form a sample. Creswell (2008: 152) further notes that a sample is “a group of individuals... with some common defining characteristics that the researcher can identify and study”. Terre Blanche et al. (2009: 49) points out that sampling is a selection of research participants from an entire population and involves decisions about the people, settings, events, behaviours and social processes to observe. De Vos et al. (2005: 195) advocates that the determination of larger samples enable the researcher to draw more representatives and thus making more accurate conclusions and predictions than smaller samples.

Since the study population is heterogeneous, stratified random sampling was used under the probability type of sampling. The rationale for the selection of this method of sampling was to randomly select research participants from the 34 ward councillors, 27 PR councillors, 9 Exco members, 34 ward committees, 6 traditional leaders, 39 LED/community projects, 31 Community Development Workers mentioned in the population to study the implementation of local economic development strategy by Greater Tzaneen Municipality.

The study population consists of 70 participants as the sample size, broken down into two categories i.e. 60 for the quantitative study and 10 for the qualitative study covering municipal officials and project leaders. The advantage of stratified random sample is that, in order to ensure that important strata are represented in the sample, it requires a smaller sample (requiring less time and money) than simple random sampling. Stratified random sampling requires smaller samples than simple random sampling to obtain valid results (Fox and Bayat, 2007:57).

McMillan and Schumacher (2010:134) contend that in stratified random sampling, the population is divided into subgroups, or strata, on the basis of a variable chosen by the researcher, such as gender, age, location, or level of education. From the above authors there is consensus on how stratified random sample is composed based on conceptualization. Many authorities in research contend that the sample size should be 10% of the entire population.

For the municipal respondents such as the staff in the LED section of Greater Tzaneen Municipality (LED Manager), IDP manager, Planning and Economic Development director, Public Participation manager, mayor, municipal manager, Greater Tzaneen Economic Development Agency CEO, Greater Tzaneen Economic Development Agency Project co-ordinator and LED projects staff, non-probability sampling, specifically purposive sampling techniques, were used to ensure that municipal officials directly involved in LED and municipal officials who have more knowledge and information concerning LED implementation were sampled. The researcher purposively identified the above respondents because they illustrate some feature or process that is of interest for this particular study

and also the fact that their day-to-day activities also accommodate LED strategy implementation.

According to de Vos (2005:328), in purposive sampling the researcher searches for information-rich key informants, groups, places or events to study. This is attested by Babbie (2010:204) who contends that purposive sampling is a type of non-probability sampling in which the units to be observed are selected on the basis of the researcher's judgment about which one will be the most representative.

Neuman (2011: 267) argues correctly that purposive sampling is based on "the judgment of an expert in selecting cases, or it selects cases with a specific purpose in mind". Purposive sampling allowed the researcher to select only those participants who deal directly with LED or have in-depth knowledge and information on LED. The selected group was knowledgeable about the implementation of the local economic development strategy by Greater Tzaneen Municipality.

The identified strata consisted of:

(i). Municipal Management and Governance

1 mayor

The mayor's importance in this study is based on the fact that s/he is involved in service delivery in all areas under the municipality's jurisdiction.

1 municipal manager

The municipal manager administratively runs the municipality and ensures that all municipal activities including LED and other related municipal policies are properly implemented.

#### 1 IDP manager

The IDP ensures public participation in partnership with the Public Participation Unit.

#### 1 PED director

The Planning and Economic Development Department headed by the PED director into which the IDP Unit and LED Unit falls has a meaningful role in ensuring that the municipal budget takes into account the needs of LED. The relevance and importance of Planning and Economic Development Department is that it is also the backbone of the municipality.

#### 1 finance manager

The role of the finance manager is to ensure that LED is allocated enough funding to enable the roll out of LED related projects and the economic development agency.

#### 1 public participation manager

The importance of this unit is to ensure community participation on matters that concern them through the application of Einstein's Ladder of Community participation.

#### Infrastructure Department/Unit

The Infrastructure Department/Unit is important in this study because it has a triangulated critical role in providing quality infrastructure to enable local economic development to take place.

1 LED manager

The LED manager and his/her Unit spearheads local economic development activities.

1 GTEDA CEO and 1 GTEDA project co-ordinator

Greater Tzaneen Economic Development Agency is 100% the entity of Greater Tzaneen Municipality and geared towards economic development activities. The municipality is perhaps the only one in Limpopo that has established an economic development agency.

Ward councilors and Ward Committees

The Ward councillors through their ward committees are also involved in LED activities to ensure effective and efficient service delivery.

(ii). LED projects

LED project leaders

Community Projects are LED initiatives and are also involved in pushing away frontiers of poverty through job creation.

(iii). Community/Stakeholders/ Traditional leaders

6 traditional leaders

10 beneficiaries (villages)

Community stakeholders/traditional leaders are beneficiaries of the LED/Community projects. As beneficiaries they have experiences to recount concerning municipal LED initiatives, hence their importance in this study. The entire role player from (i) to (iii) were selected to ensure that the sampling

population was representative of the entire population. Community stakeholders and traditional leaders were randomly selected.

Thobejane (2011:81) points out that one of the major objectives of sampling is to draw inferences about the unknown population parameters from the known sample statistics which are obtained by collecting data from a sample, since the aim of research is to determine some characteristics of a certain population. A total sample of 70 was finally selected. In principle, as Thobejane (2011:81) argues, sampling refers to abandoning certainty in favour of probability.

### **3.5. Data collection**

Since the research employs both qualitative as well as quantitative methods, the data collection methods used were appropriate for both methods. Two sets of data collection instruments were developed namely a questionnaire and an interview guide (Annexure A and B). Secondary data was sourced from the municipality annual reports, IDPS and other relevant sources. Johnson and Christensen (2008: 170) explain a questionnaire as a self-report data collection instrument that each research participant fills out as part of a research study.

Radebe (2013: 115) supports the use of questionnaires by indicating that they are economical, they allow adequate time for reply, and that more samples can be observed. Authors like De Vos et al. (2005: 314) and Terre Blanche et al. (2009: 316) concur that documentations such as letters, newspapers, official documents and books form part of the secondary sources, meaning that the use of documents that contain information about the phenomenon that is being researched, in the present case, Greater Tzaneen Municipality in this regard.

The survey questionnaire was for the ward councillors, ward committees, community project leaders and traditional leaders. This questionnaire was drafted using a variety of literature as documented in chapter two and three. The questionnaire has 33 questions and is divided into sections that collect

biographical information, understanding of LED issues, sustainability of LED projects, municipal LED initiatives, LED implementation strategy, etc.

The questionnaire consisted of open-ended and close-ended questions which were administered to the respondents. These were asked to provide their own answers or apply their minds based on their experiences, or were provided with possible answers to choose from in answering the questions. As Babbie (2007:246) defines it, a questionnaire is a document containing questions and/or other types of items designed to solicit information appropriate for analysis. The main objective of a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on a particular issue. For the purposes of this study, a semi-structured questionnaire was distributed to the participants such as ward councilors, ward committees, community project leaders and traditional leaders. The type of questionnaire used in this research consisted of semi-structured questions (open-ended and close-ended).

The grounds for administering semi-structured questions is that it gives respondents freedom to express their views and opinions the way they understand the situation. The questions posed were intended to answer the research questions as reflected in chapter one and the researcher did not want to restrict the views of the respondents in relation to the implementation of the local economic development strategy by Greater Tzaneen Municipality. According to Bless, Higson-Smith and Kagee (2006:120), the basis for using a semi-structured questionnaire is that many respondents can be reached with little time and less cost.

The interview guide was for the selected municipal officials, GTEDA CEO and GTEDA Project co-ordinator. Both instruments were administered by the researcher after securing appointment with the participants such as the selected municipal officials, GTEDA (Greater Tzaneen Economic Development Agency) and LED projects. Interviewing is the predominant mode of data or information collection in qualitative research. An interview guide is the questionnaire written to guide interviews. De Poy and Gilson (2008:108) argue that through interview

researchers obtain information through direct interchange with an individual or a group that is known or expected to possess pertinent knowledge.

The interview is a social relationship designed to exchange information between the participant and the researcher. Monnette, Sullivan and De Jong (2005:178) contend that, the quantity and quality of information exchanged depends on how astute and creative the interviewer is at understanding and managing the relationship. Jabandhan and Schutte (2006:675) believe that the researcher has to be inclusive and expansive when selecting individuals for interviews so that they can cover a range of perspectives.

The interview was conducted by the researcher and was also able to establish rapport with the interviewees. The design and structure of the interview schedule intends to provide a layout for ensuring that respondents understand the logic of questions used. In this way, respondents are able to share their experiences and views with a broader thinking propensity (Disoloane, 2012:141). The researcher also clarified issues not properly understood to the respondents.

The interviewer's physical presence was very helpful in that it created a positive environment and encouraged participation on the part of the interviewees. In the final analysis there was active interaction between the participants in the research study. Some questionnaires, especially for the ward councillors and ward committees were dropped at the ward councillors pigeon holes at the municipal office. Completed questionnaires were returned back to the public participation office at the municipality and were collected by the researcher later.

Introductory letters were produced by the researcher for identification purpose (see Annexure C, D and E). The purpose of the exercise was also clearly explained to the respondents. Data was collected by means of structured questionnaire with close-ended and open-ended questions that allowed participants to give their own views and opinions in their own words.

For the qualitative part, face-to-face interviews with the focus groups and selected municipal officials were voice recorded and later transcribed into the



interview guide. The selection of the interview participants was due to their level of literacy and participants to find out successes, failures and constraints.

An interview as defined by Maree (2013:87) is a two-way conversation in which the interviewer asks the participant questions to collect data and learn about ideas, beliefs, views, opinions and behaviours of the participant. According to Repko (2008:202), there are three kinds of interviews: structured interview, unstructured interview and semi-structured interview. An interview in which an interviewer has prepared a series of questions which cannot be deviated from is known as the structured interview. The interview that is designed to allow the respondents freedom in answering questions is called unstructured or open-ended interview. A combination of structured and unstructured interviews is known as the semi-structured interview..

Nieuwenhuis (2009:87) differentiates structured interviews as those wherein the interviewer reads out the question and a limited choice of possible answers are given to the respondents and the semi-structured or unstructured interview as that interview wherein the interviewer has fewer predetermined questions and is more likely to let the interview develop as guided conversation according to the interests and wishes of the researcher.

Repko (2008:202) argues that a semi-structured interview also becomes useful to address very delicate issues and topics. It is easy to explain questions and also give more information if applicable because both the interviewer and the respondent will be there. For the purposes of this study semi-structured interviews were used. An interview guide consisting of a combination of close-ended and open-ended questions was designed.

Bryman (2008:196) refers a semi-structured interview to "a context in which the interviewer has a series of questions that are in a general form of an interview schedule but is able to vary the sequence of questions. The questions are frequently somewhat more general in their frame of reference from those typically found in a structured interview schedule. The interviewer also usually has some latitude to ask further questions in response to what are seen as

significant replies. Other academics like Prat (2009) cited in Kongtong (2011:29) indicate that, there is no definite rule on the number of interviewees. More important is whether it covers all likely stakeholders, and the above design does. The researcher used primary data and secondary data such as policy documents from the municipality, municipal and LED project reports, articles, books and government legislations.

Quantitative data was captured and coded using SPSS (Statistical Package for Social Sciences) programme.

**Advantages and disadvantages of face-to-face interviews**

<b>Advantages</b>	<b>Disadvantages</b>
The opportunity for feedback to the respondent is a distinct advantage.	Personal interviews can be costly (transportation and labour costs).
There is an opportunity to reassure the respondent should he/she be reluctant.	Personal interviews provide significant scope for interview error or bias when the interviewer’s behaviour, appearance or actions in some way influence the respondents that they provide an inaccurate answer.
The interviewer can supplement answers by recording his/her own observations.	
Failure to answer a question is far less to occur in personal interviews than in telephone or self-administered surveys.	
The advantages of a semi-structured interview are that the researcher will have an opportunity to probe what the respondent says and also to explore what the respondent really means.	

An interview guide was designed based on the literature review and the objectives of the study. The interview guide was used by the researcher in the face-to-face interview with identified municipal officials.

Since the interview was conducted with the municipal officials based at Greater Tzaneen Municipality and the Greater Tzaneen Economic Development Agency, the question of being costly was minimal as all the interviewees were at a central place. The interviewer also avoided bias during the interview session by acting in more a professional manner.

For the quantitative part, a questionnaire was designed and used for a survey of ward councillors, ward committees, project leaders, traditional leaders and other role players such as community development workers, business structures and NGOs. A structured, semi-structured, close and open-ended questionnaire was administered. The questionnaires were delivered by the researcher to the respondents. Respondents were asked to complete close-ended questions and open-ended questions for ease of analysis.

A questionnaire as defined by Johnson and Christensen (2008:170) is a self-report data collection instrument that each research participant fills out as part of a research study. The grouping of questionnaire are those with open-ended questions, closed-ended questions, multiple choice and scale ranking questions (Radebe, 2013:115). In this study a questionnaire with a combination of open-ended, closed-ended and ranking questions were used as data collection instrument. The Likert scale approach was adopted for the ranking questions. Fox and Bayat (2007:88) support and recommend the questionnaire as a form of data collection instrument because questionnaires are user-friendly in the sense that they are easy to analyze, they reduce bias and are familiar to most people. (Radebe, 2013:115) also supports the Fox and Bayat's (2007) view by stating that questionnaires are economical, they allow enough time to reply, and that more samples can be observed.

## Advantages and disadvantages of a questionnaire

<b>Advantages</b>	<b>Disadvantages</b>
They are very cost-effective when compared to face-to-face interviews.	There is a possibility of low response rates.
They are easy to analyze. Data entry and tabulation for nearly all surveys can be easily done with many computer software packages.	As they are structures instruments, they allow little flexibility to the respondent in respect of the response format.
They are familiar to many people.	They may be completed by someone who was not intended, such as other employees, managers, wives for their husbands etc.
They reduce bias.	They are not suited to some people e.g. people who are illiterate.

Source (Fox and Bayat, 2007:89)

The researcher handled the problem of a possibility of low response rates, by dropping the questionnaires into the pigeon holes of all the 34 wards at the municipal offices. Arrangement was made with the public participation whereby a closed container was used to drop the completed questionnaires. Inside each envelope per ward there were two questionnaires i.e. one for the ward councillor and the other for the ward committee member in charge of LED.

To avoid the challenge of little flexibility to the respondent in respect of the response format, semi-structured questions were used that gives the respondents freedom to express their opinions the way they understand the situation, unlike in the structured questions format where answers are restricted.

The fact that at times questionnaires are not suited to some people e.g. people who are illiterate, the advantage in this study is that none of the participant was

illiterate. In addition, the questions were not complicated because they were pitched at the right reading level in accordance with the expected reading level of the respondents (Delport and Roestenburg, 2011:192). The questions that appear in the questionnaire are based in the literature review in chapter two.

The researcher also guaranteed all the respondents anonymity in case they did not want to be known or identified.

Based on these initiatives by the researcher, the response rate was good, i.e. 100% considering the sample identified was quite large as stated in section 3.4.

The data collected from the survey included:

Number of LED projects.

- Type of LED projects and number of beneficiaries involved in each type.
- Impact of LED in terms of key indicators such as income, jobs created empowerment.
- Gender of participants.
- Educational qualifications.
- Capital injected into projects.
- Profitability of projects.
- Access to markets.
- Nature, content, process.
- Adequacy and non adequacy.
- Number of projects successes and failures.

### **3.6. Data analysis**

According to Bless et al. (2006) cited in Kgalane (2015: 40), data analysis takes many different forms depending upon the nature of the research question design, and the nature of the data itself. Qualitative data is primarily an inductive process

of organizing the collected data into categories and identifying relationships (patterns) among the categories (White, 2003 in (Kgalane (2015:41). White (2003) in Kgalane (2015:41) further argue that qualitative analysis is a systematic process of selecting, categorizing, comparing, synthesizing and interpreting to provide explanations of phenomenon of interest.

Creswell et al. (2011:212) point out that mixed methods data analysis consists of analytic techniques applied to both quantitative and qualitative data as well as to the mixing of the two forms of data concurrently and sequentially in a single project or a multiphase phase project. Fox and Bayat (2007:73) outline a qualitative interview as different from ordinary conversation in the following ways:

**A qualitative interview is a research methodology and is about:**

- Learning people's thoughts, feelings and experiences. The researcher eventually processes and analyses the data gained through qualitative interviews. The outcomes are shared with interested parties by way of publication.
- It may be conducted between strangers, as well as between acquaintances.

A qualitative interview is guided by the interviewer and typically contains a limited number of questions and requests to interviewees in order that these may be explored and analyzed in-depth. Interviewees are encouraged to reflect, in detail, on events experienced by them. To sum up, what Fox and Bayat (2007:73) expounds is that conducting a qualitative interview and actually hearing what people are saying demands skills beyond those required for ordinary conversation and require considerable experience.

The present study used descriptive statistics for the quantitative aspects of the study to analyze data for the survey using SPSS for Windows Version 22 in computing descriptive such as central tendencies frequency table graphs and charts. Tests for association e.g. (Chi-squared tests were used) to check for association between some key variables such as investment amounts, jobs created, education qualifications of members and profitability. The participants

responses were presented in graphs and tables reflecting the demographic levels and status of LED.

Most of the information was analyzed using qualitative thematic analysis to examine the significance of LED projects and their relationship to poverty alleviation and job creation within Greater Tzaneen Municipal area. The researcher's decision to use thematic analysis is that this type of analysis is highly inductive in the sense that, the themes emerge from the data and are not imposed upon by the researcher (Downson, 2007:120).

A qualitative non-numerical examination and interpretation of observation, for the purpose of discovering underlying meanings and patterns of relationships and quantitative numerical representation and the manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect, as Babbie and Mouton (2006:446) explicates were used.

According to Fox and Bayat (2007:111), descriptive statistics refer to statistical techniques and methods designed to reduce sets of data and make interpretation easier. Reference is actually made to a number of methods and techniques where numerical data is collected, displayed and analyzed scientifically and from which logical decisions, conclusion and recommendations may be made.

The data collection phases according to Green (2007:155) were applied in this manner:

(a). Data transformation. (b). Data correlation and comparison. (c). Analysis for enquiry conclusions and inferences. (d). Using aspects of the analytical framework of one methodological tradition within the analysis of data from another tradition.

Survey data was analysed. The SPSS (Statistical Package for the Social Science) was used to analyse the survey data through computing descriptive, that is, central tendencies (frequencies and cross-tabulations) and inferential statistical, which is trend analysis and hypothesis testing {t-test and analysis of variance – ANOVA}. The analysis and interpretation was through using tables, narrative descriptions and graphs. Graphs presentation of the responses and

tables indicating the demographic levels and analyzing the numbers and status of the respondents was used.

The content analysis method was used because it looked at data from different angles with a view to identifying key aspects that would help interpret and understand raw data (Maree, 2013:101). Welmam et al. (2005: 221) describes content analysis as a quantitative analysis of qualitative data because it involves the sequencing of particular words or concepts in order to identify key themes.

The information gathered through the use of both data collection instruments, namely the interview guide and questionnaire was recorded, analysed and a conclusion was drawn on the implementation of LED strategy by Greater Tzaneen Municipality. In analyzing the questionnaire data in this study, the researcher identified questions and answers that are inter-related and grouped them together and allocated a percentage.

### **3.7. Ethical considerations**

Strydom, Fouche and Delpont (2005: 56) argue that too often ethical lapses take place in research studies, such as the faking of interview data, inaccurate reporting results or bias shown in favour of the researcher's hypothesis. Welman, Kruger and Mitchell (2006: 201) asserts that there are four important ethical considerations that a researcher should pay attention to, namely: informed consent from participants before the commencement of the study, right of privacy, debriefing and honesty with professional colleagues, protection of the respondents from harm, and involvement of the researcher.

The goals of research in accordance with Cooper and Schindler were complied with by ensuring that no one suffered adverse consequences from the research project activities undertaken. To ascertain compliance with the ethical codes, the researcher provided the participants with consent forms to agree or not agree to participate in the study.

Monette et al. (2008:487) explain ethics as the responsibility that the researcher bears towards those who participate in the research. The researcher should guarantee that no one will be harmed or subjected to undesirable consequences



from the research exercise. Mbatha (2005:16) states that ethics can be seen as a system of moral principles that are based on values relating to human conduct, with respect to the rightness or wrongness of certain actions and to the goodness and badness of the motives and ends of such actions. The definitions presented above provide an insight into the complexity of what makes up ethics. In order to understand ethics, one must accept the responsibility and accountability for one's actions.

In the context of this study, the researcher complied with the Professional Code of Ethics in conducting the research. Permission to conduct research was sought from Greater Tzaneen Municipality, community traditional leaders of the areas where the research was conducted and those responsible for LED projects. Informed consent was obtained from all the participants prior to the commencement of the research. All the participants and respondents were guaranteed the right to anonymity and confidentiality by the researcher.

The respondents' names do not appear in the report in order to apply anonymity and to avoid the likelihood of any views expressed in the report to be linked to them. Regarding the anonymity of the respondents, (Babbie, 2007: 64) stipulates that anonymity is guaranteed in a research project when neither the researcher nor the readers of the findings can identify a person with a given response.

Within the context of an interpretative framework, anonymity ensures that the participants remain unknown, whilst confidentiality means that the researcher is able to identify a respondent and his/her response, but essentially promises not to make the connection known to the public. Compliance with the goal of research by ensuring that no one suffers adverse consequences from the research activities was done (Cooper and Schindler, 2006:117).

### **3.8. Reliability and validity**

#### **Reliability**

Test reliability (or, more accurately, reliability of scores) refers to the consistency of measurement to the extent to which the results are similar over different forms

of the same instrument or occasions (McMillan and Schumacher, 2010:179). Another way to conceptualize reliability is that it is the extent to which measures are free from error. McMillan and Schumacher (2010:184) further contend that the effect of reliability on research is that the reliability of scores should be established before the research is undertaken and the type of reliability should be consistent with the use of results.

Reliability is the function of the trait being measured. Leedy and Ormrod (2010: 93) are expressing the view that reliability refers to the reproducibility of a measurement and is “the extent to which the instrument yields consistent results when the characteristics being measured has not changed”. Reliability is quantified simply by taking several measurements on the same subjects.

The extent to which an instrument measures what it purports to measure is called reliability (Kimberlin and Winterstein (2008: 2276). Creswell (2005: 597) reliability that as “meaning that individual scores from an instrument should be nearly the same or stable on repeated administrations of the instrument and that they should be free from sources of measurement error and consistent. The conclusion drawn by Creswell (2005: 597) is that reliability is usually expressed on a numerical scale from zero (very unreliable) to one (extremely reliable).

Creswell (2009:191) further asserts that reliability is an examination of the stability or consistency of responses. To increase the consistency and reliability of a project, document all procedures, and if possible set up detailed protocol. Babbie and Mouton, (2006) cited in Kgalane (2015:42) that reliability is the accurate representation of the population being investigated.

### **Validity**

Another component of all good research is to utilize procedures to ensure the validity of the data, results, and their interpretations. Validity differs in quantitative and qualitative research, but in both approaches, it serves the purpose of checking on the quality of the data, the results, and the interpretation (Creswell et al., 2011:210).

Reliability will be checked through a pilot study. The instruments will then be revised based on feedback from participants on the sample. Statistical tests will also be used (e.g. Cronbach Alpha). Cronbach's alpha (or coefficient alpha or just alpha) determines agreement of answers on questions targeted to a specific trait (McMillan and Schumacher, 2010:182).

Babbie and Mouton (2006) cited in Kgalane (2015:42) define validity as the consistency of the measuring instrument that is used in the research over time to obtain accurate result. Leedy and Ormrod (2010: 93) define validity as the agreement between the value of measurement and its true value. Validity is quantified by comprising one's measurements with values that are as close to the true values as possible.

Validity according to Babbie (2007:146), refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. Delport and Roestenburg (2011:173) assert that validity portrays broadly the degree to which an instrument is doing what it is intended to do and an instrument may have several purposes which vary in number, kind and scope. However, Bless, Higson-Smith and Kagee (2006: 156-157) argue that validity and reliability often suffer when a researcher selects views and arguments that support personal views, provide insufficient supporting evidence and reasons for final conclusion are prejudiced.

A valid measuring instrument is one that yields accurate results on the topic being investigated (Fox and Bayat, 2007:97). According to McMillan and Schumacher (2010:173), validity is a judgment of the appropriateness of a measure for specific inferences or decisions that result from the scores generated. Validity is a situation specific concept because it is assessed depending on the purpose, population, and environmental characteristics in which measurement takes place.

This conceptualization of test validity implies much more than simply determining whether a test "measures what it is supposed to measure". Validity is checked using theoretical literature on modeling LED impacts. Measurement of variables used in the study is also checked against other empirical studies.

In order to source out data from the respondents, an interview guide and a questionnaire were used. Participation on the project was voluntary and anonymity was assured to all the participants. The questions for both the interview guide and the questionnaire were in line with the objectives of the study. From the researcher's perspective, validity refers to the extent to which data collected can be regarded as a true reflection of what actually transpired at the grass roots level so as to be regarded as reliable.

### **The relationship between validity and reliability**

Oliver (2006: 115-116) notes that validity and reliability are two of the four characteristics used to evaluate measures in social science research. Appropriateness and objectivity are the other two characteristics. The strength or weakness of the instrument is determined by the extent to which the instrument displays these characteristics. The data measuring instruments are questionnaires and interviews.

In addressing reliability and validity, the researcher conducted a check and balance mechanism by conducting the research in person and also by ensuring that relevant people who deal with LED and beneficiaries participate in the project. The application of multiple method of study was crucial, so as to increase the credibility and validity of the research outcomes.

The usage of two sets of instruments, namely the survey questionnaire and interview guide, guaranteed and addressed the question of reliability and validity. Furthermore, it must be ascertained that the questions that were asked matched the objectives of the study. Stiggins (2005) cited in Knoell (2012:26) argue that validity is of utmost importance when examining the inferences in a quantitative study. One way to think about validity is in the quality of the research in terms of its fidelity to the results that are produced. As a researcher, I first checked whether the scores are stable and reliable over time by looking at the frequencies of responses in diverse situations where the study was conducted. The results of the study revealed that meaningful and useful inferences were drawn from the results of the population.

The fact that the same instruments were used throughout for both the quantitative and qualitative study determined the degree to which the instrument's items represent all possible questions. Another way to look at validity or validation as Cresswell (2007) cited in Knoell (2012: 31) suggests is that the account of the researcher and the participants should be accurate and can be trusted.

In terms of the validity or validation of the qualitative data gathered for this current study, as the researcher followed many of the suggestions by Cresswell (2007) cited in Knoell (2012: 31), who synthesized the work of many other researchers. Both the quantitative and qualitative validity were analyzed and reported.

### **3.9. Conclusion**

This chapter presented the design and procedure for this mixed methods study. The chapter began by discussing research design and rationale of the study and challenges that accompany this design as well as the manner in which these challenges were dealt. Both the qualitative and quantitative research designs were explained in detail and what they entail. The fact that mixed research is still an emerging field and thus designs are continually being developed and explored, prompted the researcher to develop a strong interest to be part of this new exploration.

This is attested by Johnson et al. (2007:112) who state that mixed research is becoming increasingly articulated, attached to research practice, recognized as the third major research approach or research paradigm, along with qualitative and quantitative research. Mixed methods research is generally considered to be the third set of data collection methods. The study population was heterogeneous, consisting of 34 wards, 34 ward councillors, 34 ward committee members, 39 LED Projects, 31 Community Development Workers, 10 municipal officials and 6 traditional leaders.

For the quantitative aspect, the survey questionnaire was administered to ward councillors, ward committees, project leaders, community development workers

and traditional leaders. In terms of the heterogeneousness of the population both gender groups were represented equitably.

The qualitative aspect was done through face-to-face interview using the developed interview guide to selected municipal officials. i.e. the mayor, IDP manager, LED manager, LED project Co-ordinator, Planning and Economic Development director, municipal manager, Public Participation manager, Finance manager, GTEDA CEO and GTEDA project co-ordinator.

The study employed stratified random sampling under the probability type of sampling. The rationale for the selection of this method of sampling was to randomly select research participants from the 34 ward councillors, 27 PR Councillors, 9 Exco Members, 34 ward committees, 6 traditional leaders, 39 LED/community projects, 31 Community Development Workers mentioned in the population. The advantage of stratified random sample is that, in order to ensure that important strata are represented in the sample, it requires a smaller sample (requiring less time and money) than simple random sampling. Stratified random sampling requires smaller samples.

For the municipal respondents such as the staff in the LED section of the Greater Tzaneen Municipality (LED Manager), IDP Manager, Planning and Economic Development Director, Public Participation Manager, mayor, municipal manager, Greater Tzaneen Economic Development Agency CEO, Greater Tzaneen Economic Development Agency Project Co-ordinator and LED projects staff.

The reason for opting to use non-probability sampling, specifically purposive sampling techniques, to the municipal officials, was to ensure that those who are directly involved in LED and municipal officials, who have more knowledge and information concerning LED implementation are taken on board.

The researcher has purposively identified the above respondents because they illustrate some feature or process that is of interest for this particular study and also the fact that their day-to-day activities also accommodate LED strategy implementation. The sample size consisted of 70 participants, broken down into two categories, i.e. 60 for the quantitative study and 10 for the qualitative study, covering municipal officials and project leaders.

This chapter concluded with sections that discussed the data collection method and data analysis. Data collection was done by using two sets of instruments, namely a survey questionnaire and an interview guide. The survey questionnaire was for the ward councillors, ward committees, community project leaders and traditional leaders. This questionnaire was drafted using a variety of literature as documented in chapter two and three.

The questionnaire has 33 questions and it is divided in sections that collect biographical information, understanding of LED issues, sustainability of LED projects, municipal LED initiatives, LED implementation strategy, eThe questionnaire consisted of open-ended and close-ended questions which were administered to the respondents whereby they were asked to provide their own answers or apply their minds based on their experiences or provided with possible answers to choose from in answering the questions. The interview guide was for the selected municipal officials, GTEDA CEO and GTEDA Project Co-ordinator.

Both instruments were administered by the researcher after securing appointment with the participants such as the selected municipal officials, GTEDA (Greater Tzaneen Economic Development Agency) and LED projects. Interviewing is the predominant mode of data or information collection in qualitative research.

In mixed methods data analysis, the researcher has to incorporate good procedures of data analysis for both quantitative and qualitative strands of the study. Data analysis, exploring the data and analyzing the data answered the research questions or tested the hypothesis, representing the data, interpreting the results and validating the data, results and interpretation.

After analyzing the quantitative and qualitative data, the researcher interpreted these by drawing inferences from both strands of analysis as well as overall mixed methods analysis.

## **CHAPTER 4: RESEARCH FINDINGS, ANALYSIS AND INTERPRETATION**

### **4.1. Introduction**

This chapter outlines the presentation, findings, analysis and interpretation of the research conducted within the 34 wards and projects in Greater Tzaneen Municipality. This has been synthesized from the results of the questionnaire administered and the interview survey, selected previous studies, as well as my own observation. The discussion is presented in response to all research questions posed in Chapter 1. The research methodologies and processes followed have been thoroughly discussed in chapter three (chapter 3).

The purpose of the study was to provide an in-depth understanding of the dynamics of the implementation of the local economic development by Greater Tzaneen Municipality as part of the Constitutional mandate. This chapter also intends to provide possible solutions to the problem statement as highlighted in chapter one, which seeks to understand whether Greater Tzaneen Municipality is implementing local economic development strategy by trying to push the frontiers of poverty through job creation and skills development.

The first phase of this study included the collection of quantitative data through the administration of the questionnaire to the ward councillors, project leaders and traditional leaders. The second phase focused on acquiring qualitative data by conducting interview to selected municipal officials, GTEDA CEO and GTEDA project co-ordinator. This data was gathered via semi-structured interviews.

### **4.2. Presentation of the quantitative data, analysis, findings and interpretation**

In analyzing the responses from participants, the responses have been grouped according to the answers provided. The participants were asked to respond to thirty-three (33) questions of which the first six (6) were based on the need to understand their personal particulars. Question seven (7) to question twenty-nine (29) addressed the implementation of the local economic development strategy by Greater Tzaneen Municipality. Question thirty (30) focused on policy matters. Question thirty-one (31) to question thirty-three (33) looked at skills transfer and



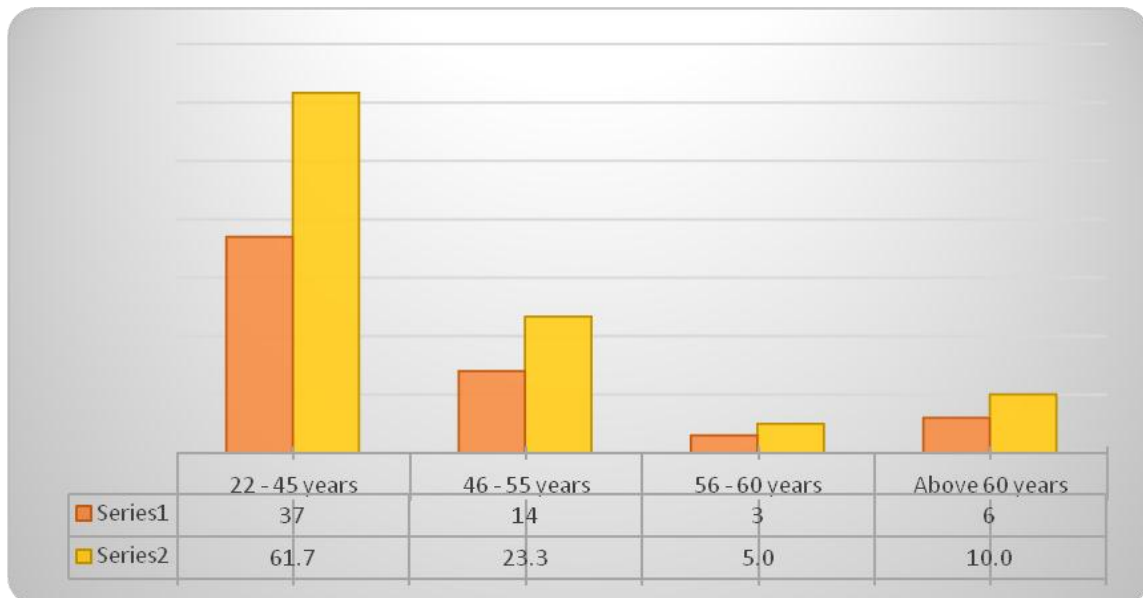
challenges facing local economic development (LED). The participants' responses to the questionnaire are analyzed below:

1. How old are you?

Table 4.2.1

	Frequency	Percent
22 - 45 years	37	61.7
46 - 55 years	14	23.3
56 - 60 years	3	5.0
Above 60 years	6	10.0
Total	60	100.0

Figure 4.2.1



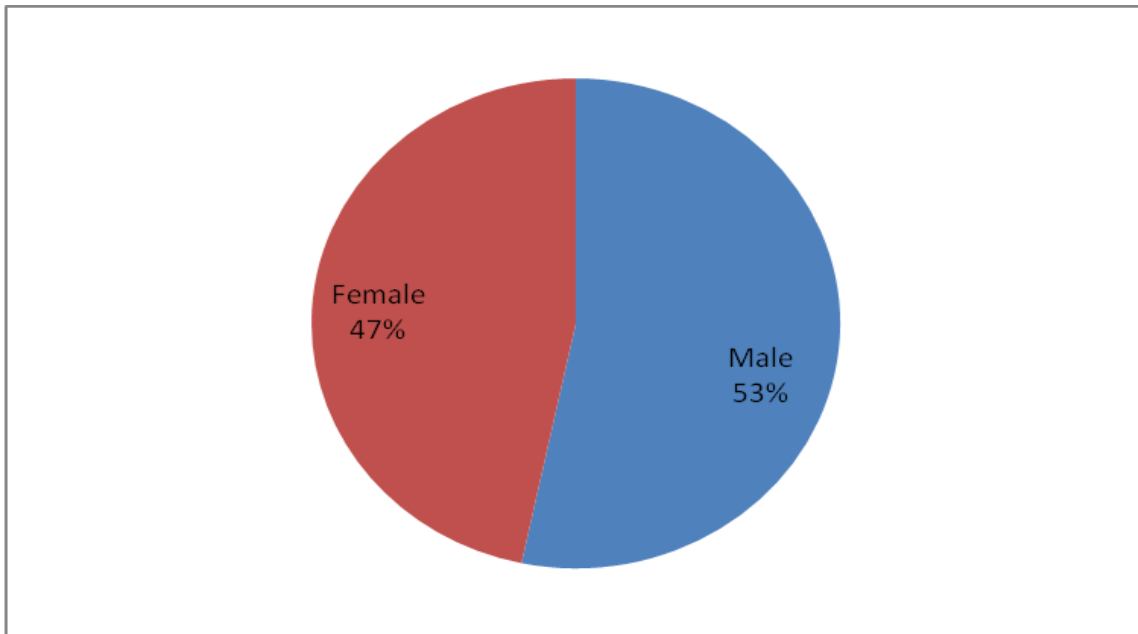
A total of 60 respondents provided their age for this survey as per table 4.1. Out of the sample, 37 (61.7%) of the respondents are aged between 22 and 45. As displayed in figure 4.1, 14 respondents (23,3%) are aged between 46 and 55, 3 respondents (5,0%) are aged between 56 and 60 and the remaining 6 respondents (10%) are above 60 years.

## 2. What is your gender?

Table 4.2.2

	Frequency	Percent
Male	32	53.3
Female	28	46.7
Total	60	100.0

Figure 4.2.2



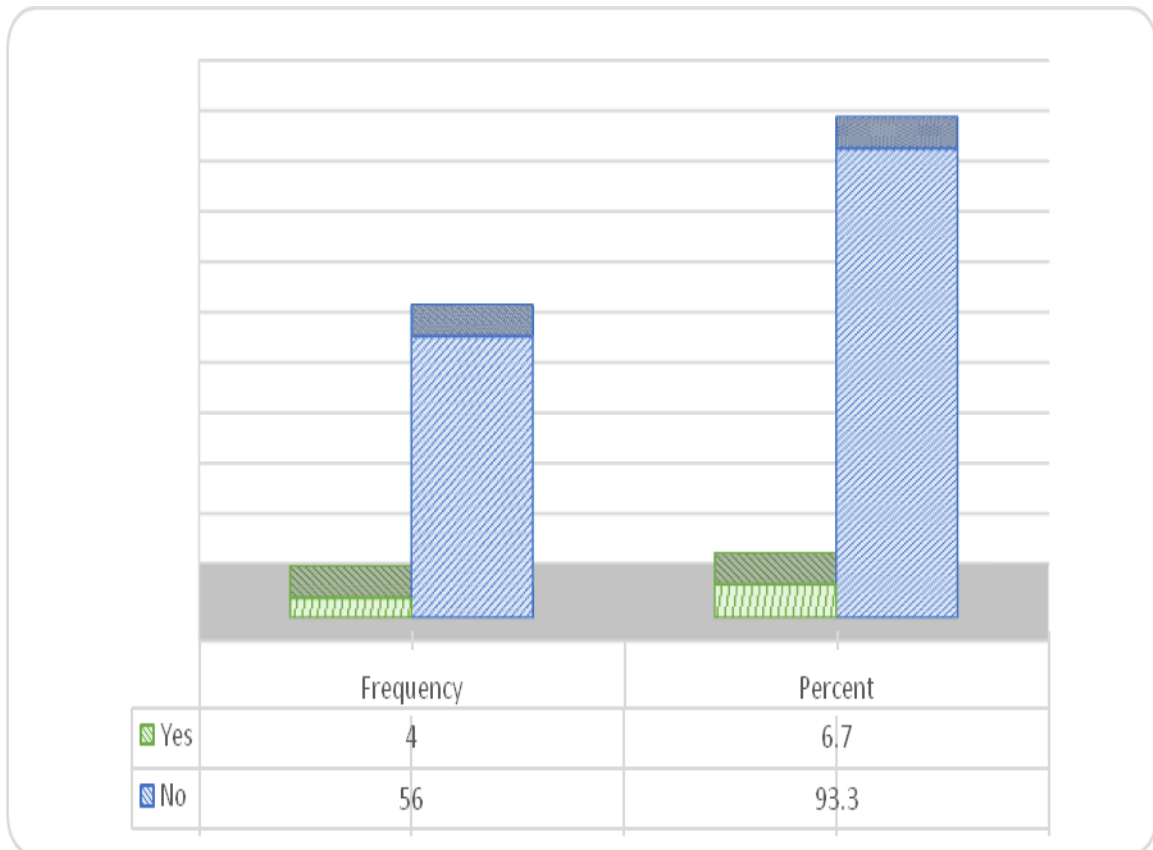
In terms of the gender distribution of the respondents as per Table 4.2.2 and Figure 4.2.2, out of the total of 60 respondents, 32 (53,3%) were males and 28 (46,7%) were females. This gender distribution clearly indicates that more male respondents participated in the research study.

## 3. Any physical disability?

Table 4.2.3

	Frequency	Percent
Yes	4	6.7
No	56	93.3
Total	60	100.0

Figure 4.2.3



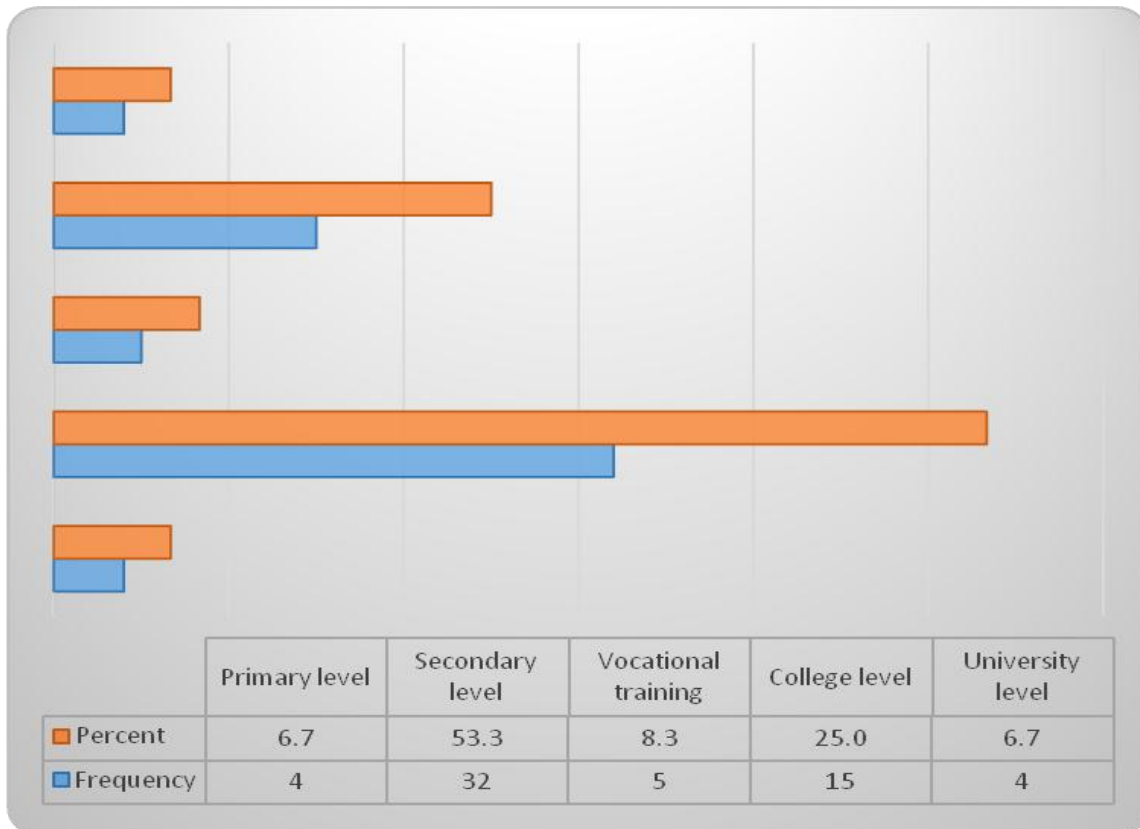
In terms of the disability status of the 60 respondents, 4 (6,7%) were people with some form of disabilities, whereas 56 (93,3%) do not have any disability. This is a clear indication that many people without any disability participated in this survey (Table 4.2.3 and Figure 4.2.3).

#### 4. What is your highest level of education?

Table 4.2.4

	Frequency	Percent
Primary level	4	6.7
Secondary level	32	53.3
Vocational training	5	8.3
College level	15	25.0
University level	4	6.7
Total	60	100.0

Figure 4.2.4



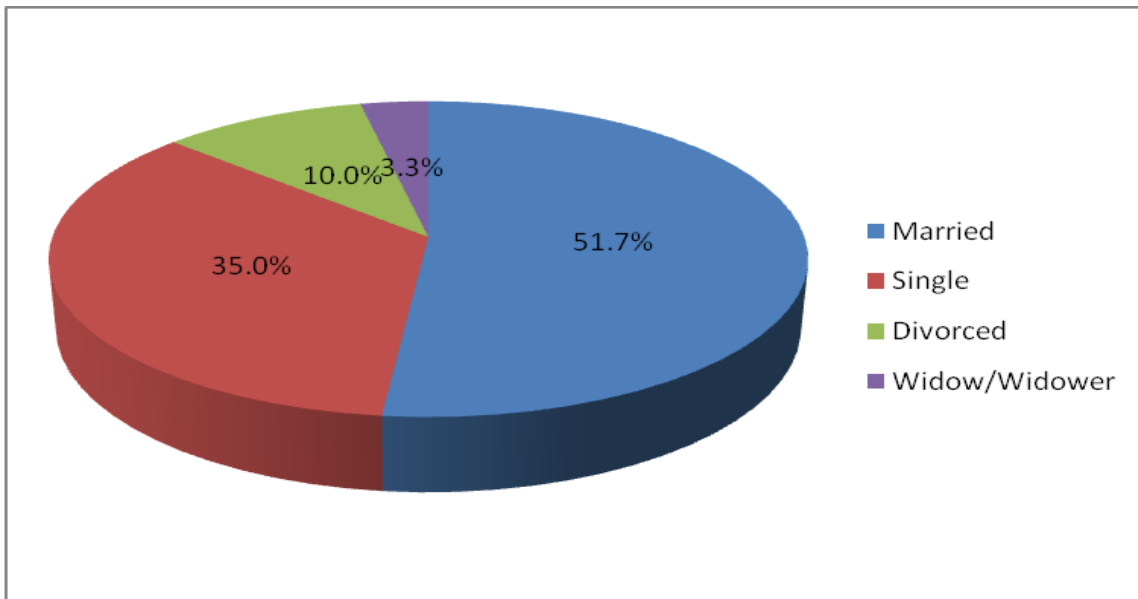
The education levels of the respondents are shown in Table 4.2.4 and Figure 4.2.4 respectively. The vast majority of the respondents, 36 (60%), have completed primary and secondary education. Only 24 (40%) have post grade 12/matriculation qualifications.

5. What is your marital status?

Table 4.2.5

	Frequency	Percentage
Married	31	51.7
Single	21	35.0
Divorced	6	10.0
Widow/Widower	2	3.3
Total	60	100.0

Figure 4.2.5



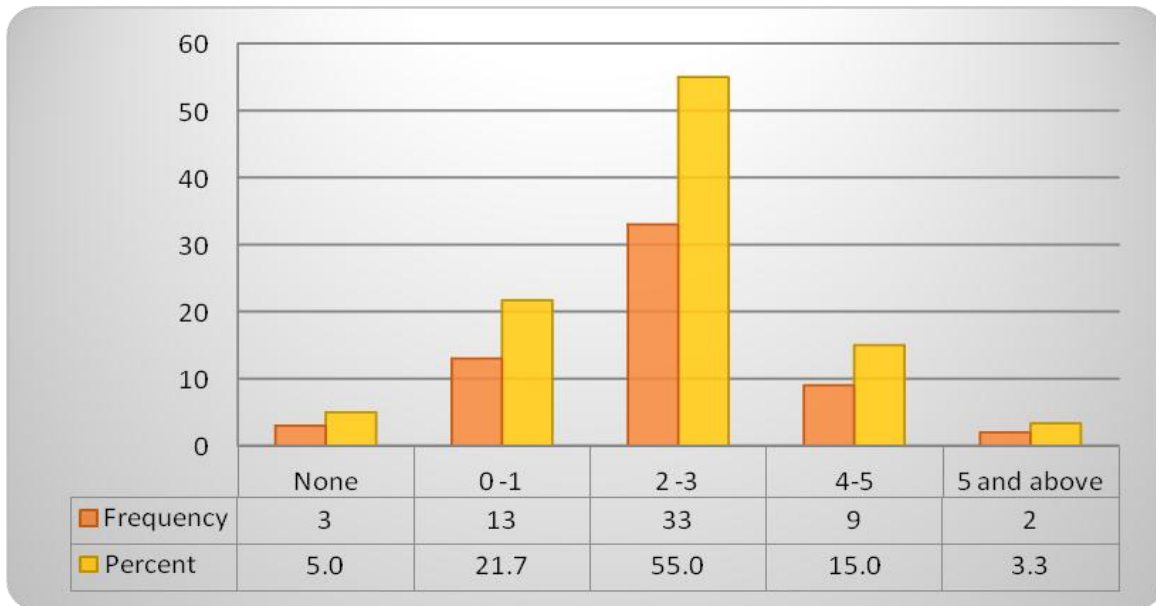
The distribution in the sample in terms of marital status as shown in Table 4.2.5 and Figure 4.2.5 indicate that the majority of the respondents 31 (51.7%) are married, 21 (35,0%) are single, 6 (10,0%) are divorced and 2 (3,3%) are widow/er. Based on this sample it is evident that more married respondents participated in the survey.

6. How many children do you have?

Table 4.2.6

	Frequency	Percent
None	3	5.0
0 -1	13	21.7
2 -3	33	55.0
4-5	9	15.0
5 and above	2	3.3
Total	60	100.0

Figure 4.2.6



The distribution in the sample in terms of the number of children each respondent have, has revealed the following: The majority of the respondents have between 1 and 3 children 46 (76,7 %), 11 (18,3%) have 4 and 5 children, 3 (5,0%) have no children and 2 (3,3%) have more than 5 children.

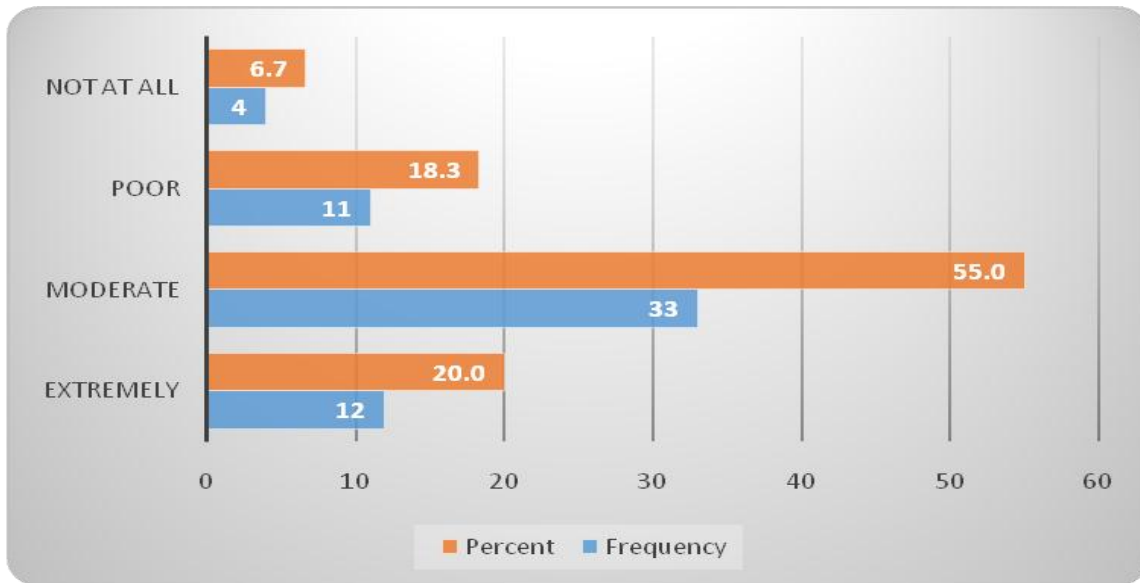
## LOCAL ECONOMIC DEVELOPMENT

7. To what extent do community based tourism enterprises contribute to alleviate poverty?

Table 4.2.7

	Frequency	Percent
Extremely	12	20.0
Moderate	33	55.0
Poor	11	18.3
Not at all	4	6.7
Total	60	100.0

Figure 4.2.7



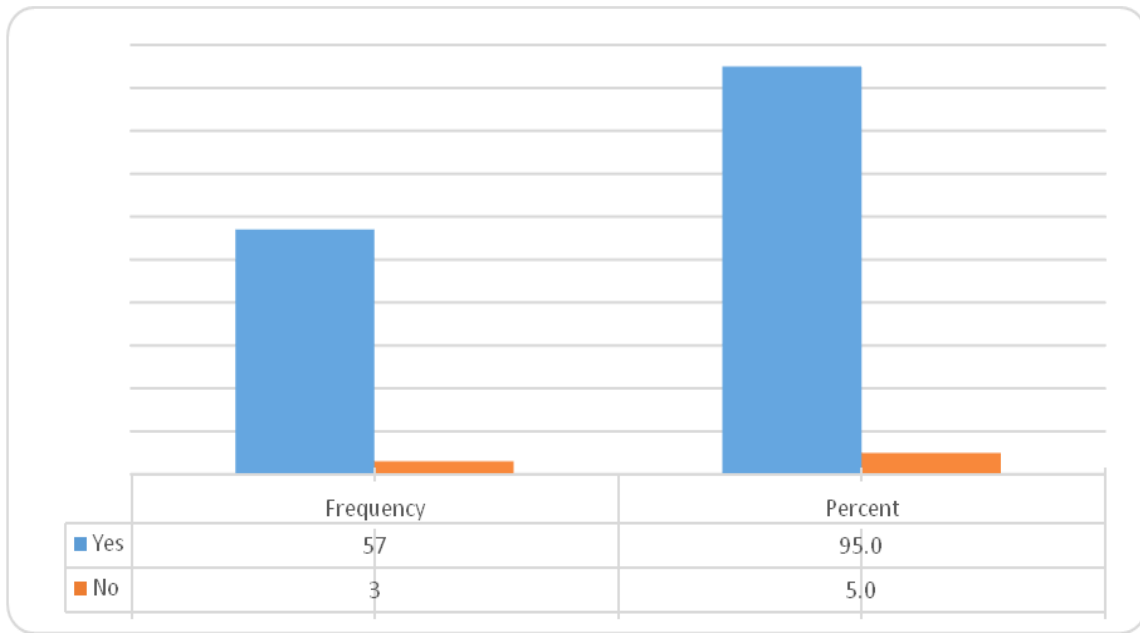
As a measure to determine the extent to which community based tourism enterprises contribute to alleviate poverty, more than half of the survey respondents, 33 (55,0%), believed that there was a moderate contribution, 12 (20,0%) indicated that there was an extreme contribution, 11 (18,3%) reported that the contribution was poor, while 4 (6,7%) said there was no contribution made by community based tourism enterprises. From the above sample statistics it is clear that there is a valuable contribution made by community based tourism enterprises towards poverty alleviation (Table 4.2.7 and Figure 4.2.7).

8. Is there any relationship between LED and service delivery?

Table 4.2.8

	Frequency	Percent
Yes	57	95.0
No	3	5.0
Total	60	100.0

Figure 4.2.8



With reference to Table 4.2.8 and Figure 4.2.8, the majority of the respondents, 57 (95,0%), indicated that there was a strong relationship between LED and service delivery. The remaining 3 (5,0%) believed that there was no relationship. The findings clearly demonstrated that there is a strong relationship between LED and service delivery.

9. How does infrastructure development impact on LED?

Table 4.2.9

All LED Community projects need infrastructure for accommodation.
All LED projects need infrastructure to accommodate projects sites and offices.
All projects need infrastructure for accommodation.
Buildings are needed to accommodate LED projects.
By supporting businesses that need LED support unit.
Disturb projects operation.
For effective LED projects operation, infrastructure is needed to serve as storage, workshops and office space.
If there is no infrastructure LED will not run.
In Haenertsburg we have a place reserved for tourism. There is nothing for the rural areas.
Infrastructure accommodates LED projects and offices.
Infrastructure accommodates LED projects.
Infrastructure development accommodates LED projects and office space.
Infrastructure development is the vehicle through which LED is driven to bring services to the people.



Infrastructure development provides RDP houses to the poor through COGTA and other agencies as part of LED.
Infrastructure houses LED Projects.
Infrastructure houses LED Projects.
It accommodates LED projects and office space.
It creates job opportunities among community members.
It has a great impact because some of the businesses need support from the LED Unit.
Lack of infrastructure disturbs LED roll out.
Lack of relevant infrastructure retards service delivery and LED implementation.
Lack of relevant infrastructure retards service delivery on LED implementation.
Lack of relevant infrastructure retards service delivery on LED implementation..
LED projects are housed in infrastructure, thus the lack of infrastructure will have a negative impact on LED.
LED Unit provides communities with RDP houses through COGTA.
LED Unit provides communities with RDP houses through COGTA.
No idea.
Not enough infrastructure.
On rural development e.g. community projects, LED projects, RDP houses etc.
On rural development e.g. Projects, RDP houses etc.
Projects operate within a particular infrastructure, thus lack of infrastructure will have a negative impact LED.
Shortage of infrastructure retards development.
Through projects.
Unknown
Without infrastructure development LED projects cannot be implemented.
Without infrastructure LED projects cannot succeed.
Without proper infrastructure LED cannot be implemented.

Since this question required inputs from the respondents as to whether infrastructure development impacted on LED, 100% of the respondents concurred that infrastructure development was necessary for effective and efficient LED implementation. The distribution of the sample responses as in Table 4.2.8 confirm that without infrastructure LED projects cannot operate smoothly because LED provides office space, projects sites, storage, community projects, RDP houses, job creation, etc.

10. Does LED implementation alleviate poverty?

Table 4.2.10

	Frequency	Percent
Yes	59	98.3
No	1	1.7
Total	60	100.0

Figure 4.2.10

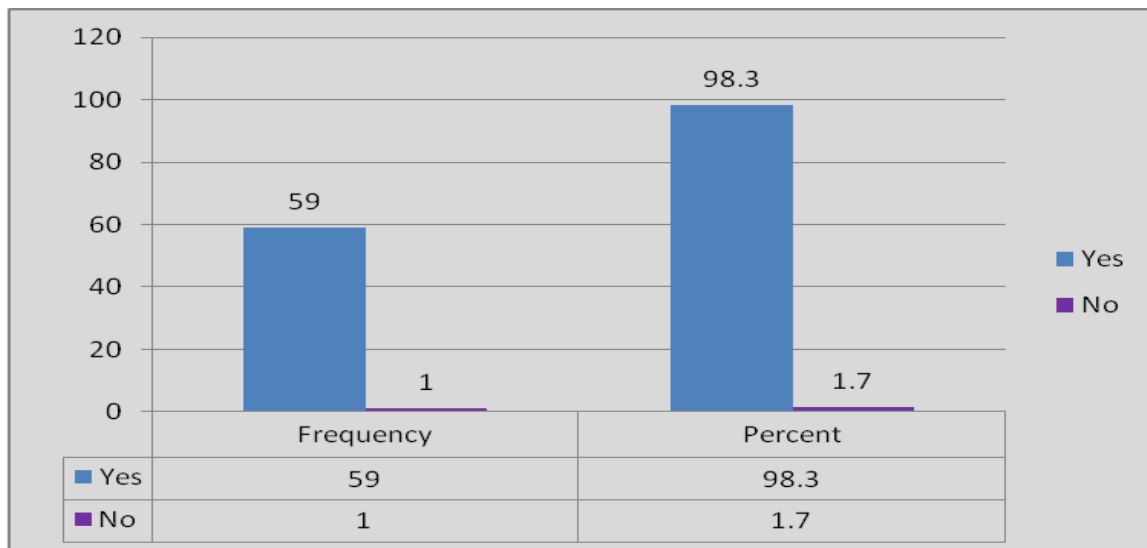


Table 4.2.10 indicates that 59 (98,3%) of the majority of the respondents agreed that LED implementation alleviates poverty. Only 1 (1,7%) of the total of 60 respondents believed that LED implementation did not alleviate poverty. This is due to lack of information about LED.

10.1 If Yes, explain why.

Table 4.2.10.1

Because frontiers of poverty are being shifted away through LED implementation.
Because community LED projects create employment.
Because if jobs are created the high level of poverty will be reduced.
Because it creates job opportunities.
Because it creates jobs to local people.
Because it creates jobs, poor people are employed and frontiers of poverty are drifted away.

Because it creates jobs.
Because it gives birth to community projects.
Because it will create jobs
Because LED creates jobs and people will be able to feed their families. Frontiers of poverty will be shifted away.
Because LED projects create employment opportunities.
Because LED projects create jobs targeting poverty alleviation.
Because LED projects, CDW's and EPWP's create employment opportunities.
Effective LED implementation will create projects that will employ poor people to earn a salary in order to be able to put bread on the table.
Frontiers of poverty can only be shifted away through LED implementation.
If there are LED community projects, the rate of unemployment will be reduced and as a result frontiers of poverty will be shifted away.
Job creation fights away poverty.
Job creation shifts away frontiers of poverty.
Job creation through LED implementation will alleviate poverty because poor people will be employed.
Job creation.
Jobs are created through LED implementation.
LED community projects create employment targeting poverty alleviation.
LED projects create jobs that push frontiers of poverty away.
LED projects create jobs.
LED projects open doors for employment opportunities.
No LED implementation that has taken place.
Poverty can be alleviated when poor people get jobs to maintain their families.
Poverty is ended through job creation.
Projects create employment for poverty alleviation.
Projects create jobs and empower people.
Through EPWPs and CDWs.
Viable economic development strategies will create jobs focusing on poverty alleviation.
Yes, because LED projects, CDWs and EPWPs create employment opportunities.

The findings based on 59 (98,3) of the total sample of 60, gave their motivation in support of the question as follows: LED alleviates and shifts away frontiers of poverty through job creation by LED projects, CDWs and EPWPs. The evidence of effective and efficient LED implementation is LED projects, CDWs and EPWPs, which create employment opportunities and reduce unemployment rate.

11. Is there any relationship between LED and job creation?

Table 4.2.11

	Frequency	Percent
Yes	56	93.3
No	4	6.7
Total	59	98.3

Figure 4.2.11

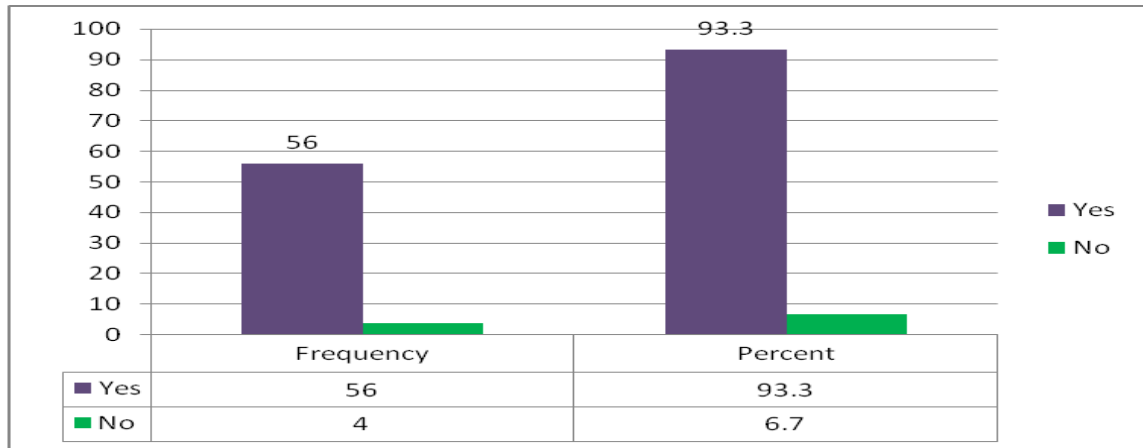


Table 4.2.11 and Figure 4.2.11 represent the responses of the 60 participants, whereby 56 (93,3%) agreed that there was a relationship between LED and job creation. Only a small fraction of the respondents 4 (6,7%) disagreed by stating that there was no relationship between LED and job creation. In view of the positive majority responses 56 (93,3%), literature and personal observation, there is indeed a relationship between LED and job creation.

11.1 If Yes, explain how.

Table 4.2.11.1

Because LED creates jobs such as CDWs and EPWP.
Because when the projects come into our ward service providers employ labourers and also through EPWP people get employed.
By cleaning the roads, streets and parks through CDWs.
By creating jobs such as EPWP and CDWs.
In Haenertsburg there are people employed to look after the Wetland areas for tourists' attraction.
It is part of service delivery.
Job creation and LED are related because LED community projects, CDWs and EPWPs create employment opportunities to needy and poor communities.

LED and job creation are interrelated because it is through LED projects that employment is created.
LED creates jobs through projects, Economic Development Agency, CDWs and EPWPs.
LED creates jobs through projects in order to fight and alleviate poverty.
LED creates jobs through projects.
LED is a vehicle towards job creation through LED community projects.
LED leads to job creation through projects, CDWs and EPWPs.
LED projects create jobs and people are employed.
LED Projects help to create jobs in order to curb/reduce the rate of poverty and unemployment.
LED Projects help to create jobs in order to curb/reduce the rate of unemployment.
LED Projects take people from the streets and employ them in order to earn a salary.
LED starts projects which create jobs for the unemployed people.
LED projects create jobs.
Little money that is generated by the projects has an impact.
People get jobs as projects start.
People who work in projects receive a stipend as part of job creation.
Projects create jobs to the community.
Take people from the streets and employ them in order to earn a salary.
There is a strong relationship between LED and job creation because the LED community projects' main focus is poverty alleviation and job creation.
Through the establishment of small business enterprises and infrastructural development and maintenance.
We don't have enough projects in our community. We need more projects and LED does not assist.
When LED projects get started people from the local communities get jobs.
When LED projects kick start local people get jobs to meet their family needs.

Table 4.2.11.1 presents the reasons to prove that there is a relationship between LED and job creation. A summary of the responses as per Table 4.2.11.1 is as follows: LED creates jobs through projects, Economic Development Agency, CDWs and EPWPs. The interpretation of all the response statements is a clear indication that there is a strong relationship between LED and job creation because the LED community projects' main focus is poverty alleviation and job creation.

11.2 If No, give reasons.

Table 4.2.11.2

	Frequency	Percent
Not indicated	59	98.3
No job creation in terms of LED.	1	1.7
Total	60	100.0

According to Table 4.2.11.2 only 1 (1,7%) of the total 60 respondents indicated that there is no relationship between LED and job creation. 59 (98,3%) agreed. The respondent lacks information about LED. From personal observation, literature by authorities in the field and other scholars as indicated in chapter 2 (literature review), LED create jobs through projects.

12. What impact does poor service delivery have on LED (unemployment, poverty, under development)?

Table 4.2.12

As unemployment rate increases due to poor service delivery on LED, the rate and level of poverty goes up and the community becomes undeveloped.
Development is compromised due to under development and level, and the rate of poverty and unemployment goes up.
Development is compromised due to under development and level, and the rate of poverty and unemployment goes up.
Development is compromised through unemployment and the level of poverty goes up.
Development is compromised, level of poverty goes up and the unemployment rate doubles.
Disturbs development, opens doors for poverty due to lack of jobs.
Disturbs development.
Fewer and the scarcity of LED projects contributes to unemployment and poverty.
High rate of unemployment, extreme poverty and underdevelopment are the results of poor service delivery.
It halts development, the poverty level goes up and unemployment increases.
It has a great impact because there is no job creation due to poor service delivery.
It has a very great impact as it addresses the issues of job creation, minimizes and shifts way frontiers of poverty and promotes development.
It has a very great impact as it addresses the issues of job creation.
It leads to protests which ultimately compromise public property and projects.
Most people will be unemployed.

Negative impact and a high rate of unemployment.
Negative impact.
No job creation due to poor service delivery.
People suffer in terms of employment.
Poor service delivery accelerates the level of poverty and unemployment, and this results in underdevelopment.
Poor service delivery affects LED badly through unemployment, poverty and underdevelopment.
Poor service delivery has a negative impact on LED because it accelerates the high level of unemployment and poverty and results in underdevelopment.
Poor service delivery has a negative impact on LED because it accelerates the level of unemployment, poverty and results in underdevelopment.
Poor service delivery leads to a high rate of unemployment and underdevelopment.
Poor service delivery leads to a high rate of unemployment, poverty and underdevelopment.
Poor service delivery leads to a high rate of unemployment.
Poor service delivery retards progress and increases the level of poverty, unemployment and ultimately leads to underdevelopment.
The community is not exposed to job opportunities and there will not be enough resources.
Unemployment is very high and our children complete schools, but there are no job opportunities, nor learnerships that can equip them.
Underdevelopment.
Underdevelopment, unemployment and poverty are caused by poor service delivery because the available resources are not equitably distributed to the beneficiaries/consumers/residents.
Underdevelopment, unemployment and poverty are caused by poor service delivery because the available resources are not equitably distributed to the local communities. Beneficiaries/consumers/residents.
Unemployment increases, the rate of poverty goes up and leads to underdevelopment.
Unemployment increases, the rate of poverty goes up and underdevelopment results.
Unemployment rate goes up, local communities become poverty-stricken and underdevelopment becomes the order of the day.
The youth do not have jobs.

Table 4.2.12 represents the responses of the question on the impact of poor service delivery on LED (unemployment, poverty, underdevelopment). The majority of the respondents believed that "poor service delivery has a negative impact on LED because it accelerates the high level of unemployment, poverty and results in underdevelopment".

The findings of the survey based on the statements of the respondents clearly indicate that service delivery has great impact as it addresses the issues of job creation, minimizes and shifts way frontiers of poverty and promotes development.

13. Does Greater Tzaneen Municipality play any role on LED Strategic Implementation?

Table 4.2.13

	Frequency	Percent
Yes	51	85.0
No	9	15.0
Total	60	100.0

As a measure to determine whether Greater Tzaneen Municipality plays any role on LED Strategic implementation, Table 4.2.13 gives a clear picture of the responses of the 60 participants. Fifty-one (85,0%) concurred that the municipality is implementing LED strategies, while 9 (15,0%) disagreed. The study results, findings and personal observation shows that the municipality is playing a role on LED strategic implementation as evidenced by the establishment of Greater Tzaneen Economic Development Agency, CDWs and EPWPs projects.

13.1 If Yes, describe its role.

Table 4.2.13.1

All wards have EPWP projects.
Because they facilitate the project within the communities through the office of the Community Development Facilitator.
By supporting community projects and the establishment of the economic development agency as its entity.
By supporting LED community projects and the establishment of the economic development agency as its entity.
Each Ward has EPWP projects in Greater Tzaneen Municipality.
Establishment of Greater Tzaneen Economic Development Agency, initiating community projects and giving support.
Establishment of Greater Tzaneen Economic Development Agency. Initiate community projects and give support.
Initiate projects through GTEDA.



No LED related projects created by the municipality.
No LED related workshops.
No projects in our area.
Some wards have CDWs and EPWP projects.
The establishment of the economic development agency to promote LED.
The establishment of Greater Tzaneen Economic Development Agency to promote LED.
They visit projects to see how to help LED projects.
Through CDWs, EPWPs, SMMEs and the establishment of Greater Tzaneen Economic Development Agency.
Through community development projects because some wards have CDWs and EPWP projects.
Through community projects, CDWs, EPWPs and Greater Tzaneen Economic Development Agency (GTEDA).
Through GTEDA.
Through LED Community driven projects by Greater Tzaneen Economic Development Agency, CDWs and EPWP projects.
Through LED Community driven projects by Greater Tzaneen Economic Development Agency, CDWs and EPWP projects.
Through LED Community projects driven by Greater Tzaneen Economic Development Agency, CDWs and EPWP projects.
Through LED Community Projects, CDWs and EPWP projects.
Through LED Community projects, IDP, CDWs and EPWP projects.
Through the establishment of Greater Tzaneen Economic Development Agency, CDWs and EPWPs.
Through the establishment of Greater Tzaneen Economic Development Agency.
Through the revitalization of the Makgoba Tea Estate and the establishment of the economic development agency.
Ward committee members belonging to the portfolio are being workshopped.
Ward committee members heading the LED Section in the ward are responsible.
We don't have workshops or something from LED. LED in our municipality is not active.

The positive survey responses as illustrated in Table 4.2.13.1 gives an indication that generally the Greater Tzaneen Municipality is responding well on LED strategic implementation. However a lot still needs to be done as part of the 100% fulfilment of the constitutional mandate. The LED Strategic implementation is attested by the revitalization of Makgoba Tea Estate, establishment of the Greater Tzaneen Economic Development Agency, CDW's and EPWP's projects.

13.2 If No, explain why?

Table 4.2.13.2

	Frequency	Percent
No responses	56	93.3
No funding or any assistance of whatsoever.	1	1.7
The Greater Tzaneen Municipality has never asserted any LED project.	1	1.7
There is no consistency on the municipality implementation plan.	2	3.3
Total	60	100.0

Table 4.2.13.2 shows the negative responses whereby 4(6,7%) respondents alluded that the municipality was not playing any role on LED strategic implementation. The majority of the respondents, 56 (93,3%), agreed that the Greater Tzaneen Municipality played a role on LED Strategic Implementation. The negative response can be attributed to the attitude of the respondents towards the municipality.

14. Is there any marketplace in the area where people can sell their products?

Table 4.2.14

	Frequency	Percent
Yes	42	70.0
No	18	30.0
Total	60	100.0

Figure 4.2.14

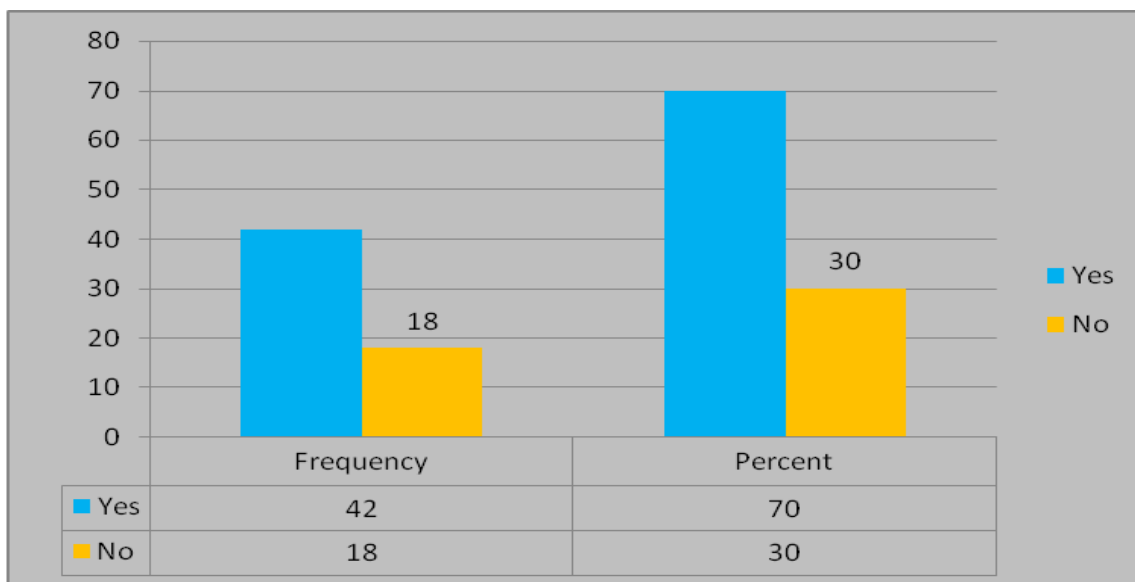


Table 4.2.14 and Figure 4.2.14 (above) illustrate that 42 (70,0%) of the respondents agreed that there was a marketplace in the area where people could sell their products. The remaining 18 (30,0%) maintained that there was no marketplace. Based on the statistics and figures displayed in Table 4.2.14 and Figure 4.2.14 above, it is evident that locally produced goods are sold on local markets.

15. Which of the following statements best describes the entity with primary responsibility for local economic development in your municipality?

Table 4.2.15

	Frequency	Percent
Not indicated	1	1.7
No single organization is responsible for local economic development.	5	8.3
No single organization is responsible for local economic development and an LED Unit in the local municipality has primary responsibility for local economic development.	1	1.7
No single organization is responsible for local economic development and an LED Unit in the local municipality has primary responsibility for local economic development.	1	1.7
An LED Unit in the local municipality has primary responsibility for local economic development.	52	86.7
Total	60	100.0

Most respondents 52 (86,7%) expressed that an LED Unit in the local municipality had primary responsibility for local economic development. Eight (13,4%) believed that there was no single organization responsible for local economic development in Greater Tzaneen Municipality. Based on the findings of Table 4.2.15 and the organogram of Greater Tzaneen Municipality has a Planning and Economic Development Unit, LED Unit, Ward Committees with the LED officers, it is clear that the LED Unit has the primary responsibility for local economic development.

15.d. Other

Table 4.2.15 (d)

	Frequency	Percent
Not indicated	43	71.7
No single organization is responsible for local economic development.	1	1.7
An LED Unit in the local municipality has primary responsibility for local economic development.	8	13.3
Through the establishment of Greater Tzaneen Economic Development Agency.	3	5.0
The establishment of Greater Tzaneen Economic Development Agency (GTEDA) as Greater Tzaneen Municipality entity.	2	3.3
The establishment of Greater Tzaneen Economic Development Agency (GTEDA) is geared towards LED implementation as the 100% entity Greater Tzaneen Municipality.	1	1.7
We have large hectares of land in our community where people can get jobs if water can be available for agricultural production whereby the goods produced can be sold at local markets.	2	3.3
Total	60	100.0

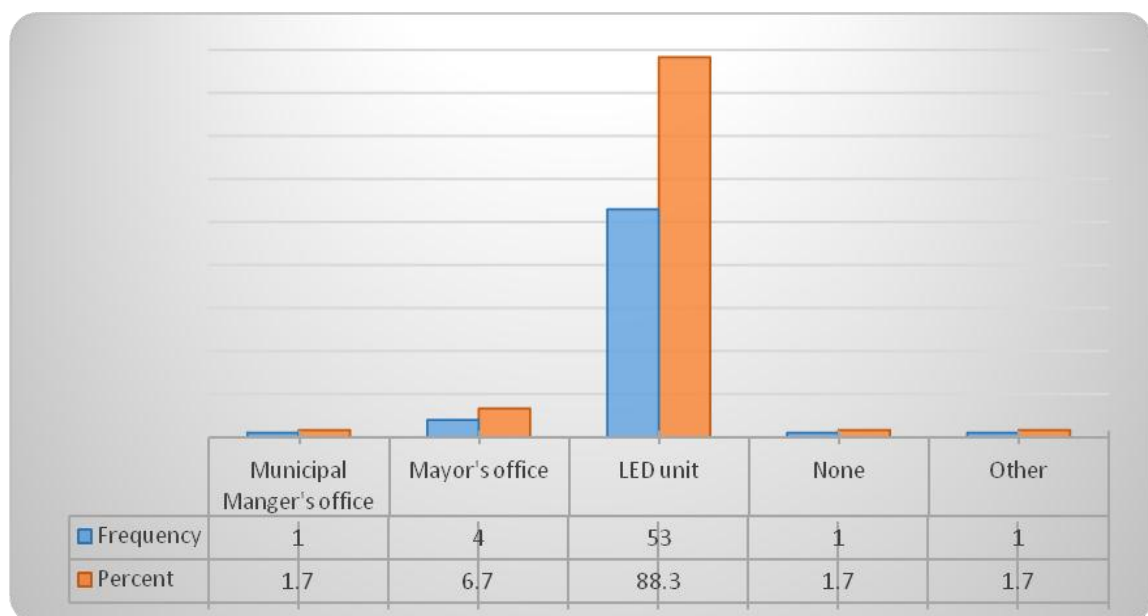
According to Table 14.2.15 above, 8 (13,3%) respondents revealed that apart from the LED Unit in the municipality, the establishment of Greater Tzaneen Economic Development Agency (GTEDA) was geared towards LED implementation as the 100% entity the Greater Tzaneen Municipality. Hectares of land are available for farming and the goods produced can be sold at local markets.

16. Which local municipality unit has the primary responsibility for local economic development in your local municipality?

Table 4.2.16

	Frequency	Percent
Municipal Manager's office	1	1.7
Mayor's office	4	6.7
LED unit	53	88.3
None	1	1.7
Other	1	1.7
Total	60	100.0

Figure 4.2.16



Respondents were asked to indicate the unit that has the primary responsibility for local economic development in the local municipality. 53 (88,3%) mentioned that LED Unit is responsible, 4 (6,7%) believe that the Mayor's office is responsible for LED, 1 (1,7%) shifted the responsibility to the mayor and the remaining 2 (3,4%) indicated that none/other was responsible. The results of the survey as per Table 4.2.16) clearly shows, that LED is the primary responsibility of the LED Unit in the municipality.

17. How would you describe the level of cooperation among your municipal units and organizations regarding LED implementation?

Table 4.2.17

	Frequency	Percent
Very good	2	3.3
Good	23	38.3
Neutral	28	46.7
Poor	4	6.7
Very poor	3	5.0
Total	59	98.3

Figure 4.2.17

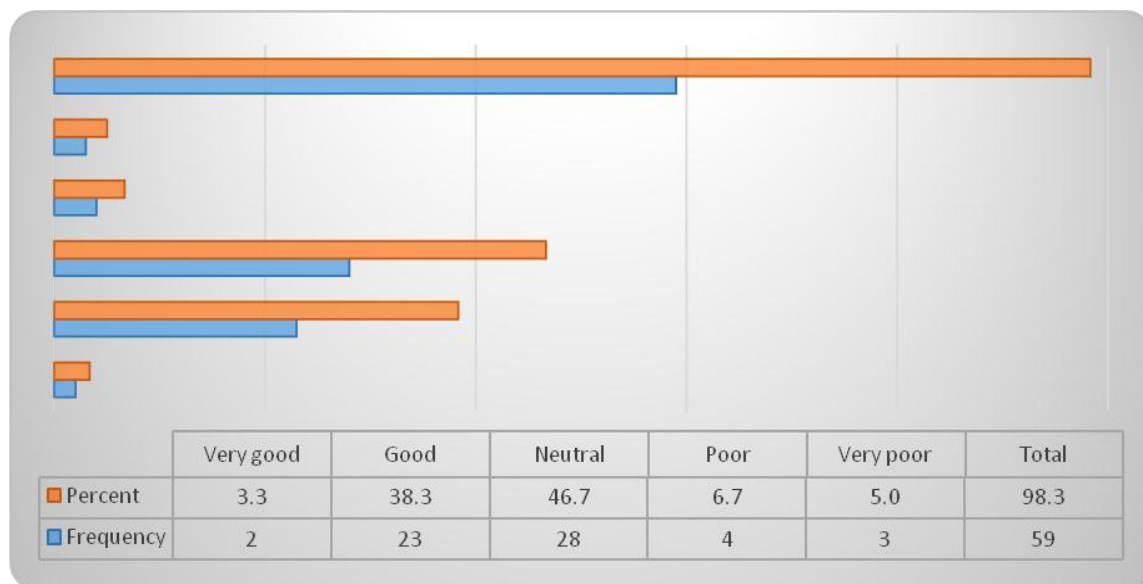


Table 4.2.17 and Figure 4.2.17 above indicate the overall views of the respondents on question number 17: 28 (46,7%) were neutral, 23 (38,3%) indicated that the level of cooperation among municipal units and organizations regarding LED implementation was good, 2(3,3%) pointed out that it was very good, 4(6,7%) stated that it was poor and the remaining 3 (5,0%/) registered very poor. The findings from the research clearly suggest that the level of cooperation among municipal units and organizations regarding LED implementation is rather good.

18. Which of the following best describes your local municipality's current economic base and primary focus of your economic development efforts?

Table 4.2.18

	Frequency	Percent
Agriculture	13	21.6
Tourism/Hospitality	13	21.6
Community projects	16	26.6
Retail/Services	9	12
Manufacturing	11	18.2
Other (Please specify)	0	0
Total	60	100.0

Figure 4.2.18

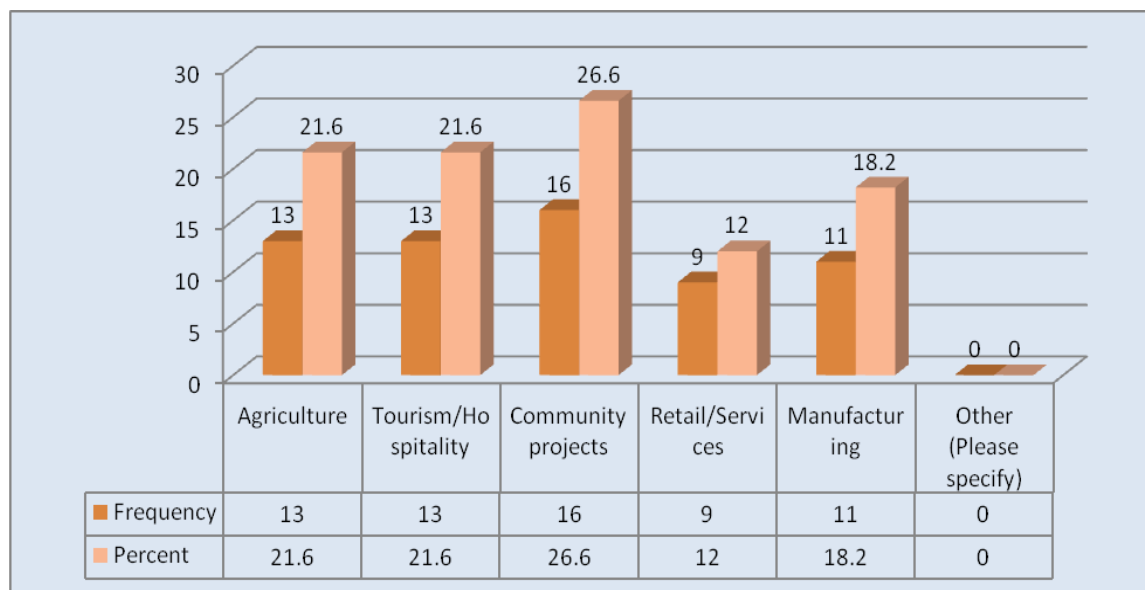


Table 4.2.18 above depicts the local municipality's current economic base and primary focus for economic development efforts. Out of the population of 60 (100%) respondents, 16 (26,6%) considered community projects and 26 (43,3%) opted for the combination of agriculture and tourism/hospitality, 11 (18,2%) selected others and the remaining 9 (12%) chose retail/services.

19. Which of the above are the top three priorities in your local municipality's economic development efforts?

Table 4.2.19

	Frequency	Percent
Agriculture	26	43.3
Tourism/Hospitality	26	43.3
Community projects	8	13.4
Total	60	100

In terms of the top three priorities of the municipality's economic developments efforts as per Table 4.2.19, out of 60 (100%) respondents, 26 (43,3%) chose agriculture, 26 (43,3%) community projects and 8 (13,4%) tourism/hospitality. The frequency of the responses clearly indicates that Agriculture, Tourism/Hospitality and community projects form the backbone of the municipality's economic development efforts. This is also backed by the fact that Tzaneen with its beautiful landscapes is a tourist destination for the lovers of nature.

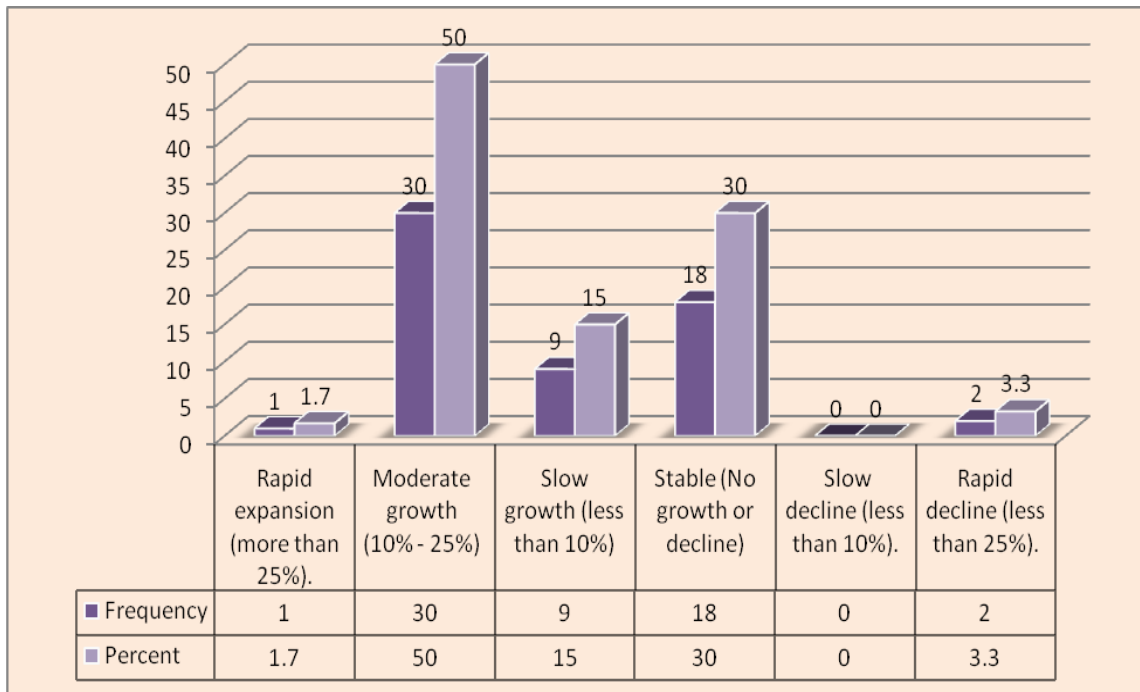
20. Which one of the following best describes the condition of your local municipality's economic base during the last five (5) years?

Table 4.2.20

	Frequency	Percent
Rapid expansion (more than 25%).	1	1.7
Moderate growth (10% - 25%)	30	50
Slow growth (less than 10%)	9	15
Stable (No growth or decline)	18	30
Slow decline (less than 10%).	0	0
Rapid decline (less than 25%).	2	3.3
Total	60	100.0



Figure 4.2.20



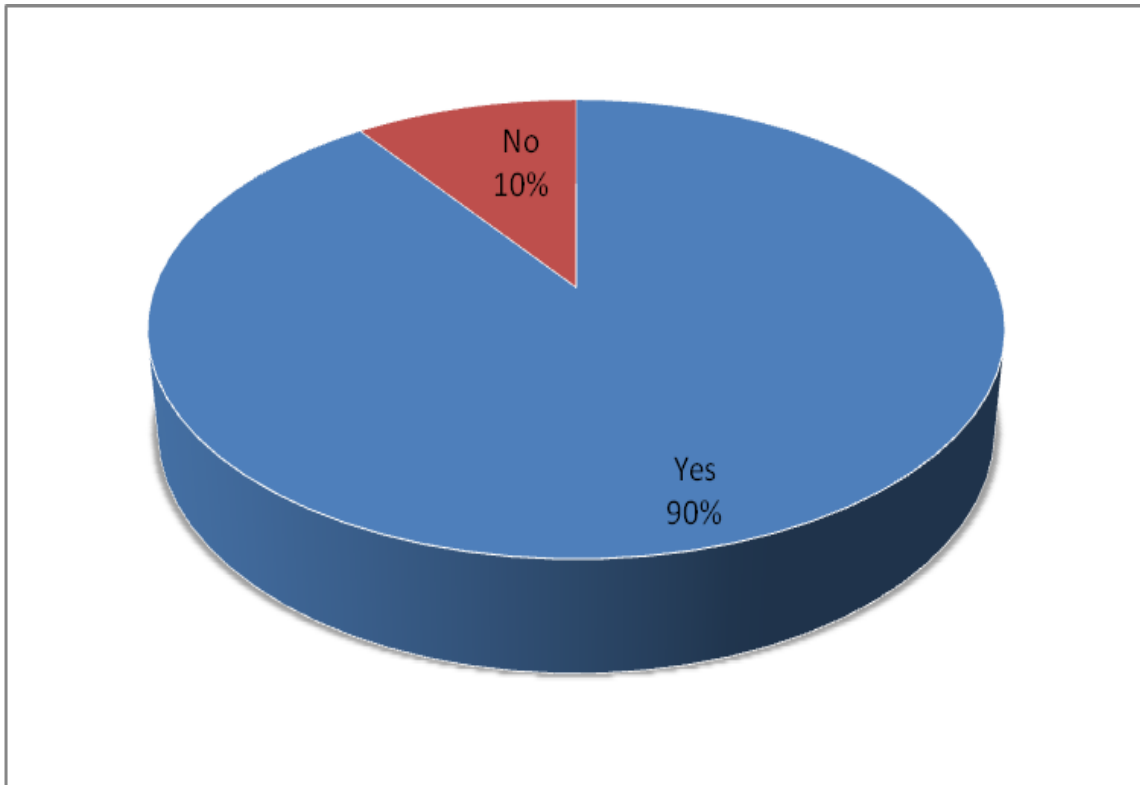
According to the findings from this research, regarding the description of the local municipality's economic base during the last five (5) years, 1 (1,7%) of the respondents indicated that there was rapid expansion (more than 25%), and 30 (50%) of the respondents reported moderate growth (10% - 25%), 9 (15%) observed slow growth (less than 10%). Those who reported stable growth (whereby there is no growth and no decline are 18 (30%) and the remaining 2 (3.305) reported that there was rapid decline (less than 25%). The findings as per Table 4.2.20 and Figure 4.2.20 clearly demonstrates that there was economic growth and stability during the last five (5) years.

21. Does your municipality have a written strategic and implementation plan for economic development?

Table 4.2.21

	Frequency	Percent
Yes	54	90.0
No	6	10.0
Total	60	100.0

Figure 4.2.21



According to Table 4.2.21 and Figure 4.2.21, out of the entire population of 60 (100%), 54 (90%) of the respondents agreed that Greater Tzaneen Municipality has a written strategic and implementation plan for economic development, whereas 6 (10%) of the respondents disagreed. The pie chart in terms of percentages clearly indicates that the municipality has written strategic and implementation plans. The establishment of the economic development agency, the revitalization of the Makgoba Tea Estate and other initiatives attest to this.

22. What are your local municipality's economic development goals?

Table 4.2.22

	Frequency	Percent
Poverty alleviation, service delivery, promote entrepreneurship and small business	40	67
Promote entrepreneurship and small business	7	12
Service delivery	3	5
Job creation, diversification of the economic base and the expansion of the tax base	10	16
Total	60	100

Figure 4.2.22

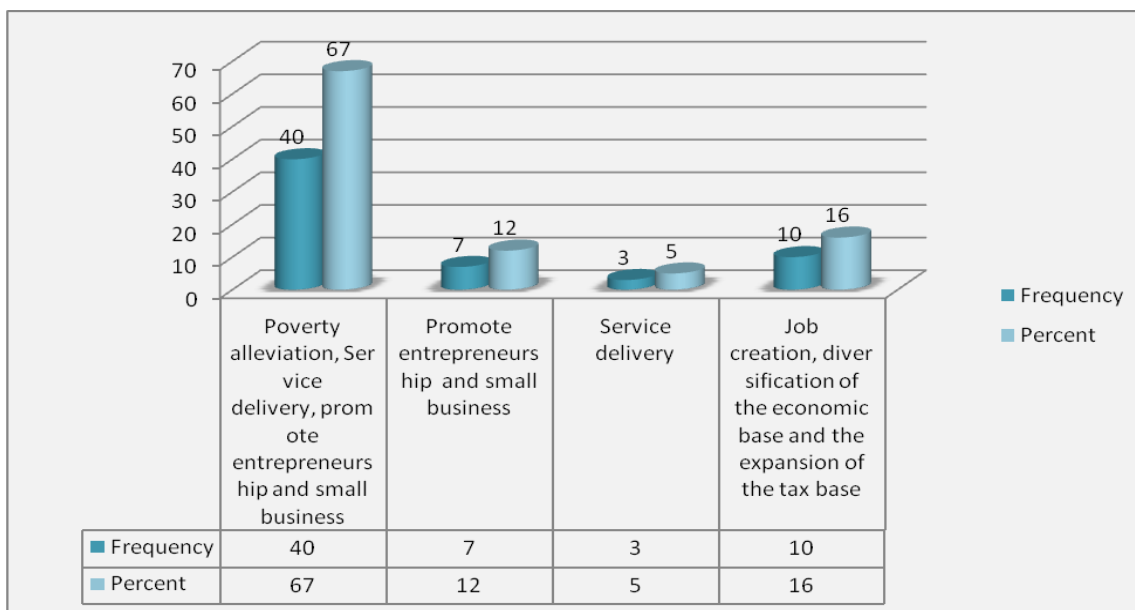


Table 4.2.22 and Figure 4.2.22 are based on the question of what the local municipality's economic development goals are. Forty (67%) selected the combination of poverty alleviation, service delivery and the promotion of entrepreneurship and small business, 10 (16%) identified the combination of job creation, diversification of the economic base and the expansion of the tax base, 7 (12%) identified the promotion of entrepreneurship and small business and 3 (5%) chose service delivery.

23. Which of the following does your municipality use to create and grow small businesses?

Table 4.2.23

	Frequency	Percent
Micro enterprise programme, Revolving loan fund and management training.	43	71,6%
Matching grants to upgrade business properties, business incubator and equity /venture capital financing	17	28,4%
Total	60	100.0

Figure 4.2.23

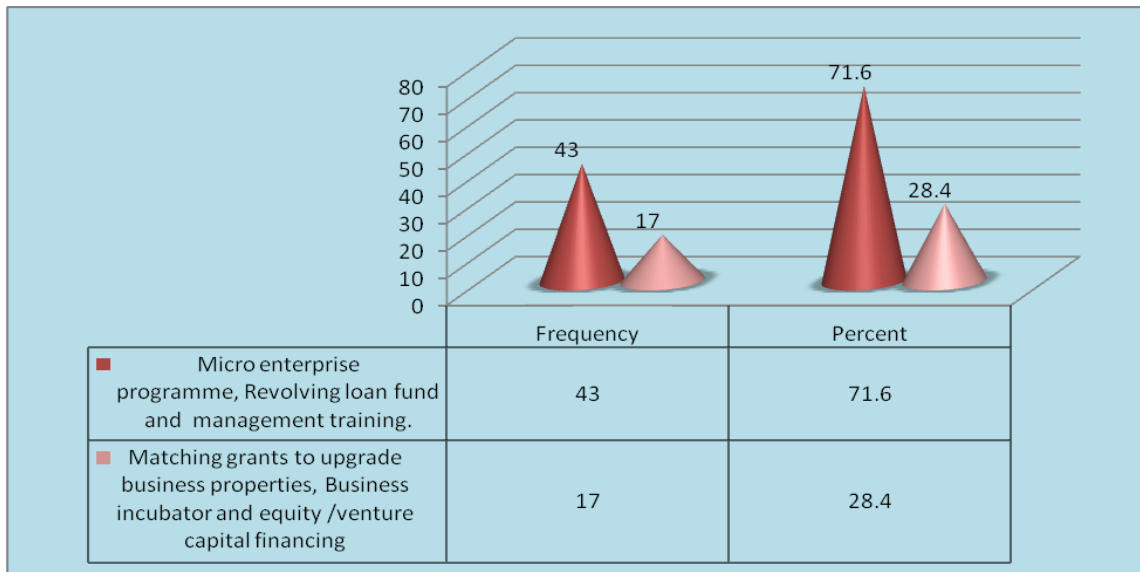


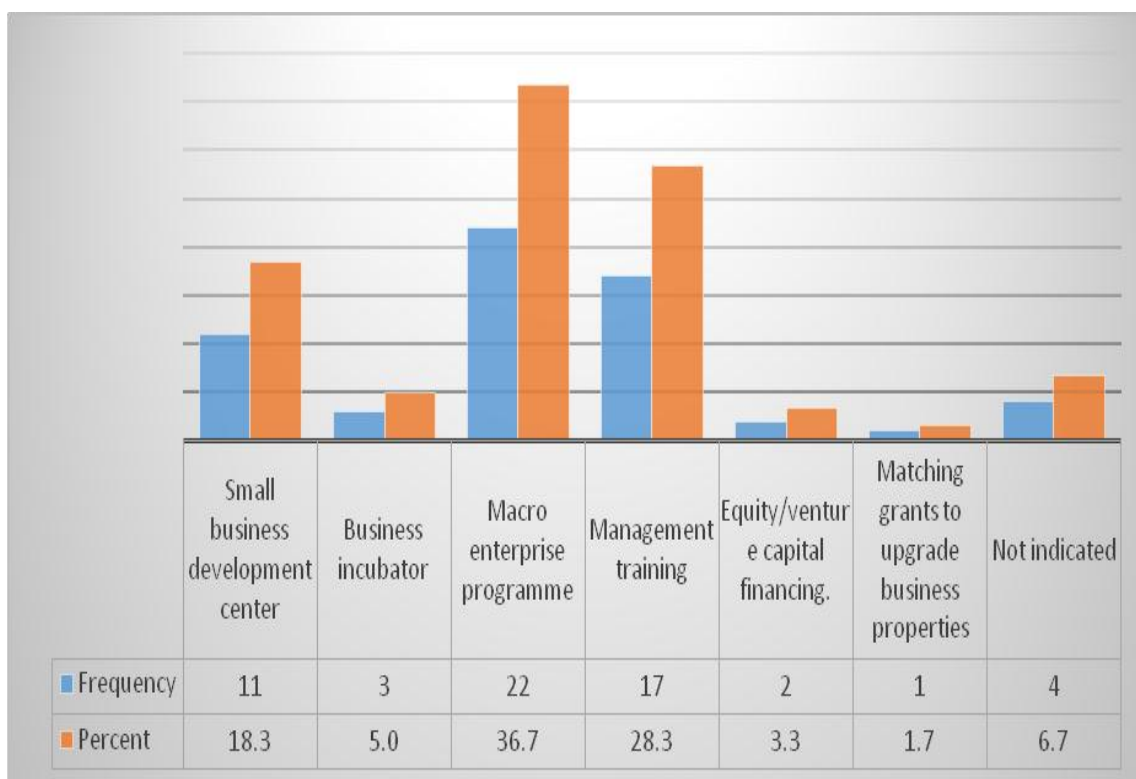
Table 4.2.23 shows the frequency of responses regarding what the local municipality use to create and grow small business. The majority of the respondents, 43 (71,6%), selected the combination of micro enterprise programme, revolving loan fund and management training. The remaining 17 (28,4%) believed that matching grants to upgrade business properties, business incubator and equity /venture capital financing are used to create and grow small businesses.

24. Which of the above small businesses development methods does your municipality utilize the most?

Table 4.2.24

	Frequency	Percent
Small business development centre	11	18.3
Business incubator	3	5.0
Macro enterprise programme	22	36.7
Management training	17	28.3
Equity/venture capital financing.	2	3.3
Matching grants to upgrade business properties	1	1.7
Not indicated	4	6.7
Total	60	100.0

Figure 4.2.24



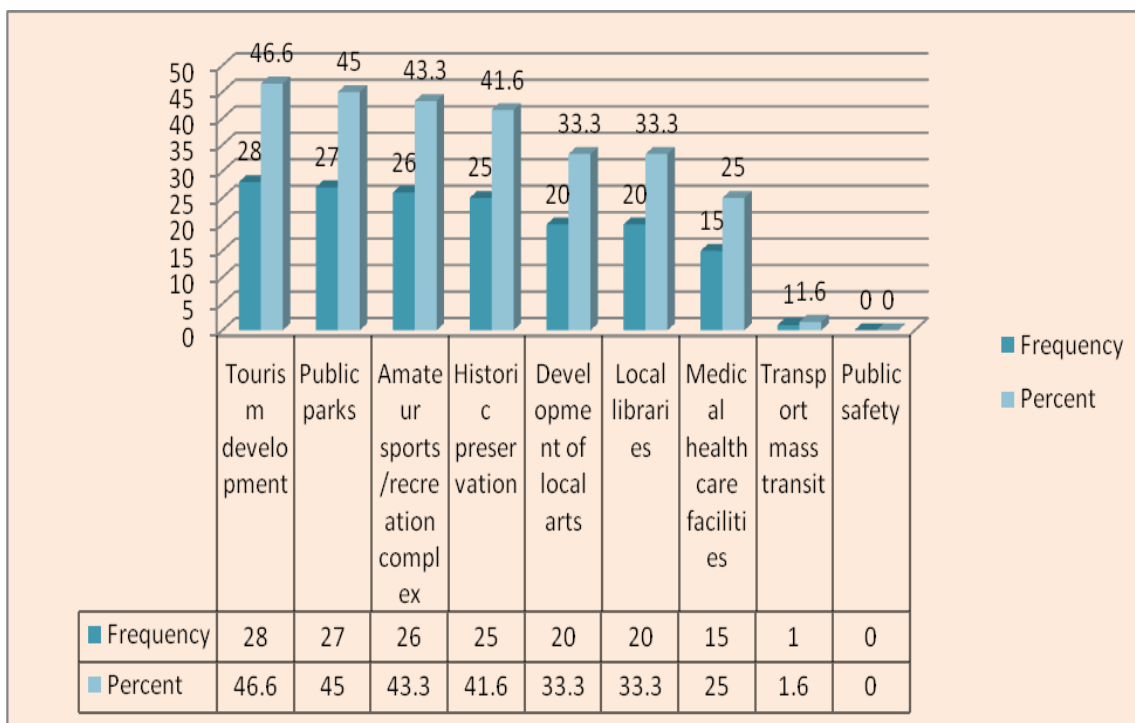
With reference to Table 4.2.24 and Figure 4.2.24, 22 (36,7%) identified macro enterprise programme, 17 (28,3%) chose management training and 11 (18,3%) see small business development centre as what the local municipality utilizes the most.

25. Which of the following does your municipality invest in as part of its economic development efforts?

Table 4.2.25

	Frequency	Percent
Tourism development	28	46.6
Public parks	27	45
Amateur sports/recreation complex	26	43.3
Historic preservation	25	41.6
Development of local arts	20	33.3
Local libraries	20	33,3
Medical health care facilities	15	25
Transport mass transit	1	1.6
Public safety	0	0
Total	60	100.0

Figure 4.2.25



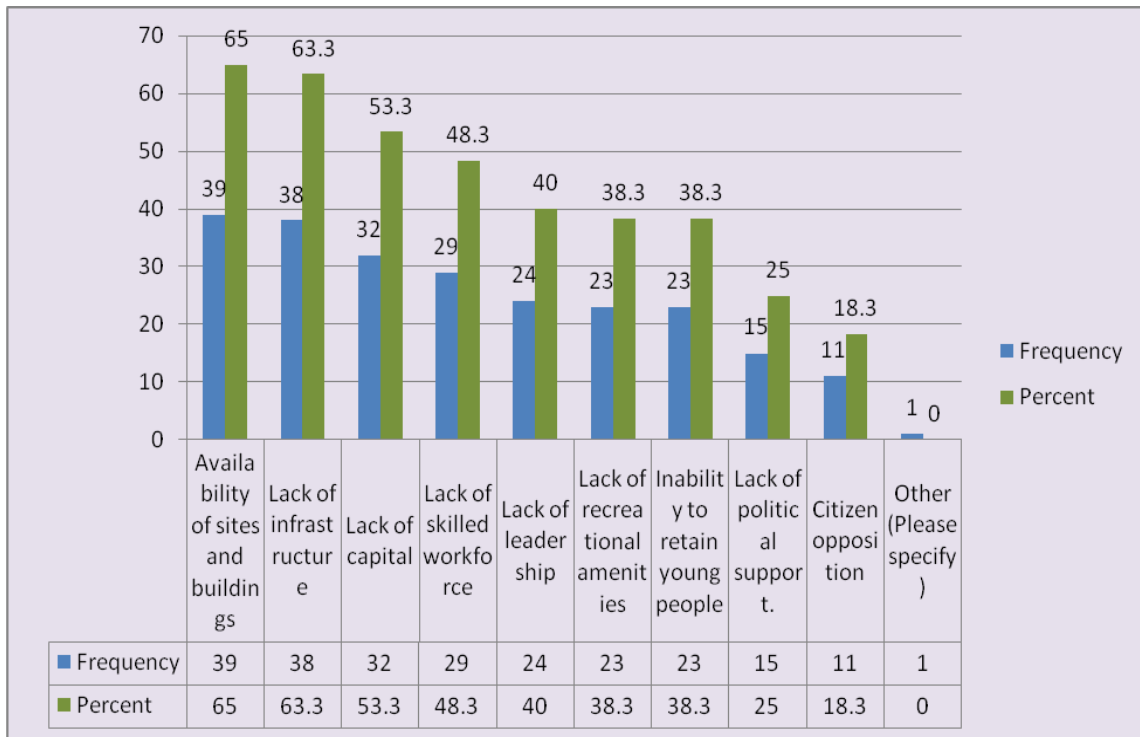
Respondents were asked to indicate what the local municipality invests in as part of its economic development efforts and 28 (46,6%) align themselves with tourism development, 27 (45%) identified public parks and 26 (43,3%) selected amateur sports/recreation complex. Forty (66,6%) identified the combination of development of local arts and local libraries, 15 (25%) opted for medical health care facilities and 1 (1,6%) chose public safety.

26. Which of the following barriers to economic development has your local municipality encountered?

Table 4.2.26

	Frequency	Percent
Availability of sites and buildings	39	65
Lack of infrastructure	38	63,3
Lack of capital	32	53,3
Lack of skilled workforce	29	48,3
Lack of leadership	24	40
Lack of recreational amenities	23	38,3
Inability to retain young people	23	38,3
Lack of political support.	15	25
Citizen opposition	11	18,3
Other (Please specify)	1	1,6

Figure 4.2.26



According to Table 4.2.26 trends reveal that 39 (65%) cited the availability of sites and buildings as barriers to economic development in the local municipality. Thirty-eight (63,3%) view lack of infrastructure as the barrier, 32 (53,3%) believe that lack of capital is the economic development barrier and lack of skilled workforce is selected by 29 (48,3%).

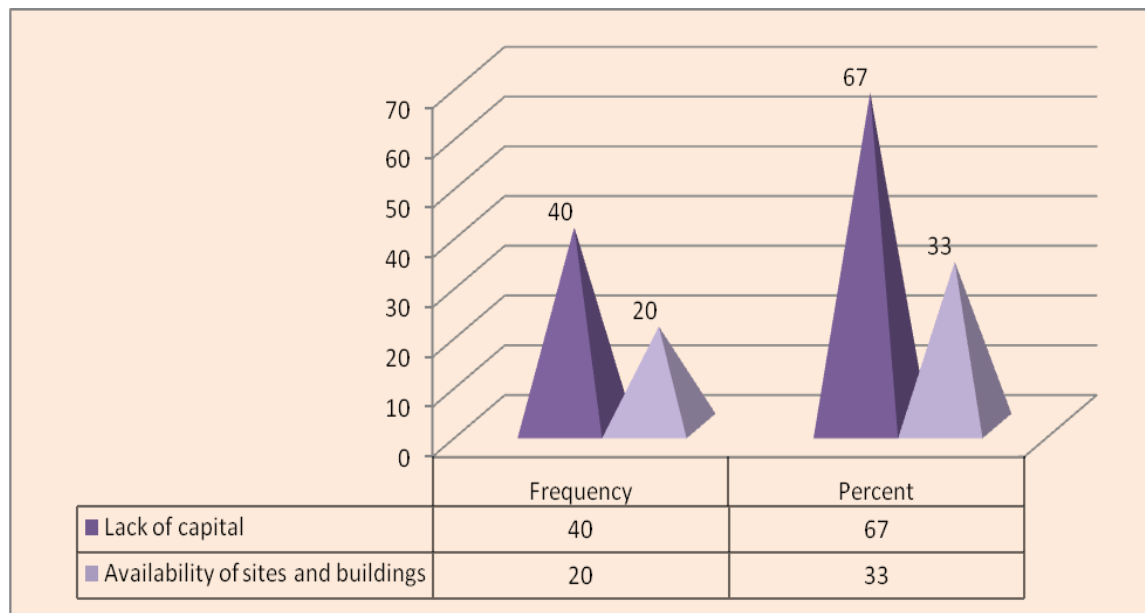
Twenty-four (40%) of the respondents indicated that lack of leadership as the barrier and lack of recreational amenities and inability to retain young people each one was selected by 23 (38,3%). Other indicators are lack of political support and that was selected by 15 (25%) and citizen opposition is identified by 11 (18,3%). Only 1 (1,6%) chose others. The general impression from the findings of this section is that the availability of sites and buildings, lack of infrastructure, lack of capital and lack of leadership are barriers to economic development in the local municipality.

27. Please indicate the top two barriers to economic development by putting the corresponding letter in the space provided.

Table 4.2.27

	Frequency	Percent
Lack of capital	40	67
Availability of sites and buildings	20	33
Total	60	100

Figure 4.2.27



The majority of the respondents 40 (67%) indicated that lack of capital as one of top two barriers to economic development and 20 (33%) identified lack of availability of sites and buildings. The findings clearly demonstrate that the selected items by virtue of choice are the top three priorities.

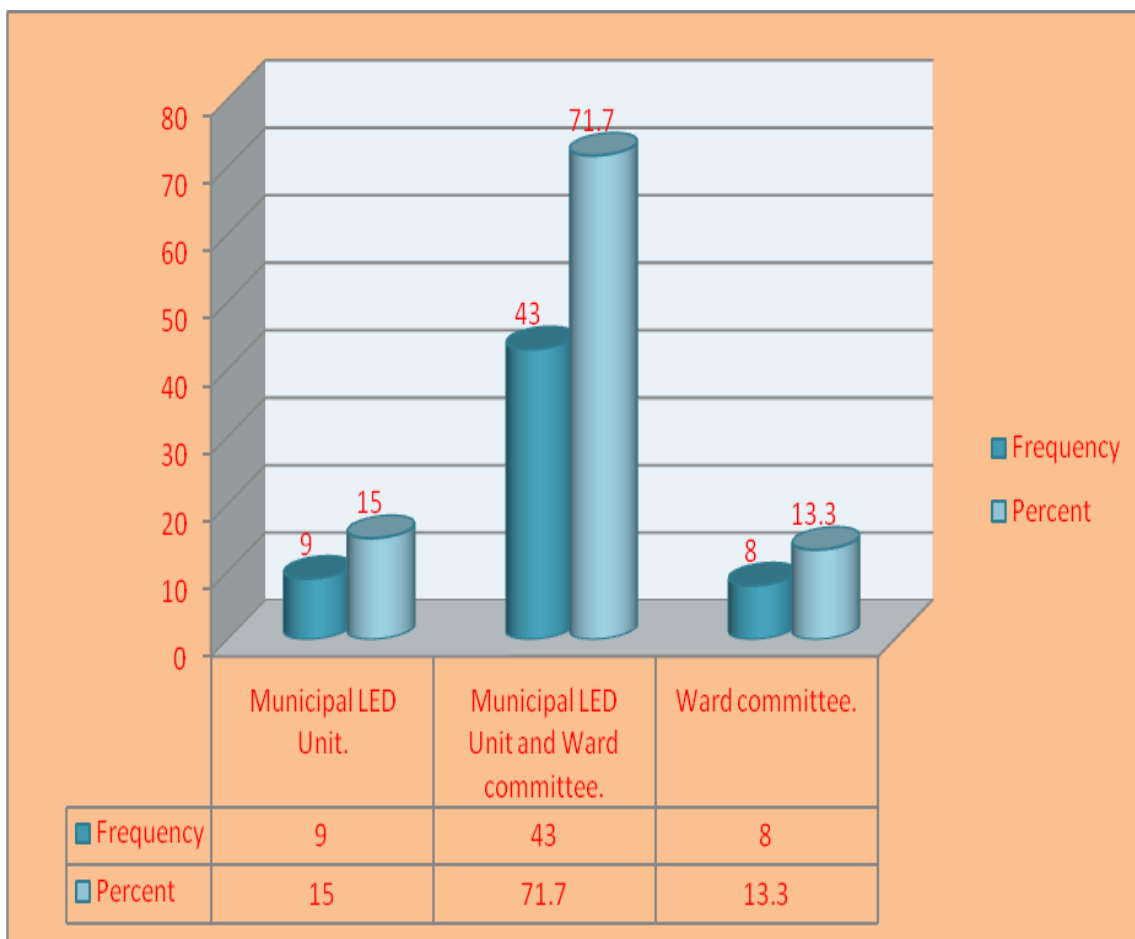
28. Who are you most likely to contact when you need information or have a question about local economic development?

Table 4.2.28

	Frequency	Percent
Municipal LED Unit.	9	15
Municipal LED Unit and Ward committee.	43	71,7
Ward committee.	8	13.3
Total	60	100.0



Figure 4.2.28



As shown on Table 4.2.28 and Figure 4.2.28, 43 (71,7%) of the respondents indicated that they are mostly likely to contact the Municipal LED Unit and Ward committees for any information or question regarding LED, 9 (15%) chose only the municipal LED Unit and 8 (13,3%) chose ward committees. As enshrined in the Constitution LED is a constitutional mandate and municipalities in particular LED units and ward committees must spearhead it.

29. How does Greater Tzaneen Municipality fund LED activities?

Table 4.2.29

	Yes	No	Not indicated
National government and business sector	34(56.7%)	23(38.3%)	3(5%)
Municipal budget	56(93.3%)	4(6.7%)	
Donors	40(66.7%)	14(23.3%)	6(10%)
Other sources	22(36.7%)	23(38.3%)	15(25%)

Figure 4.2.29

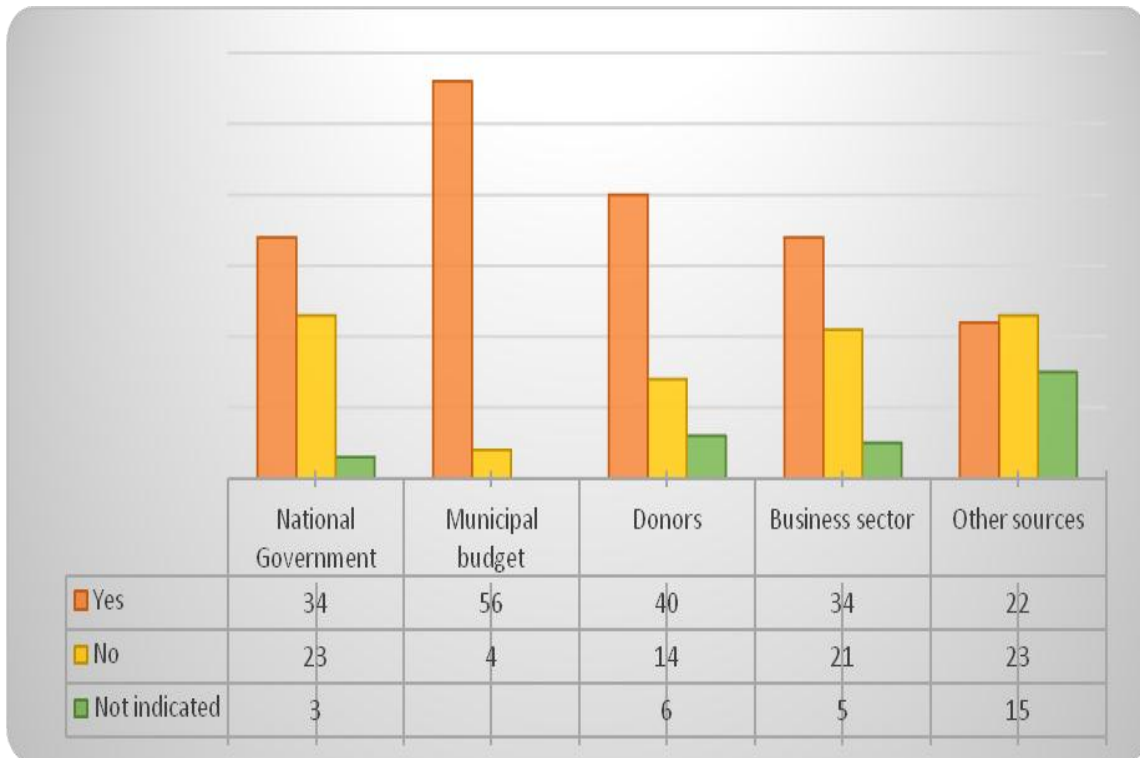


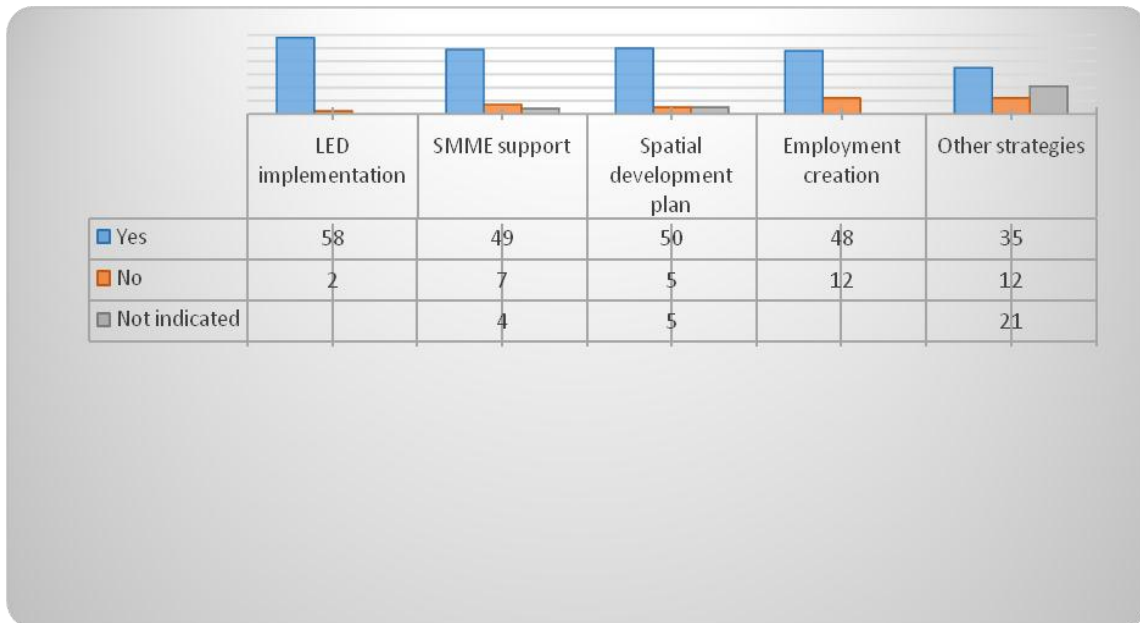
Table 4.2.29 and Figure 4.2.29 reveal that 56 (93,3%) of the respondents indicated that Greater Tzaneen Municipality fund LED activities through the municipal budget, 40 (66,7%) reported donors, 34 (56,7%) mentioned the national government and business sector. The remaining 22 (36,7%) chose other sources of funding. The sequence and distribution of percentages indicate Greater Tzaneen Municipality's sources of funding for LED activities.

30. Does the Greater Tzaneen Municipality have specific policies/strategies to promote/support the following in this area?

Table 4.2.30

	Yes	No	Not indicated
LED implementation	58(96%)	2(3%)	0(0%)
SMME support	49(81%)	7(11%)	4(6%)
Spatial development plan	50(83%)	5(8%)	5(8%)
Employment creation	48(80%)	12(20%)	
Other strategies	35(58%)	12(20%)	21(35%)

Figure 4.2.30



In view of Table 4.2.30 and Figure 4.2.30, 58 (96,6%) of the respondents agreed that Greater Tzaneen Municipality had specific policies/strategies to promote/support LED implementation and 2 (3,3%) disagreed. Fifty (83,3%) selected spatial development plan versus 10 (16,6%) who disagreed and not indicated anything, 49 (81,6%) chose SMME support and 11 (18,3%) disagreed. Forty-eight (80%) versus 12 (20%) chose employment creation.

The remaining 35 (58,3%) selected other strategies against 33 (55%) who disagreed. The IDP of Greater Tzaneen Municipality is evidence of the availability of policies.

### 30.1. Describe the nature of support

Table 4.2.30.1

Creation of Greater Tzaneen Economic Development Agency to drive forward LED Community projects.
Creation of Greater Tzaneen Economic Development Agency to drive LED Community projects.
Creation of Greater Tzaneen Economic Development Agency.
It only benefits a certain group of people particularly the old. The youth does not benefit but the future belongs to them.
Through training and the establishment of the economic development agency.
Through training.

Through GTEDA (Greater Tzaneen Economic Development Agency) and establishment of projects.
Through GTEDA (Greater Tzaneen Economic Development Agency).
Through projects implementation and funding.
Through the creation of Greater Tzaneen Economic Development Agency.
Through the economic development agency and building RDP houses.
Through the establishment of projects geared towards employment creation.
Through the fulfilment of the constitutional mandate on LED implementation.
Through the funding and support of LED Projects. Promotion and support of SMME
Through Greater Tzaneen Economic Development Agency projects implementation and funding.
Through the IDP and LED Projects.
Through the revitalization of the Makgoeba Tea Estate and the creation of Greater Tzaneen Economic Development Agency.
Through training.
Through workshops and training.

In view of the frequency of statements as per Table 4.2.30.1, the majority of the respondents 50 (91%) indicated the establishment of Greater Tzaneen Economic Development Agency, the revitalization of the Makgoeba Tea Estate, promotion and support of SMME, the IDP and LED projects as other strategies.

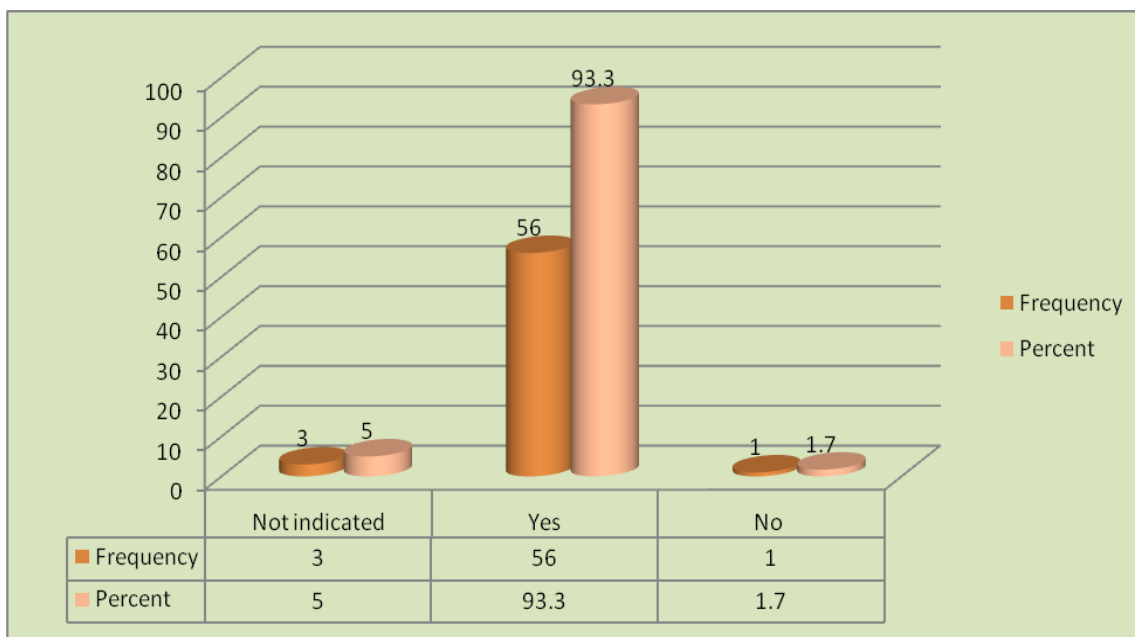
**LACK OF SKILLS TRANSFER (LACK OF RESOURCES) ARE THE CHALLENGES FACING LED.**

31. Does lack of funds impact on LED implementation?

Table 4.2.31

	Frequency	Percent
Not indicated	3	5.0
Yes	56	93.3
No	1	1.7
Total	60	100.0

Figure 4.2.31



31.1 If Yes, explain how.

Table 4.2.31.1

All kinds of development needs funding.
Any form of local economic development needs funds to operate.
Because LED's proper and effective implementation need enough funds.
Because our municipality is surrounded by villages, and they are from poor background, and the municipal budget is too little.
For any kind of implementation, in particular LED implementation the availability of funds is the necessity.
For the proper implementation of LED funds are needed.
Funding is the source of LED implementation.
Funds are needed to implement LED projects.
LED effective implementation need funds.
Most projects are no longer operational due to lack of funding.
No budget, no projects.
No development can take place without funds.
No funds, no development because any development depend on the availability of funds.
No funds, no development.
No funds, no LED implementation.
No project can operate without funds.
Projects are unable to operate due to lack of financial resources and people live in extreme poverty.
Projects are unable to operate due to lack of financial resources.
Projects are unable to operate due to lack of resources.
Projects cannot run without funds and employment cannot be created.

The Greater Tzaneen Municipality have more villages than Townships.
The municipality does not have a plan to fund community projects.
There will be no plan implementation because the economy is about resources which need funds.
There will be no plan implementation because the economy needs resources.
Without funding LED implementation will be impossible because project leaders and project committees will not have a start.
Without funds LED implementation will be difficult.
Without funds no development will take place.
Without infrastructure it will be difficult to house LED projects because proper project management needs space for shops, offices, warehouse, store rooms etc.

An overwhelming majority of the survey respondents 56 (93,3%) perceived funding as a driving force that impacts on LED implementation. Based on the research findings it is evident that no funds, no development because any development depend on the availability of funds.

32. What are the possible constraints to the LED strategy implementation?

Table 4.2.32

	Frequency	Percent
Financial resource constraints	25	41
Human resource constraints	15	25
Legislative constraints	10	17
Sectorial support constraints	10	17
Any other (Explain)	0	0
Total	60	100

Figure 4.2.32

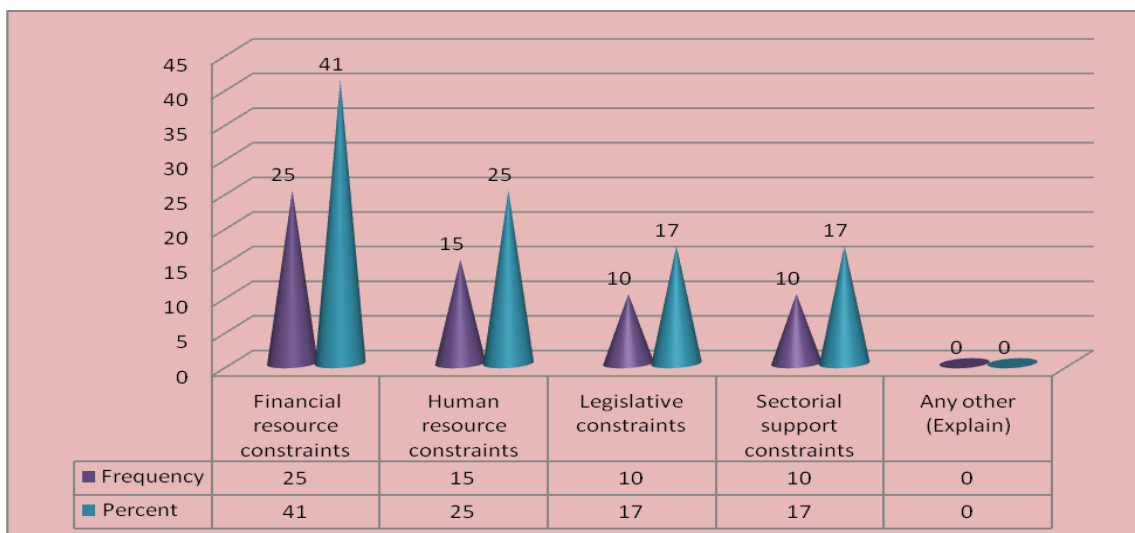


Table 4.2.32 represents the response of participants regarding the question that was asking for the possible constraints to the LED Strategy Implementation. Twenty-five (41%) of the respondents mentioned financial resource constraints, 15 (25%) identified human resource constraints and legislative constraints, and sectorial support constraints was selected by 20 (34%).

33. Read the following and indicate your response as well as indicating whether you agree, disagree, not quite sure or don't know.

Table 4.2.33

Statement(s)	Agree	Disagree	Not quite sure	Don't know
Does slow or poor service delivery impact on LED implementation in the municipalities?	96.7%	0%	0%	3.3%
<b>Frequency</b>	58	0	0	2
Is the budget allocated for LED strategic implementation sufficient to improve and better the local community's lives?	6.7%	36.7%	40%	16.7%
<b>Frequency</b>	4	22	24	10
Does lack of infrastructure hinder LED sustainability?	91.7%	5%	3.3%	0%
<b>Frequency</b>	55	3	2	0
Does the quality service delivery and infrastructure contribute to the business sector's funding	40%	10%	26.7%	23.3%

Statement(s)	Agree	Disagree	Not quite sure	Don't know
support and investment in the municipality?				
<b>Frequency</b>	24	6	16	14
Are the qualifications of LED Unit staff enough to render effective delivery on LED sustainability?	0%	26.7%	35%	38.3%
<b>Frequency</b>	0	16	21	23
Is the staff complement in the LED Unit enough to deliver on sustainable LED?	10%	20%	31.7%	38.3%
<b>Frequency</b>	6	12	19	23
Is there any appraisal achievement to LED?	3.3%	16.7%	46.7%	33.4%
<b>Frequency</b>	2	10	28	20

Figure 4.2.33

Figure 4.2.33.1

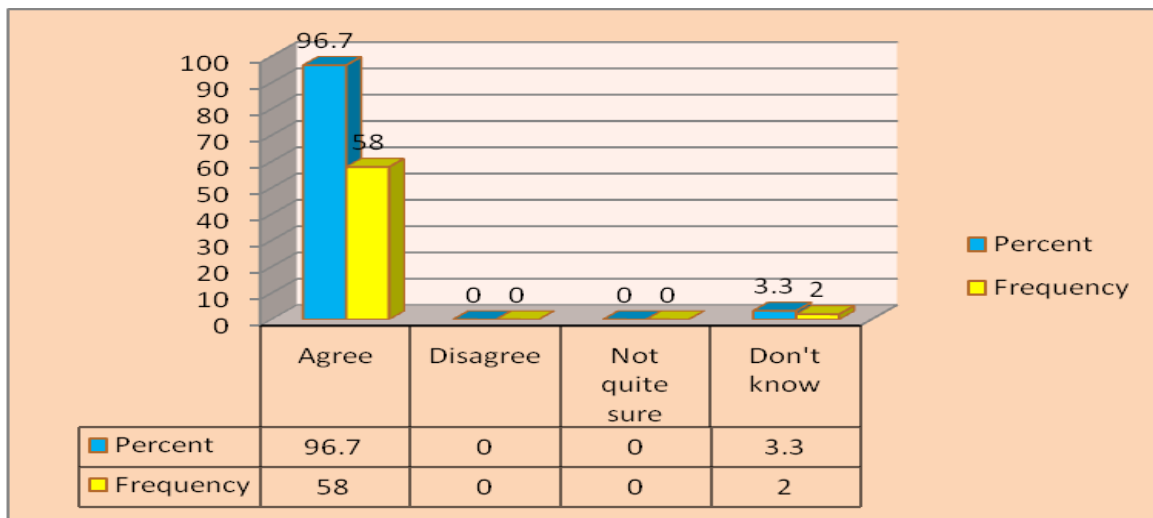




Figure 4.2.33.2

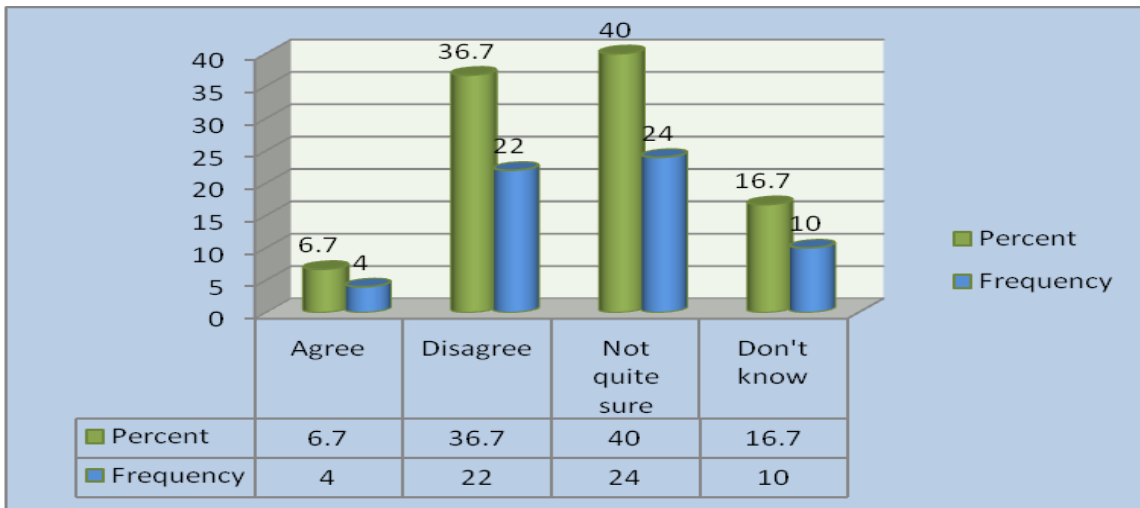


Figure 4.2.33.3

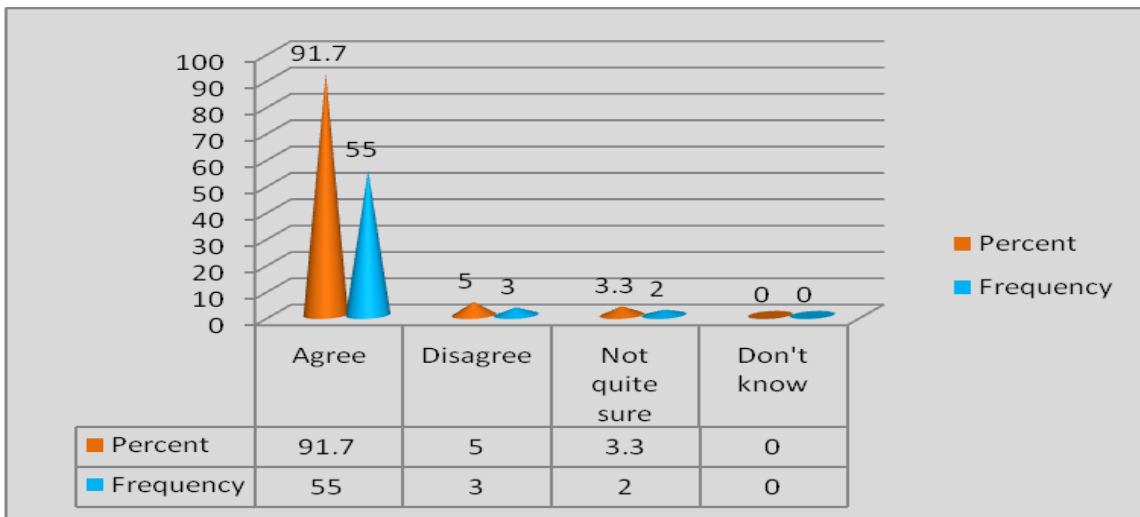


Figure 4.2.33.4

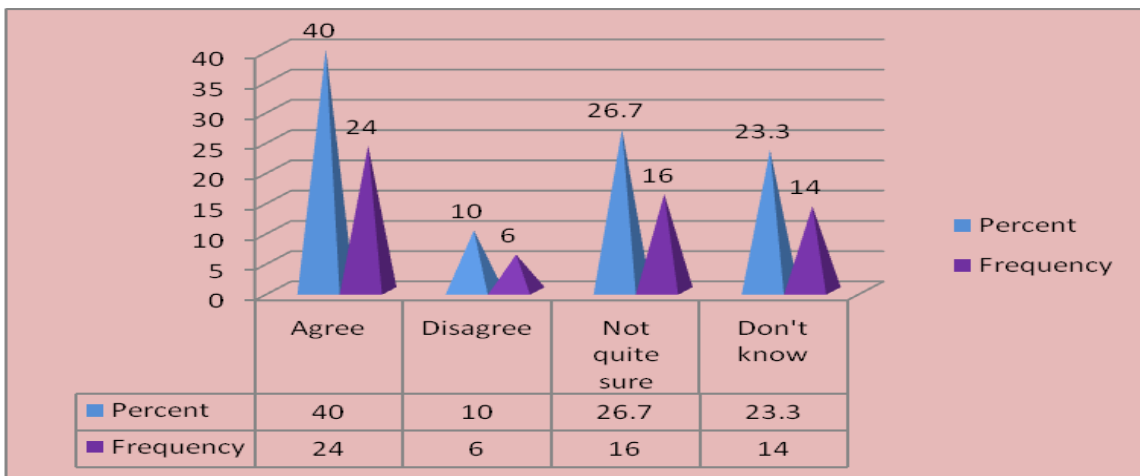


Figure 4.2.33.5

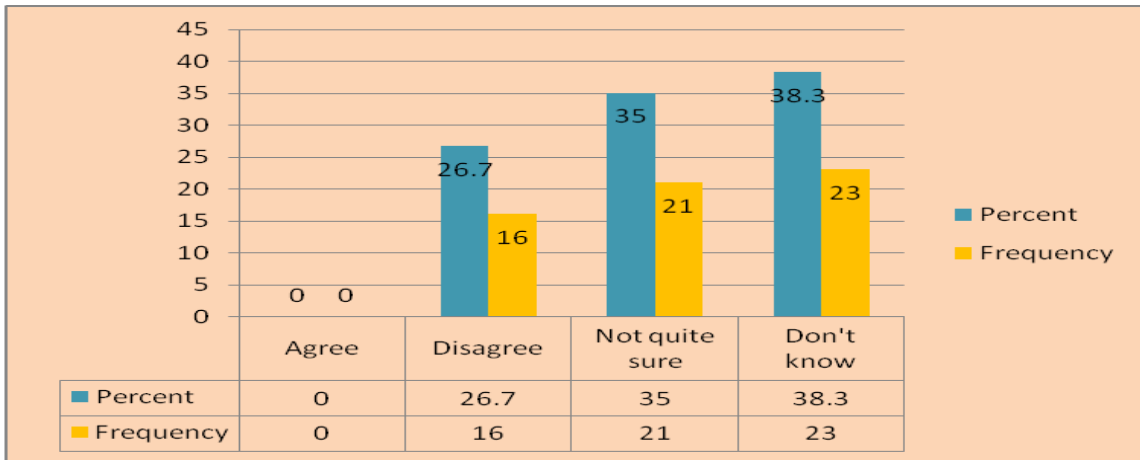


Figure 4.2.33.6

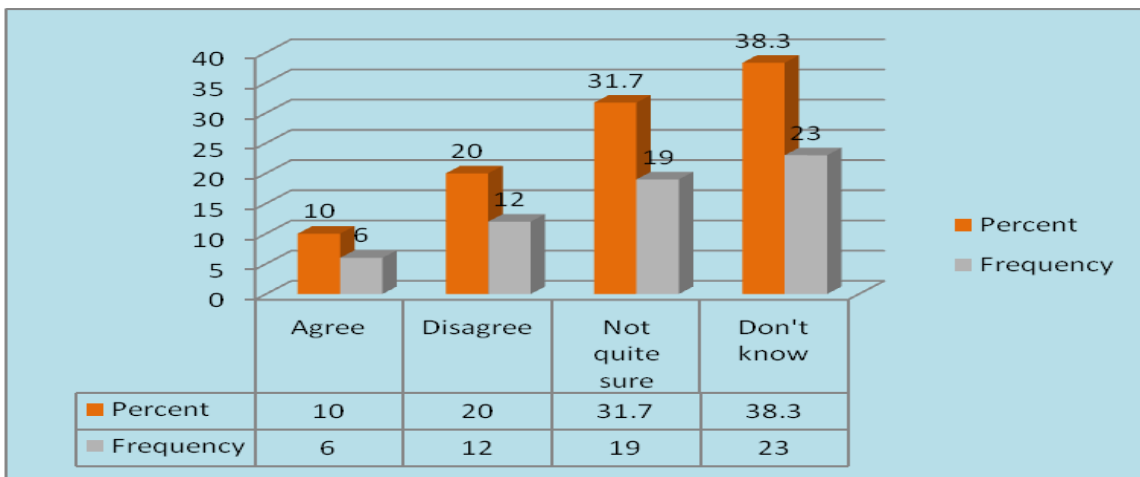


Figure 4.2.33.7

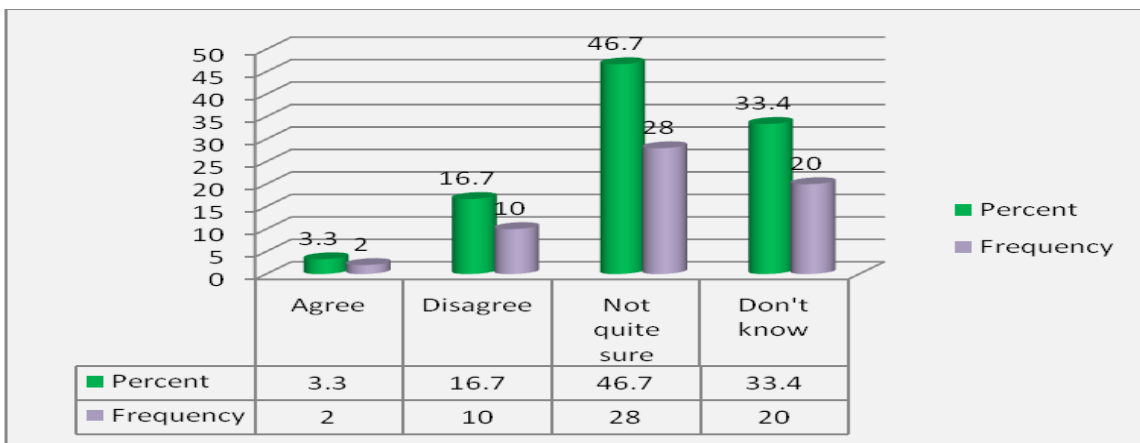


Table 4.2.33.1 and Figure 4.2.33.1 depict whether slow or poor service delivery impact on LED implementation. Fifty-five (96,7%) agreed and 2 (3,3%) indicated that they did not know. The number and percentages of responses suggest that poor service delivery severely impacts on LED implementation. Table 4.2.33.2 and Figure 4.2.33.2 determined whether the budget allocated to LED strategic implementation is sufficient to improve and better local community's lives. Twenty-four (40,0%) respondents revealed that they were not quite sure, 22 (36,7%) reported that they did not know, 10 (16,7%) did not know and only 4 (6,7%) agreed that the budget was enough.

Table 4.2.33.3 and Figure 4.2.33.3 illustrate whether lack of infrastructure hinders LED sustainability. An overwhelming majority of respondents 55 (91,7%) agreed with the statement, whereas 3 (5,0%) disagreed. The remaining 2 (3,3%) were not quite sure.

Table 4.2.33.4 and Figure 4.2.33.4 established whether quality service delivery and infrastructure contributes to the business sector's funding support and investment in the municipality, and 24 (40,0%) of the respondents agreed, 16 (26,7%) indicated that they were not quite sure, 14 (23,3%) did not know and 6 (10,0%) disagreed with the statement.

Table 4.2.33.5 and Figure 4.2.33.5 checked if the qualifications of the LED Unit staff were enough to render effective delivery on LED sustainability, and 23 (38,3%) stated that they did not know, 21 (35,0%) were not quite sure and 16 (26,0%) disagreed.

Table 4.2.33.6 and Figure 4.2.33.6 investigates if the staff complement in the LED Unit is enough to deliver on sustainable LED, and 23 (38,3%) falls within the category do not know, 19 (31,7%) stated that they were not quite sure, 12 (20,0%) disagreed and 6 (10,0%) agreed with the statement.

Table 4.2.33.7 and Figure 4.2.33.7 indicates whether there is any appraisal achievement to LED. The majority of the respondents, 28 (46,7%) were not quite sure, 20 (33,4%) responded that they did not know, 10 (16,7%) disagreed and 2 (3,3%) agreed with the statement.

### 4.3. Presentation of the qualitative data, analysis, findings and interpretation

As an LED official, what do you understand by the concept LED?

Table 4.3.1

	Frequency	Percent
Efforts to improve the community's economic wellbeing through people initiatives and sustainable projects.	1	10.0
LED is a joint venture of different sectors geared towards the improvement of the local economy.	4	40.0
LED is a process where local people in different sectors work together to stimulate the local economy.	1	10.0
LED is the improvement and betterment of the local economy through job creation, sustainability and other methods as part of the fulfilment of the constitutional mandate of municipalities in South Africa.	4	40.0
Total	10	100.0

In this question the interviewer wanted to understand the respondents' level of understanding regarding the concept LED. The majority of the respondents' responses 10 (100%) indicated that LED is the improvement and betterment of the local economy through job creation, sustainability and other methods as part of the fulfilment of the constitutional mandate of municipalities in South Africa. In analysing and interpreting all the inputs given by the respondents, it gives the same idea of the concept LED.

What are your roles and responsibilities regarding the implementation?

Table 4.3.2

	Frequency	Percent
Facilitate community and economic development planning in order to identify and establish economic development opportunities.	5	50.0
Draft and implement policies on LED and implement the constitutional mandate, promote LED activities in the municipal area and beyond.	2	20.0
Give the direction for the implementation of LED through GTEDA projects, job creation and poverty alleviation.	2	20.0
To support the implementation plans by availing land for LED Projects and facilitating land claims.	1	10.0
Total	10	100.0

Table 4.3.2 indicates the overall views of the respondents on roles and responsibilities regarding the implementation. Ten (100%) of the respondents viewed it as to facilitate community and economic development planning in order to identify and establish economic development opportunities.

What are the policies and legislation governing LED within Greater Tzaneen Municipality in general?

Table 4.3.3

	Frequency	Percent
The Constitution of the Republic of South Africa (Act 108 of 1996), Municipal Systems Act, LED Strategy, National Growth Plan, National Development Plan, other Provincial and National Policies on LED implementation, any Provincial or National Government Frameworks on LED.	8	80.0
Policies are governed by the local government and economic development plan from Province.	2	20.0
Total	10	100.0

In view of the respondents' responses regarding policies and legislation governing LED within Greater Tzaneen Municipality in general, 8 (80%) mentioned the Constitution of the Republic of South Africa (Act 108 of 1996), Municipal Systems Act, LED Strategy, National Growth Plan, National Development Plan, other Provincial and National Policies on LED implementation, any Provincial or National Government Frameworks on LED. The remaining 2 (20%) of the interviewees did not clearly specify specific policies and legislations (Table 4.3.3).

How does the GTM integrate the policies and legislation into its IDP and budgets?

Table 4.3.4

	Frequency	Percent
By prioritizing projects that are economically viable and have a high number of job creations. During the integration phase, all sector plans are summarized in the IDP. All these policies are integrated through the IDP phases.	6	60.0

IDP is the brainchildren of the inputs from various sector departments whereby inputs from various divisions integrate the Budget and IDP.	2	20.0
Through Public Participation and IDP which accommodate all sectors inputs. LED Strategies forms part of the IDP Chapters.	1	10.0
Total	10	100.0

The majority of the survey respondents 6 (60%) perceived the integration of policies and legislations into Greater Tzaneen Municipality IDP and budgets through the prioritization of projects that are economically viable and have a high number of job creation turn over. The general overview of the respondents is that during the integration phase, all sector plans are summarized in the IDP and all these policies are integrated through the IDP phases. Three (30%) regard IDP as inputs from division and integrated the Budget and IDP.

Within the Greater Tzaneen Municipal area, what is the status of LED?

Table 4.3.5

	Frequency	Percent
Controlled and driven by GTEDA (Greater Tzaneen Economic Development Agency) and the LED Unit and geared towards the upliftment of local SMMEs and support entrepreneurship in the municipality.	8	80.0
We have the LED Strategy approved by council and we also foster a partnership with Business Forums.	2	20.0
Total	10	100.0

The participants were asked what the status of LED is within the Greater Tzaneen Municipal area. Out of the targeted population of 10 (100%), the general overview of 8 (80%) of the respondents indicated that it is controlled and driven by GTEDA (Greater Tzaneen Economic Development Agency) and the LED Unit and geared towards the upliftment of local SMME's and support entrepreneurship in the municipality. 2 (20%) highlighted fostering partnership with Business Forums.

The indication from the analysis is that the largest group of the respondents have a common understanding and viewpoints regarding the status of LED.

What is the LED implementation strategy?

Table 4.3.6

	Frequency	Percent
Establishment of the Greater Tzaneen Economic Development Agency and stakeholders' involvement and support .	7	70.0
Is the module used to prepare detailed action plans for LED projects and the identification of risk factors that determine LED projects success?	1	10.0
The municipality has established an LED Forum to monitor the implementation of the strategy.	2	20.0
Total	10	100.0

Seven respondents (70%) highlighted the establishment of Greater Tzaneen Economic Development Agency and stakeholders' involvement and support as part of the implementation strategy. Two (20%) indicated that the municipality had established an LED Forum to monitor the implementation of the strategy. One (10%) depicts it as the module used to prepare detailed action plans for LED projects and the identification of risk factors that determine LED projects success.

Which units are responsible for implementation (indicate their roles).

Table 4.3.7

	Frequency	Percent
Planning and Economic Development = Ensure the implementation of led as a constitutional mandate.  LED Units/ = Their roles is to advocate and mobilize the resources for the support of projects.  Councillors/Ward Committees = Their role is to link the community with the governance in order to establish the partnership and all units in the municipality.	6	60

	Frequency	Percent
LED Agency (GTEDA) Greater Tzaneen Economic Development Agency = Co-Ordinates/link LED activities		
Public Participation = Community participation and involvement on issues that involves them.	2	20
IDP Unit = Inclusion of LED activities as part of the IDP.	2	20
Total	10	100.0

As shown in Table 4.3.7, out of 10 (100%), 6 (60%) of the respondents identified Planning and Economic Development, LED Units, LED Agency (GTEDA) Greater Tzaneen Economic Development Agency and Councillors/Ward Committees as units responsible for LED. Two (20%) see Public Participation and the remaining 2 (20%) aligned themselves with the IDP as the unit responsible for LED. The figures clearly show the unit responsible for LED based on the high percentage of responses.

What do you consider as main achievements of LED strategy?

Table 4.3.8

	Frequency	Percent
Establishment of Greater Tzaneen Economic Development Agency, establishment of Community Development Workers, Job creation and poverty alleviation through LED projects/GTEDA projects and bringing investment to Tzaneen.	5	50.0
More jobs were created through capital projects; projects are prioritised and budgeted for.	1	10%
Shifting away frontiers of poverty through community projects and agricultural co-operatives.	2	20%
Agriculture and Tourism	1	10%
No achievement at all.	1	10%
Total	10	100.0



According to the interview results shown in Figure 4.3.8, 5 (50%) of the respondents indicated the establishment of Greater Tzaneen Economic Development Agency, establishment of Community Development Workers, job creation and poverty alleviation through LED projects/GTEDA projects and bringing investment to Tzaneen as the main achievements of the LED strategy.

Two (20%) of the respondents believed that frontiers of poverty had been shifted away through community projects and agricultural co-operatives. Three (30%) considered that more jobs were created through capital projects; projects are prioritised and budgeted for. Agriculture and Tourism is catered is the response for 3 (30%). Only 1 (10%) indicated that there was no achievement at all. The results of the study shows that there is achievement made although not 100%.

How effective has been the GTM in implementing its LED strategy?

Table 4.3.9

	Frequency	Percent
Some of the Economic Development Agency Projects are very active.	2	20.0
Average/moderate effectiveness through establishment of the Greater Tzaneen Economic Development Agency (GTEDA) to carry out the implementation plan.	4	40.0
Poor	2	20.0
Not effective	2	20.0
Total	10	100.0

In terms of Greater Tzaneen Municipality's level of effectiveness in implementing its LED strategy, Table 4.3.9 clearly indicates that the majority of the respondents 6 (60%) responded that it is average and very active, 4 (40%) responded that it is poor and not effective. From personal observation and the establishment of the Economic Development Agency, community development workers and tourism industry promotion, it is evident that at least something is being done.

What kind of roles can other stakeholders play towards the effective implementation of LED strategy?

Table 4.3.10

	Frequency	Percent
By promoting the Green Economy whereby locally produced goods are sold at local markets, engaging with shows and Expo.	4	40.0
Business partnerships, funding LED activities and supporting projects and incubation of emerging and upcoming small businesses .	5	50.0
Mobilization of source of finance with more emphasis on local economic resources.	1	10.0
Total	10	100.0

Table 4.3.10 shows the roles other stakeholders can play towards the effective implementation of LED strategy; 5 (50%) of the respondents consider the formation of business partnerships, funding LED activities and supporting projects and incubation of emerging and upcoming small businesses as the important role that other stakeholders can play. Four (40%) of the respondents believed that other stakeholders could promote the Green Economy whereby locally produced goods are sold at local markets, engaging with shows and Expo. One (10%) of the respondents co that the mobilisation of source of finance with more emphasis on local economic resources can serve as a role to be played by other stakeholders. The general impression from the findings of this section is that other stakeholders can play a role towards the effective implementation of LED strategy.

What do you see as challenges and limitations of the LED implementation strategy?

Table 4.3.11

	Frequency	Percent
Financial challenges due to lack/ insufficient funding and lack of private investment or partnership. i.e. Limited funds and budgetary constraints because LED needs sufficient capital in order to run smoothly and benefit local people.	5	50.0

Lack of finance to fund capital projects and lack of investments.	2	20.0
Water crises, human resource constraints and wrong perception of LED by members of the public.	3	30.0
Total	10	100.0

The trends of responses as per Table 4.3.11 revealed that 5 (50%) of the respondents interviewed consider financial challenges due to lack/insufficient funding and lack of private investment or partnership as a limitation to LED implementation strategy. Three (30%) view water crises, human resource constraints and wrong perception of LED by members of the public as challenges and limitations. The remaining 2 (20%) of the respondents identified lack of finance to fund capital projects and lack of investments as challenges and limitations of the LED implementation strategy. There is inter-relatedness on the views expressed by all the respondents irrespective of the percentages of responses.

How can the challenges mentioned in 1.11 above be resolved?

Table 4.3.12

	Frequency	Percent
By all households committing themselves to payment.	1	10.0
Economic development spinoffs are economic growth and job creation minimizes the challenges to LED implementation.	1	10.0
Formation of Economic Development partnerships.	2	20.0
Partnering with NGOs and other role players with interest in LED.	3	30.0
Stakeholders' involvement.	2	20.0
To commit the private commercial companies by creating a partnership with them.	1	10.0
Total	10	100.0

The general overview of the findings based on Table 4.3.12 that in terms of interview responses, 3 (30%) believe that partnering with NGOs and other role

players with interest in LED can help to resolve the challenges and limitations of the LED implementation strategy; 2 (20%) see stakeholders' involvement as a remedy, whereas the other 2 (20%) consider the formation of Economic Development partnerships.

One individual (10%) views the commitment of the private commercial companies by creating a partnership with them as a way of resolving the challenges and limitations. The remaining 1 (10%) understands that economic development spinoffs are economic growth and job creation minimizes the challenges to LED implementation.

How can you rate Greater Tzaneen Municipality support concerning the implementation of LED strategy?

Table 4.3.13

	Frequency	Percent
Very excellent.	1	10.0
Excellent.	1	10.0
Good	7	70.0
Fair	1	10.0
Total	10	100.0

Figure 4.3.13



The analysis of the ratings of Greater Tzaneen Municipality support concerning the implementation of LED strategy, revealed that 9 (90%) of the respondents interviewed believed that it was between good and very excellent. Only 1 (10%) indicated that it was fair. Based on the findings of the research interview and the 90% responses, it shows that generally the municipality's support is good.

What is the total municipal annual amount budgeted specifically for LED in 2014?

Table 4.3.14

	Frequency	Percent
Above R1 million	10	100.0

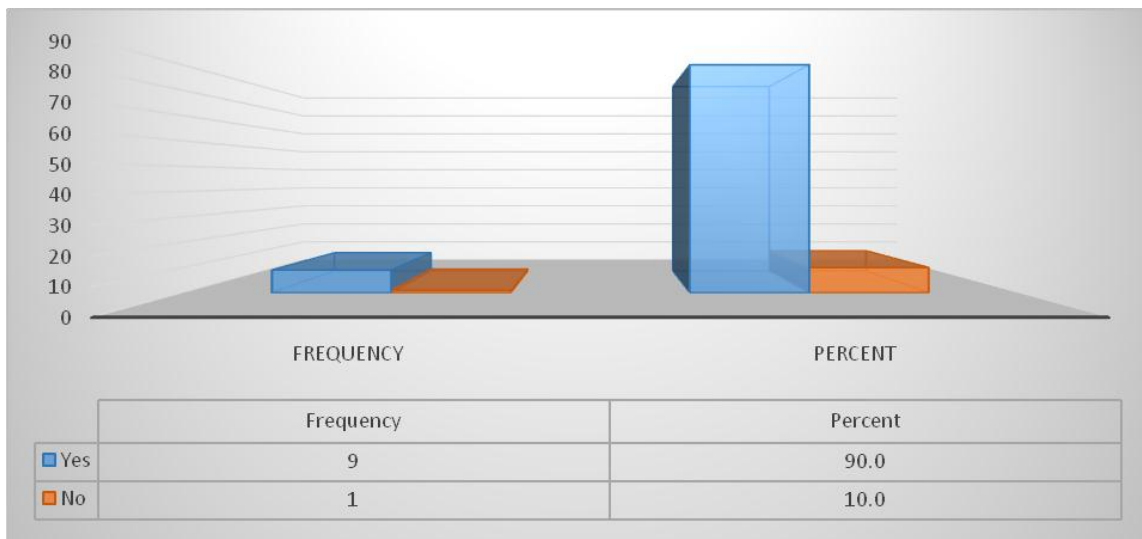
The above table depicts the total municipal annual amount budgeted specifically for LED in 2014 as being above R1 million in terms of the 10 (100%) responses on this question.

Are there groups which independently or jointly with the municipality providing LED processes in the area?

Table 4.3.15

	Frequency	Percent
Yes	9	90.0
No	1	10.0
Total	10	100.0

Figure 4.3.15



According to Table 4.3.15 and Figure 4.3.15, 9 (90%) agreed that there were groups which independently or jointly worked with the municipality to provide LED processes in the area. Only 1 (10%) disagreed with the statement. Statistically as per the findings of the interview, it is evident that there are groups that work jointly with the municipality to provide LED processes.

If Yes, please explain

Table 4.3.15 (a)

	Frequency	Percent
As the 100% entity of Greater Tzaneen Municipality, GTEDA (Greater Tzaneen Economic Development Agency) is involved in LED processes.	5	50.0
The municipality is still trying to secure funding for LED from other sectors and prospective funders.	1	10.0
There are NGOs with developmental initiatives that are also geared towards community development.	1	10.0
Ward based LED Forum, together with business chambers.	3	30.0
Total	10	100.0

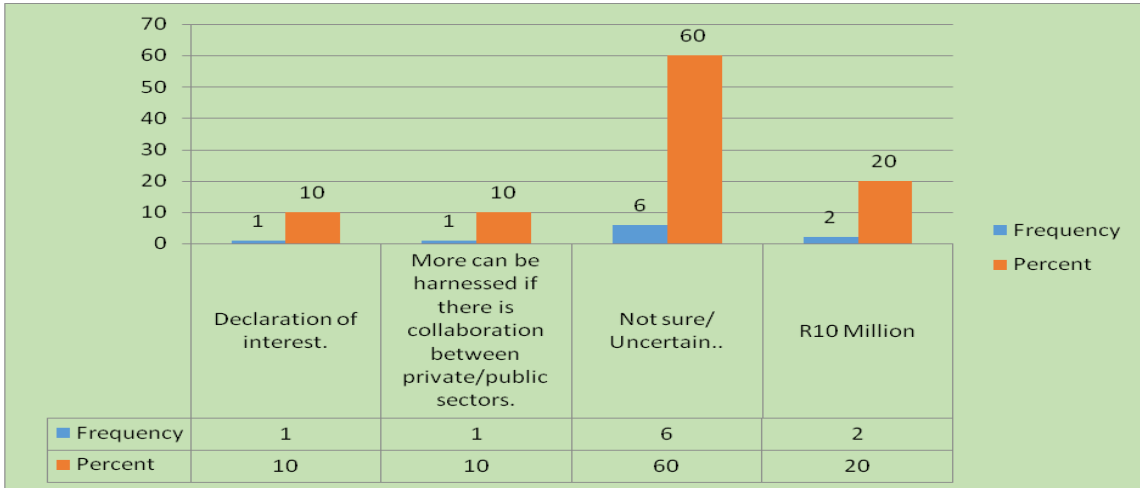
In view of Table 4.3.15 (a) it is encouraging to note that 10 (100%) of the respondents agreed that there are other groups which independently or jointly work with the Greater Tzaneen Municipality to provide LED processes such as GTEDA, Ward based LED Forums, NGO's and business partners.

How much external financial resources could be harnessed for LED in the municipality?

Table 4.2.16

	Frequency	Percent
Declaration of interest.	1	10
More can be harnessed if there is collaboration between private/public sectors.	1	10
Not sure/ Uncertain..	6	60
R10 Million	2	20
Total	10	100

Figure 4.3.16



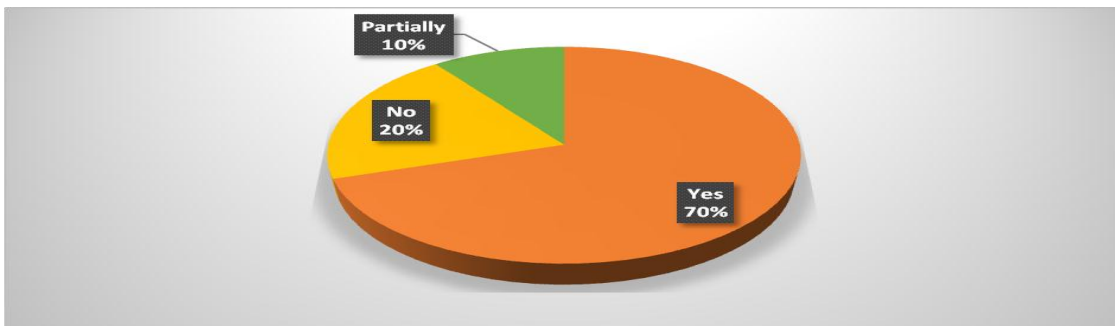
Responses to the question as to how much external financial resources could be harnessed for LED in the municipality show that 6 (60%) of the respondents were not sure/uncertain, 2 (20%) suggested that R10 Million, 1 (10%) indicated that more can be harnessed if there is collaboration between the private/public sector and the remaining 1 (10%) considers declaration of interest.

Does the Greater Tzaneen Municipality Communities understand LED and its impact upon their lives?

Table 4.3.17

	Frequency	Percent
Yes	7	70.0
No	2	20.0
Partially	1	10.0
Total	10	100.0

Figure 4.3.17



This question tested whether Greater Tzaneen Municipality Communities understood LED and its impact upon their lives. According to Table 4.3.17 and Figure 4.3.17, 7 (70%) of the respondents agreed and 1 (10%) indicated that they understood it partially. Only 2 (20%) of the respondents disagreed. Trying to look at both sides of the coin based on the percentages of responses, the respondents who agreed and those who indicated that it was partially done, are on the same wavelength of thinking and are in the majority i.e. 8 (80%), therefore this suggests that Greater Tzaneen Municipal communities understand LED and its impact upon their lives.

If your answer is No, explain why

Table 4.3.17 (a)

	Frequency	Percent
If they understood there will be active participation and projects formation.	5	50.0
The community regards LED as projects and they also think that the municipality must identify LED projects for them.	3	30.0
They have an idea that LED is geared towards developing the local economy. However, they have more expectations from the municipality and does not initiate projects.	2	20.0
Total	10	100.0

The respondents who disagreed that Greater Tzaneen Municipal communities understand LED and its impact upon their lives advanced their reasons as follows:

Five (50%) indicated that if they understood there would be active participation and projects formation. Three (30%) stated that the community regards LED as projects and they also think that the municipality must identify LED projects for them. Two (20%) indicated that they had an idea that LED was geared towards developing the local economy. However, they had more expectation from the municipality and did not initiate projects.



What future implementation activities does Greater Tzaneen Municipality have regarding LED?

Table 4.3.18

	Frequency	Percent
Doubling and expansion of economic development efforts by Greater Tzaneen Economic Development Agency, supporting and making LED projects to be self-sustainable. (See the LED implementation strategy of the Greater Tzaneen Municipality).	5	50.0
To support the community where land has been claimed to intensify the agricultural projects and to encourage investors to build shopping complexes that will create jobs.	3	30.0
Extension of LED Projects to accommodate all the Wards.	1	10.0
Not certain, however if LED projects can be extended to all wards, that will be implementation at its best.	1	10.0
Total	10	100.0

In responding to the question on future implementation activities by Greater Tzaneen Municipality regarding LED, different views were expressed by the respondents. Five (50%) of the respondents indicated that they considered doubling and expansion of economic development efforts by Greater Tzaneen Economic Development Agency, supporting and making LED projects to be self-sustainable. (They made reference to the LED implementation strategy of the Greater Tzaneen Municipality). Three (30%) of the respondents contends that they are geared to support the community where land has been claimed to intensify the agricultural projects and also to encourage investors to build shopping complexes that will create jobs. One (10%) of the respondent considered the Extension of LED Projects to accommodate all the wards. Only 1 (10%) of the respondent registered uncertainty; however this respondent made an indication that if LED projects could be extended to all wards, that would be implementation at its best.

How do you view the system of public participation and transparency in LED initiatives and projects within your community?

Table 4.3.19

	Frequency	Percent
Very good - public participation is a vehicle of bringing awareness to members of the public by making them to have a say in the affairs that concerns them as a development initiative.	2	20.0
Good, because all the projects that are implemented by LED are first discussed by stakeholders in the communities and feedback to community in general before implementation, to address public participation and involvement.	5	50.0
Average, because community members do not show interest on public participation.	2	20.0
Bad, it is non-existent due to the lack of common understanding of the role of LED and LED processes.	1	10.0
Total	10	100.0

Table 4.3.19 indicates the respondents views on the system of public participation and transparency in LED initiatives and projects within their communities, 7 (70%) of the respondents indicated that it was good due to the fact that all the projects that are implemented by LED are first discussed by stakeholders in the communities and feedback to community in general before implementation, to address public participation and involvement. Two (20%) viewed it as average because of community members who did not show interest in public participation. The remaining 1 (10%) stated that it was bad and non-existent due to the lack of common understanding of the role of LED and LED processes.

Is there transparency and openness in all local economic development initiatives within your area?

Table 4.3.20

	Frequency	Percent
Yes, communities are involved as beneficiaries to LED driven projects and the Economic Development Agency. The principles of "Batho Pele" are followed	4	40.0

On average yes, but there are certain projects that are only operational in certain communities and other communities feel neglected as there are no LED projects going on in their areas. Some Ward Councillors are not clear about LED initiatives.	2	20.0
Partially, because most communities don't see the fruits of LED implementation.	1	10.0
No, poor coordination and integration in both public and private sector.	2	20.0
Not certain.	1	10.0
Total	10	100.0

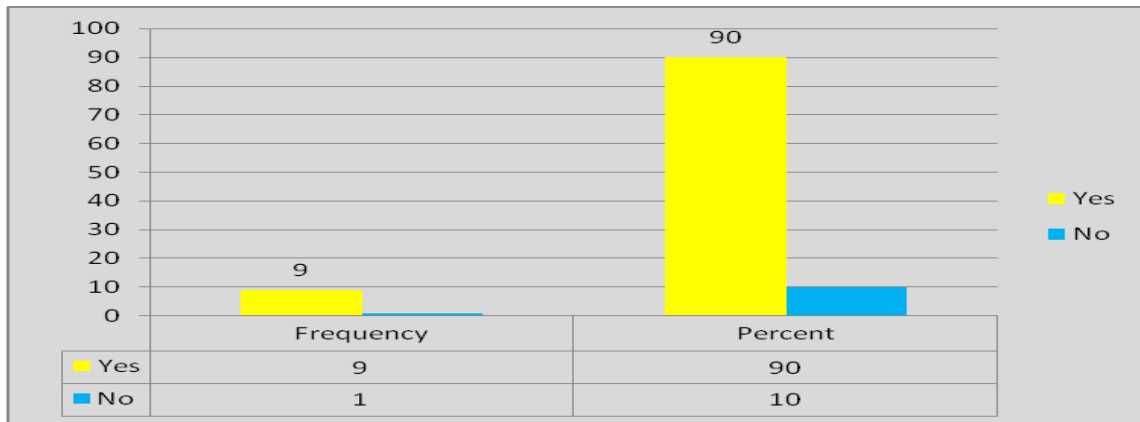
Responses to this statement show that 7 (70%) of the respondents agreed that there was transparency and openness in all local economic development initiatives within their area, 2 (20%) disagreed and 1 (10%) remained uncertain to the statement in question 20. This finding is more or less in line with the finding in Table 4.3.19 according to which the majority of the respondents 7 (70%) also confirmed that there was public participation and transparency in LED initiatives and projects within their communities. Although fewer respondents than this indicated that there was poor co-ordination and certain level of uncertainty, it is still an encouraging figure and conducive to openness and transparency at Greater Tzaneen Municipality.

Does the Greater Tzaneen Municipality use external support for LED projects and processes?

Table 4.3.21

	Frequency	Percent
Yes	9	90.0
No	1	10.0
Total	10	100.0

Figure 4.3.21



With reference to Table 4.3.21 and Figure 4.3.21 respondents were asked whether Greater Tzaneen Municipality use external support for LED projects and processes. Nine (90%) of the respondents agreed, whereas 1 (10%) of the respondent disagreed. It can be established from the analysis that the majority of the respondents 9 (90%) agree that Greater Tzaneen Municipality use external support for LED projects and processes.

If yes, briefly discuss the sources if possible

Table 4.3.21 (a)

	Frequency	Percent
Funding is outsourced from NDA.	4	40.0
Letaba Business Forum, local businesses and other funders.	2	20.0
Local newspapers and the local Community Radio Station.	2	20.0
Greater Tzaneen Economic Development Agency is outsourcing for funding on LED projects.	2	20.0
Total	10	100.0

The respondents who agreed that Does the Greater Tzaneen Municipality use external support for LED projects and processes backed their responses based on the following reasons:

4 (40%) indicated that funding is outsourced from NDA and 2 (20%) mentioned Letaba Business Forum, local businesses and other funders. Two (20%) viewed Local newspapers and Local Community Radio Station and the other 2 (20%)

considered Greater Tzaneen Economic Development Agency as outsourcing for funding on LED projects. In doing comparative analysis based on the research findings and reasons advanced by different respondents, there is consensus that indeed Greater Tzaneen Municipality use external support for LED projects and processes as per the examples cited.

Do you get support from the LED Unit?

Table 4.3.22

	Frequency	Percent
Yes	8	80.0
No	2	20.0
Total	10	100.0

Figure 4.3.22

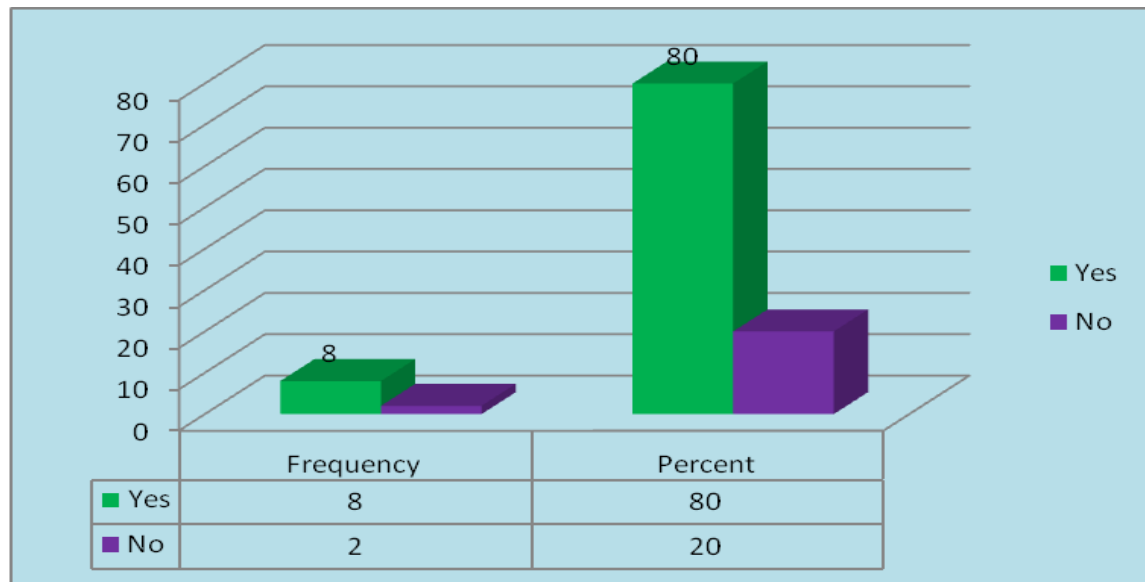


Table 4.3.22 and Figure 4.3.22 establish whether there is support from the LED Unit; 8 (80%) agreed that there was support and 2 (20%) disagreed. The general overview based on the majority responses in terms of the research findings illustrate that there is support from the LED Unit.

If Yes, what kind of support?

Table 4.3.22 (a)

	Frequency	Percent
The support we get from the LED Unit, political support and the approval for implementation through council resolutions.	2	20.0
GTEDA by being the 100% entity of Greater Tzaneen Municipality, definitely gets support from the LED Unit.	2	20.0
GTEDA supports LED projects e.g. The Leather Making Project and other community projects.	2	20.0
IDP, LEDET and the Municipality.	2	20.0
Municipal Infrastructure Grant (MIG)	2	20.0
Total	10	100.0

Table 4.3.22 (a) illustrates the nature of support gained from the LED Unit. Responses to this statement show that 2 (20%) of the respondents indicated that the support they get from the LED Unit was political support and the approval for implementation through council resolutions.

Two (20%) reported that GTEDA by being the 100% entity of the Greater Tzaneen Municipality, definitely get support from the LED Unit and 2 (20%) believe that GTEDA is supporting the LED Projects e.g. The Leather Making Project and other community projects. Two (20%) referred to IDP, LEDET and the Municipality and the remaining 2 (20%) stated the Municipal Infrastructure Grant (MIG). This finding is more or less in line with the finding in Table 4.3.22 and Figure 4.3.22 according to which the majority of the respondents 8 (80%) also agreed they get support from the LED Unit.

Is there any training or capacity building initiatives offered to LED officials?

Table 4.3.23

	Frequency	Percent
Yes	10	100.0
No	0	0

According to the findings of the research as per Table 4.3.23, 10 (100%) of the respondents agreed that there was training and capacity building initiatives offered to LED officials.

If Yes, what kind of training?

Table 4.3.23 (a)

	Frequency	Percent
SMME Development, Cooperatives management training.	2	20.0
Tourism LED NQF and other LED related workshops.	2	20.0
Training is offered to LED Project leaders.	1	10.0
Capacity building workshops on LED initiated by the Municipality and LEDET whereby Official are capacitated in order to know exactly what they must do towards sustainable development.	5	50.0
Total	10	100.0

Table 4.3.23 (a) (above) shows that 10 (100%) of the respondents agreed that there was training or capacity building initiatives offered to LED officials. The kinds of training programmes mentioned by the respondents clearly indicates that LED officials were being capacitated.

Do you think LED Projects did achieve their objectives of eliminating poverty and promoting employment of local people within your municipal area?

Table 4.3.24

	Frequency	Percent
Yes, LED projects have created jobs to reduce the rate of unemployment through CDW's operating in 8 wards, community projects and EPWP's. More people were employed on capital projects implemented by Greater Tzaneen Municipality and Greater Tzaneen Economic Development	4	40.0

Agency (GTEDA) Projects.		
Partially, because the Community Development Workers (CDW) projects are only operating in few wards and did not cover all the 34 wards within Greater Tzaneen Municipal area.	2	20.0
No, a lot still needs to be done to address the problem.	2	20.0
Not sure	2	20.0
Total	10	100.0

Table 4.3.24 (above) depicts whether LED Projects did achieve their objectives of eliminating poverty and promoting employment of local people within Greater Tzaneen Municipal area. The majority of the respondents 6 (60%) selected Yes and partially which all translates to agreeing. Two (20%) said No, because a lot still needs to be done to address the problem while the other 2 (20%) registered that they are not sure. This tells us that although there is no 100% responses in terms of agreeing with the statement in question, certain objectives have been met e.g. with the CDWs operating in 8 wards, community projects and EPWPs.

As per the Constitutional mandate, municipalities are expected to implement LED activities and projects. Are you satisfied with the manner in which LED projects are administered within your municipality?

Table 4.3.25

	Frequency	Percent
Yes, I am satisfied because we have the LED strategy that guides us on which project are viable and also the approved IDP by Council. The establishment of the Greater Tzaneen Economic Development Agency speaks volumes, however more still needs to be done.	5	50.0
To a certain extent/partially, because they did not spread in all the 34 wards.	1	10.0
No, more jobs need to be created and infrastructural developments is also necessary to accommodate LED projects.	4	40.0
Total	10	100.0

As per the constitutional mandate, municipalities are expected to implement LED activities and projects. Regarding the level of satisfaction with the manner in which LED projects are administered within the local municipality, more than half



of the respondents 6 (60%) agreed that they are satisfied/partially while 4 (40%) indicated that they are not satisfied because more jobs need to be created and infrastructural developments is also necessary to accommodate LED projects. The general impression from the findings from this section is that there is a high level of satisfaction with the manner in which LED projects are administered within the local municipality.

How long has LED been implemented in the municipalities?

Table 4.3.26

	Frequency	Percent
3-4 years	1	10.0
More than 5 years	8	80.0
Other, because LED is a processes.	1	10.0
Total	10	100.0

Figure 4.3.26

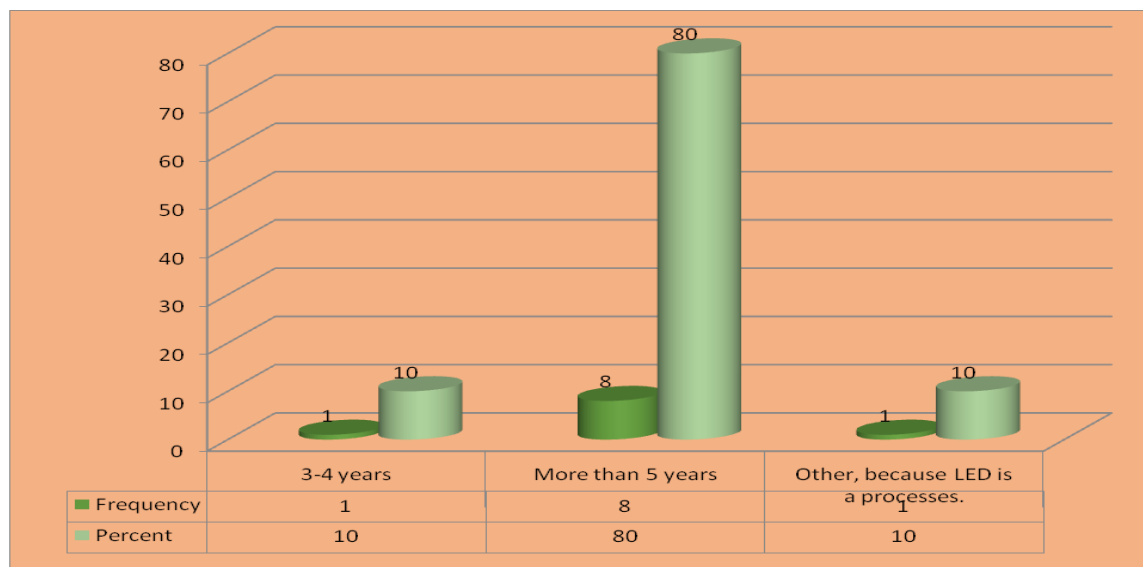


Table 4.3.26 and Figure 4.3.26 portray the period/s in which LED has been implemented in the local municipality, 8 (80%) of the respondents indicated that it is more than 5 years, 1 (10%) stated that it is between 3 and 4 years and the other 1 (10%) chose other, advancing the reason that LED is a process. Despite the less percentage of respondents who did not align themselves with 5 years and above, from the response rate of participants who agreed to it, one can

assume that it is over 5 years that LED has been implemented in the local municipality since the dawn of the democratic government in South Africa dating back 1996.

Are there any LED projects which the municipalities implement that exist after 5 years?

Table 4.3.27

	Frequency	Percent
Yes, projects of Greater Tzaneen Economic Development Agency like the Leather Making Project, Agricultural Co-operatives and Greater Tzaneen Community Radio Station. Most of the implemented projects are self-sustainable as a result of training and empowerment that the project staff received.	7	70.0
No, There is no evidence of LED projects initiated by the municipality in most wards.	2	20.0
Not sure.	1	10.0
Total	10	100.0

Figure 4.3.27

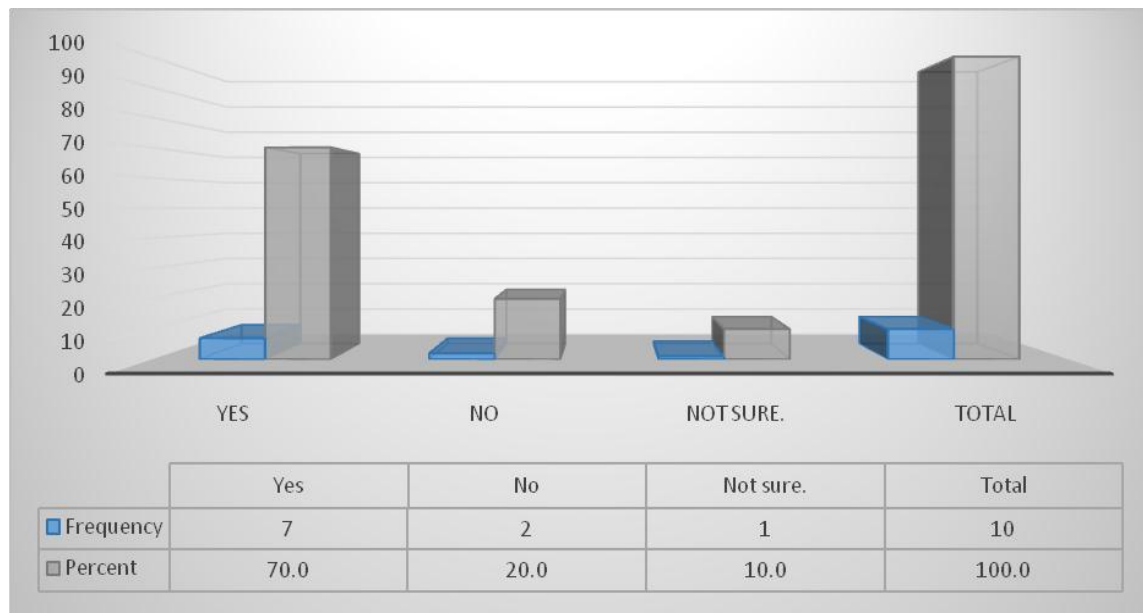


Table 4.3.27 and Figure 4.3.27 (above) indicate if the LED projects which the municipality implement continue to exist after 5 years. This question was asked because the researcher needed to determine the level of consistency and

continuity of LED projects implementation by the local municipalities. Seven (70%) of the respondents agreed.

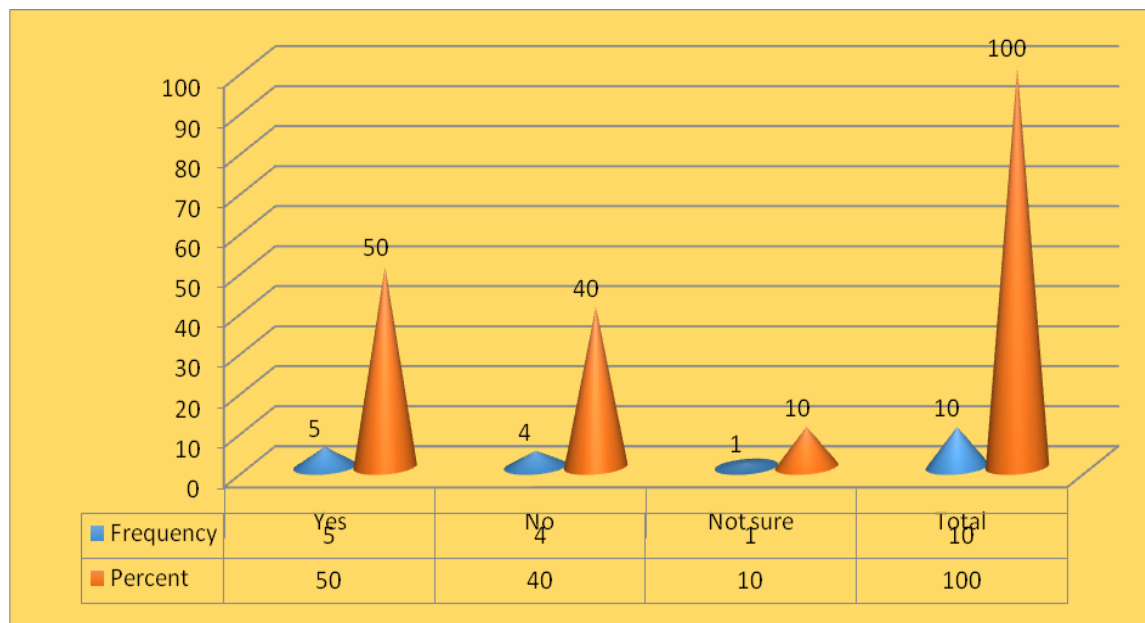
The main reason for being interested in this research is the partial effectiveness in implementing LED strategy by trying to push back frontiers of poverty through job creation and skills development mentioned in the problem statement in Chapter one. It seems according to the response of the 7 (70%) that there is a level of consistency and continuity of LED projects implementation by the local municipalities, despite the fact that 2 (20%) of the respondents disagreed, while 1 (10%) was not sure.

Are the LED projects that you support profitable?

Table 4.3.28

	Frequency	Percent
Yes	5	50
No	4	40
Not sure	1	10
Total	10	100

Figure 4.3.28



This question was asked in order to test the level of sustainability and to determine whether the LED projects generate profit. Five (50%) of the

respondents agreed to the question statement as per Table 4.3.28 and Figure 4.3.28.

The research results also give an indication that 4 (40%) of the respondents disagreed, meaning that they did not align themselves with those who agreed and 1 (10%) showed neutrality as the respondent was not sure. The majority of yes responses indicate that the very few LED projects being supported yield profit.

If no, explain

Table 4.3.28 (a)

	Frequency	Percent
Rate of poverty and unemployment is still high.	3	30.0
Projects are not established in all the 34 wards.	3	30.0
Some are partially self-sustainable.	1	10.0
Not indicated	3	30.0
Total	10	100.0

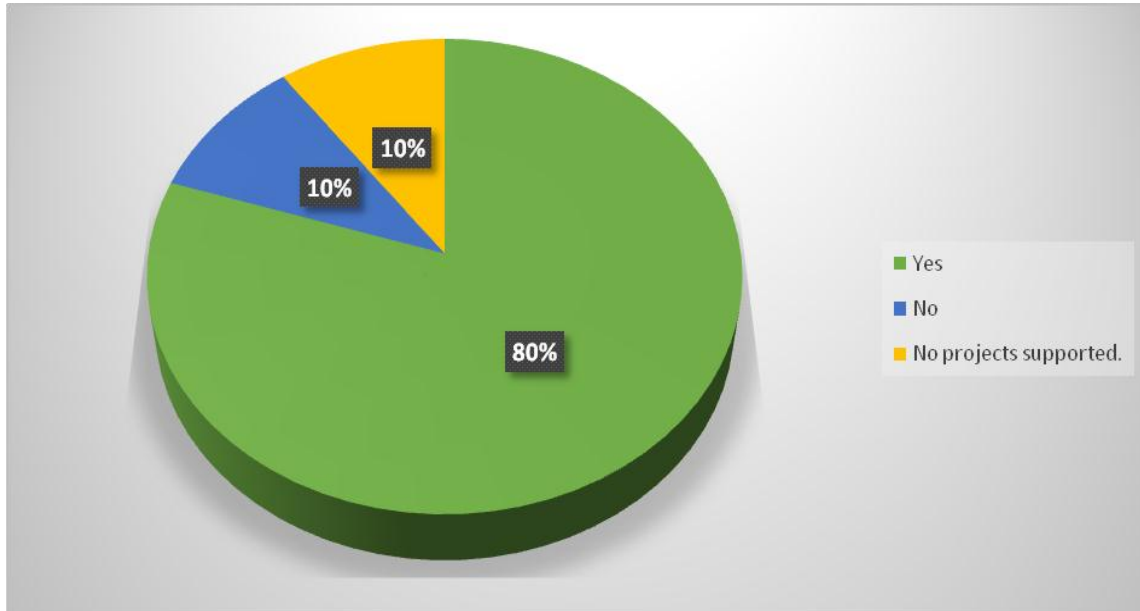
Respondents who disagreed by saying “No” in Table 4.3.28 and Figure 4.3.28, were asked to give reasons and 7 (70%) supplied the reasons as per Table 4.2.28 (a) and 3 (30%) did not indicate anything.

Are the LED projects that you support financially viable or not?

Table 4.3.29

	Frequency	Percent
Yes	8	80.0
No	1	10.0
No projects supported.	1	10.0
Total	10	100.0

Figure 4.3.29



The above question's intention as responded according to Table 4.3.29 and Figure 4.3.29 was to test the financial viability of the LED projects. According to the findings 8 (80%) of the respondents agreed that the LED projects were financially viable, 1 (10%) of the respondents disagreed, while the remaining 1 (10%) indicated that there were no projects supported.

If no, explain why

Table 4.3.29 (a)

	Frequency	Percent
Not indicated	2	20.0
Most LED projects are still struggling.	5	50.0
The rate of unemployment still needs to be addressed.	3	30.0
Total	10	100.0

The explanation given by the respondents who disagreed in Table 4.3.29 (a) is that most LED projects are still struggling as mentioned by 5 (50%) of the respondents. Three (30%) advanced the reasons of high unemployment rate that still needs to be addressed and 2 (20%) did not make any indication.

Comment on the adequacy of institutional support for LED implementation.

Table 4.3.30

	Frequency	Percent
If LED can be properly implemented in all communities, people's livelihoods can be improved.	2	20.0
LED is a cross cutting in all the municipal departments and there is also a need for regular updates on the impact of projects.	2	20.0
The municipality has LED Unit, however, the unit needs to capacitate more and the private sector should also play its part in LED.	2	20.0
More still needs to be done regarding LED implementation that will accommodate all tribal areas.	1	10.0
The role of the municipality is to create an enabling or conducive environment for LED to take place. This may be done through service delivery, establishment of public private partnerships and by creating a platform for investment attraction.	1	10.0
Activate local farmers.	1	10.0
Not indicated	1	10.0
Total	10	100.0

The statement above require the respondent's comments on the adequacy of the institutional support for LED implementation. 9 (90%) of the respondents expressed their views as follows:

2 (20%) of the respondents contends that If LED can be properly implemented in all communities, people's livelihoods can be improved. 2 (20%) expressed their views that LED is a cross cutting in all the municipal departments and there is also a need for regular updates on the impact of projects and the other 2 (20%) indicated that The Municipality has LED Unit, however, the unit need to capacitate more and the private sector should also play its part in LED. 1 (10%) of the respondents believe that more still needs to be done regarding LED Implementation that will accommodate all tribal areas.

Another 1 (10%) understand the role of the municipality being to create an enabling or conducive environment for LED to take place.

This may be done through service delivery, establishment of public private partnerships and by creating a platform for investment attraction. 1 (10%) respondent's comments is to activate local farmers and the last 1 (10%) of the respondents did not give any comment. All these comments are quite meaningful in the sense that they promote institutional support for LED implementation.

#### **4.4. Conclusions**

This chapter presented the results of the research for the study which included the quantitative data by means of administering a questionnaire to 60 respondents such as ward councillors, ward committee members, project leaders and traditional leaders. The second layer of the research is the presentation of qualitative data through interviews with selected and strategic municipal officials such as the Mayor, Municipal Manager, PED Director, LED Manager, IDP Manager, Public Participation Manager, etc. All this information will form the basis for discussions, interpretation, findings and recommendations for chapter 5.

## **CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS**

### **5.1. Introduction**

This chapter provides a summary of results of the study, their analysis, findings, conclusions and recommendations, which have been synthesized from the results of the interview survey and questionnaires, selected previous studies and my own observation. The discussion is presented, respectively, in response to all research questions posed in chapter one. The results of the study as they were presented in chapter four are also going to be discussed. The aim of this study was to investigate and assess the effectiveness of Greater Tzaneen Municipality in implementing LED strategies in rural communities. The chapter seeks to present the summary of the findings from the investigation of implementation of the Local Economic Development strategy by Greater Tzaneen Municipality in Limpopo Province. This chapter serves two purposes which are (a) to give concluding remarks regarding the research processes (sampling, fieldwork, data capturing and analysis) and (b) provide recommendations, to future research.

### **5.2. Lessons learnt**

Other municipalities can learn from Greater Tzaneen Municipality as the recipient of the Green Award on several occasions. The establishment of the Economic Development Agency and also being one of if not the only municipality in Limpopo that has the economic development agency, the revitalization of the Makgoba Tea Estate, Agricultural Co-operatives, community projects are some of the major achievements emanating from the implementation of LED. Greater Tzaneen Municipality has some success stories to tell based on the above achievements.

### **5.3. Limitation of the study**

Even though this research was successful in addressing its aims, objectives and research questions, it has limitations. The fact that all research studies have limitations, makes it more appropriate for the researcher to clearly identify and acknowledge the study's limitations.



By acknowledging the study's limitations is a good opportunity to point out suggestions for further research and where possible to clearly explain the ways in which the unanswered and questions which need clarity may be addressed in future studies.

The study is limited to the Greater Tzaneen Municipality under the umbrella of Mopani District Municipality in Limpopo Province.

#### **5.4. Summary**

The central purpose of this study was to investigate the implementation of LED strategy by Greater Tzaneen Municipality. LED projects are being implemented by municipalities around the country. In the context of Limpopo Province by virtue of high level of poverty, the province was identified to be in need of support to pursue LED approach and activities. Based on the series of service delivery protests, the livelihoods of the majority of people in Limpopo Province have not yet improved due to poor access to basic services such as clean water, food and health care. The findings are summarised and recommendations are made.

International experience has demonstrated that local authorities can play a pivotal role in LED initiatives for poverty alleviation. According to Rogerson (2006) cited in Thobejane (2011:103), South Africa's acceptance into the international arena as a key role player in the global economy, strategically encouraging investments into the country, promoting the role of the private sector and reducing the role of state are all significant strategies to ensure macro-economic stability, and facilitate LED initiatives. In this regard, the state must play a facilitating and coordinating role. In addition these initiatives, the national government has provided a range of programmes that will facilitate LED endeavours with a more pro-poor focus. According to the Development Bank of Southern Africa (2005), the EPWP was created with the purpose of job creation, infrastructure development and service delivery, training and skills transfer. The Municipal IDP should therefore, address LED interventions and should make mention of the EPWP programme in passing and other programmes identified above.

According to the 2007 Budget Speech, 300 000 jobs have been created, mostly for women and in the rural areas. The idea behind EPWP is to improve unemployment by creating learnerships, life skills and on-the-job training. All these activities are enablers for LED to take place.

The EPWP (Extended Public Works Programme), which is a nationwide programme aimed at utilising labour intensive methods to upgrade rural infrastructure and absorb significant numbers of unemployment into productive employment, even if it is for a temporary period. The Integrated Sustainable Rural Development Strategy (ISRDS) is aimed to build on existing support programmes through a well-coordinated bottom-up approach rather than top-down approach to rural Local Economic Development (Thobejane, 2011:104).

The Community Development Workers operate in eight wards out of the 34 wards. These, are also part of LED initiatives by Greater Tzaneen Municipality. LED is concerned with the creation of an environment that will engage stakeholders in implementing strategies and programmes.

## **5.5. Conclusion**

The study managed to tackle the research questions which establish how Greater Tzaneen Municipality enhances the effective implementation of LED strategies and to what extent the implementation of LED strategy can contribute towards improving the livelihood of communities for sustainable local economic development. According to the findings of this study based on various aspects investigated, a conclusion is drawn that the Greater Tzaneen Municipality is making major efforts to implement the LED strategy; however, a lot still needs to be done in order to arrive at 100% implementation. The evidence of LED implementation strategy is based on the establishment of Greater Tzaneen Economic Development Agency and also being perhaps the only municipality in Limpopo that has an economic development agency. The revitalization of the Makgoba Tea Estate, agricultural co-operatives, community projects attest to the conclusion drawn.

Furthermore, the findings indicate that there is a positive impact of LED projects on poverty alleviation in the local areas. The research findings also indicate that to a certain extent job creation was done through LED projects, CDWs and EPWPs

## **5.6. Recommendations**

The recommendations in this study are based on the findings in chapter four of the present study and the literature review in chapter two. The recommendations made in this section are linked to the information acquired with a view to fulfilling the objectives of the study. The results of the empirical findings led to recommendations that are made with the view of assisting the municipality to improve in their implementation of the local economic development strategy.

- More workshops should be organized to make an in-depth discussions of the Local Economic Development and the implementation strategy;
- The unavailability of a market for the project's products and ineffective service delivery was one of the concerns raised by the respondents. A thorough promotion of the green economy, whereby locally produced goods are sold at local markets should be practised. A community needs analysis should be conducted at the outset of these projects in order to determine the demand of such products and services;
- The municipality must develop some guidelines to ward committee members, project committees, traditional leadership and municipal officials in order to improve the monitoring system;
- Another major concern for the participants was lack of financial support and capacity building support by the government and the private sector. In the light of this concern, it is clear that the government and other donor agencies should create avenues for financial support and skills development for the role players. Projects sustainability could be boosted by such initiatives;

- Implementation of current policies and the introduction of other related policies should be a focus area in order to create an environment conducive to economic activities;
- The municipality must create a platform for PPP (Public Private Partnerships) in order to be in a position to tap into the resources of the private sector. This participation and partnerships are necessary mechanisms not only to achieve more sustainable development, but also to assist in achieving empowerment goals;
- Based on the literature review, it is evident that LED should lead to much more than merely economic improvement; this insight reinforces the socio-economic role of LED Strategy implementation. In a way it is an executed process that brings the social focus of LED implementation strategy in perspective. As per the constitutional mandate Section 152 (1), (2) and Section 153 LED should be an integral part in the planning activities of municipalities across departments and not be merely an afterthought. The process should clearly reflect participation by all wards and their respective communities, local economic growth, poverty alleviation and job creation as well as prioritizing human development initiatives;
- Buy-in from other departments is of fundamental importance, as the municipality alone cannot succeed in this undertaking. Municipalities often lack the resources and capacity to implement LED successfully and this can be addressed through better coordination and support from other spheres of government, capacity building and partnerships.
- The manner in which municipalities function and set priorities should reflect their commitments towards local economic growth and development;
- There should be strategic links between all relevant legislations and LED programmes; and

- LED should be viewed not only as creating economic benefits, but as playing a vital role in poverty alleviation and therefore should have a strong social focus.

To sum up, economic development of any area requires concerted efforts of all the stakeholders, including the involvement of community members. Community members are the ones who know their needs and as such their input is paramount. When such efforts are co-ordinated and well planned, economic development happens easily, thus alleviating poverty, and consequently transforming the whole nation socially and economically.

## REFERENCES

- Abadzic, A, Umihanic,C.B and Cebic, M. (2012). *Analysis of methodology and models of strategic planning of Local Development in Bosnia and Herzegovina*, Economic Review - Journal of Economics and Business, 10 (2):41 -58.
- Abrahams, D. (2003). Local economic development in South Africa: A useful tool for sustainable Development. *Urban Forum*, 14 (2):185- 200.
- Agyeman, A.D. (2005). *Poverty Alleviation in South Africa: Can Government Fiscal Expenditure on Social Services Make a Difference?* Pietermaritzburg, South Africa. University of Kwa-Zulu Natal Press.
- Anghel,C., Vele,C, Toader, R., Hahn Rada-F., Rădulescu, C., Toader C. (2013). The Sustainable Development Strategy of Baia Mare. Faculty of Science, Technical University of Cluj-Napoca, 22 (11): 195
- ARC (Agricultural Research Council) 2006 Handbook assessing Local Economic Development Opportunities with Arceap. <http://www.arc.gov/index> accessed on 17th August 2013.
- Aref, F, Redzuan, M.B and Emby, Z. (2009). Barriers of Community Power for Tourism Development in Shiraz. Iran. *European Journal of Scientific Research*, 28(3): 443 - 450.
- Babbie, E. & Mouton, J. (2005). *The Practice of Social Research*. Oxford: Oxford University Press.
- Babbie, E. & Mouton, J. (2006). *The Practice of Social Research*. Cape Town: Oxford University Press.
- Babbie,E. (2007). *The Practice of Social Research*, 11<sup>th</sup> ed. Belmont: Wadsworth Thomson Learning.
- Babbie,E. (2010). *The Practice of Social Research*. Belmont: : Wadsworth

Babbie, E. (2011). *The Basics of Social Research*, 5th ed. Belmont, CA: Wadsworth.

Babooa, S.K. (2008). *Public Participation in the Making and Implementation of Policy in Mauritius with Reference to Port Louis' Local Government*. Unpublished doctoral thesis. University of South Africa, Pretoria, South Africa.

Barberia L. G. & Biderman, C. (2010). *Local economic development: Theory, evidence, and implications for policy in Brazil*, *Geoforum*, 41 (6): 951–962.

Bartik, T. J. (2003). *Local Economic Development Policies*, Upjohn Institute Staff Working Paper No. 03-91, Kalamazoo, Michigan.

Beer, A. (2009). The theory and practice of developing locally. In J.E. Rowe (Ed.). *Theories of Local Economic Development: Linking Theory to Practice*. Ashgate, Farnham.

Belgravia Institute of Management. (2003). *Local Economic Development workshop*. Polokwane, South Africa.

Bintara, R., Najmudin, N. & Istiqomah, I. (2013). Local economic development strategy based on local industrial core competence, *International Journal of Business and Management*, 8 (16): 41 - 47.

Blair, J. P. & Carrol, M. C. (2009). *Local Economic Development, Analysis, Practices and Globalisation*. London: Sage Publications.

Blaauw, P.F and Pretorius, A.M. (2008). *Local Economic Development Agencies in South Africa: Six Years Later*. *South African Journal of Economic History*, 23 (1 & 2) :155 - 183

Blekely, E. (1994). *Planning Local Economic Development: Theory and Practice*. 2<sup>nd</sup> ed. CA: Thousand Oaks, CA: Sage Publications.

Bless, C., Higson-Smith, C. & Kagee, A. (2007). *Fundamentals in Social Research Methods: An African Perspective*. Cape Town: Juta.

- Bless, C., Higson-Smith, C. & Kagee, A. (2006). *Fundamentals in Social Research Methods: an African Perspective*. Cape Town: Juta.
- Bond, P. (2003). Debates in local economic development and practice. *Urban Forum*, 14(3):141-164.
- Briedenhann, J. & Wickens, E. (2003). *Tourism routes as a tool for the economic development of rural areas—vibrant hope or impossible dream?* *Tourism Management* 25 (2004) 71–79. London: Buckinghamshire Chilterns University College.
- Briggs, A. R. J, Coleman, M & Morrison, M. (2012). *Research Methods in Educational Leadership and Management*. London: Sage Publications.
- Bryman, A. (2008). *Social Research Methods*, 3<sup>rd</sup> ed. Oxford: Oxford University Press.
- Brynard, P. & Hanekom, S. X. (2006). *Introduction to Research in Management-related Fields*. Pretoria: Van Schaik Publishers.
- Busso, M. & Kline, P. (2006). *Do Local Economic Development Programmes Work? Evidence from the Federal Empowerment Zone Programme*. Michigan: National Poverty Centre at the University of Michigan.
- Canzanelli, G. (2001). *Overview and Learned Lessons on Local Economic Development, Human Development and Decent Work*. Universitas, Working Papers.
- Cerin, P. (2006). *Bringing economic opportunity into line with environmental influence: A Discussion on the course theorem and the Porter and Van der Linde Hypothesis*. *Ecological Economics*. 209-225.
- Cervantes-Godoy, D. & Dewbre, J. (2010). *Economic Importance of Agriculture for Poverty Reduction, OECD Food, Agriculture and Fisheries Working Papers*, No. 23, OECD Publishing.



- Christensen, J.D. & Van der Ree, K. (2008). *Building inclusive local economies through promoting decent work*, @local.glob, 5, 2-5.
- Cloete, J. J. & Thornhill, C. (2005). *South African Municipal Government and Administration*. Pretoria: Dotsquare.
- Cooper, D. R. & Schindler, P.S. (2006). *Business Research Methods*, 9<sup>th</sup> ed. USA. McGraw-Hill.
- Creswell, J. W. (2005). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. Upper Saddle River, N.J: Merrill.
- Creswell, J. W. (2008). *Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. Pearson Prentice Hall, Upper Saddle River, N.J.
- Creswell, J. W. & Plano Clark, V.L. (2007). *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage Publications.
- Creswell, J. W. (2007). *Qualitative Inquiry and Research Design: Choosing among Five Approaches*, 2<sup>nd</sup> ed. Thousand Oaks, CA: Sage Publications.
- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, 3<sup>rd</sup> ed. Thousand Oaks, CA: Sage Publications.
- Creswell, J. W. & Plano Clark, V. L. (2011). *Designing and Conducting Mixed Methods Research*. Thousand Oaks, CA: Sage Publications.
- Dauids, I. (2005). *Development theories: Past to present*. In I. Davids, F. Theron & K. J. Maphunye (Eds.). *Participatory Development in South Africa: A Development Management Perspective*. Pretoria: Van Schaick Publishers.
- DBSA (Development Bank of Southern Africa). (2008). *Local Economic Development Fund: Concept and Modus Operandi*. Halfway House: DBSA.

- Denbach, J.C. (2003). *Achieving sustainable development as a framework for National governance*. *Case Western Reserve Law Review*, 1-103.
- DePoy, E. & Gibson, S. (2008). *Evaluation Practice: How to Do Good Evaluation Research in Work Settings*. London: Routledge.
- Delpont, C.S.L. & Roestenburg, W.J.H. (2011). *Chapter contributed in a book: Quantitative data collection methods: questionnaires, checklists, structured observation and structured interview schedules* In De Vos, A.S., Strydom, H., 285
- Department of Provincial and Local Government. (2001). *Local Economic Development: A Resource book for municipal councilors and officials*. DPLG, Pretoria, South Africa.
- Department of Provincial and Local Government (DPLG). (2003). *Local Economic Development: A Resource Book for Municipal Councillors and Officials*. Pretoria. Government Printer.
- Department of Provincial and Local Government Affairs (DPLG). (2003). *Local Economic Development Programme Consolidated Edition*: Pretoria, DPLG. Google Scholar.
- Department of Provincial and Local Government. *Local Government Review - 2003/2004*. Pretoria.
- Department of Provincial and Local Government (DPLG). (2005). *Policy Guidelines for Implementing Local Economic Development in South Africa*. Pretoria. Government Printer.
- Department of Provincial and Local Government (DPLG). (2006). *LED Framework: Stimulating and Developing Sustainable Local Economies*. Pretoria. Government Printer.
- Development in Africa: Enterprises, Communities and Local Development*, Shaker Publishing BV, Maastricht, 1-17.

De Vos, A.S, Strydom, H, Fouché, C.B & Delport, C.S.L. (2005). *Research at Grassroots for the Social Sciences and Human Service Professions*. Cape Town: Juta.

De Vos, A.S, Strydom, H, Fouché, C.B & Delport, C.S.L. (2011). *Research at Grass Roots: For the Social Sciences and Human Services Professions*, 4<sup>th</sup> ed. Pretoria: Van Schaik Publishers.

De Wet, S. (2005). *Conceptualizing Poverty. (Only Study Guide for Module DSD 201-Q)*. Cape Town: Huguenot College.

Dipela, M. A. (2006). *Investigation into the Roles and Responsibilities of the Greater Tzaneen Municipality (Limpopo) Councillors in Local Economic Development*. Unpublished MA Dissertation, University of Limpopo, Polokwane, South Africa.

*Discover Tzaneen Magazine*. (2013). Volume 2, Issue 1, [www.tzaneeninfo.co.za](http://www.tzaneeninfo.co.za)

Disoloane, V.P.P. (2012). *Reception of a Code of Conduct at the Capricorn District Municipality in the Limpopo Province*. Unpublished Doctoral thesis, University of South Africa, Pretoria, South Africa.

Downson, C. (2007). *A Practical Guide to Research Methods*. London: How To Books, Spring Hill House.

Emas, R. (2015). *The Concept of Sustainable Development. Definition and Defining Principles*. Florida: Florida International University.

*EU Sustainable Development Strategy*, April 27, 2016.

Fitzgerald, P. Mclennan, A. & Munslow, B. (1997): *Managing Sustainable Development in South Africa*. Cape Town: Oxford University Press.

Fox, W. & Bayat, M. S. (2007). *A Guide to Managing Research*. Cape Town: Juta.

Freund, B. & Lootvoet, B. (2004). *Local Economic Development: Utopia and Reality in South Africa: The Example of Durban, Kwa-Zulu Natal*. Durban School of Development Studies, University of Kwa-Zulu Natal, Durban, South Africa.

Gaule, E. (2001). *Modern Community: the Concept of Local Economic Development*, Local Economic Development Practice Group on 25 September 2001 Geneva: ILO, Job Creation and Enterprise Development Department.

Gomez, G. M. & Helmsing, A. J. H. (2008). *Selective spatial closure and local economic development: what do we learn from the Argentine local currency systems? World Development*, 36, (11):2489–2511.

Gineite, M. & Vilcina, A. (2011). *Development of Entrepreneurship as a component of Regional Policy in Latvia* ISSN 1822–8402 European Integration Studies. 2011. No 5 Latvia University of Agriculture.

Greater Tzaneen Economic Development Agency Concept Document (2006).

*Greater Tzaneen Economic Development Agency*. (2010/11). Annual Report.

Greater Tzaneen Local Municipality. *Local Economic Development Strategy Review Draft Document*.(2007). Greater Tzaneen Municipality.

Greater Tzaneen Local Municipality. *Local Economic Development Strategy* (2012 Review).

Greater Tzaneen Municipality. (2006). *Integrated Development Planning (IDP)*, Tzaneen, Limpopo: Greater Tzaneen Municipality.

*GTM-Draft IDP Review* :2012-2013.

GTEDA. (2009). *Feasibility Study on the Fruit and Nut Cluster in GTLM*. Tzaneen, Limpopo: Greater Tzaneen Municipality.

*GTM Bulletin*, 2014/2015

GTZ Strengthening Local Governance Programme's LED component in South Africa. (2008).

HABITAT IN. Vol. 23, No. 4, pp. 511-534, 1999 HABITAT IN. Vol. 23, No. 4, pp. 511-534, 1999

Hadingham, T. (2008). *The South African LED Network: from spectator to participant*, @local.glob, 5, 54-55.

Helmsing, A. H. J & Egziabher, T, G. (2005). *Local economic development in Africa: Introducing the issues*. In Tegegne Gebre Egziabher & A.H.J (Bert) Helmsing, eds. (2005). *Local Economic Development in Africa: Enterprises, Communities and Local Government*, pp. 1-20. Maastricht: Shaker Publishers.

Hersey, P., Blanchard, K. H. & Johnson, D. E. (1993). *Management of organizational behaviour: Utilizing Human Resource*. New Jersey: Upper Saddle River.

Hersey, P., Blanchard, K. H. & Johnson, D. E. (2001). *Management of Organisational Behaviour: Leading Human Resources*. 8th edition. New Jersey: Prentice-Hall Inc.

Hoogendoorn, G. & Visser, G. (2010). The role of second homes in local economic development in five small South African towns. *Development Southern Africa*, 27(4): 547 - 562.

Hiwasaki, L. (2006). Community based tourism: Pathway to sustainability for Japan's protected areas. *Society and Natural Resources*, 19 (8): 675-692.

Human, F. Lochner, M. & Botes, L. (2008). *Making plans against all odds: LED in small towns of the Free State Province, South Africa*. *Africa Insight*, 38 (1): 53 - 66.

IDC. (2009a). *Development agency concept*, Unpublished Internal Document, IDC, Johannesburg.

- IDC, SA LED Network: A Councillor Guide to Local Economic Development (LED) in South Africa. (2011), SALGA.
- ILO. (2006). *A Local Economic Development Manual for China*, ILO, Geneva.
- Isaacs, D.N. (2006). *Evaluating Local Economic Development in the city of Cape Town*. Unpublished Masters Dissertation. University of Stellenbosch, Cape Town, South Africa.
- Jack, V. (2004). *From the starting Bloc: A decade of Black Economic Empowerment: The Progress of Economic Empowerment from 1992 – 2002*.
- Jarbandhan, D. B. & Schutte, D. (2006). Using the survey procedure and interview data collection technique. *Journal of Public Administration*, 41 (3.1): 669-681.
- Johnson, R.B., Onwuegbuzie, A.J. & Turner, L.A. (2007). *Toward a definition of mixed methods research*. *Journal of Mixed Methods Research*, 1(2): 112-133.
- Johnson, B. & Christensen, L. (2008). *Educational Research: Qualitative, Quantitative and Mixed Approaches*, 3<sup>rd</sup> ed. London: Sage Publications. .
- Johnson, R. B., Onwuegbuzie, A. J. & Turner, L. A. (2012). *Toward a definition of mixed methods research*. *Journal of Mixed Method Research*, 1 (2): 112 - 133.
- Joubish, M.F., Khurram, M.A., Ahmed, A., Fatima, S.T. & Haider, K. (2011). Paradigms and characteristics of a good qualitative research. *World Applied Sciences Journal*, 12 (11): 2082-2087.
- Kanyane, M.H. (2008). *Exploring and Developing Culture of Good Governance: Institutional Design: Social Security in Norway and South Africa*. Stellenbosch: Sun Press.
- Khanya-aicdd. (2007). *Furthering the Local Economic Development Agenda in Africa*, Briefing Paper, 5, Bloemfontein.

Kgalane, K.S. (2015). *The underlying factors behind violent service protest: A case of Thaba Chweu Municipality in the Mpumalanga Province of South Africa*. MA Dissertation, University of Limpopo, Polokwane.

Kgwefane, N.S. (2014). *The effects of the performance management system on service delivery in the Mbombela Local Municipality Mpumalanga Province*. Unpublished masters dissertation, University of Limpopo, Polokwane, South Africa.

Kimberlin, C.L. & Winterstein, A.G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy*, 65 (23): 2276-2284.

Knoell, C.M. (2012). *The role of the student-teacher relationship in the lives of fifth graders: A mixed methods analysis*, Unpublished doctoral thesis. University of Nebraska. Lincoln, Nebraska.

Kongthong, O. (2011). *Drought in Mekong River and vulnerability in livelihood*. Unpublished Masters Dissertation, Lund University International.

Kuada, J. (2012). *Research Methodology A Project Guide for University Students*. Safunds Litteratur: Frederiksberg.

Kroukamp, H. (2006). Local economic development: Contributor towards poverty alleviation. *Journal for New Generation Science*, 4(2): 22-33.

Lamshead, C. (2007). *LED Policy and Support Units – Provincial Growth and Development Strategies: The case for Updating and Strengthening the Influence of the DPLG's National Guidelines*, Unpublished Internal Report, DPLG, Pretoria, South Africa.

Lawrence, F and Hadingham, T. (2008). *Decentralisation and the challenge of Institutionalising Local Economic Development: Some Practical Insights from the South African Experience*, @ local globes. Delnet Programme, International Labour Organisation (ILO): Turin, 41 -45.

- Leedy, P. D, & Ormrod, J. E. (2005). *Practical Research Planning and Design* (5<sup>th</sup> ed.). New Jersey: Pearson Merrill Prentice Hall.
- Leedy, P.D. & Ormrod, J.E. (2010). *Practical Research: Planning and Design*. Upper Saddle River. New Jersey: Prentice Hall.
- Local Economic Development. (2003). *Local Economic Development: A Resource book for Municipal Councilors and Officials*. Department of Provincial and Local Government. Pretoria. South Africa.
- Local Economic Development Strategy* (2012 Review). Greater Tzaneen Municipality.
- Limpopo Local Economic Development Programme. (2006). Background of LED in South Africa*. <http://www.limpopo.com> accessed on the 17th August 2013.
- Lorena, G. Barberia, A. Ciro Biderman, B. (2010). *Local economic development: Theory, evidence, and implications for policy in Brazil*, Geoforum. Elsevier Ltd 41(6): 951–962
- Machaka, E.S. (2012). *Local Economic Development (LED) Challenges Facing The Local Government in the Limpopo Province: The Case of Motumo Trading Post in the Molemole Local Municipality of the Capricorn District Municipality*. Unpublished M A dissertation, University of Limpopo, Polokwane, South Africa.
- MacMillan, J.H. & Schumacher, S. (2006). *Research in Education* (6<sup>th</sup> ed.). Cape Town: Pearson Education MacMillan, J.H & Schumacher, S. (2010). *Research in Education: Evidence-Based Enquiry*. Upper Saddle River, New Jersey Pearson Education.
- McBride, D.M. (2010). *The Process of Research in Psychology*. New Delhi, India: Sage Publications.



Mahlatji, S. (2013). *Challenges in the Planning and Implementation of Government Strategy by Government Departments: A Case study of the Limpopo Department of Economic Development, Environment and Tourism (LEDET)*. MPA Mini-Thesis, Unpublished, Sovenga: University of Limpopo.

Malatji, I. & Mtapuri, O. (2012). *Can community based tourism enterprises alleviate poverty? Toward a new organization: Tourism Review International*, 16(1): 1- 4.

Malefane, S.R. (2008b). *Research at municipal level of government in South Africa. Paper presented at the Local Government Conference*. School for Public Management and Administration, University of South Africa, Pretoria, South Africa.

Malefane, S.R. & Mashakoe, E. (2008). *Intergrated Development Planning (IDP) and Local Economic Development (LED) in South Africa: The power- twins*. Journal of Public Administration, 43(3):54.

Malefane, S.R. (2009). *Structuring South African municipalities for effective local economic development (LED) implementation*. Journal of Public Administration, 44(1):156 - 168.

Marais, L. & Botes, L. (2006). *Income-generation, local economic development and community development: Paying the price for lacking business skills*. Unpublished paper, Centre for Development Support, University of Free State, Bloemfontein, South Africa.

Maree, K. (2010). *First Steps in Research*. Pretoria: Van Schaik Publishers.

Maree, K. & Pietersen, J. (2010). "Sampling". In K. Maree, (Ed.). *First Steps in Research*. Pretoria: Van Schaik Publishers.

Maree, K. (2013). *First Steps in Research*. Revised edition. Pretoria: Van Schaik Publishers.

Mason, J. (2005). *Qualitative Researching*. London: Sage Publications.

Matshabaphala, M.D.J. (2005). Developing and maintaining a corporate culture through leadership for service delivery. *Journal of Public Administration*, 43 (91): 3-12.

Matshabaphala, M.D.J. (2008). *Leadership Challenges for Local Economic Development*. Johannesburg: University of Witwatersrand.

Marshall, C. & Rossman, G.B. (2011). *Designing Qualitative Research*. London: Sage Publications.

Mbatha, J.S. (2005). *The ethical dilemmas of whistle-blowing and corruption in the South African Public Sector*. Unpublished doctoral thesis, Empangeni, University of Zululand, South Africa.

Meyer-Stammer, J. (2003). *Why is local economic development so difficult?* Unpublished paper, Duisburg.

Meyer-Stammer, J. (2004). *Governance and Territorial Development: Policy, Politics and Polity in Local Economic Development* (Duisburg: Mesopartner).

Meyer-Stammer, J. (2008). *Systemic competitiveness and local economic development*, available at [www.mesopartner.co](http://www.mesopartner.co).

Mokate, R. (1999). *Local government as a catalyst for poverty alleviation: A policy analysis approach*. *Journal of Public Administration*, 34 (3): 185-209.

Monette, D.R., Sullivan, T.J. & De Jong, C.R. (2005). *Applied Research: A Tool for the Human Services* (6<sup>th</sup> ed). Australia: Thomson Brook/Cole.

Monette, D.R., Sullivan, T.J. & De Jong, C.R. (2008). *Applied Research: A Tool for the Human Services*. Belmont, CA: Thomson Wadsworth.

Mongake, M.M.V. (2005). *Local Economic Development and Globalization: The International competitiveness of certain South African Municipalities*. PhD Thesis submitted to the School of Economics, Risk Management and International Trade. North West University, Potchefstroom.

Mosotho, M.A. (2013). *An assessment of the effectiveness of public participation programmes on service delivery in the Capricorn District Municipality Limpopo Province*, Unpublished M A dissertation, University of Limpopo, South Africa.

Mothoa, S. (2007). *Sustainability in the Local Economic Development Strategies of Thembisile Municipality*, Unpublished Masters Dissertation, University of Limpopo, South Africa.

Moyo, T. (2007). Leadership challenges for successful local economic development in south Africa. *Journal of Public Administration*, 42(3): 220-230.

Mubangizi, B. C. (2007). Service delivery for community development. *Journal of Public Administration*, 42(1): 4-17.

Mubangizi, B. C. (2009). Poverty alleviation and Service Delivery-developing a conceptual framework for South Africa's service delivery system. *International NGO Journal*, 4(10): 446- 455.

Munzhedzi, P.H. (2011). *Performance management system and improved productivity: A case of the department of local government and housing in the Limpopo Province*, Unpublished masters dissertation, University of South Africa, Pretoria, South Africa.

*National Commission for Sustainable Development*. (2006). Tools for maintaining sustainable development in small states.

*National Commission for Sustainable Development*, 20 December 2016.

*National Commission for Sustainable Development*. (2006). A sustainable Development for the Maltese Islands: 2007 - 2016.

*National Sustainable Development Strategy*, Belgrade, September 2007.

*National Sustainable Development Strategies: Features, Challenges and Reflexivity*. (2007). Environmental Policy and Governance

Nel, E. (2000). Economic restructuring and local economic development in South Africa. In M. Khosa (Ed). *Infrastructure Mandate for change 1994-1999*,(pp. 197-211). Pretoria, South Africa: HSRC Publishers.

Nel, E. (2001). Local economic development: a review and assessment of it's current status in South Africa. *Urban Studies*, 38(7):1003-1024.

Nel, E. & Binns, T. (2002). *Place marketing, tourism promotion, and community based Local Economic Development in post-apartheid South Africa: The case of still bay the "bay of sleeping beauty*. *Urban Affairs Review*,38 (2):184 – 208.

Nel, E., Binns, T. & Bek, D. (2009). *Misplaced expectations? The experience of applied local economic development in post-apartheid South Africa*. *Local Economy*, 24 (3): 224–237.

Nel, E. & Rogerson, C.M. (2005). *Pro-Poor Local Economic Development in South Africa's cities: Policy and Practice* , *Africa Insight*, 35(4): 15 - 20.

Nel, E. & Rogerson, C.M. (2007). *Evolving Local Economic Development Policy and Practice in South Africa with Special Reference to Smaller Urban Centres*, *Urban Forum*, 18 (2): 1–11.

Netshakhuma, M.M. (2006). *The promotion of community participation in local economic development (LED) Projects to alleviate poverty in the Thulamela municipality*, Unpublished masters dissertation, University of Johannesburg, Johannesburg, South Africa.

Neuman, W.L. 2006. *Social Research Methods, Qualitative and Quantitative Approaches*. USA: Pearson.

Neuman, W.L. (2011). *Social Research Methods: Qualitative and Quantitative Approaches*. (7<sup>th</sup> ed.). Boston: Allyn & Bacon.

Nieuwenhuis, J. (2006). In Maree, K., ed. (2009). *First Steps in Research*. Pretoria: Van Schaik Publishers.

- Nieuwenhuis, J. (2007). *Qualitative research design and techniques*. Pretoria: Van Schaik.
- Nieuwenhuis, J. (2009). *Qualitative research designs and data gathering techniques*. In: Maree, K. (ed.). *First steps in research*. Pretoria: Van Schaik.
- Nziane, E.M. (2009). *Community development projects and livelihoods in Iepelle-nkumpi municipality of Limpopo Province of South Africa*, Unpublished masters dissertation, University of Limpopo, Polokwane, South Africa.
- Oladipo, J.A. (2008). Project Planning and implementation at the local government levels: Lessons of experience. *European Journal of Social Science*, 6(4): 83-90.
- Oliver, A. (2006). Validity and Reliability: Sounding in Data Testing. *Caribbean Journal of Evangelical Theology (CJET)*, Issue 10 (2006): 113 - 120.
- O'Sullivan, E., Berner, M. & Rassel, G.R. (2008). *Research Methods for Public Administrators*. New York: Pearson Education.
- Patterson, C. (2008). *Country Report Local Economic Development in South Africa*. GTZ Partner for the Future Worldwide.
- Peet, R. & Hartwick, E. (2009). *Theories of Development: Contensions, Arguments and Alternatives*. London: The Guilford Press.
- Phago, K.G. (2010). *Effects of the development and implementation of the national public housing in South Africa with specific reference to the Gauteng Province*. Published doctoral thesis, University of South Africa, Pretoria, South Africa.
- Pike, A., Rodriguez-Pose, A. & Tomaney, J. (2006). *Local and Regional Development*. London: Routledge.

Pieterse, E. & Van Donk, M. (2002). *Capacity building for poverty eradication: Concept paper for Sedibeng centre for organizational effectiveness*.  
[URL:http://www.sarpn.org.za/documents/d0000509/p465](http://www.sarpn.org.za/documents/d0000509/p465) Sedibeng.doc.

Pressend, M. & Ruiters, M. (2008). *Dilemmas of Poverty and Development*.  
Johannesburg: Acumen Publishing Solutions.

Pretorius, A.M. & Blaauw, P.F. (2008). *Local Economic Development Agencies in South Africa Six Years Later*. Monash South Africa & University of Johannesburg, Johannesburg, South Africa.

Radebe, Q.P. (2013). *The impact of performance management system on Service Delivery in the City of Johannesburg Metropolitan Municipality*.  
Unpublished doctoral thesis. Vaal Triangle: North-West University, Van Der Bijl Park, South Africa.

Rahab, B, Istiqomah, M and Najmundin, Z. (2013). Local Economic Development Strategy based on Local Industrial Competence. *International Journal of Business Management*, 8 (16).

Rahab, B, Istiqomah,M and Najmundin,Z. (2013). *International Journal of Applied Business and Economic Research*, Volume 13. PMI Academic Resource.

Ramukumba, T. (2012). The local economic development in the Eden District Municipality, Western Cape Province, South Africa: A case study of emerging Entrepreneurs in Tourism Industry. *American Journal of Tourism Research*, 1 (1): 9-15.

Reddy, P.S., Sing. D. & Moodley, S. (2003). *Local Government financing and development in Southern Africa*. Cape Town: Oxford University Press.

Reddy, P.S. & Wallis, M. (2011). *Energizing Local Economies: Partnerships for Prosperous Communities, Background Discussion Paper for the 2011 Commonwealth Local Government Conference*, 15–18 March, Cardiff, United Kingdom.

Repko, A.F. (2008). *Interdisciplinary Research: Process and Theory*. London: Sage Publications.

Republic of South Africa. (2006). *Local Government Municipal Performance Regulations*. Pretoria: Government Printers.

Republic of South Africa. (2005). *State of the Public Service Report, Bracing the Public Service for Sustained, Effective Service Delivery Based on Batho Pele*. Commission House, Arcadia: Government Printers.

Republic of South Africa. (1996). *Constitution of the Republic of South Africa, Act 106 of 1996*. Pretoria: Government Printers.

Robbins, G. (2010). Beyond local economic development? Exploring municipality-supported job creation in a South African city *Development, Southern Africa Journal*, 27 (4): 531 - 546.

Rodriguez-Pose, A. (2008). *Milestones and challenges of LED practice and academic research*. @local.glob 5, 22–4.

Rodriguez-Pose, A and Tijmstra, S.A.R. (2007). *Local Economic Development in Sub-Saharan Africa Environment and Planning Commission: Government and Policy*, 25 (4): 516 - 556. ISSN 0263 - 774 X.

Rogerson, C.M. (2001). *Empowerment through Economic Transformation*. African Millenium Press: Durban.

Rogerson, C.M. (2001). *Tourism and Local Economic Development : The Case of the Highlands Meander*. *Development Southern Africa Journal* , 19 (1): 143 - 167.

Rogerson, C.M. (2001). *Tourism and Spatial Development Initiatives: The Case of Maputo Development Corridor*, South African Geographical Journal, 85 (124 - 136).

Rogerson, C.M. (2001a). *Growing the SMME Manufacturing Economy of South Africa: Evidence from Gauteng Province*. Journal of Contemporary African Studies, 19 (2): 267-291.

Rogerson, C.M. (2001b). *In Search of the African Miracle- debate on successful Small Enterprise Development in Africa*. Habit International, 25: 115- 142.

Rogerson, C.M. (2003). *Towards Pro-Poor Local Economic Development: A Case for sectoral Targeting in South Africa*. *Urban Forum*, (14:(1): 53-79.

Rogerson, C. M. (2004a). *Pro-poor local economic development planning in South Africa: the application of public procurement*, *Urban Forum*, 15: 180–210.

Rogerson, C.M. (2006). *Pro-poor local economic development in South Africa: the role of pro-poor tourism local environment*, *The International Journal of Justice and Sustainability*, 11 (1): 37–60.

Rogerson, C.M. (2008). *Consolidating local economic development in post-apartheid South Africa*. *Urban Forum*, 19 (3): 307–328.

Rogerson, C.M. (2009). *Strategic Review of Local Economic Development in South Africa*, GTZ Partner for the future Worldwide.

Rogerson, C.M. (2009). *Strategic review of local economic development in South Africa*, Draft Report submitted to Minister Sicelo Shiceka (DPLG), Commissioned by the DPLG (Department of Provincial and Local Government) and AHI (Afrikaanse Handels Instituut), Pretoria, South Africa.



Rogerson, C. (2009). *Strategic Local Economic Development in South Africa*, Final Report Submitted to Minister Sicelo Shiceka (dplg) Commissioned by the dplg and AHI Supported by the Strengthening Local Governance Programme of GTZ.

Rogerson, C.M. (2010). *Local economic development in South Africa: Strategic challenges*, *Development Southern Africa Journal*, 27 (4): 481 - 495.

Rogerson, C.M & Rogerson, J.M. (2010). *Local economic development in Africa: Global context and research directions*, *Development Southern Africa Journal*, 27 (4): 465 - 480.

Rucker,A & Trah, G. (2007). *Local and Regional Economic Development Towards a common framework for GTZ's LRED interventions in South Africa*, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ).

Saldana, J. (2011). *Fundamentals of Qualitative Research*. New York: Oxford University Press.

*SALGA Annual Report 2010/11*, Pretoria, Government Printers.

Saunders, P. (2004). *Towards a Credible Poverty Framework: From Income Poverty to Deprivation*. The Social Policy Centre (University of New South Wales), Sydney, Australia: University of New South Wales Press.

Sebola, M. P. & Fourie, L. D. (2007). *Nature Reserves and local economic development: A question of beneficiaries in Maleboho Nature Reserve*. *Journal of Public Administration*, 42(1): 33-41.

Seduma, M.P. (2011). *The impact of local economic development on the livelihood of communities in Ba-Phalaborwa Municipality, Mopani, Limpopo Province, South Africa*. Unpublished M A dissertation, University of Limpopo, Polokwane, South Africa.

Selebalo, L.E. (2008). *An investigation of community involvement in the planning and implementation of local economic development projects: a case study of Fetakgomo Local Municipality in Limpopo Province*. Unpublished masters dissertation, University of Limpopo, Polokwane, South Africa.

Sen, A. (1999). *Development as Freedom*. New York: Anchor Books.

Sen, A. (1989). Development as capability expansion. *Journal of Development Planning*, 19:41–58.

South African Local Government Association (2010) SALGA LED Position Paper, Pretoria: SALGA.

Swartland Municipality. (2007). *Swartland Local Economic Development Strategy*.

Smith,C.M. (2006). *Development Context, Social Problems and Resources*. Cape Town: Hugoenot College (Only Study Guide for Module DSD 202-R).

Smith,C.M. (2006). *Development Context*. Cape Town: Hugoenot College (Only Study Guide for Module DSD 107-T).

Smith, C.M. (2006). *Conceptual Process of Community and Social Development*. Cape Town: Hugoenot College (Only Study Guide for Module DSD 108-U).

Snowball, J.D. & Courtney, S. (2010). *Cultural heritage routes in South Africa: Effective tools for heritage conservation and local economic development? Development Southern Africa*, 27 (4): 563 - 576.

Stibbe, D. (2008). *An Introduction to Partnerships for Sustainable Development in South Africa*, GTZ, The Partnering Initiative and IDC.

Stoddart, H. (2011). *A Pocket Guide to Sustainable Development governance: Stakeholder Forum*.

Strydom, H., & Delport, C.S.L. 2005. *Sampling and pilot study in qualitative research*. In De Vos, A.S. (Ed.), Strydom, H., Fouché, C.B. & Delport, C.S.L. *Research at Grassroots: For the Social Sciences and Human Service Professions*. 3rd ed. Pretoria: Van Schaik Publishers.

Tashakkori, A & Creswell, J.W. (2007). The new era of mixed methods. *Journal of Mixed Methods Research*, 1(1): 3-7.

Tauatsoala, M.M. (2011). *The economic impact of Agricultural Co-Operatives on Woman in the Rural Areas of Polokwane Municipality*, Unpublished masters dissertation, University of Limpopo, Polokwane, South Africa.

Terre Blanche, M., Durrheim, K., & Painter, D. (2009). *Research in Practice. Applied Methods for the Social Sciences*. Cape Town, South Africa: University of Cape Town Press.

The African Dream Project. (2000). *Unleashing the spirit of Africa*. Cape Town: Open Africa.

*The White Paper on Local Economic Development*. (1997). Pretoria, Government Printers.

Thobejane, J.N. (2011). *Impact of service delivery on sustainable local economic development (LED) Projects in Greater Tubatse Municipality, Limpopo Province*. Unpublished masters dissertation, University of Limpopo, Polokwane, South Africa.

Theron, F. (2005). *Integrated development planning as a micro-level development strategy*. In I. Davids, F. Theron & Maphunyane.K.J (Eds.). *Participatory Development in South Africa: A development management perspective*. Pretoria: Van Schaik Publishers.

Theron, F. (2008). *The Development Change Agent: A Micro Level Approach to Development*. Pretoria: Van Schaik Publishers.

- Thornhill, C. (2004). Municipal government: acknowledging democratic imperatives. *Journal of Public Administration*, 39(4): 470 - 480.
- Thornhill, C. (2009). Editorial. *Journal of Public Administration*, 44(3): 411-412.
- Tjale, M.M. (2011). *The impact of local economic development projects funded by the Department of Health and Social Development on Poverty Alleviation in Bakenburg Area of Mogalakwena Municipality, Limpopo Province*, Unpublished Masters Dissertation, University of Limpopo, Polokwane, South Africa.
- Todaro, M.P. & Smith, S.C. (2006). *Economic Development*. 9<sup>th</sup> ed. London: Pearson Education, Inc.
- Tomlinson, R. (2003). *Local Economic Development mirage in South Africa*, *Geoforum*, 34: 113-122, University of Witwatersrand, Johannesburg, South Africa.
- Tsebe, M.J. (2011). *The role of ethical principles in promoting efficient service delivery at the Department of Education in the Capricorn District of Limpopo Province*, Unpublished M.A dissertation, University of Limpopo, Polokwane, South Africa.
- Turner, D.W. (2010). Qualitative interview design: A practical guide for novice investigators. *The Qualitative Report*, 15(3), 754-760. Retrieved from <http://www.nova.edu/ssw/QR/QR15-3/qid.pdf>
- UNDP .(2003). *South Africa Human Development Report 2003—the Challenge of Sustainable Development in South Africa: Unlocking People’s Creativity*. Cape Town: Oxford University Press.
- UN-HABITAT. (2009). *Promoting Local Economic Development through strategic planning*, Volume 5: Trainer's Guide. Nairobi: UN HABITAT.
- Van der Heijden, J. (2008). *Building Control in Australia: Experiences with Private Sector involvement*, COBRA 2008, Dublin: RICS.

Van der Heijden, J. (2008). *Building New Regulatory Regimes: Enforcing building regulations in Australia and Canada (Re) Regulation in the wake of Neoliberalism Utrecht the Standing Group on Regulatory Governance*.

Welman, C., Kruger, F. & Mitchell, B. (2005). *Research Methodology*, Cape Town, South Africa: Oxford University Press.

Wessels, J.S., Pauw, J.C. & Thani, X.C. (2009). Taxonomies for the analysis of research designs in Public Administration. *Administratio Publica*, 17 (2):7-19.

Whitfield, K. & Steenkamp, C. (2012) The use of market brokers as a tool In Local Economic Development strategies, *Skills@Work: Theory and Practice Journal*, 5 (11): 81-88.

World Bank Annual Report. (2016). [worldbank.org](http://worldbank.org).

World Bank. (2003). *Local Economic Development. A Primer. Developing and Implementing Local Economic Development Strategies and Action Plans*. Washington, D.C: World Bank..

World Travel & Tourism Council (WTTC). (2010). *Tourism for tomorrow: Tourism impact data and forecast*. The Global Tourism Summit. United Kingdom.

Xuza, P. (2007). Ten years and ten trends of Local Economic Development practice in South Africa: A Practitioner's Perspective. *Urban Forum*, 18 (1): 117-123.

Zaaiman, S.J. (2007). *Society and Economy*. Cape Town: Hugoenot College (Ony Study Guide for Module DSD 208-X).

Annexures

Technical editing/Language editing

Submission for assessment



# UNIVERSITY OF LIMPOPO

TURFLOOP CAMPUS

---

November 22, 2016

University of Limpopo  
Faculty of Humanities  
School of Languages and Communication Studies  
Phone: (015) 268 3069  
[Lukas.Mkuti@ul.ac.za](mailto:Lukas.Mkuti@ul.ac.za)

Prof. T. Moyo  
University of Limpopo  
Faculty of Humanities  
Department of Management and Law  
Turfloop Graduate School of Leadership

Dear Prof. Moyo,

## LANGUAGE EDITING LETTER

This letter serves as proof that I edited the mini-dissertation of Mr **L.E. MALELE** (200303874) entitled, **THE IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT STRATEGY BY GREATER TZANEEN MUNICIPALITY IN LIMPOPO PROVINCE.**

Regards

Dr. Lukas Mkuti

## APPENDICES

### APPENDIX A

#### QUESTIONNAIRE

#### IMPLEMENTATION OF THE LOCAL ECONOMIC DEVELOPMENT (LED) STRATEGY BY THE GREATER TZANEEN MUNICIPALITY IN LIMPOPO PROVINCE.

This is a Survey to investigate the challenges facing municipalities on the implementation of LED. The data collected will display the strategies to promote the implementation plan.

The questionnaire is a fundamental part of the local economic development implementation processes and plans and the first step in establishing a comprehensive, holistic understanding of the community.

The results will inform strategic analysis and assist the municipal economic development sector in making fiscal decisions for short and long term sustainable economic, social and infrastructure development. Analysis of the completed Questionnaire will ensure that future local economic development is in keeping with the community goals and values, while expanding awareness and understanding of service delivery within the community and the internal economic development challenges it faces.

The information provided by all respondents will be treated with confidentiality.

#### DEMOGRAPHIC PROFILE

Administration section

Name of respondent = \_\_\_\_\_

Date of Interview = \_\_\_\_\_

Questionnaire number = \_\_\_\_\_

1. How old are you?

14 - 21 years.	1.
22 - 45 years	2.
46-55 years	3.
56- 60 years	4.
60 years and above	5.



2. What is your gender?

Male	1.
Female	2.

3. Any physical disability

Yes	1.
No	2.

4. What is your highest level of education?

Not attended school	1.
Primary level	2.
Secondary level	3.
Vocational training	4.
College level	5.
University level	6.

5. What is your marital status?

Married	1.
Single	2.
Divorced	3.
Widow/Widower	4.

6. How many children do you have?

None	1.
0-1	2.
2-3	3.
4-5	4.
5 and above	5.

**LOCAL ECONOMIC DEVELOPMENT**

7. To what extent do community based tourism enterprises contribute to alleviate poverty?

Extremely	1.
Moderate	2.
Poor	3.
Not at all	4.

8. Is there any relationship between LED and Service delivery.

Yes	1.
No	2.

9. How does infrastructure development impact on LED? -----

-----  
-----  
-----

10. Does LED implementation alleviate poverty?

Yes	1.
No	2.

If yes, explain why-----  
-----  
-----

If no, explain why-----  
-----  
-----

11. Is there any relationship between LED and Job creation?

Yes	1.
No	2.

If yes, explain how-----  
-----  
-----

If no, give reasons-----  
-----

12. What impact does poor service delivery have on LED (unemployment, poverty, underdevelopment)?-----

-----  
-----  
-----

13. Does the Greater Tzaneen Municipality play any role on LED Strategic Implementation?

Yes	1.
No	2.

If yes, describe its role -----  
-----  
-----  
-----





18. Which of the following best describes your local municipality's current economic base and primary focus of your economic development efforts?

Agriculture	1.
Tourism/Hospitality	2.
Community projects	3.
Retail/Services	4.
Manufacturing	5.
Other (Please specify)	6.
-----	
-----	
-----	
-----	
-----	

19. Which of the above are the top three priorities in your local municipality's economic development efforts?

(please write the appropriate number from the above list).

- a. -----
- b. -----
- c. -----

20. Which one of the following best describes the condition of your local municipality's economic base during the last five (5) years?

Rapid expansion (more than 25%)	1.
Moderate growth (10% - 25%)	2.
Slow growth (less than 10%)	3.
Stable (No growth or decline)	4.
Slow decline (less than 10%)	5.
Rapid decline (less than 25%)	6.

21. Does your municipality have a written strategic and implementation plan for economic developments?

Yes	1.
No	2.

22. What are your local municipality's economic development goals?

Job creation	1.
Poverty alleviation	2.
Service delivery	3.
Promote entrepreneurship and small business.	4.
Expand tax base.	5.
Diversify the economic base.	6.

23. Which of the following does your municipality use to create and grow small business?

Revolving loan fund.	1.
Small business development center.	2.
Business incubator.	3.
Micro enterprise programme.	4.
Management training.	5.
Equity/venture capital financing.	6.
Matching grants to upgrade business properties.	7.

24. Which of the above small business development methods does your local municipality utilize the most (please write the appropriate number from the above list in order of priority).

- a. -----
- b. -----
- c. -----

25. Which of the following does your municipality invest in as part of its economic development efforts? (check all that apply).

Tourism development.	1.
Development of local arts.	2.
Local libraries.	3.
Amateur sports/recreation complex.	4.
Medical Health Care Facilities.	5.
Historic preservation.	6.
Public parks.	7.
Transport and mass transit.	8.
Public safety.	9.



26. Which of the following barriers to economic development has your local municipality encountered (check all that apply).

Citizen opposition.	1.
Availability of sites and buildings.	2.
Lack of skilled workforce.	3.
Lack of infrastructure.	4.
Lack of leadership.	5.
Lack of capital.	6.
Lack of political support.	7.
Lack of recreational and cultural amenities.	8.
Inability to retain young people.	9.
Other (Please specify) ----- ----- ----- ----- -----	10.

27. Please indicate the top two barriers to economic development by putting the corresponding number in the space provided (in order of priority).

- a. -----
- b. -----

28. Who are you most likely to contact when you need information or have a question about local economic development?

Municipal LED Unit.	1.
Ward committee.	2.
Local college/University	3.
Regional Economic Development Partnership Organization.	4.



**LACK OF SKILLS TRANSFER (LACK OF RESOURCES) ARE THE CHALLENGES FACING LED.**

31. Does lack of funds impact on LED implementation?

Yes	1.
No	2.

If yes, explain how-----  
 -----  
 -----  
 -----

32. What are the possible constraints to the LED strategy implementation?

Financial resource constraints.	1.
Human resource constraints.	2.
Legislative constraints.	3.
Sectorial support constraints	4.
Any other (Explain) ----- ----- ----- -----	5.

33. What role does the following Institutions play in supporting LED in the Greater Tzaneen Municipality?

Institutions	1. Funding	2. Skills	3. Capacity	4. Any other
National Government				
Provincial Government				
NGO's				
Traditional leaders				
Business sector				
Foreign agency				

34. Read the following and indicate your response as well as indicating whether you agree, disagree, not quite sure or don't know.

Statement(s)	Agree	Disagree	Not quite sure	Do n't know
34.1. Does slow or poor service delivery impact on LED implementation in the municipalities?	1	2	3	4
34.2. Is the budget allocated for LED strategic implementation sufficient to improve and better the local communities lives?	1	2	3	4
34.3. Does lack of infrastructure hinder LED sustainability?	1	2	3	4
34.4. Does the quality service delivery and infrastructure contributes to the business sector's funding support and investment in the municipality?	1	2	3	4
34.5. Are the qualifications of LED Unit staff enough to render effective delivery on LED sustainability?	1	2	3	4
34.6. Is the staff complement in the LED Unit enough to deliver on sustainable LED?	1	2	3	4
34.7. Is there any appraisal achievement to LED?	1	2	3	4

Thank you for completing the economic development questionnaire/survey.

## INTERVIEW GUIDE

### 1. LED UNIT VIEW

1.1. As an LED Official, what do you understand by the concept LED?

---

---

---

---

1.2. What are your roles and responsibilities regarding the implementation of LED?

---

---

---

---

1.3. What are the policies and legislation governing LED within Greater Tzaneen Municipality in general?

---

---

---

---

1.4. How does GTM integrate the policies and legislation into its IDP and budgets?

---

---

---

---

1.5. What is the status of LED within Greater Tzaneen Municipal area?

---

---

---

---

1.6. What is the LED implementation strategy?

---

---

---

---

---

1.7. Indicate their roles, which units are responsible for implementation?

---

---

---

---

---

1.8. What do you consider as main achievements of the LED strategy?

---

---

---

---

---

1.9. How effective has been the GTM in implementing its LED strategy?

---

---

---

---

---

1.10. What kind of roles can other stakeholders play towards the effective implementation of the LED strategy?

---

---

---

---

---

1.11. What do you see as challenges and limitations of the LED implementation strategy?

-----  
-----  
-----  
-----  
-----

1.12. How can the challenges mentioned in 1.11 above be resolved?

-----  
-----  
-----

1.13. How can you rate Greater Tzaneen Municipality's support concerning the implementation of the LED strategy?

- a. Very excellent.
- b. Excellent.
- c. Good
- d. Fair.
- e. Poor.


1.14. What is the total municipal annual amount budgeted specifically for LED in 2014?

- a. < R1 million
- b. above R1 million

1.15. Are there groups which independently or jointly with the municipality provide LED processes in the area?

a) Yes	
b) No	

If yes, please explain -----  
-----  
-----  
-----

1.16. How much external financial resources could be harnessed for LED in the municipality? -----

1.17. Does Greater Tzaneen Municipality communities understand LED and its impact upon their lives?

a) Yes	<input type="checkbox"/>
b) No	<input type="checkbox"/>

If your answer is no, explain why -----  
-----  
-----  
-----

## 2. PUBLIC AND/PRIVATE SECTOR PLANS

2.1. What future implementation activities does Greater Tzaneen Municipality have regarding LED?

-----  
-----  
-----  
-----

2.2. How do you view the system of public participation and transparency in LED initiatives and projects within your community?

-----  
-----  
-----  
-----



2.3. Is there transparency and openness in all local economic development initiatives within your area? Explain.

-----  
-----  
-----  
-----  
-----

**3. EXTERNAL SUPPORT**

3.1. Does Greater Tzaneen Municipality use external support for LED projects and processes?

a) Yes

b) No

If yes, briefly discuss the sources -----  
-----  
-----  
-----

3.2. Do you get support from the LED Unit?

a) Yes

b) No

If yes, what kind of support -----  
-----  
-----  
-----

**4. EDUCATION AND TRAINING**

4.1. Is there any training or capacity building initiatives offered to LED officials?

a) Yes	<input type="checkbox"/>
b) No	<input type="checkbox"/>

If yes, what kind of training -----  
-----  
-----  
-----  
-----

**5. POVERTY ALLEVIATION**

5.1. Do you think LED Projects have achieved their objectives of eliminating poverty and promoting employment of local people within your municipal area? Explain.

-----  
-----  
-----  
-----

5.2. As per the Constitutional mandate, municipalities are expected to implement LED activities and projects. Are you satisfied with the manner in which LED projects are administered within your municipality? Give reasons.

-----  
-----  
-----  
-----

## 6. SUSTAINABILITY OF LED IN GTM

Sustainability refers to the extent to which GTM can achieve the objectives of LED on a continuous, long term basis.

6.1. How long has LED been implemented in the municipalities?

- a. < 1 year
- b. 1-2 years
- c. 3-4 years
- d. 4-5 years
- e. more than 5 years

6.2. Are there any LED projects which the municipalities implement that exist after 5 years?

- a. Yes
- b. No

If no, explain why -----  
-----  
-----

6.3. Are the LED projects that you support profitable?

- a. Yes
- b. No

If no, explain why -----  
-----  
-----

6.4. Are the LED projects that you support financially viable or not?

a. Yes	<input type="checkbox"/>
b. No	<input type="checkbox"/>

If no, explain why -----  
-----  
-----

6.5. Comment on the adequacy of the institutional support for LED implementation.

-----  
-----  
-----  
-----

Thank you for participating in this survey.



**University of Limpopo**

Private Bag X1106, Sovenga, 0727, South Africa

Tel: (015) 268 4141, Fax: (015) 290 2852, Email:Happy.Ngobeza@ul.ac.za

**MASTER OF DEVELOPMENT PROGRAMME**

**To : The Municipal Manager  
(Greater Tzaneen Municipality)**

**From : Prof G Makombe  
HOD (MDEV Programme)**

**Date : 13 August 2015**

**Subject : PERMISSION TO COLLECT DATA FOR RESEARCH PURPOSE)**

Dear Sir/Madam

This serves to confirm that **Mr LE Malele (200303874)** is registered as a part-time student at **Turfloop Graduate School of Leadership (TGSL)**, in **Master of Development Programme (MDEV)**.

He is currently conducting research for his mini-dissertation. As part of the requirements to complete his mini dissertation, he need to collect data in line with his research topic

The title of his dissertation is: **"The implementation of LED Strategies by the Greater Tzaneen Municipality in Limpopo Province"**.

Any assistance you can offer to the student will be most appreciated.

Thank you.

**Prof G Makombe**

SCHOOL ADMINISTRATOR  
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP  
101 THE MEADOWS  
P.O. BOX 750 FAUNTLARK 0727

P O Box 3007  
TZANEEN  
0850  
12 August 2013

The Municipal Manager/Head of LED Unit  
Greater Tzaneen Municipality  
P O Box 24  
TZANEEN  
0850

Sir/ Madam

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for the permission to conduct research at the Greater Tzaneen Municipality.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (Edupark).
4. My research topic is **“The implementation of LED Strategies by the Greater Tzaneen Municipality in Limpopo Province”**.
5. My focus area will be the LED Unit/IDP Unit and any other unit/section that is geared towards development, sustainability, poverty alleviation, skills development and training etc.
6. Data will be collected through interviews and questionnaires with selected municipal officials and political office bearers at the Greater Tzaneen Municipality. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.
7. My felt difficulty for conducting this research is based on the LED initiatives going on in the Greater Tzaneen Municipal area and the observation that I have made from the distance as the local resident, it appears like the Greater Tzaneen Municipality is doing well in LED implementation, hence the need to conduct further research.

8. The findings and recommendations made out of this survey will help other municipalities in South Africa, particularly Limpopo Province, to effectively implement the LED Strategies.

9. The Greater Tzaneen Municipality will be given a copy of my dissertation after completion of the study.

10. Attached please find the request letter from the University.

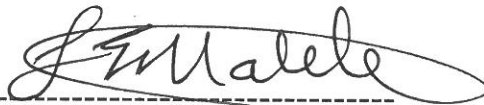
I hope you will find this request to be in order.

Thanking you in advance for your cooperation.

I am looking forward to your positive response.

Yours in Nation Building and Community Development

Mr. L.E.Malele

A handwritten signature in black ink, appearing to read 'L.E. Malele', written over a horizontal dashed line.

Researcher

Cell No: 083 493 7399

P O Box 3007  
TZANEEN  
0850  
23 May 2016

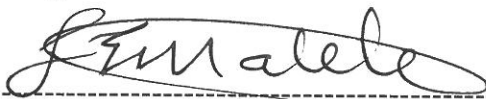
The Ward Councillor and Ward Committee  
Greater Tzaneen Municipality

Sir/Madam

### REQUEST TO COMPLETE QUESTIONNAIRES

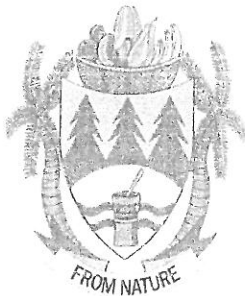
1. The above matter bears reference.
2. I hereby request that you complete the enclosed questionnaires.
3. After completing the questionnaires could you kindly return them to **Public Participation Office No.119 at Greater Tzaneen Municipal Offices.**
4. I will appreciate getting your feedback at your earliest convenience, preferably on or before June 10, 2016.

Regards



Mr L.E.Malele (Researcher)  
Cell No : 0834937399





**GREATER TZANEEN MUNICIPALITY**  
**GROTER TZANEEN MUNISIPALITEIT**  
**fu+ MASIPALA WA TZANEEN**  
**MASEPALA WA TZANEEN**



P.O. BOX 24  
TZANEEN  
0850

TEL: 015 307 8000  
FAX: 015 307 8049

[www.greatertzaneen.gov.za](http://www.greatertzaneen.gov.za)

Our Ref: 15/1/4//2/r  
Freddy Rammalo

14 April 2016

**Attention : Mr. L.E.Malele**  
P O Box 3007  
TZANEEN  
0850

Dear Sir

**RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH INVOLVING  
MUNICIPAL OFFICIALS AND COUNCILORS IN THE GREATER TZANEEN  
MUNICIPALITY**

The Greater Tzaneen Municipality would like to acknowledge receipt of your letter dated 01 March 2016. Your request for permission to collect data for your studies with University of Limpopo, Turfloop Graduate School of Leadership in Edupark, has been granted.

We trust that the issue of confidentiality will be adhered to, together with the research ethical standards as indicated in your letter.

The municipality would like to take this opportunity to thank you for choosing the Greater Tzaneen Municipality as a reference point.

Should you have further queries please contact our office as above.

Regards



**SR MONAKEDI**  
**MUNICIPAL MANAGER**



**University of Limpopo**

Private Bag X1106, Sovenga, 0727, South Africa

Tel: (015) 268 4141, Fax: (015) 290 2852, Email:Happy.Ngobeza@ul.ac.za

**MASTER OF DEVELOPMENT PROGRAMME**

**To : To Whom It May Concern**

**From : Prof G Makombe  
HOD (MDEV Programme)**

**Date : 13 August 2015**

**Subject : PERMISSION TO COLLECT DATA FOR RESEARCH PURPOSE)**

Dear Sir/Madam

This serves to confirm that **Mr LE Malele (200303874)** is registered as a part-time student at **Turfloop Graduate School of Leadership (TGSL)**, in **Master of Development Programme (MDEV)**.

He is currently conducting research for his mini-dissertation. As part of the requirements to complete his mini dissertation, he need to collect data in line with his research topic

The title of his dissertation is: **"The implementation of LED Strategies by the Greater Tzaneen Municipality in Limpopo Province"**.

Any assistance you can offer to the student will be most appreciated.

Thank you.

**Prof G Makombe**

SCHOOL ADMINISTRATOR  
TURFLOOP GRADUATE  
SCHOOL OF LEADERSHIP  
TEL: 015 290 2816  
PO BOX 756 FALINA PARK 0787

P O Box 3007  
TZANEEN  
0850  
12 August 2013

The CEO  
Greater Tzaneen Economic Development Agency  
TZANEEN  
0850

Sir/ Madam

## **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for the permission to conduct research at GTEDA anchor projects within the Greater Tzaneen Municipality.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (EduPark).
4. My research topic is **“The implementation of LED Strategies by the Greater Tzaneen Municipality in Limpopo Province”**.
5. My focus area will be within GTEDA anchor projects and any other unit/section that is geared towards economic development, sustainability, poverty alleviation, skills development and training etc.
6. Data will be collected through interviews and questionnaires with selected GTEDA projects leaders and officials.
7. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.

8. My felt difficulty for conducting this research is based on GTEDA's LED driven projects and initiatives going on in the Greater Tzaneen Municipal area and the observation that I have made from the distance as the local resident, it appears like the Greater Tzaneen Municipality is doing well in LED implementation, hence the need to conduct further research.

9. The findings and recommendations made out of this survey will help other municipalities in South Africa, particularly Limpopo Province, to effectively implement the LED Strategies.

10. GTEDA and the Greater Tzaneen Municipality will be given a copy of my dissertation after completion.

11. Attached please find the request letter from the university.

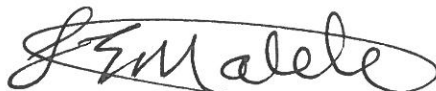
I hope you will find this request to be in order.

Thanking you in advance for your cooperation.

I am looking forward for your positive response

Yours in Nation Building and Community Development

Mr. L.E.Malele



-----  
Researcher

Cell No: 083 493 7399



PO Box 2420  
Tzaneen  
0850  
South Africa

Office No. 63  
Cascades Building, Tzaneen  
Tel: +27 15 307 3296  
Fax: +27 15 307 4954  
Email: [info@gteda.co.za](mailto:info@gteda.co.za)

Reg: 2007/008144/07

Mr. L.E Malele  
P.O. Box 3007  
Tzaneen  
0850  
14 December 2015

Dear Sir

**PERMISSION: Dissertation - Master of Development Programme (MDEV) degree with the University of Limpopo (Student No. 200303874)**

1. In response to your request, I **Mashao Welly Mulaudzi** in my capacity as the Acting Chief Executive Officer, hereby permit Mr. L.E Malele ID No. 6306015783082 to conduct Research on implementation of LED Strategies (Developmental Initiatives).
2. The research to commence on 11 January 2016 to 30 April 2016.
3. For more information contact the Project Coordinator, Ms. M.C Hlokwé at (015) 307 3296/16.

Kind Regards,

A handwritten signature in black ink, appearing to read "M.W Mulaudzi", written over a horizontal line.

**Mr. M.W Mulaudzi**  
**GTEDA: Acting Chief Executive Officer**

Date: 14/12/2015

---

**Board Chairperson:** Mr. MZ Mawasha; **Deputy Chairperson:** Mr. ES Maake; **Board Members:** Mrs. MF Mushwana; Mr. M Gardner; Ms. MI Moakamela; Mr BJ Pretorius; Ms. J Makapan; Ms. BL Mathebula; Mr. SR Monakedi; **In-House Company Secretary:** Adv. VJG Baloyi; **Chief Executive Officer:** Mr. V Mulaudzi (Acting).

Enquiries: L.E.Malele  
Cell No: 083 493 7399  
Student No: 200303874  
Email: malelele01@gmail.com

P O Box 3007  
TZANEEN  
0850  
24 February 2016

The CEO  
LEDA  
POLOKWANE  
0700

Sir/ Madam

## **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for the permission to conduct research at Makgoeba Tea Estate in the Greater Tzaneen Municipality.
3. I have registered for a Master of Development Degree (MDEV) with the University of Limpopo at the Turfloop Graduate School of Leadership (Edupark).
4. My research topic is **“The implementation of LED Strategies by the Greater Tzaneen Municipality in Limpopo Province”**.
5. My focus area will be the Makgoeba Tea Estate and any other unit/section that is geared towards development, sustainability, poverty alleviation, skills development and training etc.
6. The data collection methods will include an interview and questionnaires with the Estate Manager and some sampled estate officials. The information gathered will solely be for research purposes and the ethical considerations of a research will be adhered to at all times.
7. The findings and recommendations made out of this survey will help other municipalities in South Africa in particular Limpopo Province, on the effective implementation of the LED Strategies.

8. The LEDA will also be favoured with a copy of my dissertation after completion for your ease of reference.

9. Attached please receive the request letter from the university and the survey questionnaire for your ease of reference.

I hope you will find this request to be in order.

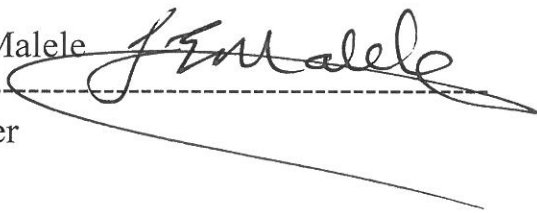
Looking forward for your positive response

Thank you.

Yours in Nation Building and Community Development

Mr. L.E.Malele

-----  
Researcher

A handwritten signature in black ink, appearing to read 'L.E. Malele', is written over a horizontal dashed line. A long, sweeping underline extends from the end of the signature across the line.

P O Box 3007  
TZANEEN  
0850  
25 February 2016

The Royal Council  
Bakgaga Ba Ga Maake

Her Highness/ Your Majesty

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for permission to conduct research at Bakgaga Ba Ga Maake Local Government.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (Edupark).
4. My research topic is: **The Implementation of LED Strategies by Greater Tzaneen Municipality in Limpopo Province.**
5. My focus area is within the royal council/traditional authority and LED projects and units or sections geared towards economic development and, sustainability, poverty alleviation, skills development and training.
6. Data will be collected through interviews and questionnaires with selected royal council members/ leadership, projects leaders and officials.
7. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.



8. The findings and recommendations made out of this survey will, I hope, help other municipalities in South Africa, particularly in Limpopo Province, to effectively implement the LED strategies.

9. The Bakgaga Ba Ga Maake Royal Council/Local Government will be given a copy of my dissertation after completion of the study.

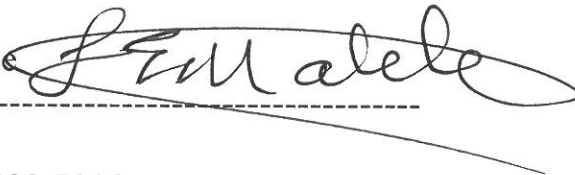
10. Attached please find the request letter from the University.

Thanking you in advance for your cooperation.

I looking forward to your positive response.

Sincerely

Mr. L.E.Malele

A handwritten signature in black ink, appearing to read 'L.E. Malele', written over a horizontal dashed line. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Researcher

Cell No: 083 493 7399

P O Box 3007  
TZANEEN  
0850  
25 February 2016

The Royal Council  
Batlabine Traditional Council

Your Majesty

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for permission to conduct research at Batlabine Traditional Council.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (EduPark).
4. My research topic is: **The Implementation of LED Strategies by Greater Tzaneen Municipality in Limpopo Province.**
5. My focus area is within the royal council/traditional authority and LED projects and units or sections geared towards economic development and, sustainability, poverty alleviation, skills development and training.
6. Data will be collected through interviews and questionnaires with selected royal council members/ leadership, projects leaders and officials.
7. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.

8. The findings and recommendations made out of this survey will, I hope, help other municipalities in South Africa, particularly in Limpopo Province, to effectively implement the LED strategies.

9. The Batlhabine Traditional Council will be given a copy of my dissertation after completion of the study.

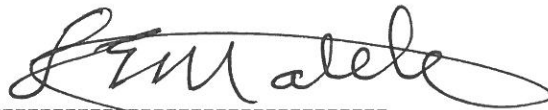
10. Attached please find the request letter from the University.

Thanking you in advance for your cooperation.

I looking forward to your positive response.

Sincerely

Mr. L.E.Malele

A handwritten signature in black ink, appearing to read 'L.E. Malele', written over a horizontal dashed line.

Researcher

Cell No: 083 493 7399

P O Box 3007  
TZANEEN  
0850  
14 March 2016

The Nkuna Traditional Authority

Your Majesty

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for permission to conduct research at Nkuna Traditional Authority.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (Edupark).
4. My research topic is: **The Implementation of LED Strategies by Greater Tzaneen Municipality in Limpopo Province.**
5. My focus area is within the royal council/traditional authority and LED projects and units or sections geared towards economic development and, sustainability, poverty alleviation, skills development and training.
6. Data will be collected through interviews and questionnaires with selected royal council members/ leadership, projects leaders and officials.
7. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.
8. The findings and recommendations made out of this survey will, I hope, help other municipalities in South Africa, particularly in Limpopo Province, to effectively implement the LED strategies.
9. The Nkuna Traditional Authority will be given a copy of my dissertation after completion of the study.

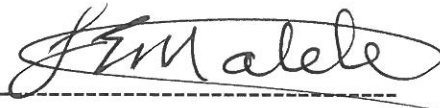
10. Attached please find the request letter from the University.

Thanking you in advance for your cooperation.

I looking forward to your positive response.

Sincerely

Mr. L.E.Malele

A handwritten signature in cursive script, appearing to read 'L.E. Malele', written over a horizontal dashed line.

Researcher

Cell No: 083 493 7399

P O Box 3007  
TZANEEN  
0850  
18 March 2016

The Chairperson  
Modjadji Royal Council

Her Highness/ Your Majesty

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for permission to conduct research at Modjadji Royal Council.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (Edupark).
4. My research topic is: **The Implementation of LED Strategies by Greater Tzaneen Municipality in Limpopo Province.**
5. My focus area is within the royal council/traditional authority and LED projects and units or sections geared towards economic development and, sustainability, poverty alleviation, skills development and training.
6. Data will be collected through interviews and questionnaires with selected royal council members/ leadership, projects leaders and officials.
7. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.

8. The findings and recommendations made out of this survey will, I hope, help other municipalities in South Africa, particularly in Limpopo Province, to effectively implement the LED strategies.

9. The Modjadji Royal Council will be given a copy of my dissertation after completion of the study.

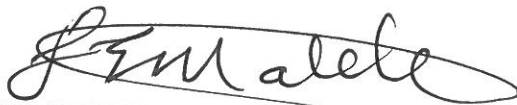
10. Attached please find the request letter from the University.

Thanking you in advance for your cooperation.

I looking forward to your positive response.

Sincerely

Mr. L.E.Malele

A handwritten signature in black ink, appearing to read 'L.E. Malele', written over a horizontal dashed line.

Researcher

Cell No: 083 493 7399

P O Box 3007  
TZANEEN  
0850  
14 March 2016

Kgosigadi Mokgolobotho Tribal Authority

Her Highness/ Your Majesty

### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

1. The above matter bears reference.
2. I hereby request for permission to conduct research at Kgosigadi Mokgolobotho Tribal Authority.
3. I am a registered Master of Development (MDEV) student at the University of Limpopo's Turfloop Graduate School of Leadership (Edupark).
4. My research topic is: **The Implementation of LED Strategies by Greater Tzaneen Municipality in Limpopo Province.**
5. My focus area is within the royal council/traditional authority and LED projects and units or sections geared towards economic development and, sustainability, poverty alleviation, skills development and training.
6. Data will be collected through interviews and questionnaires with selected royal council members/ leadership, projects leaders and officials.
7. The information gathered will strictly be for research purposes and proper research ethics will be adhered to at all times.
8. The findings and recommendations made out of this survey will, I hope, help other municipalities in South Africa, particularly in Limpopo Province, to effectively implement the LED strategies.



9. Kgosisgadi Mokgolobotho Tribal Authority will be given a copy of my dissertation after completion of the study.

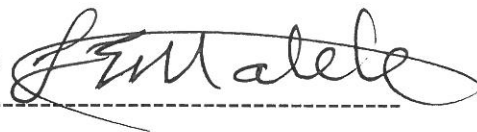
10. Attached please find the request letter from the University.

Thanking you in advance for your cooperation.

I looking forward to your positive response.

Sincerely

Mr. L.E.Malele

A handwritten signature in black ink, appearing to read 'L.E. Malele', written over a horizontal dashed line.

Researcher

Cell No: 083 493 7399

Enquiries: Kgosisigadi.M.E.Mokgoloboto  
Cell No: 0734258825/0711617143

P O Box 2840  
TZANEEN  
0850  
11 January 2016

Mr.L.E. Malele  
P O Box 3007  
TZANEEN  
0850

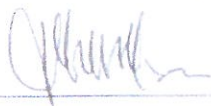
Sir

**REQUEST FOR PERMISSION TO CONDUCT RESEARCH AT KGOSIGADI  
MOKGOLOBOTHO TRIBAL AUTHORITY (YOURSELF)**

1. The above matter bears reference.
2. In your letter dated 13 August 2015, you requested for permission to conduct Research at Kgosisigadi Mokgolobotho Tribal Authority, as part of your dissertation for MDEV (Master of Development).
3. The Kgosisigadi Mokgolobotho Tribal Authority is hereby granting you the permission to conduct your research as requested.
4. The tribal authority is also pleased to learn that the research participants will be protected by the Research Ethics and the principle of confidentiality.
5. Since your topic covers "The implementation of LED Strategies by the Greater Tzaneen Municipality in Limpopo Province", as service delivery beneficiaries from the municipality, we will appreciate if the findings of your research (copy of your dissertation) can be part of the royal council archive/library shelf for future reference.
6. In conclusion the Kgosisigadi Mokgolobotho Tribal Authority wishes you all the best in your studies and also hope that your investigations will also help in bringing change to our communities in particular service delivery, LED and projects implementation.

Thank you.

Yours Faithfully



Her Highness Kgosisigadi.M.E.Mokgoloboto

