

DURBAN UNIVERSITY OF TECHNOLOGY

**PARTICIPATION OF TRADITIONAL LEADERS IN
ECONOMIC DEVELOPMENT PLANNING IN
MAPHUMULO MUNICIPALITY**

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**Participation of traditional leaders in economic development planning in
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DECLARATION

I, Blessing Simphiwe Dumisani Ntuli, declare that the work presented in this dissertation, except where otherwise indicated, is my original work. Where I used other people's writing, I have acknowledged them as references in the text and bibliography.

Blessing Simphiwe Dumisani Ntuli (Student Number: 16416985)

DEDICATION

I want to dedicate this work to the God Almighty, my creator and pillar of strength, wisdom, knowledge, vision and understanding. This work is also dedicated to my entire family, especially my parents, who have taught me respect and humility. Also, my fiancé and my daughter always inspire me for what I do. Not forgetting my colleagues who have been supporting me from the inception of this study.

Thank you all for your indirect and direct support; your love for me is unquantifiable; God bless you all.

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ABSTRACT

Constitutional and legislative requirements require traditional leaders to be involved in local economic development initiatives. However, there is a growing belief that traditional leadership institutions are not included in government attempts for Local economic development (LED). In most cases, a gap still exists and availing progress reports to the public. The study sought to examine the role and potential influence of traditional leaders in the economic development planning of their local areas to boost rural areas' economies.

The study used an exploratory research design to ascertain the level of involvement by the national, provincial, and local governments of traditional leadership in economic development planning for their areas. The design was informed by qualitative methodology, where the researcher interviewed Chiefs and 20 elected community members in the Maphumulo area. This area was chosen because it was easily accessible to the researcher. Data were analyzed by applying qualitative thematic content analysis. The study is envisaged to promote local development by involving traditional institutions in local government planning and budgeting within the Maphumulo area.

The findings show that traditional leaders play an advisory role in the municipality and that local LED engagement is made possible by these leaders' participation in these policies. The results highlight the variety of parties participating in LED, including councillors, ward committees, NGOs, government agencies, municipalities, residents, and traditional and religious leaders. The outcomes show that LED participative tactics have a limited amount of effectiveness. Participants lamented corruption and the municipality's delayed reaction. The study also demonstrated the need for institutionalized LED responses that include all relevant parties. Most participants believed the municipality had the key to collaborating with the necessary regional forces to promote LED.

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LIST OF ACRONYMS

COGTA	Cooperative governance and traditional affairs
CRC	Civil Right Commission
DPLG	Department of Provincial and Local Government
DTI	Department of Trade and Industries
IDP	Integrated Development Plan
LED	Local economic development
LGTA	Local Government Transition Act
MENA	Middle East/North Africa
NSDP	National Skills Development Policy
SMMEs	Small, Medium and Micro Enterprise

CHAPTER 1: INTRODUCTION

1.1 Background to the Study

The role of traditional leadership in the Republic of South Africa has remained contentious in terms of implementation. Chapter 12 of the SA Constitution recognizes traditional leaders and specifies their roles. Section 219 of the Constitution also prescribes remuneration for traditional leaders and members of council of traditional leaders.

This suggests that every municipal government must recognize the institution. The Traditional Leadership and Governance Framework Act 41 of 2004 Section 5 (subsection 1) mandates the government to promote partnership between the municipality and the traditional leadership through other legislative measures such as the Municipal Systems Act Section 3). However, although the legal provisions on the participation of traditional leaders are clear, enactment remains the key. The purpose of the involvement of the traditional leaders in municipalities around South Africa is to ratify public participation strategies and legislation and continuously check and evaluate their effectiveness. The aim would be to ensure that public participation policies are complied with.

It is well-documented that traditional leaders face several barriers when becoming involved in local economic development. Denisova (2020) argued that the major problem for traditional leaders is a lack of training on their legal obligations, inadequate communication, and the absence of traditional leaders' formative activities. Council members do not share information about community development projects with traditional leaders (Balasuriya, 2023). Research on Vhembe supports Maseko's (2014) claim that traditional leadership is excluded in that community (Bikam & Chakwizira, 2014; Ragolane & Malatji, 2023). Local economic development efforts fail if traditional leaders are shut out of municipal decision-making institutions, as they represent a bigger part of the community (Mboh, 2021; Mihaylova, 2023). The service delivery demonstration in Maphumulo Local Municipality in May 2018 proved this allegation true since the demonstrators did not speak with one voice in solidarity with grassroots organisations and traditional authority.

In addition to the above, Kurebwa (2020) argue that the public sector's management style left little room for innovation through broad-based participation. Councilors are officially the "Ward bearers" and often do not reside within the communities and are

unavailable for consultation with communities (Enwereji & Uwizeyimana, 2020). According to the visibility of and interactions with council members, ward committee members, or municipal officials, literature shows poor levels of representation (Musitha, 2020). As a result, traditional leaders find it difficult to influence decisions. According to Kurebwa (2020), municipalities are typically characterized by an institutional vacuum because the legally required local committees, such as Ward Committees, Integrated Development Plan (IDP) forums, and community meetings, which are supposed to provide avenues for public participation, are either nonexistent or ineffective.

The researcher's interest in Local Economic Development (LED) developed while working as a councillor, where he observed a huge disconnection between political leaders and traditional leaders. The researcher has worked closely with traditional leaders for two years and discovered some complexities that characterise the working relationship between traditional leaders, elected officials and municipal bureaucracy. The researcher's experience working closely with traditional leaders developed an interest in this area.

1.2 Problem Statement

Traditional leadership must be involved in local economic development activities to comply with constitutional and legal requirements. The 2003 White Paper on Traditional Leadership and Governance lists socioeconomic progress as one of the duties of traditional leaders. The notion that conventional leadership institutions are excluded from government efforts for LED, however, is one that is gaining ground. In most cases, a gap still exists in disseminating information and availing progress reports to the public. As a result, communities are usually unaware of what is taking place in their communities (Drummond & Nel, 2021). In KwaZulu Natal, Amakhosi barely met to discuss service delivery issues and the community's basic needs (Munzhedzi & Makwembere, 2019a). The lack of proper consultations may result in sub-optimal or inappropriate provision of services.

If the *Amakhosi* are excluded from the policy formulation processes, implementing the formulated processes becomes problematic (Patel, 2016; Mtapuri, Giampiccoli & Mnguni, 2019). People believe that the government lacks any initiatives or directives that explicitly outline the role of traditional authorities in local economic development. The traditional leadership's negative perception of the government's local economic

development programs is therefore understandable. If chiefs are not given the opportunity to show that they can help to grow the economies of the regions under their control, they are likely to continue to feel this way. The claim that traditional leaders are not active in regional economic development and are unfavorable toward government initiatives is because wherever regional development has taken place, it does not seem that they have been participating.

1.3 Aim of the Study

The aim of the study was to:

Examine the participation of traditional leaders in economic development planning in Maphumulo Municipality

1.4 Research Objectives

The study was conducted to fulfil the following objectives:

- Define the role and involvement of traditional leaders in government economic development planning.
- Assess the opinions and perceptions of both traditional leaders and community members regarding government economic development initiatives.
- To establish the underlying causes of the exclusion of traditional leadership from local economic development initiatives.
- To identify the recommendations for optimal participation of traditional leadership in development.

1.5 Research Questions

The objectives listed above may be restated as research questions listed below:

- What is the current role and potential for participation of traditional leadership in governmental economic development planning?
- What are the views, insights and perceptions of traditional leadership and selected community members on the government economic development initiatives and plans for their local area?
- What are the underlying causes of the exclusion of traditional leadership from local economic development initiatives?

- What are the recommendations for optimal participation of traditional leadership in development?

1.6 Significance of the Study

The contribution is threefold. Firstly, the study contributes towards promoting the participation of traditional leaders in local economic development matters. Well-informed Amakhosi contribute positively to local development programmes. As the traditional leaders understand the rationale of their involvement in municipal development programmes, their desire for participation will likely improve, leading to effective and improved service delivery.

Secondly, the study contributes to effectively implementing traditional leaders participation in South African municipalities. It is envisaged that municipalities will be able to identify the challenges inherent in the current public participation platforms and processes. More robust public participation platforms and processes are essential for effective and efficient local area development. Municipal policymakers will have information to use when evaluating municipal activities that affect local communities, enabling them to devise appropriate interventions in cases with shortcomings.

Thirdly, the study will contribute to the body of knowledge in the academic literature on traditional leaders' participation in local development in South Africa. There is a gap in the literature on studies that explore the nature and role of Amakhosi participation in local economic development matters. The few existing studies document the channels through which traditional leaders can participate in local government matters without exactly reporting on whether such available channels are being effectively used (Patel, 2016; Mzelemu, 2019). Therefore, this study joins some of the few studies that seek to bridge this gap.

1.7 Organisation of the Chapters

Chapter 1: Gives the study's problem statement and introduces the study's orientation. The purpose, goals, and limitations of the study are described by the researcher. This chapter describes the research issue and the author's strategy for resolving it.

Chapter 2: The literature study presented in this chapter offers a summary of earlier studies and theories on the function of African traditional leaders in governmental

economic development planning for rural regions. In this chapter, a global perspective on conventional leaders will also be discussed.

Chapter 3: This chapter contains the research methodology that the researcher used, including data collection tools and data analysis approaches.

Chapter 4: The data are presented and analysed in this chapter. It explains how the information was transformed into outcomes that the audience can understand.

Chapter 5:

The last chapter includes the inferences to be gained from the data and several policy suggestions to be implemented to solve the issue.

1.8 Chapter Summary

By conceptualising the study's background and setting, this chapter established the research problem. This was followed by describing the study's goals and questions and discussing its importance. An explanation of the thesis' overall framework serves as the chapter's conclusion. The study's literature is reviewed in the next chapter.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter explores the complexities of the involvement of traditional leaders in local economic development. It discusses the nature and extent of collective decisions and defines a set of the 'relevant population' in local economic development. It raises pertinent questions relevant to this study; for example, if some citizens would be more critically influenced by a specific decision on traditional affairs than the other residents, should the citizens more gravely affected have greater power over the outcome than those less impacted? The challenge of where practitioners demarcate as to those who might participate in local economic development and how they can contribute is a thorny issue facing the local government processes. The chapter demonstrates that the debate of how traditional leaders should be involved in economic development is still ongoing even in previous literature.

2.2 Theoretical Literature

Various theories in the literature attempt to explain traditional leadership issues vis-à-vis local economic development. These theories include the ladder of citizen participation theory which focuses on the effectiveness of public participation, the theory of service delivery which focuses on improving the methods of service delivery; the policy implementation theory which looks at the dynamics that characterise government institutions, and the theory of empowerment which contends giving local structures power through responsibility. Although many such theories exist, the policy implementation theory and the theory of empowerment underpin this study. The policy implementation is guided by Matlands ambiguity-conflict model, which has generated new knowledge since its adoption in the analysis of the success and failure of policy implementation. On the other hand, the empowerment theory is based on empowering individuals and communities to gain personal, interpersonal, and political power that improves lives (Zimmerman, 2000). These two theories are subsequently discussed in this subsection. The applicability of the two theories to this research is summarized in Table 2.1 below:

Table 2.1: Applicability of theories in public participation in service delivery

Research Objective	Theory	Theory Tenets
To determine the role and participation of traditional leadership in governmental economic development planning.	Policy implementation theory	Traditional leadership participation should not only be on implementation but should be continuous, from formulation.
To examine the views and perceptions of traditional leadership and selected community members on the government's economic development initiatives.	Policy implementation theory Theory of empowerment.	Synergies among local institutions. Individual participation creates a potential for public participation.
To establish the underlying causes of the exclusion of traditional leadership from local economic development initiatives.	Theory of empowerment.	+Social structures influence local economic development initiatives.
To identify the recommendations for optimal participation of traditional leadership in development.	Policy implementation theory.	*Politics influences the nature and extent of economic development.

Research on policy implementation in public administration is traditionally structured based on a top-down, bottom-up or synthesiser's perspective (Jensen, Johansson & Löfström, 2018). focusing on the implementation of collaboration because implementation issues revolve around cross-sector and inter-organisational collaboration problems (Bryson, Crosby & Middleton_Stone, 2015). Though

Frederickson, Smith, Larimer and Licari (2016) suggest that they lack parsimony, both top-down and bottom-up implementation approaches bring valuable insights into the study of policy implementation. Marquardt (2017) notes that the top-bottom and bottom-up approaches conflict because they depend on powers vested at each level and hard power resources. Hard power resources (constitutional power, regulatory power, and political power) are associated with the top, while soft power resources (agenda setting and framing) exist at the bottom with the implementers. In this case, even if either of the approaches is followed, the power of decision-making is from the top.

Literature reveals that modern society is no longer amenable to top-down general solutions. Sticking to the top-down approach can lead to policy implementation failure (Head & Alford, 2015). Moreover, the modern style is pluralistic, open to adaptation and would prefer to approach implementation in a non-standard way of adaptive management and networked governance that accommodates the dynamic nature of challenges experienced in real-time and stakeholder contestation. The deficiencies identified in the top-bottom and bottom-up approaches led to the development of more syntheses of the competing approaches, among which are the policy implementation theory and the empowerment theory.

2.2.1 The policy implementation theory

The theory was created by Matland (1995), and it deals with the dynamics of governmental organisations. It highlights the desire and ability of state agencies to put into effect particular classes of new participation rules. The enhancement of this theory came after the first and second generations of researchers. The first generation discovered several policies implementation challenges, namely ambiguous relationships between policies, decisions, and implementation of projects. The many parties tasked with implementation must collaborate to translate policy goals into action (Head & Alford, 2015). If implementing policy is a problem of cooperation, incentives could be provided to persuade parties to work together towards a shared policy outcome.

The implementation of participation initiatives involves the collaboration of several institutions. Implementing managers and institutions can lack the capacity (knowledge, skills, personnel, and other resources) to conduct the proposed policy (Matland, 1995). Policymakers' inability to clearly define policy objectives and monitor implementation leads to increased implementation failure. Community implementation may be weakened by government policy leaders' inability to formulate clear and reliable instructions for the activities expected by implementing administrators and organizations (Marquardt, 2017). It is anticipated that policies that call for significant change and the participation of several perspectives would inspire a positive response and be carried out.

The idea that the policy development process can be examined as a part of the rhetoric surrounding policy execution is rejected by modern perspectives. In contrast to the claims, it is assumed that prior talks and policy recommendations impact policy implementation because they alter how individuals who execute policies understand the challenges facing policies (Head & Alford, 2015). Players involved in policy implementation must contend with various policy implications since adjusting competing interests while creating policies is common practice. The embedded content of policies may reproduce expressible aims while implementing institutions may struggle to carry out objectives that are not part of the public plan (Marquardt, 2017).

Batley and Mcloughlin (2015) point out the pervasive nature of politics in local economic development. They claim that some services are constantly under or over-

provided regardless of the political and institutional setting compared to others. For instance, they argue that infrastructure needs precedence over social services and that water supply precedes sanitation. This is explained in part by how diverse services differ from one another. Increased exposure and public profile, the potential to focus the services to benefit specific persons or groups, and the possibility of barring particular users all contribute to political incentives. These qualities affect estimates to identify the extent to which supplying a certain service gives the potential for garnering support or maintaining client list relationships to such a degree that politicians may know and are prepared to act on customer preferences.

Hill and Hupe (2014) reviewed contemporary policy implementation research state of the art. They suggested that the nature of the substantive policy and the institutional context are important variables in substantive policy research, while the political dimensions (ambiguity and conflict) are acknowledged as inherent characteristics of policy processes. Matland (1995) highlighted these variables, contrasting issues about the extent of policy ambiguity on the one hand and issues about policy conflict on the other, as presented in Figure 2.1. Matlands model considers implementation as differing in relation to the varying character of the policies to be implemented. The model is suitable for analysing the project organisations used to implement various public policies.

		CONFLICT	
		Low	High
AMBIGUITY	Low	<i>Administrative Implementation</i> Resources	<i>Political Implementation</i> Power
	High	<i>Experimental Implementation</i> Contextual Conditions	<i>Symbolic Implementation</i> Coalition Strength

Figure 2.1: Ambiguity-Conflict matrix: Policy implementation processes

Source (Matland, 1995).

In this model, ambiguity means the degree of clarity of a formulated policy, while conflict means the degree of struggle that can be observed in the policy formation stage and can be expected in the implementation stage due to ambiguity (Jensen *et al.*, 2018). For example, a policy might be widely supported politically but remain highly conflicting because the set goals are incompatible. Conflict may also arise when different parties work together and do not realise mutual benefits or do not agree on a vision (Coleman, Billings, Allen, Mikelyte, Croke, MacInnes & Checkland, 2021). With regards to ambiguity, Coleman *et al.* (2021) explain that ambiguity of goals (what is being aimed at) and ambiguity of means (diverse ways of achieving the goals) may be useful in enabling agreement both at the legitimation and the formulation stages.

Based on Matland 1995's model, administrative implementation is ideal for policies with low ambiguity and conflict. This is considered a rational decision process ideal for a top-down approach. For policies with a low degree of ambiguity but a prominent level of conflict, demand outcomes are determined by power. Therefore, these should be implemented through political implementation. Experimental implementation is useful for policies with a high degree of ambiguity but a low level of conflict demand, where local environments are likely to influence outcomes strongly. Finally, policies with a high degree of ambiguity and a prominent level of conflict work well with symbolic implementation and outcomes are determined by the strength of professional coalitions at the local level.

Despite it being criticized for lack of clarity on what implementation it refers to and restrictiveness of context (Coleman *et al.*, 2021), Matland (1995) ambiguity-conflict model is useful in enhancing understanding of the policy implementation processes and outcomes across a wide range of public policy fields. Wijaya, Mujtahid and Broto (2022) utilised the Matland (1995) model to study a child-friendly district policy implementation. The authors found that the policy implementation in North Lampung Regency was not fully effective or fully transformed. In another study of pharmacovigilance policy implementation in Jordan, Oman, and Kuwait, Garashi, Steinke and Schafheutle (2021) found that Matland's model identified the mechanism and factors impacting successful pharmacovigilance policy implementation. The model was also utilised in sport policy (Charway, Antwi, Seippel & Houlihan, 2022), climate change policy (Gakou-Kakeu, Di_Gregorio, Paavola &

Sonwa, 2022), analysis of policy implementation on the duties and functions of the Cabinet Secretariat (Kurniawan & Salomo, 2021), and security pacts (Calaresu & Triventi, 2022), among others.

Apart from Matlands model other implementation other models are useful in policy implementation though they are summarized in Table 2.2 this study chose to stick to Matlands model.

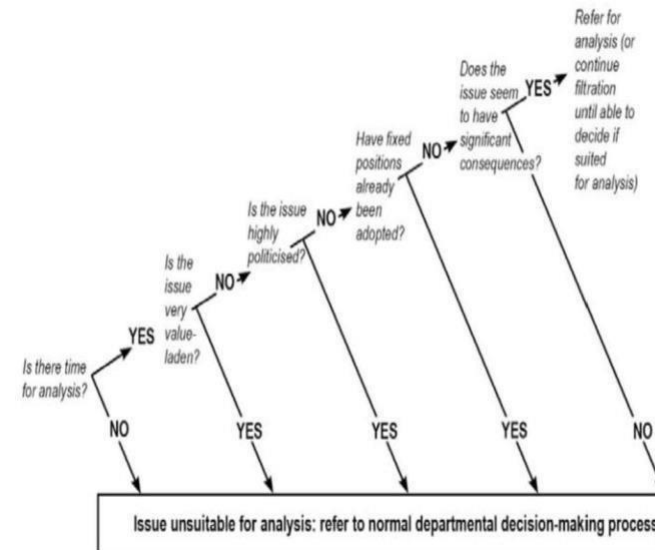
Table 2.2: A summary of implementation models

Implementation model	Details	Model
<p>Model Van Meter and Van Horn (Van Meter and Van Horn, 1975).</p>	<p>Van Meter and van Horn introduced several policy variables that connected dynamically and at the end, resulting in performance as the output of the policy. The success of the policy implementation will be defined by the real conditions of these six variables. Concise and clear standard and objectives that elaborates the overall goals of the policy</p> <ul style="list-style-type: none"> • Availability of resources and incentives. • Quality of relations between organisations. <p>Characteristics of implementing agencies, including organisation control, formal and informal relations between agencies with policymakers or policy enforcers.</p> <p>Economic, social, and political environment.</p> <p>Disposition from implementers that are involved in</p>	<pre> graph LR subgraph Policy SO[Standards and objectives] R[Resources] end subgraph ICA [Inter-organizational Communication and Enforcement Activities] ICA end subgraph CIA [Characteristics of Implementing Agencies] CIA end subgraph ESPC [Economic, Social and Political Conditions] ESPC end subgraph DI [The Disposition of Implementers] DI end subgraph Performance P[Performance] end SO --> ICA R --> ICA R --> CIA R --> ESPC ICA <--> CIA ICA --> DI CIA --> DI ESPC --> DI DI --> P </pre>

	the policy direction.	
<p>The Mazmanian and Sabatier Model (Mazmanian and Sabatier, 1983).</p>	<p>Argue that the critical role of the execution of public policy is its aptitude for identifying variables that sway the attainment of prescribed intentions throughout the execution process. According to Mazamanian and Sabatier (1989), the variables in question can be classified into three broad categories, namely:</p> <ul style="list-style-type: none"> • Tractability variable of the problem. • The ability of statute to structure implementation. <p>Non-statutory variables affecting implementation.</p>	<p>The diagram illustrates the Mazmanian and Sabatier Model, showing how various variables influence the implementation process. It is structured as follows:</p> <ul style="list-style-type: none"> Tractability of the problem(s) (Blue box): <ul style="list-style-type: none"> A1 technical difficulties A2 diversity of target group behaviour A3 target group as a percentage of the population A4 extent of behavioural change required Ability of statute to structure implementation (Pink box): <ul style="list-style-type: none"> B1 clear and consistent objectives B2 incorporation of adequate causal theory B3 initial allocation of financial resources B4 planning integration within and among implementing institutions B5 Decision rules of implementing agencies B6 Availability or recruitment of implementing staff B7 Formal access by outsiders Nonstatutory variables affecting implementation (Green box): <ul style="list-style-type: none"> C1 socioeconomic conditions and technology C2 public support C3 attitudes and resources of constituency groups C4 support from sovereigns C5 commitment and leadership skill of implementing officials <p>Arrows from these three categories point to the Stages (dependent variables) in the implementation process, which consists of five sequential chevron-shaped boxes:</p> <ol style="list-style-type: none"> Policy outputs of implementing agencies Compliance with policy outputs by target groups Actual impacts of policy outputs Perceived impacts of policy outputs Major revision in statute

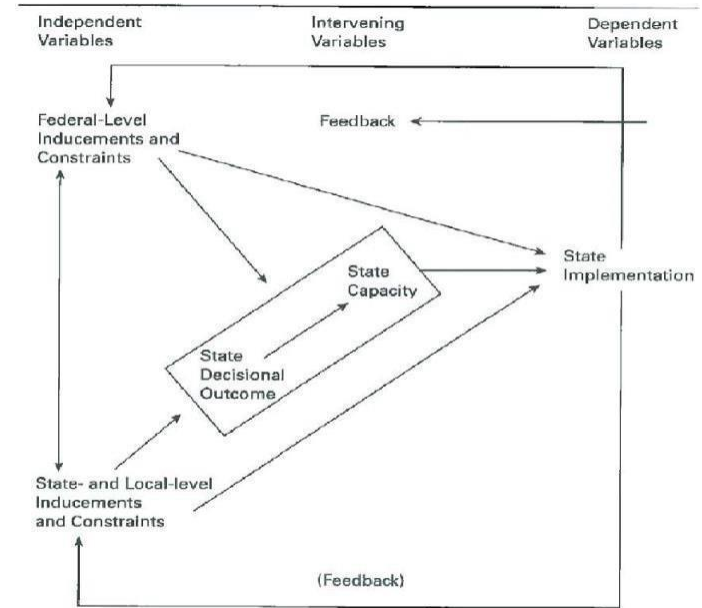
The Hogwood and Gunn model
(Hogwood, 1984)

Analysed the policy process in terms of several stages through which a (policy) issue may pass; deciding to decide (issue search or agenda-setting, deciding how to decide or issue filtration); issue definition; forecasting; setting objectives and priorities; options analysis; policy implementation, monitoring and control; evaluation and review; and finally, policy maintenance, succession or termination.



The Goggin Model
(Goggin and Lester,
1990).

Goggin's model is based on the idea that implementers are political actors and that the outcome of this endeavour entails complicated negotiation processes between implementers and central authorities.

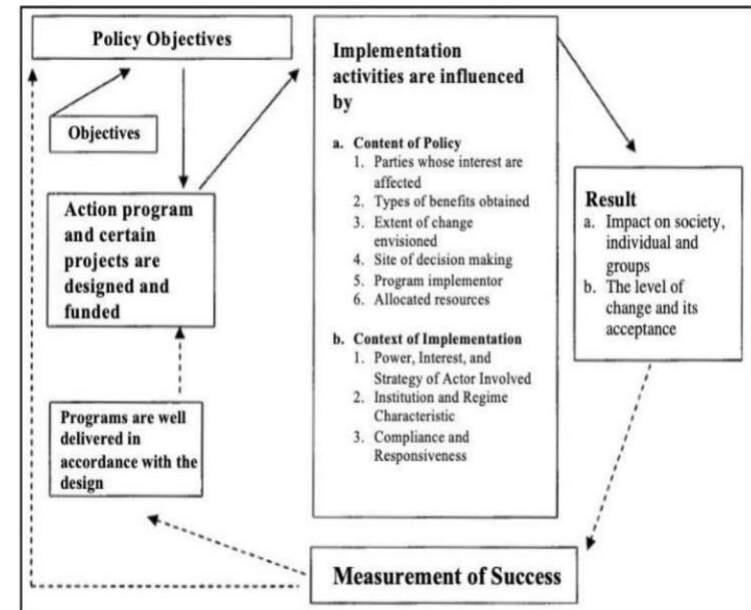


Grindle Model
(Grindel, 1980).

This model views policy implementation as common administrative actions accepted by the government or the private sector to attain set goals. The model has it that the element of operationalising a policy is the interface among policymakers, policy executors, and policy users in an interactive model. This model identifies two factors that influence public policy execution, as follows:

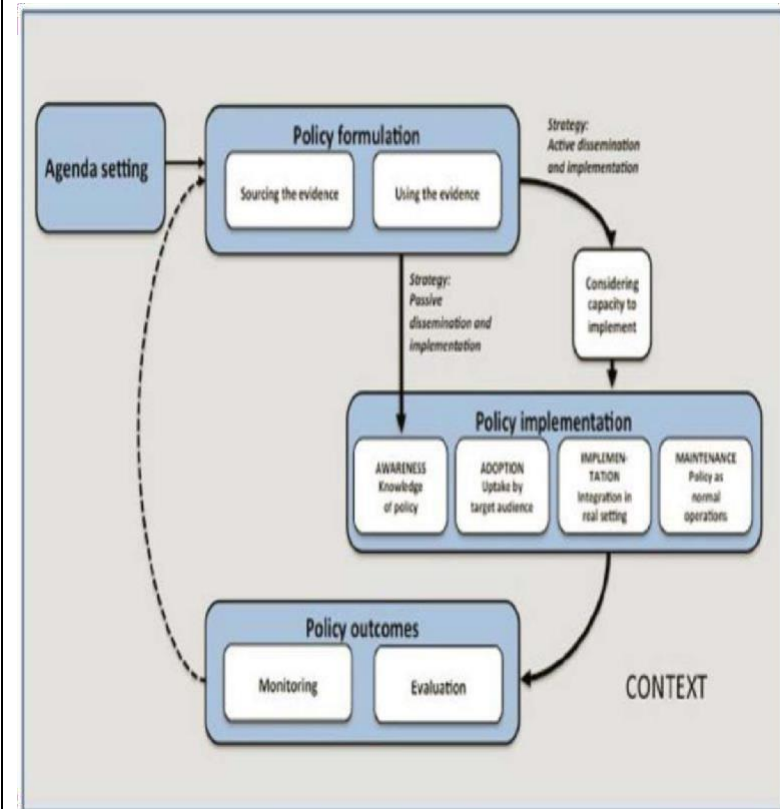
- The policy process is to see the appropriateness of policy execution with plans that refer to the actions of their policies.

Policy Objectives Achievement, namely by looking at two factors: the impact on the targeted populace and the level of change that follows, the approval of the target group, and the occurring changes.



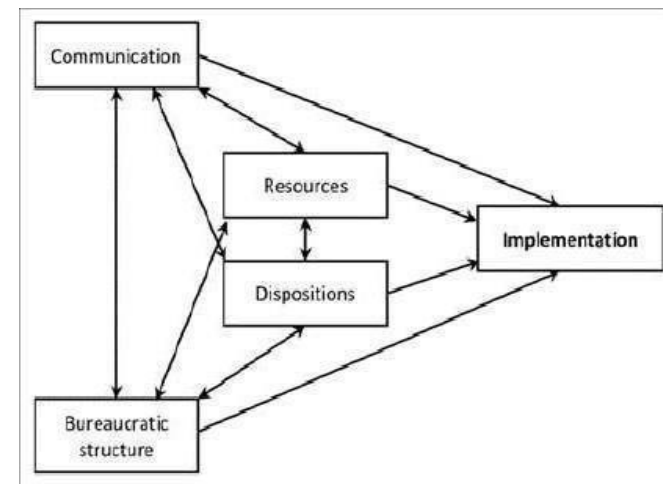
Model Elmore
(Elmore, 1978).

Argues that policy designers should choose policy instruments based on the incentive structure of target groups. Forward mapping consists of stating precise policy objectives, elaborating detailed means-ends schemes, and specifying explicit outcome criteria to judge policy at each stage. Backward mapping consists of stating precisely the behaviour to be changed at the lowest level, describing a set of operations to ensure the change, and repeating the procedure upwards by steps until the central level is reached. By using backward mapping, policy designers may find more right tools than those initially chosen. This process ensures consideration of the micro- implementers' and target groups' interpretations of the policy problem and viable solutions.



Model Edward III
(Edward III, 1980).

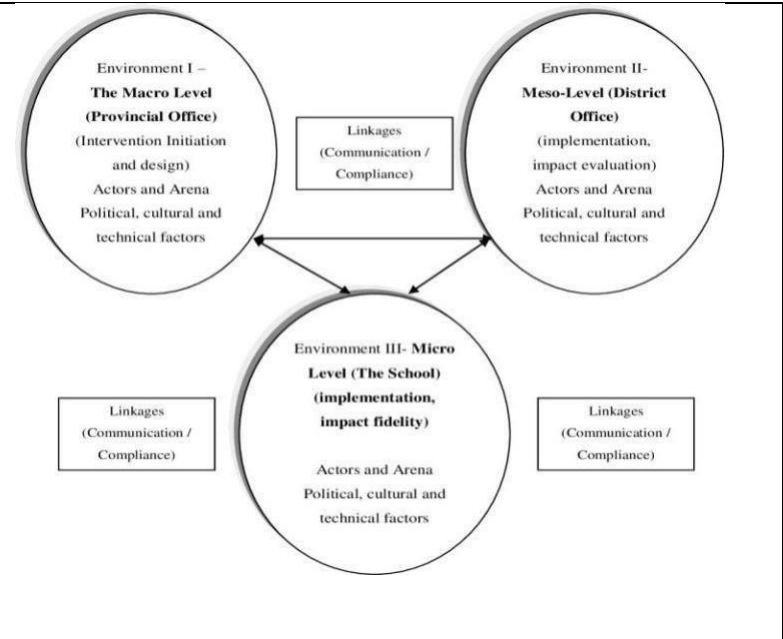
The policy enforcement process cannot be separated from the four important variables that consider and influence the failure and success of public policy implementation and the factors that influence it. The four variables are (1) telecommunication (communication), (2) implementation of resources (resource), (3) bureaucratic disposition (disposition), and (4) bureaucracy.



Model Nakamura and Smallwood (Nakamura & Smallwood, 1980).

The model connects policy implementers with formulators through five framework types and links between policymakers and implementers. The frameworks represent the methods of implementation as follows:

Capitalist Technocracy: This model suggests that municipal officials obey the directives and instructions from the higher authority in compliance with the legislation. Therefore, it is a hierarchical and linear implementation method.



	<p>The delegation was instructed: Maximum authority, governed by officials at the highest level at the local level, to create policy guidelines and regulations. Various strategic administration and negotiating responsibilities are delegated to decision-makers with discretion.</p> <p>Experimenters of choice: The model sets strategic priorities and means for policymakers. This control management is made because top-level officials lack technological skills and cannot enact legislation.</p> <p>Entrepreneurship of administration: Priorities and strategies are established within this type of implementation framework with the support of implementers.</p>	
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2.2.2 The theory of empowerment

The thesis, established by Sadan (1997) cited in Zwani, Mokoto, Juta and Tshidzumba (2023) contends that empowerment is a method of moving from relative helplessness to control one's existence, fate, and surroundings. This change may show up as an improvement in real controllability as well as an improvement in perceived controllability. As a result, traditional leaders exert more control over the discovery, choice, and execution of local development initiatives. According to Aguiar (2013), cited in Balasuriya (2023), individual empowerment generates a pool of collective potential. This is consistent with prior arguments in the literature, which contend that community empowerment occurs when the social structure's long-standing, abstract structures-based expectations for change start to manifest (Seibert, Wang & Courtright, 2011). The empowerment process is influenced by what exists, such as the social framework that either supports or restricts it. Governments that highlight the obligation of subservience as the fundamental quality of man rather than the individual's ability to act but also change, as per Sadan (1997), shape group dynamics significantly uniquely than democratically elected governments, which allow and promote individual involvement in public choices. This claim fits nicely with how LED policies are created in South Africa, where participation from traditional structures is crucial.

Empowerment is influenced by human capital (education level and education type), tenure, and age (Seibert *et al.*, 2011). Educated and experienced people are better positioned for empowerment than uneducated and inexperienced people. Joo, Woosnam, Strzelecka and Boley (2020) confirmed this through a study related to tourism empowerment, where the results indicate that empowerment starts at an individual level and that there is a link between knowledge and empowerment.

Attributes such as locus of control, self-esteem, generalised self-efficacy, and emotional stability are also linked to empowerment (Santos, Neumeyer & Morris, 2019). Empowerment is realised through information sharing, decentralisation, participative decision-making, and extensive training. Strong socio-political support positively impacts empowerment, including access to more or better resources, peer support, and a positive work group climate. Other relevant contextual antecedents

include work design characteristics, such as role clarity, task feedback, task significance, and autonomy (Seibert *et al.*, 2011).

Empowerment is associated with a positive influence on attitudinal variables such as job satisfaction and organisational commitment and a negative influence on turnover intentions and stress (Seibert *et al.*, 2011; Ul-Hameed, Mohammad & Shahar, 2018). Regarding behavioural outcomes, empowerment is relevant to the job and innovative performance and influences managerial and organisational capabilities. Empowerment is linked to initiative and innovation (Sun, Zhang, Qi & Chen, 2012; Santos *et al.*, 2019).

Although empowerment has been regarded as beneficial, society has unconsciously or consciously excluded women, the disabled and certain members of minority (ethnic groups) and confined them to lower levels of empowerment (Seibert *et al.*, 2011; Ul-Hameed *et al.*, 2018). This is a disadvantage in societies with women-headed families, more still if the women are in political or traditional leadership roles. Furthermore, provincial governments' structure acknowledges traditional leaders' existence but does not afford them relevant powers that facilitate development.

Sadan (1997) differentiates between disempowerment and empowerment. Disempowerment is the first, albeit negative, stage. The author argues that disempowering social systems generate a feeling of helplessness among people who are in communities that experience humiliation and prejudice. A feeling of powerlessness diminishes self-esteem, leading to self-blame and indifference towards government-initiated community programmes. In community resources management, the local structures are excluded from participating in the extraction and distribution. Similarly, Joo *et al.* (2020) further assert that empowerment entails a change from a passive state to an active state of control of programmes. As the foundations of lack of power are to be found in social processes disempowering rural communities, the process aims to influence the oppressed human agency and the social structure within the limitations and possibilities in which this human agency exists and reacts (Joo *et al.*, 2020).

Balasuriya (2023) contends that community empowerment leads to accountability, obligation, and the ability to cherish a collective existence and provides problem-

solving capabilities. Fundamentally, public participation in service delivery seeks to empower residents to transform their living conditions using social networks. Zimmerman (2000) observes that community empowerment occurs when prospects for change gathered in the community structure through intangible structures start to emerge. Therefore, personal empowerment generates community capacity (Wetterberg & Brinkerhoff, 2016). Most importantly, the empowerment process hinges on that which already exists, that is, the social configuration that supports or restricts it. Governments that violate the person's right to operate and to transform and stress the burden of compliance as the principle of human beings, the nature of social processes different than democratic governments, which are expected to authorise and support the persons contribution in public resolutions (Shilangu, 2019a).

The empowerment theory's focus on the importance of learning social skills is useful in this study's analysis as it allows one to think through the form of participation that impart those skills. Mwanzia and Strathdee (2016) posit that the learned abilities contribute to the locals' combined goals, empowering themselves individually and/or as a collective group. The empowerment theory was utilised in different academic disciplines such as organisational theory (transfer power and autonomy to employees to empower them to identify problems and opportunities), community psychology, and the social sciences (empowerment processes enhance the individuals' ability to attain authority over their lives) (Kamin, Kubacki & Atanasova, 2022); education (conscientising, inspiring, and liberation) (Santos, 2019), psychological empowerment (Wu, Wang & Hsieh, 2021), counselling (Ballysingh, 2019), customer reviews in tourism (Shin, Perdue & Pandelaere, 2020) among other studies.

2.3 Local Economic Development (LED)

According to Chekenya (2023), local economic development (LED) is an approach towards economic development that encourages local people to work together to achieve sustainable economic growth and development, thereby bringing economic benefits and improved quality of life for all residents in a local municipal area. LED, as defined by (Rogerson, 2019), is the process through which local governments, the business sector, and community-based organisations work together to manage

existing resources to create jobs and stimulate local economies. LED seeks to increase the productive potential of all municipal areas throughout the country and to increase the resilience of contextual growth via stronger local GDP growth, job creation, and development activities within the sustainable development framework (Khambule, 2019). Local economic growth refers to the idea that the governmental authority at the local level is often the greatest venue for economic intervention since it carries the responsibility and credibility of a representative democratic organisation.

2.3.1 LED conceptual and definitional issues

Especially in the developing world, the LED concept has recently acquired popularity and acceptability as a grassroots approach to development (Abraham, 2019). LED is more of a "place-based" approach to local development, according to (Khambule, 2019). Over the last several decades, LED has matured to the point that it is being taken seriously by many countries, development policymakers, and organisations or organisations. According to Chekenya (2023), LED effectively stimulates local economies and combats the pervasive poverty, unemployment, and inequality plaguing most of today's communities.

To this day, writers and groups who support LED continue to argue over these same policies and practice concerns. Even though LED has been described in a variety of ways by sources, including Ayandibu and Houghton (2018), the International Labour Organisation (ILO) (2007), and the World Bank (2003), many still find it difficult to settle on a single, unified definition. Therefore, even worldwide, there is no consensus on what the term "LED" refers to (Sekole, Lethoko & Mautiana, 2022). Because of this, LED may be understood in several ways depending on the field (Oosterlynck, Haughton & Allmendinger, 2019). A decade or more of attempting to pinpoint exactly what constitutes LED has resulted in definitional ambiguity.

The World Bank (2003) defines LED as the process whereby public and private partners work together to provide an enhanced environment for economic development and job opportunities (Oosterlynck *et al.*, 2019). To produce new jobs and boost economic activity in a certain economic area, local governments and commercial companies might collaborate via LED, as Ramaano (2023) stated. According to ILO (2006), LED is a hands-on development process that inspires joint

ventures between a specific location's public and private entities to stimulate economic action and create employment through local resources, leading to competitive advantage (Rogerson, 2019).

It is clear from these many descriptions that LED aims to boost local economies, increase job opportunities, increase revenue, and strengthen governance and municipal efficiency. As a result, LED is the apex of the importance of communities and the duty of great networking across institutions creating sustainable local economies (Gumede & Nzama, 2019). Since LED has become an integral part of municipal operations, municipalities are now tasked with building sustainable neighbourhoods that provide for their constituents' most fundamental needs while contributing to the South African economy (Gxabuza & Nzewi, 2021). Local governments can better prepare for the future needs of their communities and implement their development objectives if they have a thorough grasp of the many social and economic variables at play in the regions under their purview (Garidzirai, Meyer & Muzindutsi, 2019). As a result, sustainable development within municipalities is being pursued via the lens of integrated development planning (IDP), of which LED is a fundamental component.

LED has received funding from several notable international development agencies. Nevertheless, it is challenging to monitor and evaluate the success or failure of such endeavours (Lawrence & Rogerson, 2018). Despite the widespread adoption of LED schemes throughout the industrialised and developing world, a lack of evidence suggests that they have little to no effect on socioeconomic growth (Rogerson & Rogerson, 2019). The widespread dissemination of best-practice case studies in the field of LED research and programming might sometimes lead to the utter dominance of single-case inductive methodologies in the study of LED strategies (Rogerson, 2019). Rogerson and Rogerson (2019) claim that until recently, there were "essentially non-existent" quantitative assessments of how municipal governments had adopted LED. One may argue that insufficient research has been done to establish whether many LED approaches are being tracked systematically.

According to Shilangu (2019a), traditional leaders' involvement in LED is complicated by several issues. The public's limited ability to judge the quality of service is due to information asymmetry, making it harder for the public to praise or criticize political

actors for their performance (Khambule, 2019). This disintegration of long-route accountability may dampen political pressure to improve local economic conditions or shift incentives towards quick-fix remedies with transparent accountability (Lawrence & Rogerson, 2018). Since certain aspects of local government quality and productivity are so difficult to evaluate, information asymmetry is extremely pronounced (Gxabuza & Nzewi, 2021). Similarly, since people have little trust in politicians' capacity to keep their word, it is difficult for them to develop long-term policy goals for certain of these services (Shilangu, 2019a; Shilangu, 2019c). Given how difficult it is to assess service quality, it is understandable that politicians would prefer to develop and extend systems rather than guarantee their effectiveness.

Therefore, according to Auriacombe and Waldt (2020), politicians choose high-profile initiatives because they may improve political incentives for giving without necessarily engaging the established authorities. The political payoff for tackling high-profile issues and producing obvious improvements is greater than that for tackling less obvious issues or improving behind-the-scenes structures and procedures (Rooyen, 2018). Therefore, there is a disincentive to improve quality in the background, produce visible hardware, or increase access in obvious ways (such as constructing additional schools or providing more places). Buildings and other infrastructure are "noisier indicators" of political effort because they are more easily visible to the public than investments in less tangible results, such as human capacity development (Tavares, 2019).

Their analysis of LED's effect on voting in Southern Africa revealed an unexpectedly negative correlation increases in service delivery in rural regions correlate with drops in support for dominant party incumbents. This negative correlation holds even in locations where the nationally dominant party does not hold local office, albeit more pronounced in those where the opposing party does (Radebe & Maphela, 2019). The results of the survey hint at the potential influence of public worries about corruption and shifting preferences for service delivery on attitudes and actions. Micro-level replication of the main results is seen in South Africa and Botswana, Lesotho, and Namibia (Shava & Hofisi, 2019). When several variables and possible confounders are taken into account, easier access to services predicts less support for the current administration (Munzhedzi & Makwembere, 2019a).

Auriacombe and Waldt (2020) argue that politicians will be most interested in promoting or developing a service if it has high excludability and prioritizes private over public benefits. This is because excludability may increase opportunity inequality by allowing businesses to target customers willing to pay a premium for certain goods and services. Consequently, a political dynamic has emerged: "It is our turn to eat" (Naidoo & Ramphal, 2018). Politically, local governments may be incentivized to respond to these needs because of their closeness to the voters. The reverse effect occurs when low excludability dampens commitment to supply. Non-excludable and non-targetable public goods are often overlooked since there is no way for them to help preferential groups (Patel, 2016). Voters similarly prefer private sales that are narrowly tailored to their own needs over the supply of general public goods.

National politics may favour or oppose decentralisation initiatives. For instance, they affect the devolved duties and revenues, the amount of subnational autonomy the federal government is willing to grant, and the processes and infrastructure that enable local governments to take on extra obligations (Naidoo & Ramphal, 2018). Conflicts between the House of Representatives and the Executive Branch, or within the House of Representatives themselves, could cause reluctance to decentralise, and attempts to pursue policy changes superficially could result from these conflicts (Patel, 2016). However, a government might purposely decentralise to gain support and tighten its grip on the population. There might also be a role in international politics. Even while subnational governments are often ineffective in developing countries, in certain cases especially in Central America-dominant political subnational governments may utilise an emergency or dangerous situation to exert pressure on the central government for greater autonomy (Shava & Hofisi, 2019).

South Africa's central government has been constantly updating its local government administration laws to improve intergovernmental communication and encourage more community involvement in developmental concerns at the municipal and regional levels. The current local government statute includes the provision for creating sub-councils and ward committees (Radebe & Maphela, 2019). Sub-council members include council people from neighbouring wards, as well as proportionate council people who are elected to represent political parties. However, ward committees include the councilperson for that area and up to nine additional residents. These

committees aim to increase citizen engagement by facilitating communication between local governments and citizens (Tavares, 2019). It has taken longer for ward committees to be created in certain towns; in others, even those with them are mostly ineffective. There have been some intriguing results from studies on the operation of ward committees in places where they already exist (Auriacombe & Waldt, 2020). Councillors use some ward committees as a source of political patronage; some ward committee members felt excluded from decision-making in key economic and spatial issues; rural communities were virtually excluded; and in some areas, there was a competition between long-standing community structures and newly formed ward committees. According to Rooyen (2018), an essential facet of citizenship-making has been delegated with inadequate checks and balances since service is devolved and authority is handed to local elites. The author warns that local elites' subjectivities weaken their decision-making when determining who has access to how people's rights as citizens may be realised.

2.4 Traditional Leadership and LED

In emerging democracies, traditional leaders are typically vested with subnational power, allowing them to significantly impact the lives and livelihoods of the people beneath them (Kadt & Larreguy, 2018). The connection between traditional leadership and local economic growth has been the subject of previous research. Local governments are urged to include internal and external stakeholders in LED (Merola, Caputo, Evangelista & Nauta, 2018). According to Enaifoghe and Vezi-Magigaba (2022), committing to stakeholder engagement means collaborating with various government, corporate, and community stakeholders to identify desired futures and facilitate shared choices and collaborative activities to realise mutually beneficial results. Protecting the local environment and deciding how communities will get the services they need are examples of these objectives. When deciding on services, service levels, how services are given, and how yearly budgets are distributed, Gumede and Nzama (2019) argue that conventional leadership should also consider community structures.

According to Enaifoghe and Vezi-Magigaba (2022), there are several effective approaches to involving conventional leadership, and the argument for increased public engagement is gathering steam. Although there have always been barriers and

opposition to local structures participating in the government process, Harris (2019) has labelled this era "the age of citizen involvement." Public servants and their organisations use a variety of ways and processes to include seniors in all stages of governmental decision-making and action. This starkly contrasts the local participation rules implemented at the federal level in the 1960s and 1970s. As a result, citizen engagement has reached new heights of sincerity, with public managers playing a pivotal role in its growth (Khambule, 2019). In a 2010 white paper titled "Connected Neighbourhoods," the Rural Management Association detailed several strategies that have successfully included traditional leadership (Koenane, 2018a; Koenane, 2018b). The authors found that governments at all levels are adopting novel approaches to communicating and collaborating with community organisations.

2.5 Leadership And Tradition in Advanced Nations

According to recent research, traditional leadership has been connected to contentious LED in industrialised nations. Indigenous Australians who live in remote areas were the focus of research by Prout (2018). These people continue to move often and have more infrequent, contentious interactions with government service providers. The author argues that understanding Indigenous spatiality is necessary for tackling LED's unjust and often ineffectual nature, which has remained in rural and remote Australia since colonialism. Drawing on research in Yamatji territory, Australia, Prout (2018) provides a thorough and comprehensive examination of the connection between Indigenous spatial arrangement and the supply of Government housing, healthcare, and educational facilities. The study is based on an in-depth analysis of interviews with local Indigenous people who have lived in the region and worked with local service providers. Prout (2018) examines localised Indigenous mobility patterns and the challenges of supporting communities with diverse spatiality, highlighting the complexity and often controversial nature of the connection between community resources and Indigenous demographic dynamics.

Royo, Ratkai and Bonson (2018) surveyed throughout Europe. Fifteen of the EU's member states are represented by 75 local administrations, each using one of four alternative public administration techniques, and the sample size was 50 postings from each municipality. The content was organised into 16 categories (housing and the environment) and 5 media types (text, video, and audio). Popularity, devotion, vitality,

and interactivity were also measured for every post. According to the data, links and images are the most common material shared online (Royo *et al.*, 2018). Municipal administrations in Western Europe routinely disseminate information on sports, marketing, and cultural events, yet citizens do not seem to find these topics very relevant. Local governments' choices for certain forms of media and content tend to be influenced by the underlying institutional structure. The results are backed by the claims made by Lanfranchi, Wehn, Rusca and Evers (2019) that the degrees of citizen engagement vary widely between media types and content types, as well as across formal organisations.

While typical government co-production for LED is more likely when jobs are easy and may be accomplished by one person rather than by a group, Pinilla-Roncancio, Stoker, Loeffler, Jones and Bovaird (2019) contrasted his results with earlier research that found the opposite. The authors verified this hypothesis for several parts of England and Wales. They looked at the characteristics of people likely to engage in individual and group co-production and strategies for encouraging people to go beyond initial solo efforts and engage in broader collective endeavours. In five cities, information was collected via citizen panels established by municipal authorities (Lanfranchi *et al.*, 2019). By revealing that individual and group co-production has relatively unique traits and relationships, the findings highlight the need to discriminate between them for policy. Community co-production on any given topic is likely high in traditional systems where people firmly believe they can make a difference (known as "political identity").

2.6 Leadership And Tradition in Developing Nations

Several researchers have sought to explain why traditional leaders in developing nations are involved in LED (Bennet, Van-Ginneken & Netterstrom, 2019). It is difficult for local structures to demand action, make demands, or give incentives to public officials via established channels, according to Bennet *et al.* (2019), who suggest that most political institutions in MENA countries lack accountability mechanisms. Authoritarian regimes rule much of the Middle East and North Africa (MENA), with among of the world's weakest executive branches, weakest legislatures, and most unreliable judiciaries (Chekenya, 2023; Fernandez, Malan, Holtzhausen & Tshiyoyo, 2023). Compared to other regions, this public service administration lacks transparency, impartiality, and professionalism (Shilangu, 2019a; Shilangu, 2019c).

Few of the region's countries have locally elected administrations, and even in those that do, councils frequently have few resources and responsibilities (Fernandez *et al.*, 2023).

Compared to the worldwide average of 38% for fiscal federalism and 22% for unitary ones (not including Egypt, Morocco, the West Bank, and Gaza), local authority budgets make up less than 5% of total public expenditure. Opacity reduces accountability even more (Shilangu, 2019a). There is a lack of, or a failure to implement, laws and processes allowing people, including conventional authorities, to monitor the government's actions. Public access to information, the legal right to get data, and the effectiveness of the rights to information access all have the lowest ratings in the region on the World Integrity Index (Fernandez *et al.*, 2023).

Chowns (2015) investigated whether local management in Malawi has increased institutional capacity at the local, district, and national levels. A study using various research techniques showed that community management led to poor technical and financial outcomes in four parts of Malawi. User groups cannot pool and save money, maintenance is seldom carried out, repairs are often late and of poor quality, and on average, only 2% of budgeted amounts are saved (Davis, Le-Roux & Smythe, 2023). Despite these drawbacks, the state has deemed community management to have "worked" as a means of transferring responsibilities for delivering public services. With a focus on the need for care to enhance "local ownership" of development, Shilangu suggests parts of an innovative framework for local water distribution that would solve the technical and economic constraints of community participation (Shilangu, 2019a).

According to Bennet *et al.* (2019), Ghana's Water Supply and Sanitation committees benefit from a comprehensive post-construction support system that includes district Water Supply and Sanitation teams for training and support, a network of local private mechanics for maintenance and repair work, and a spare-part system that features a central warehouse and three regional warehouses for the four standard models of hand pump used in the country. Two areas' case studies showed a low percentage of hand pump breakage (8% in Volta and 12% in Brong Ahafo) (Nomabandla, Zibongiwe & Kativhu, 2023).

According to Wetterberg and Brinkerhoff (2016), social accountability—the practice of enlisting the help of established institutions and authorities in order to ensure that public officials and service providers live up to their responsibilities is a widely adopted solution to the problems plaguing the public sector and has been widely adopted, thanks to the support of international donors. However, there is still disagreement about whether external variables affect whether social responsibility is successfully transferred. Much literature focuses too much on demand-side issues (civil society and people). Fernandez *et al.* (2023) examined four initiatives in developing nations (Indonesia, the Philippines, Rwanda, and Guinea) to learn how supply-side factors (state structures and processes) and the nature of state-society relations affected social accountability goals and outcomes. Supply factors, especially individual freedom and the availability of public gathering places, are crucial in facilitating public service provision and governmental effectiveness (Hungwe & Mukonza, 2023). They concluded that people must have the means and motivation to use the available resources, gather and voice their grievances, and work with state agents to evaluate the efficiency and problems of service delivery.

Mathebul (2019) claims that the rhetoric around South African local government obscures the meaning, application, and understanding of community engagement, resulting in a more superficial and simpler definition for operationalization. The author argues against the view that community service may stand in for democracy at its most elemental level. Academics in public administration, in his view, have jumped on the bandwagon by conflating community involvement with public participation. This, he argues, undermines the credibility of the subject as a whole (Zwani *et al.*, 2023).

The issue of certain local institutions being left out of the conversation seems pervasive throughout Africa. Patel (2016), citing the work of Narayan *et al.* (2000), Beall (2001) and Guit and Shah (2002), noted that the poor continue to be excluded from rural development in most nations. Guit and Shah (2002) described this unpleasant condition as age, income, religion, caste, culture, ethnicity, politics, and gender disparities (Patel, 2016). Ultimately, they determined that these persistent social dynamics or circumstances led to situations in which council members and other elected officials make decisions on behalf of residents with little to no participation from those individuals. The interests of the poor are not always prioritized by

representatives and formal bodies, as was noted by Beall in 2001 (as referenced by. She saw how they often served to perpetuate cycles of discrimination and marginalisation. Consequently, this sometimes leads to accusations that local leaders are not advocating active involvement with the poor but instead using participation efforts to improve their relationships with local elites for political advantage (Hungwe & Mukonza, 2023).

The Asian Development Bank launched the Public Report Card, a comprehensive citizen feedback tool that allows people to rate the performance of their local government and the quality of the services they get. Media attention and the advocacy of social movements are utilized in conjunction with participant surveys to improve accountability (Chekenya, 2023). It includes user feedback on the availability, cost, quality, and reliability of government services, as well as problems users have encountered and the responses of service providers to those problems and costs (Asian Development Bank). Therefore, the Civil Right Commission (CRC) serves as an accountability tool by highlighting areas where service-providing organisations have fallen short of their responsibilities. The CRC provides a simple but reliable method for gauging residents' contentment with their communities' service delivery (Enaifoghe & Vezi-Magigaba, 2022). A CRC should preferably be performed regularly to uncover opportunities for improvement or identify services that need enhancement. Examples of the CRC approach in action include evaluating local authority service quality in Ukraine's People's Voice Project and identifying new financing streams for pro-poor programming in the Philippines and India (Fernandez *et al.*, 2023).

Manor (2015), cited in Calaresu and Triventi (2021), provided a comprehensive explanation of the development and management of the CRC method. The Government Relations Centre, a non-governmental organisation, worked with Kolkata-based organisations to compile a "report card" on the quality of city services. Focus groups were set up to elicit residents' perspectives on the issues. From these, a survey of 537 low-income households and 3,309 middle-class dwellings in six strategically chosen city areas were developed by Manor (2015), cited in Balasuriya (2023). Eight different types of public services were requested by middle- and upper-class households. In addition to the 13 services mentioned above, questions concerning lighting, the Metro, general transportation, banks, and sewage facilities

were also asked of low-income households. Both sets of respondents showed a substantial variation in their replies. According to Manor (2015), the CRC gathered data on how satisfied people were with three components of various services: the behaviour of government personnel, the speed with which issues were resolved, and the accuracy of the information provided. Details on people's interactions with law enforcement, including instances in which they were asked to pay a bribe, were gathered. The CRC may aid municipalities in meeting citizen demands for improved services. However, political considerations affect the provision of public participation programmes.

2.7 Local Economic Development in South Africa

Since 1994, when it became clear that cooperation and partnerships were necessary for effective local governance performance and that local government was also responsible for the socioeconomic development of its communities Rogerson (2019), the role of local government in South Africa has expanded to include LED. Therefore, LED has evolved into a mechanism for promoting economic growth in South Africa's cities. Local economic development (LED) aims to foster thriving communities where all members may share the benefits of economic success and work together to alleviate poverty (Mayer, 2018). Unemployment and income disparity are two further problems that the LED may help alleviate in South African cities. The provincial government in South Africa oversees the country's decentralized economy and development. The management structures are smaller and closer to the regions of need; therefore, this decentralized approach is hoped to speed up development throughout the nation (Shilangu, 2019a; Shilangu, 2019c).

While some forums debate the efficacy of the methods, some academics have critiqued the LED for not being regionally suited. LED, however, continues to be an essential part of the national growth plan (Munzhedzi & Makwembere, 2019a; Munzhedzi & Makwembere, 2019c). It has been characterised in various ways, but at its core, it is a multi-faceted, cross-sector process that uses local participants' knowledge, resources, and creativity to boost regional economies (Shilangu, 2019a; Shilangu, 2019c). (Mayer, 2018) proposed a service delivery triangle composed of the three major actors in the LED's actualization (Figure 2.2).

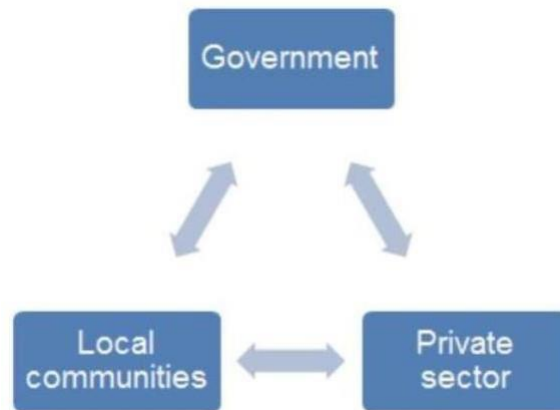


Figure 2.2: The stakeholder triangle

Source (Mayer, 2018).

From this model, municipalities achieve more if linked to the government (public sector) and the private sector (academic institutions, NGOs, SMMEs, social entrepreneurship firms and corporate organisations). These can be identified as the role players in the success of LED projects (Mayer, 2018). This is because each of these stakeholders plays a unique role in LED. Hence, the success of LEDs depends on this triangle's completeness. There has been some development in interstate relations with LED. A collaborative framework for collaboration has been formed inside the nationwide LED architecture, which in and of itself reflects the cooperation between the Department of Trade and Industries (DTI) and the Department of Provincial and Local Government (DPLG). Since 2007, the DTI and the DPLG have participated in bilateral activities. According to the DTI, LED is a matter for joint action with DPLG, as for their roles outlined in the "Local Government Programme of Action" (Shilangu, 2019a; Shilangu, 2019c).

The Department of Trade and Industry interventions operate within the framework of the national authorities, focusing on competitive nature, economic efficiency, and the development of small, medium, and micro-entrepreneurs (SMMEs) as well as cooperatives as compared to the DPLG's focus on governance (Rogerson, 2019). However, in addition to these two, more government agencies run programmes with immediate effects on the LED. With a few noteworthy exceptions, it is acknowledged that most previous programmes "centered on sectorial concerns and have not

effectively maximized the prospects for cross-sector collaboration" (DPLG, 2008) (Munzhedzi & Makwembere, 2019a). The DTI, the DPLG, and the ministries of agriculture, mining, and energy for LED were proposed in 2008 as a possible framework for sectorial convergence (DPLG, 2008). Workshops were organised to launch this endeavour, but no collaborative programme was developed since there was insufficient internal ability to advance the required institutional structures.

Traditional leaders must lobby the government and different offices to improve their territories as laid out in the White Paper on Local Government (Shava & Hofisi, 2019). Balasuriya (2023) has established that traditional authority does not function admirably with the local municipalities regarding land distribution and administration arrangement. There is intense conflict among councilors and traditional leaders (*Amakhosi* and *Izinduna*) regarding the illumination of who ought to give what service to society and improve livelihoods. Munzhedzi and Makwembere (2019a) show that Councilors are not providing information on LED businesses to traditional rulers (*Amakhosi* and *Izinduna*). These leaders lack updated knowledge on the location inside their area of responsibility. The province Assembly of Traditional Authorities should be included in policy-making (Shilangu, 2019a). The concept sets the local chamber of the local council at the stage of formulation of the LED technique, with the traditional chambers working together and the ward committees having a role in evaluating and monitoring the LED implementation.

Drummond and Nel (2021) has established that the portrayal of traditional leaders in council gatherings is not effective as it should be. The traditional leader tends not to go to chamber gatherings. Thus, their structure is rarely spoken to, and their commitments are not heard. Government authorities see the foundation of traditional leaders as basic in advancing the economy of traditional rural societies. Nxumalo (2012) further discovered that traditional leaders are not assuming a functioning role in LED, giving off the impression of being excluded from assuming this job. Traditional leaders themselves mentioned that the government does not think of them regarding LED and improvement when all is done (Shilangu, 2019a).

South Africa has limited knowledge and comprehension of the ideal scale for implementing LED. The designated LED market should be of a size that encourages innovation, trust, and collaboration among key stakeholders (Khambule, 2019). A

premium is put on the capacity to leverage non-local links and comprehend regional and global forces' role in forming local economies as potential growth cuts beyond municipal and state boundaries (Khambule, 2020). However, the scale problem is not covered by current LED rules or recommendations. Existing recommendations make the implicit premise that every locality has an isolated economy and that the purpose of the LED policy is to grow this unit (Shilangu, 2019a; Shilangu, 2019b).

Indeed, local LED authorities frequently adopt a literal interpretation of the term "local" instead of seeing that their country's industry is inextricably bound up with the districts, the provincial, the national, and even the world market (Khambule, 2018). This type of thinking frequently promotes the introduction of more modest project-based interventions as opposed to larger-scale spatial efforts. The fact that "local" interventions must be positioned inside a specific geographic zone means that higher-level or "regional" scale LED operations can have important advantages. Ideas of ongoing evolution and value stream improvement are reflected in larger LED initiatives inside the Eastern Cape. Similar thinking may be seen in Gauteng's regional development plan (Shilangu, 2019a).

Many of the problems preventing local LED development in South Africa from being successful could be resolved by rescaling LED or by forming more cohesive and spatially appropriate partnerships between municipal, district, and provincial agencies in development planning (Shilangu, 2019a; Shilangu, 2019c). However, the absence of interaction on LED concerns between neighbouring cities, cities and counties and districts, as well as between districts and provinces, frequently undermines this reasonable answer. It would be more beneficial for LED professionals to comprehend and evaluate those supply chains relevant to their local locations and, based on that, identify prospective planning prospects for LED since this would help to overcome this limitation (Shilangu, 2019a; Shilangu, 2019b).

2.7.1 Challenges associated with LED implementation and effectiveness.

The LED is recognized for its efforts to achieve comprehensive development in South Africa. However, since its inception, there have been challenges that have hindered its full potential to date. In a study examining the provision of youth services in West Sumatra, Khaidir and Putra (2019) found human resources, facilities, infrastructure,

and low knowledge as obstacles to the successful implementation of youth development policies. Khambule (2018) noted the lack of coordination within local institutions, while Musundire and Maneli (2018) noted that the fragmentation of policies hinders LED. According to Khambule (2020), the market failures were caused by a lack of market knowledge and the capacity issues within local government were to blame for the failures. Below is a discussion of these problems as well as others.

Unclear structure, reporting lines and responsibilities

Even though LED was initiated in good faith, to date, it has not achieved its goals significantly. This is because of the strategic and operational challenges of its implementation (Auriacombe & Waldt, 2020). There are no clearly defined reporting lines within the LED leadership structure. Some roles and responsibilities overlap, impacting accountability regarding development programmes and tracking of funds (Majola, 2020a; Majola, 2020b; Majola, 2020c). Furthermore, it is not easy to have an effective strategic integration because the baseline structure is fragmented. Shilangu (2019a); Shilangu (2019b) echoes the lack of effective leadership in municipalities as a major contributor to LED failures. The impact is that all the set objectives will not be achieved as more time is wasted in resolving duplication and structural challenges within the body. There is also a misappropriation of resources because duplication of roles and responsibilities results in duplication of resource allocations which then strains the already lean budget (Auriacombe & Waldt, 2020).

Particularly, the DPLG and the DTI, two significant government line ministries, overlap in their duties and operations. The LED units do not report to municipal managers, which opens a gap in ownership and accountability and exacerbates the already fragile monitoring and evaluation system (Munzhedzi & Makwembere, 2019a; Munzhedzi & Makwembere, 2019b). To minimise work duplication and create complementary responsibilities for various government agencies and other stakeholders, there is an urgent need for tighter coordination among all LED stockholders (Shilangu, 2019a; Shilangu, 2019c). There is a need to reconcile the roles, responsibilities, and tasks across the DTI, the DPLD and other major stakeholders involved in the LED. Further to this, there is needed to implement working relationships between funding stakeholders and the LED project implementers (Khambule, 2020).

2.7.1.1 Undefined scope

The LED initiative is a powerful tool for the development of South Africa. However, one of the challenges is that the scope is not clearly defined. What does the LED cover? Which projects fall under the LED? What are the timelines for each of the projects or initiatives? How are funds disbursed towards each LED initiative? All these are questions which are unanswered to date. This could be partly linked to underlying unclear responsibilities and structure (Munzhedzi & Makwembere, 2019a). The other contributing factor could be that, from the time of the LED was implemented, the scope was not considered the stakeholders just hit the ground running, without considering the boundaries of the scope of activity. According to Lethoko and Mashamaite (2018), The LED strategy must be precisely, succinctly, and successfully applied. If the towns want to speed up employment growth, lower poverty, have efficient service delivery, and enhance local community quality of life, local government should play an active part in this process. Currently, it appears that towns maintain local economic development for compliance reasons rather than to provide services.

2.7.1.2 Lack of publicity

There should be harmony between the good LED practices in the cities, towns, and provinces. According to the guidelines outlined in the National Spatial Development Perspective (NSDP), it is the responsibility of the provincial governments to manage the economy, invest in infrastructure, and spend money on development (Khambule, 2018). To contextualize national imperatives and ground them in the reality and unique characteristics of each province, the provinces should help local governments in their development of LED programs through the IDP processes. This is only achievable if local efforts are coordinated by the provincial governments. Because of inadequate reporting methods, weak institutions, and an ambiguous scope, it is unknown what excellent practices are present in the provinces. The merging of excellent practices will further decrease the LED practice gap between richer and poorer provinces as well as between large cities and small towns (Shilangu, 2019a; Shilangu, 2019b).

2.7.1.3 Performance measurement

Performance data is not well-publicized across South Africa. For example, data about completed projects, the budget, the beneficiaries and the challenges associated with

that project are not openly available to the public or the concerned stakeholders. This causes a drawback in stakeholders' participation and the public's appreciation. Furthermore, future planning is impossible without previous performance data because no measurable objectives exist.

The Local Government Municipal Systems Act, 2000 (Chapter 6: Act 32 of 2000) stipulates a performance management system to track IDP and LED progress. The Municipal Planning and Performance Management Regulations (2001) describe in detail the performance management procedures for municipalities. The specifications in these documents are on paper and are not yet fully implemented due to a lack of capacity. Existing fragmented structures partly influence the lack of data, unclear responsibilities across government bodies dealing with LED, and the lack of information systems to drive the LED processes (Khambule, Mthuli, Nzimakwe & Biyela, 2018). If LED processes are to improve, the monitoring and evaluation approach detailed in relevant LED documents should be implemented, and the projects should constantly be monitored at initiating, planning, executing, and closing.

2.7.1.4 Public-private partnership strengthening

LED budgetary allocations for municipalities are limited. They must look elsewhere, within or out of their localities, for funding for LED projects. This is where public-private partnerships become paramount. The role of private sector and academic institutions in public-private partnerships is widely known (Munzhedzi & Makwembere, 2019a; Munzhedzi & Makwembere, 2019b). However, the LED programme has not fully utilised the presence of the private sector.

In some cases, the private sector pulls out of the public-private partnership because of the wearying bureaucratic processes associated with the public sector. Additionally, conflict may arise due to unclear vision and structure. (Mwatsika, 2019) posits that effective political, legal, regulatory, and economic frameworks enable higher payoffs from entrepreneurship, policies for the development of financial, physical, human, knowledge, and natural capital, as well as policies to attract key stakeholders.

The private sector is known to sponsor the public sector and would not invest in unclear processes. Association with educational bodies such as universities can also be useful because research confirms that the universities are key actors able to

address the local resources to promote LED (Evangelista, Caputo, Di_Nauta &Merola, 2018). The combination of skills, resources and ideas of local stakeholders encourages innovativeness that can change the national economic environment leading to job creation, poverty alleviation and the redistribution of wealth (Shilangu, 2019a; Shilangu, 2019b).

According to Shava and Hofisi (2019), issues that affect the success of cooperatives include poverty, unemployment, a lack of government support, a lack of access to ready markets, a lack of knowledge, and a lack of monitoring and assessment of cooperative operations. They concluded by that cooperative sustainability depends on communities being encouraged to be creative and innovative through multi-stakeholder partnerships (MSPs) with the commercial sector. report that the existing ownership structure of the local tourism economy is massively weighted to white entrepreneurs such that the local tourism economy cannot be described as inclusive. This imbalance, even at the ownership level, determines the type of partnerships, networks and resources allocated to the LED projects, affecting the Led as a whole. Inclusion at all levels (including ownership) is paramount.

Shilangu (2019a) and Shilangu (2019b) claim that provinces with strong ties to traditional leaders have a history of successful public-private partnerships. For instance, the provinces of KwaZulu-Natal and Limpopo stated that including traditional leaders and using indigenous knowledge systems led to more effective design and implementation of LED policies. Other effective collaborations between corporations, local government representatives, council members, private landowners, and community leaders were discovered to enhance LED projects in the Thaba Chweu Local Municipality and the Lephalale Local Municipality through the "Godisa Project," where the Industrial Development Corporation became a strategic partner to advance and leverage the development and job creation potential within the municipal area. There is a need to create clear relationships across stakeholders for trust and cooperation in achieving goals. According to Khambule (2019), who conducted a study to evaluate the role of intergovernmental relations in strategic planning for economic development at the local government level in the uMkhanyakude District Municipality, the impact of an ineffective intergovernmental relations system not only contradicts the goals and intentions of cooperative government but also poses a threat to the very

foundations of local economic development and its benefits. Additionally, according to Khambule (2019), local administrations lack effective strategies to solve issues with intergovernmental relations and local economic development.

2.7.1.5 Lack of awareness

The LED should be everybody's business (Mayer, 2018). There is a need to create awareness about the LED to be widely known by all stakeholders (private sectors, academic institutions, non-governmental organisations, small and medium enterprises, and research institutes, among others). Some small outlying municipalities are underdeveloped due to a lack of awareness of available funding vehicles and a lack of networks that can strengthen their credit reputation. Creating awareness improves the understanding of the LED and makes the stakeholders develop an interest or intervene appropriately (Khambule, 2019). For example, non-governmental organisations and the private sector can commit financial resources, human capital, and knowledge to projects associated with LED. Awareness about LED (sources of funds, viable projects per area) will create platforms for networks with expert people, knowledge sharing and organisational learning. Through knowledge sharing and the involvement of experts, the LED will better define, understand, and manage their mandate to build the necessary administrative and management capacity (Gxabuza & Nzewi, 2021).

2.7.1.6 Lack of capacity

The lack of capacity, lack of knowledge and lack of resources is echoed by many authors. For example, Munzhedzi and Makwembere (2019a) note that the municipal offices do not have trained LED officers, and some personnel within the municipalities are unqualified. This makes it more difficult to meet LED goals. In Buffalo City Metropolitan Municipality, Gxabuza and Nzewi (2021) investigated the function of cooperatives in regional economic growth. They discovered that cooperatives lacked the institutional capacity, solid experience, and financial resources necessary to properly participate in LED. In another study associated with tourism as a vehicle for LED, Kotsiwe and Visser (2019) found that tourism could not participate fully in LED due to limited management capacity and funding. Masiza (2020) reported that training

and skills development in the construction industry is a vehicle to align South Africa's transformation agenda to LED.

Building capability among the LED team should go hand in hand with raising awareness of stakeholders. In the poorest provinces, capacity gaps among the LED employees are obvious. Building capacity is essential to prevent municipal workers with inadequate technical skills and a lack of technical training from only relying on consultant-driven plans (Majola, 2020a). These consultant-driven initiatives result in low-quality LED plans that lack project focus, have unattainable goals, can't pinpoint what motivates local development, and are poorly implemented (Kontsiwe & Visser, 2019). Because the disabled municipalities are unable to assess the effectiveness of the methods, reliance will continue, and monitoring will be ineffective.

When the marketing is bad, there is also a capacity issue. To draw and keep private businesses in local communities, an all-encompassing marketing plan is necessary. A lack of resources prevented Aliwal North from obtaining the best marketing, according to Kontsiwe and Visser's research from 2019. But the Tshwane Economic Development Agency, which created a marketing plan to draw in and promote strategic industries and economic businesses in the city, has documented success stories in the Tshwane municipality (Auriacombe & Waldt, 2020). Building capacity goes beyond just training. It involves offering support that is relevant to stakeholders, especially in communities where there are low levels of literacy but there is an opportunity for entrepreneurship. Auriacombe and Waldt (2020) reported that service by most local municipalities towards potential migrant entrepreneurs was poor and discriminative based on their immigration status, even though any form of entrepreneurship promotes LED. Good examples are Beehives in Thaba Chweu Local Municipality and the Community Self-Employment Centre in Nelson Mandela Bay Metropolitan Municipality, which assist prospective entrepreneurs through advice, loan applications, training and the provision of the workspace (Auriacombe & Waldt, 2020)

2.7.2 The impact of these challenges on traditional leaders roles

The problems mentioned above spread to the regions governed by traditional authorities. The uncertainty generated inside such administrations will hinder the

growth of regions connected to provincial governments. Traditional leaders, however, may be found where development is most urgently needed and are therefore at the very center of these processes (Rogerson, 2019). Traditional leaders are unwittingly excluded from the LED process due to a lack of awareness, financing, experience, and networks, even though they will be formally acknowledged as part of the LED. When traditional leaders are not involved, the entire community suffers. However, in this LED partnership, businesses should provide jobs, communities should provide labour and skills, and municipalities should facilitate, coordinate, develop, stimulate, and enable (Shilangu, 2019a). Since most rural property is within the chief's jurisdiction, getting permission to use it usually means going through the chief. Some agriculture-based LED efforts have stalled over land because traditional leaders who can enable the usage of the land have not been included in the conversation (Khambule, 2020). The goal of the LED is to promote growth in local economies. However, the programme is severely limited, which prevents it from being implemented properly. These problems prevent LEDs from being widely used.

2.7.1.7 Approaches to LED

Due to the diversity of municipal environments, LED policies and programmes must be tailored to fit each individual (Mwatsika, 2019). Some LED initiatives may involve substantial planning and coordination among numerous stakeholders more than others (Auriacombe & Waldt, 2020), while others may work well for urban and rural small communities. Therefore, the methods depend on the setting and evolve in response to various conditions beyond this investigation's purview. It is possible, for instance, that certain municipalities may embrace pro-poor policies while others would choose pro-growth policies. Therefore, an in-depth understanding of local circumstances is essential for designing successful LED projects. Enaifoghe and Vezi-Magigaba (2022) argue that "economic growth is a complicated interaction of many stakeholders' perspectives on the local economy" and that "there is no "one-size-fits-all" development policy or approach.

According to Auriacombe and Waldt (2020), the Spatial Development Framework, which includes strategies for land use and zoning, education and training programmes, transportation plans and programmes, leisure and recreational initiatives, housing programmes, environmental protection strategies, anti-poverty

programmes, crime and public safety initiatives, and waste disposal and pollution control strategies, can have an impact on LED. Still, It is important to emphasize that local governments cannot adopt everything at once and may ignore some suggestions altogether. This is true because various communities have varied budgets and deal with distinct economic issues, so there is no one-size-fits-all answer. Although prior scholars agree that methods vary depending on context and locale, Auriacombe and Waldt (2020) recommend the following procedures be carried out prior to the deployment of any context-specific method:

- a. The municipality's capacities should be assessed after an examination of municipal operations.
- b. Managerial staff overseeing the LED projects should know the municipality's development strategy and long-term goals.
- c. Before lifting off, macro and micro plans to actualize municipal responsibilities and roles should be devised.
- d. The assessment approach should allow constant revisions to establish a strategic fit between the municipality and the ever-changing environment.
- e. Monitor and evaluate the project at each stage (initiation, planning, execution, and closing).

The LED architecture and following operations will likely be disrupted if the preceding stages are omitted. Table 2.3 presents some strategies considered suitable for LED based on their testing in earlier research, as suggested in the preceding section. It is important to remember that these are only some of the numerous possible methods not investigated in this research.

Table 2.3: A summary of studies portraying LED initiatives implemented in South Africa.

Study	Aim	The Study Approach	LED initiatives and strategies	Outcomes (Based on Respondents)	Conclusions
Entrepreneurship in South Africa: Rethinking the Sustainability of Local Economic Development (Enaifoghe, 2022)	To investigate the long-term viability of entrepreneurship-based local economic development in South Africa	A randomized controlled sample design includes a qualitative approach that includes a thorough examination of the literature, and the baseline data gathered	Entrepreneurship	All aspects of communities, including the economy, social, welfare, environmental, and political concerns must be addressed in an integrated and holistic manner to achieve dynamic local development. It also concludes that in order to attain developmental success, a particular region needs to design its own approach.	Entrepreneurship is a key aspect of LED
A conceptual framework for using social innovation as an approach to local economic development (Chomane, 2021).	To explore a conceptual framework for using social innovation as an approach to local economic development by South African municipalities.	Content analysis of relevant research documents concerning social innovation and local economic development was performed. This content analysis developed a conceptual framework through an inductive approach.	Social innovation as an approach to LED	Social innovation can be used in LED initiatives.	Social innovation can be used in LED initiatives.

Findings on the role of cooperatives in local economic development in Buffalo City Metropolitan Municipality: A participatory monitoring and evaluation (Gxabuza, 2021).	To establish the contributory role of cooperatives in promoting LED outcomes and to determine the extent to which the PM&E could capacitate cooperatives.	Qualitative research approach that combines participatory action research (PAR) and PM&E. Two sets of data collection, such as focus group interviews (FGIs) and e-mailed questionnaires.	Focus on the contribution of co-operatives.	It was established that cooperatives have not yet achieved their contributory role of promoting LED, specifically in terms of job creation. There is a lack of institutional capacity, sound experience, and financial resources required before establishing a cooperative. There is also no monitoring and evaluation of cooperatives conducted by the municipality.	Co-operatives can be an approach to LED if the underlying problems are resolved.
Infrastructure Provision as a Catalyst for Local Economic Development in South Africa (Makhathini, 2020)	An analysis of the role of infrastructure in LED.	Using a qualitative study methodology and doing a thorough literature analysis on infrastructure provision and regional economic development	Infrastructure provision as an approach to LED.	Infrastructure development is essential for local economic growth; yet South Africa's infrastructure development is still lopsided because metropolitan areas continue to be given precedence over rural areas. Local economic growth is also essential for reducing maintaining the livelihoods of rural residents, reducing inequality, and fostering the nation's economic progress. However, insufficient infrastructure spending in rural areas makes it difficult to reap these advantages.	Infrastructure is a form of approach to LED, and inadequate infrastructure hinders economic development.
Local economic development	To investigate whether a	A quantitative research study was	Construction sector	The study's findings show that 50% of respondents	Training and skills development initiatives

<p>assessment on the construction transformation approach through skills development in South Africa (Masiza, 2020)</p>	<p>relationship exists between the construction development programme and the construction sectors transformation</p>	<p>conducted within the construction sector in South Africa using a questionnaire survey as a research tool.</p>	<p>transformation as a LED initiative.</p>	<p>said that employees who took skills training updated their prior knowledge and boosted their productivity, while 20% said that they were able to develop their careers at work. At least 10% of those who responded and took the class said they have the competencies had not received recognition within the organization for career progress. 20% said that the procedure is just a box-ticking exercise without any tangible benefits. These research findings show that different firms have varying commitments to employee training, and they also show why employees are eager to take part in skill development and training.</p>	<p>within the construction sector align with LED.</p>
<p>The Capricorn region South in Africa's Limpopo province serves as example of how economic sectors have an impact on local economic development (LED) (Garidzirai, 2019).</p>	<p>To analyse the impact of key economic sectors on LED in the Capricorn District Municipality.</p>	<p>Used an econometric model to quantify LED and an index that measures economic growth, employment, and poverty alleviation. Analysis of the impact of economic sectors on the LED index.</p>	<p>A focus of investment on key sectors (trade, construction, and electricity sectors).</p>	<p>In the Capricorn District Municipal region, the productivity of important sectors has greatly influenced economic development, job creation, and poverty reduction.</p>	<p>LED has a beneficial relationship with the trade, building, banking, and electrical sectors.</p>

<p>Tourism as a vehicle for local economic Development in small towns? When things go wrong: the case of Aliwal North, South Africa (Kontsiwe, 2019)</p>	<p>Aim of this investigation was to examine the challenges of tourism-led LED in Aliwal North, a small town in South Africa</p>	<p>The data was collected through archival records, and interviews were conducted with local members. communities, as well as several Key private sector stakeholders in the local tourism economy.</p>	<p>Tourism based</p>	<p>Despite the numerous tourism- related items that may be used to propel LED development in this town and its surroundings, numerous obstacles have thwarted such aspirations. Lack of targeted and organized marketing efforts for the destination, a lack of integrated stakeholder relationships in the larger destination region, and inadequate managerial capacity and finance are challenges.</p>	<p>Findings indicate that Aliwal North is a destination is not. Receiving optimal marketing due to limited resource capacity. However, it is an approach to LED</p>
<p>A case study of a South African Local Economic Development Agency is used to explore the function of social discourse in local economic development (Khambule, 2019)</p>	<p>Using a case study of one LEDA in South Africa, examined the function of social discourse in LED.</p>	<p>By conducting semi-structured interviews with important gatekeepers in the LED domain, a qualitative approach was used.</p>	<p>The impact of institutional arrangements on the performance of LED.</p>	<p>At the local government level, social dialogue is not well understood or used, in contrast to how it is welcomed at the national level. Social dialogue techniques (information exchange, consultation, negotiation, group decision-making, and problem-solving) are used by the LEDA and its stakeholders.</p>	<p>To develop the institutional framework for LED, it is necessary to coordinate the local and national social dialogues through LEDAs</p>
<p>Tourism, local economic development, and inclusion: evidence from overstrand local municipality, South Africa (Rogerson and Rogerson, 2019).</p>	<p>Investigated the nexus of tourism and LED planning in South Africa.</p>	<p>The data was collected through archival records, and interviews were conducted with local members. communities, as well</p>	<p>Tourism-Based</p>	<p>The evidence shows that tourism expansion can contribute to enhanced growth of the local economy and job creation for local communities.</p>	<p>Tourism approach is a LED</p>

		as several key private sector stakeholders in the local tourism economy, including the leader of a Local think-tank to improve the local tourism economy			
Effectiveness Of the Local Economic Development Strategy of Emakhazeni Municipality, South Africa (Radebe, 2019).	Examining if there is a thorough, well- organized, and integrated approach towards LED and the challenges within the ELM strategic objectives vision will help us determine the efficacy of the strategic approach Emakhazeni Local Municipality (ELM) has selected.	The gathering of secondary data was necessary for the content analysis approach. This contained publicly available data that was already available in books, magazines, newspapers, and numerous government publications as well as those of affiliated organisations	Pro-poor strategies.	Frameworks and policies developed by the national government have a significant impact on the local economy of ELM.	ELM faces a problem in the strategic management of carrying out a successful LED plan.
Cooperatives as Strategies of Local Economic Development in the City of Tshwane (Shava and Hofisi, 2019).	To examine the implementation of cooperatives as local economic development strategies in selected communities of	Employed the case study approach derived from an interpretive paradigm where semi-structured interviews were purposively	Cooperatives as LED strategies	The success of cooperatives is affected by poverty, unemployment, limited government funding, limited access to ready markets, lack of expertise, and lack of monitoring and evaluation of cooperative projects.	The viability of cooperatives and LED depends on communities being encouraged to be creative and innovative through multi-stakeholder

	the City of Tshwane in Gauteng Province of South Africa.	administered to cooperative members, project managers, and community development workers among the three selected cooperatives in the City of Tshwane.			partnerships (MSPs) with the corporate sector.
Ecotourism as a mechanism for local economic development: the case of communities adjacent to the Oribi Gorge Nature Reserve, KwaZulu- Natal, South Africa (Gumede & Nzama, 2019)	How ecotourism contributes to the study area's local economic development.	Exploratory mixed methods design.	Focusing on Ecotourism as a vehicle of LED.	Ecotourism contributes to the local economic development of the study area through employment creation and capacity building.	Ecotourism is a viable approach for LED.
Assessing the Role of Intergovernmental Relations in Strategic Planning for Economic Development at Local Government Level: A Case Study of uMkhanyakude District Municipality (Biyela et al., 2018)	To assess the role of intergovernmental relations in strategic planning for economic development within local governments as an attempt to dissect intergovernmental relations and local economic development from a strategic	A qualitative approach was adopted, with respondents purposively selected and interviewed to address the aim of the study.	Institutional relationships as an approach to Led.	The impact of an inefficient intergovernmental relations system not only defies the purposes and intentions of cooperative government but equally threatens the very foundations of local economic development and its inherent benefits. The study found that local governments do not have adequate policies that address the intergovernmental relations and local economic development challenges	Strengthening relationships is an important approach to facilitate the success of LED.

	planning perspective to understand local government challenges better and address them.			established in this study.	
Investigating the impact of the Integrated Approach on Local Economic Development in South Africa in the Context of Policy Planning and Implementation: The Case of the West Rand District Municipality and its Development Agency (Maneli, 2018).	Assessing how fragmented policies impact the integrated approach to local Economic development activities under the auspices of the WRDA, whether there is feasibility for an integrated approach to implementing local economic development activities under the WRDA coordination and establishing and recommending intervention strategies to resolve challenges.	A qualitative method approach includes a literature review and interviewing different purposefully sampled role players in the discharging the mandate by WRDA	Focusing on Policy Planning and Implementation.	Fragmented policies and LED departments negatively impact the stimulation of local development Agencies in South Africa, and there are chances of integrating various local economic development activities in the stated location.	Policy coordination is paramount for effective LED.
The Ecosystem Perspective of	An analysis of the role of	An analysis of literature.	Pro-growth (entrepreneurship	The ecosystem perspective of entrepreneurship and	Entrepreneurship is an effective approach to

Entrepreneurship in Local Economic Development (Mwatsika, 2019)	entrepreneurship and its role in LED.		ecosystem) approaches.	entrepreneurship can influence economic growth when the requisite key resources and key stakeholders' functionality are developed in a balanced way.	LED.
Assessing the Role of Intergovernmental Relations in Strategic Planning for Economic Development at Local Government Level: A Case Study of uMkhanyakude District Municipality (Biyela et al. 2018).	To assess the role of intergovernmental relations in strategic planning for economic development within local governments as an attempt to dissect intergovernmental relations and local economic development from a strategic planning perspective to understand local government challenges better and address them.	A qualitative approach was adopted, with respondents purposively selected and interviewed to address the aim of the study.	Institutional relationships as an approach to Led.	The impact of an inefficient intergovernmental relations system not only defies the purposes and intentions of cooperative government but equally threatens the very foundations of local economic development and its inherent benefits. The study found that local governments do not have adequate policies that address the intergovernmental relations and local economic development challenges established in this study.	Strengthening relationships is an important approach to facilitate the success of LED.
Investigating the Impact of the Integrated Approach on Local Economic Development in South Africa in the	Assessing how fragmented policies impact the integrated	A qualitative method approach includes a literature review and interviewing different purposefully	Focusing on Policy Planning and Implementation.	Fragmented policies and LED departments negatively impact the stimulation of local development Agencies in South Africa, and there	Policy coordination is paramount for effective LED.

Context of Policy Planning and Implementation: The Case of the West Rand District Municipality and its Development Agency (Maneli, 2018).	approach to local economic development activities under the auspices of the WRDA, whether there is feasibility for an integrated approach to implementing local economic development activities under the WRDA coordination and establishing and recommending intervention strategies to resolve challenges.	sampled role players in the discharging mandate by the WRDA.		are chances of integrating various local economic development activities in the stated location.	
The Ecosystem Perspective of Entrepreneurship in Local Economic Development (Mwatsika, 2019)	An analysis of the role of entrepreneurship and its role in LED.	An analysis of literature	Pro-Growth (entrepreneurship ecosystem) approaches.	The ecosystem perspective of entrepreneurship and entrepreneurship can influence economic growth when the requisite key resources and key stakeholders' functionality are developed in a balanced way.	Entrepreneurship is an effective approach to LED.
An Assessment of Local Economic Development (LED) for Sustainable Development and	To assess Local Economic Development (LED) for	The data was collected using a self-administered questionnaire	Trade and development, the Industrial Development	Trade and development: the unit is capabilities were limited in recent years due to capacity and financial	The municipality has many Local Economic Development strategies and has partnered with

<p>Poverty Alleviation in Buffalo City Metropolitan Municipality (Nteleng, 2014)</p>	<p>sustainable development and poverty alleviation in Buffalo City Metropolitan Municipality</p>	<p>distributed to the employees in the LED department of the municipality, community members and businesses around the municipality</p>	<p>Zone (IDZ), Buffalo City Development Agency (BCDA), Tourism and Small, Medium and Micro Enterprises, the Agricultural Development Strategy, and the Informal Development Strategy.</p>	<p>constraints. The Industrial Development Zone (IDZ): The IDZ was seen to offer investment opportunities and play a pivotal role in supporting Black Economic Empowerment. Buffalo City Development Agency (BCDA): Respondents acknowledged its importance in local development. Tourism: though tourism had increased steadily, other surrounding regions had limited tourism sector. Small Medium and Micro Enterprises: Some community members involved in SMMEs admitted that the municipality had assisted them in registering their businesses and provided them with training on improving their businesses. Other respondents who are foreigners complained that they do not get any assistance with their businesses from the municipality since they are foreigners. The Agricultural Development Strategy and the Informal Development</p>	<p>other stakeholders to provide employment opportunities. There are success stories in some areas and failures in others.</p>
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				Strategy: The respondents were not clear about how this strategy is implemented, to whom and how effective it is.	
The Effectiveness of Agricultural Support NPOs in Facilitating Local Economic Development (Mpanza, 2018).	The role of non-profit organisations that support agriculture in fostering local economic development Moreover, utilises a case study of the Siyavuna Abalimi Development Centre.	Qualitative research using semi-structured interviews.	Agriculture and non-governmental organisations.	Siyavuna is a high organisation. Active in LED activities. Its representatives regard the organisation as an LED project.	Agriculture-focused NGOs are vehicles for LED.

Though approaches to LED can be context-specific, Auriacombe and Waldt (2020) note that they follow a basic structure into which those idiosyncratic approaches belong. Figure 2.3 illustrates the steps proposed for effective LED strategic implementation.

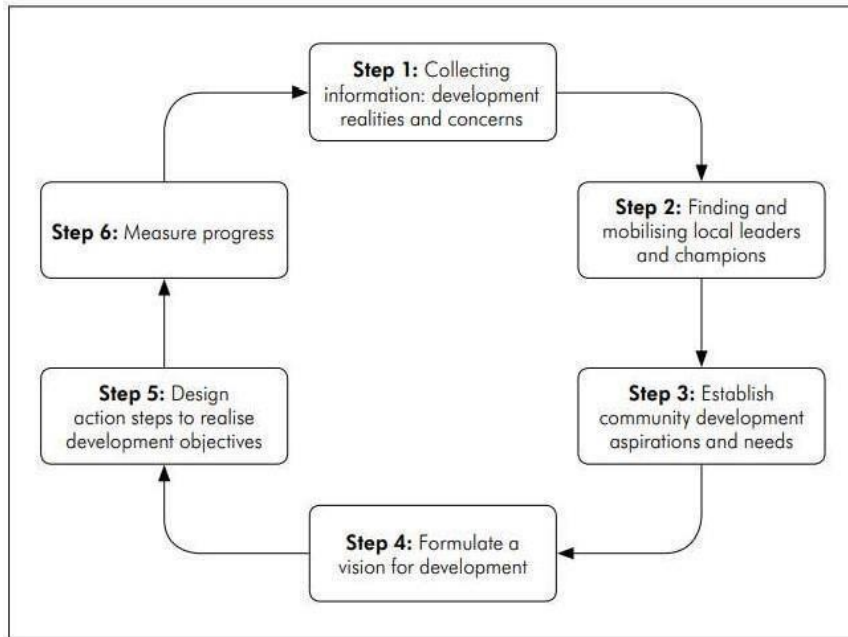


Figure 2.3: LED strategic design cycle

Source (Auriacombe & Waldt, 2020).

Municipalities can prosper if they pursue this systematic, integrated, coordinated effort to design their unique strategies. Apart from this cyclic strategic process, the municipalities should follow a pre-determined strategic planning process from the inception of LED ideas as shown in Figure 2.4.

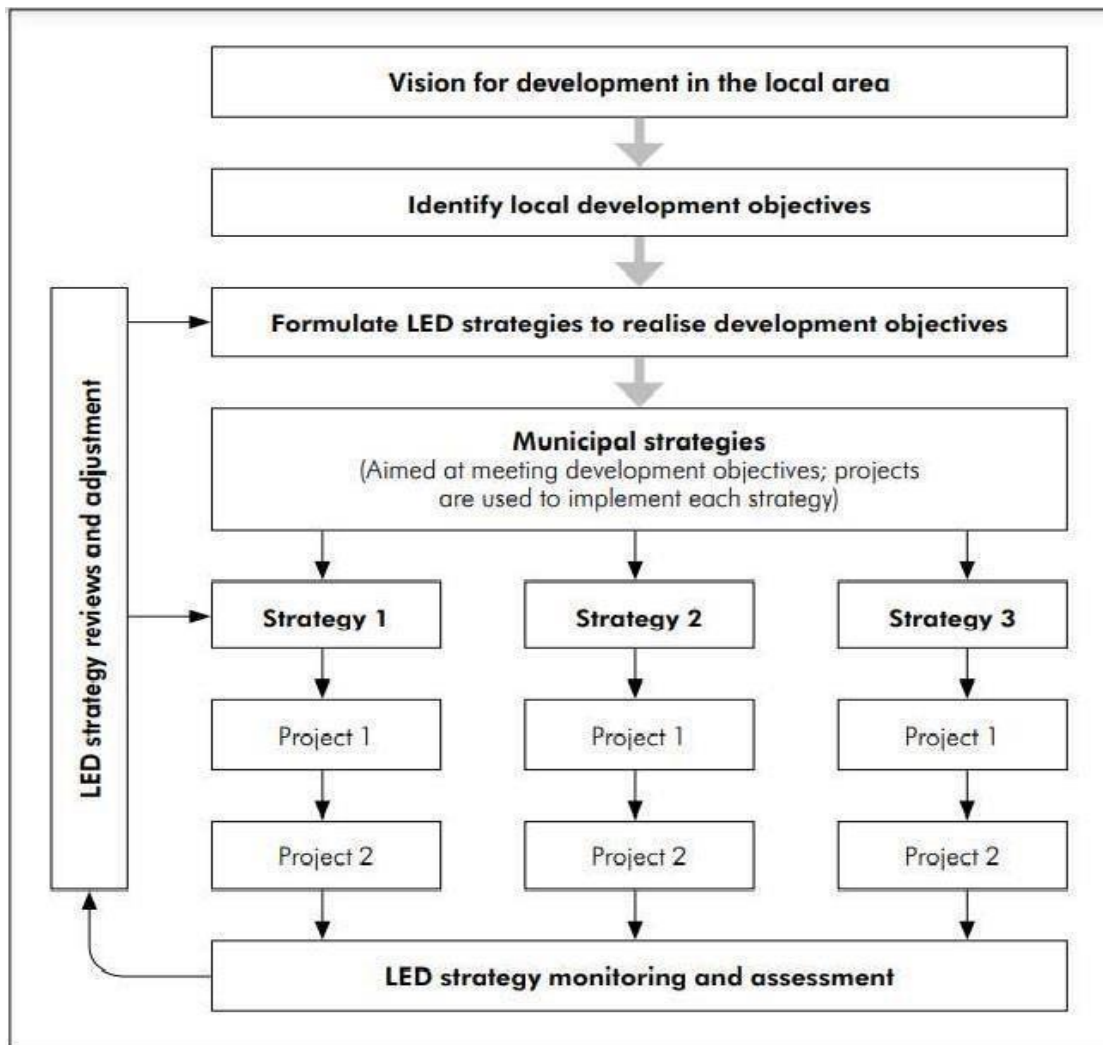


Figure 2.4 LED strategic planning process

Source: (Auriacombe & Waldt, 2020).

It is important to note that these are not new concepts proposed for the municipalities. These have always existed in the DPLG documents but were never implemented for several reasons, including a lack of understanding of the purpose of LED, lack of capacity, and lack of resources to follow through with the idea processes.

2.7.3 South African legislation on LED and traditional leaders participation

In South Africa, the Constitution (no.108 of 1996) serves as the basis for a developmental model of local government and is one of many laws and policies that influence the LED (Masiza, 2020). Municipalities are established in accordance with Chapter 7 of the Constitution of the Republic of South Africa (1996). As a result,

localities are obligated to provide residents with the most fundamental necessities. Section 152 of the South African Constitution 1996 states that municipal governments are the primary providers of essential services. Sustainable service delivery, social and economic growth, and environmental protection are all constitutionally mandated local government functions (Constitution, 1996). Local governments encourage citizen involvement in all their initiatives under Section 151 of the Constitution (Munzhedzi & Makwembere, 2019a; Munzhedzi & Makwembere, 2019c). The Municipal Systems Act (Act 32 of 2000) and other local government statutes and policies make this obligation very apparent. The most important ones are the Municipal Structures Act (Act 117 of 1998), the Municipal Finance Management Act (Act 56 of 2003), the Integrated Development Plan (IDP), and the Municipal Planning and Performance Management Regulations (2001). The texts advocate for consultative meetings, open hearings, and institutional engagement from the community and its traditional authority in matters of local administration (Shilangu, 2019a; Shilangu, 2019c).

Hlomuka (2020) explains that these laws and guidelines aim to increase the involvement of traditional leaders in municipal decision-making and to guarantee that the projects implemented by municipalities align with the requirements of their communities. The roles and responsibilities of municipalities are laid out in the Constitution, but Masiza (2020) argue that in practice, the opposite is true, as municipal managers, local councilors, and other representatives are often not easily accessible to the communities they are supposed to serve. The following is an examination of the laws and practices that have been singled out due to their relevance to this study.

2.7.1.8 The Local Government Transition Act (1996)

Under this Act, local governments must promote economic and social growth. In urban areas, it is acceptable to encourage unified economic development. The LGTA requires municipalities to adopt, develop, and implement an IDP. In order to coordinate efforts across several sectors, including the social, economic, and environmental ones, an IDP is required (Williams, 2023)

2.7.1.9 Municipal Systems Act (Act 32 of 2000)

The Act mandates that local governments promote a philosophy of municipal control that strikes a balance between formal democratic government and a structure of

participatory governance and encourages and creates opportunities for the local community to participate in the activities of the relevant municipality. Integrated development plans and municipal budgets should be open to community input at every stage of the process (Williams, 2023). Section 17 of the MSA Act requires the usage of political institutions by the local populace to have a voice in municipal affairs. Local governments should also cater to the needs of the elderly, the blind, the handicapped, women, and other underrepresented demographics (Khambule, 2020).

Traditional authorities, such as local councils, have obligations. Traditional authorities are entitled to:

- Take part in the municipality's decision-making processes
- Utilize and delight in public amenities
- Having access to city services
- Send suggestions, grievances or arguments to the local government
- Be prepared for the municipality to respond right away
- Aware of the municipal council's decisions
- Expect the council to be transparent about its operations and finances
- Participate in the local council's and its committee sessions
- Demand that the council behave in a fair and transparent manner

Those who live in the region and have access to resources and experience may be more equipped to participate in these complex processes than those who do not. To "level the playing field" and ensure that all residents and organisation's can participate effectively, municipalities must strengthen the local community's capacity for involvement (Mamokhere & Meyer, 2023). Local governments should allocate a portion of their annual budget to programmes that encourage and reward public participation and that enhance the skills of city officials and staff (Yende, 2023)

2.7.1.10 The Local Government Municipal Systems Act (32/2000)

The Act expressly calls for public notifications of a council meeting's time, location, and date. The Act states that a municipality may create one or more advisory groups of people who are not councilors to advise the council on any topic within its purview. As they bring in knowledge that might not be present in the council or will supplement its competence, these groups can be helpful (Enaifoghe, 2023). These committees may deal with technical or governance-related issues in which community-based agencies can contribute significantly to local government. These panels must take gender equality seriously. The Act is important in the study as it reveals that the municipal councils are legally mandated by the act to guarantee that community participation is executed across the hierarchies within their areas (Schoeman & Chakwizira, 2023). Thus, the research will seek to establish whether the Maphumulo municipality is fulfilling its legal mandate.

2.7.1.11 Municipal Finance Management Act (Act 56 of 2003)

According to the Act, the municipal manager is legally accountable for fiscal management in the first instance and, along with other top managers, is also in charge of execution and results. They must always act in the municipality's best interests and with loyalty, honesty, and integrity (Amber & Mgiro, 2018). Non- executive council members serve as elected community representatives who discuss and approve budgetary and policy proposals and monitor the municipality's effectiveness. On the premise of quarterly and annual reports, they hold the executive mayors or committee and the representatives accountable for their performance. Finally, Article 22 of the same Act, No. 56 (2003), calls for releasing local budgets each year and invites the public to comment.

Additionally, Section 23 mandates community consultations on the proposed budgets. The mayor should be allowed to reply to the suggestions following thorough consultations and, if required, to adjust the budget and present modifications for the Council to consider (Selepe, 2023). The Act is important in the research done by Munzhedzi and Makwembere (2019a), as participation also includes a layered hierarchy of officials, with every level contributing differently to the success of service delivery.

2.7.1.12 Municipal Structures Act (Act 117 of 1998)

According to SALGA (2011), the Municipal Structures Act divides the powers and functions between the categories of municipalities and regulates matters connected with local government systems and structures. The Structures Act deals extensively with the Municipal Council and provides for issues such as the election, removal from office of councillors, and the internal proceedings in and the dissolution of the Council (Molale, 2019). Citizen participation in local government affairs must occur through the ward committees provided for in the Act. Even if municipalities urge individuals to engage actively, it is still the municipality's responsibility to ensure the community's involvement, according to Section 19 of the Act of 1998. The responsibilities of a municipality are outlined under this and Section 4 of the Act. The local community must be encouraged to participate, and leaders of the community must be consulted on the extent, calibre, scope, and effects of municipal services. Second, the municipality must inform the populace of the possibilities for delivering fundamental services (Shilangu, 2019a). The Systems Act also discusses the responsibilities of the city administration in Section 6. These are accomplished by:

- “Establishing clear relationships, and facilitating cooperation and communication, between the municipal administration and the local community.
- Giving members of the local community full and accurate information about the level and standard of municipal services they are entitled to receive.
- Informing the local community about how the municipality is managed, the costs involved and the persons in charge.”

2.7.1.13 *Municipal Planning and Performance Management Regulations (2001)*

The Local Government Municipal Performance Regulations for municipal managers and managers directly accountable to municipal managers (Government Gazette No.29089, 1 August 2006) sets out how the performance of Section 57 staff will be uniformly directed, monitored, and improved. The regulations address the employment contract and performance agreement of municipal managers and managers directly accountable to municipal managers (Nxumalo, 2012; Munzhedzi & Makwembere, 2019a). It further provides a methodology for the performance management system

and criteria for performance bonus payments. The regulations also provide an approach for addressing underperformance, should this occur.

2.7.1.14 *Integrated Development Plan (IDP)*

Councils and municipalities produce a strategy document called an integrated development plan (IDP). It opens the door to a more all-encompassing knowledge of the area and the possibility of formulating a vision for the future and tactics for bringing that vision to fruition (Shava & Hofisi, 2019). To allocate available resources to development goals and strategies, municipalities are required by law to create integrated development plans (IDPs), which are meant to be considered part of the municipality's mainstream planning process. Local planning in the past has been very technical, emphasising land use and infrastructure plans, but little thought has been given to the social and economic aspects of growth (Munzhedzi & Makwembere, 2019a). The IDP's overarching goal is to improve municipal planning by eliminating inefficiencies and making it more sustainable. The IDP is seen as a crucial resource for local government to manage its expanded role in development. Decisions on pressing matters like regional economic growth are intended to be reached via the IDP process more collaboratively, methodically, and deliberately (Shilangu, 2019a; Shilangu, 2019c; Shilangu, 2019b).

The IDP was conceived as a means through which cities' plans for growth might be presented diplomatically. Therefore, the plan must be created yearly in every municipality. These towns are obligated to perform public involvement processes, such as holding town hall meetings and soliciting residents' feedback on service delivery matters (Shilangu, 2019a). Localities can make their opinions known throughout the discussion through public input websites. The management of a municipality has a responsibility under Section 55(1)(n) of such Systems Act to promote public participation in the implementation of the IDP (Khambule, 2020). The eThekweni municipality's IDP (2017-2022) promotes neighbourhood-level strategy development. Municipalities are charged with promoting democracy, human rights, economic and sectorial growth, and ensuring that all residents have access to essential services. Communities are strongly encouraged to:

- Institutionalize municipal governance as an adjunct to democratic representation and citizen participation.

- Foster citizen involvement in local government by providing opportunities for doing so.
- Strengthen the community's ability to engage in municipal affairs, particularly that of women and other underrepresented groups.

Traditional leadership was acknowledged in Section 212 of the South African Constitution, but its inclusion has proven difficult. The White Paper on Traditional Leadership and Governance and the Traditional Leadership and Governance Framework Act of 2003 aimed to reform traditional leadership structures (Nxumalo, 2012). The White Paper argues that a shift in power away from unconventional forms of leadership is essential. Section 19 of the Traditional Leadership and Governance Framework Act of 2003 did not enforce the White Paper's proposed mandatory allocation of roles and powers to traditional leaders; instead, section 20 of the Act only permitted the discretionary allotment of functions and responsibilities to traditional leaders (Shilangu, 2019a; Shilangu, 2019b).

The national and provincial governments were authorized by subsection 20(1) to give traditional councils and leaders more power via legislation or other means. Unlike the White Paper, it did not suggest what specific responsibilities should be assigned to traditional leaders or councils by national or provincial authorities or other state organs within the fields mentioned above of study or administrative functions. Traditional leaders could contribute to job creation, housing, and other issues (Auriacombe & Waldt, 2020). It was often believed that bettering one's education and health came first in more remote areas.

The land problem is still being discussed at length by traditional councils. Traditional leaders' control over land management under customary law was largely ceded to the state due to the creation of the country's land policy (Khaidir & Putra, 2019). These authorities were reinstated as new responsibilities for traditional leaders as they began administering government-owned property. This directly opposed the actual state of affairs inside African tribal law. Municipalities should include traditional leadership or institutions in local service provision to harmonize relationships within themselves better. As Shava and Hofisi (2019) point out, democratizing governance, choice, law-

making processes, and decision execution was challenging without competent traditional authority interaction, particularly in the development of rural communities.

According to Leonard (2019); Musavengane, Tantoh and Simatele (2019), municipalities undermine authoritative councils and mayors. Municipalities do not take traditional councils seriously, and the traditional councils' stance on municipalities is mostly symbolic. Koenane (2018a) found that the answer to conventional leaders' roles and responsibilities is still being hammered out. According to the study participants, the current government is undermining traditional leaders, much as the Apartheid regime did. It was stated that certain traditional chiefs were not as affluent as their peers since their districts did not have the same levels of natural resources (Musavengane *et al.*, 2019). Traditional leaders' roles and obligations are being discussed and debated in countries other than South Africa. There was also worry that surface landowners' rights were being taken without compensation. Most contracts were skewed and perverted in favour of mining companies, and communities were not collecting royalties that were rightfully theirs (Koenane, 2018a). It was decided that protections should be implemented to prevent traditional chiefs from having conflicts of interest while serving as lawmakers.

2.8 Chapter Summary

The chapter explored two theories: the public policy implementation theory and the theory of empowerment. It examined their conceptualisation and applicability to traditional leadership and LED. It also discussed the state of service delivery in both developed and developing nations. Challenges to traditional leadership in rural development were especially pronounced in the developing world. The chapter further examined how the public, as a collective, participates in LED projects in the developed and developing world. Lastly, the chapter discussed the LED in South Africa, including the legislation that drives the LED agenda and the extent of public involvement in rural development.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The chapter defines and implements the research technique pertinent to LED, such as belief systems, qualitative design, and investigating strategic methods of a case study method, where in-depth interviewing functioned as data collection tools. The empirical investigations this research aimed to conduct include purposeful sampling, reliability, theme analysis, and ethical issues. Thus, the investigation was carried out in phases, as detailed below.

3.2 Research Philosophy

A research paradigm, according to Bonache and Festing (2020), is a collection of shared ideas and understandings among scientists regarding how issues should be recognized and handled. Social science has four philosophies: positivism, post-positivism, interpretivism, and pragmatism. A paradigm is a body of presumptions and practices that shape research within a field by providing the lenses, frames, and procedures for conducting inquiry (Brink, 2018).

The investigation is underpinned by the interpretivism research philosophy. Truths, comprehensions, and learning are the cornerstones of interpretivism (Bonache & Festing, 2020). Social constructivists contend that because human activity shapes reality, it cannot exist independently of social construction. Knowledge is a byproduct of humans in the same way that individuals create meaning through their interactions with one another and their surroundings (Blaikie & Priest, 2017). Given that its objective is to properly understand a variety of realities, interpretivism relies on the qualitative research approach. The ontological perspective of this paradigm is based on the notion that truth is mutable and multidimensional (Brynard & Hanekom, 2014).

The viewpoint taken in this study is that reality can only be understood through socially constructed meanings and the human mind. The epistemological perspective of this paradigm is centered on how knowledge of reality and the social creation of information (Blaikie & Priest, 2017). With participant experience interpretation, this study aims to build knowledge. The methodological aspect of this paradigm is that subjectivity of judgment is permitted, values are recognized, and the comprehension of an insider's perspective is understood. As a result, this inference is supported by the methods used in this study, allowing for interpretation (Bonache & Festing, 2020).

The interpretivism paradigm was appropriate for this project because the researcher wanted to obtain on-the-ground comments from people to understand how traditional leaders are involved in LED, as expressed by the study location's participants.

3.3 Research Approach

As per Abdullah (2019), a qualitative research strategy aims to gain a detailed knowledge of participants' opinions and impressions. Qualitative research aims to explain, translate, decode, and comprehend the significance of naturally occurring social occurrences (Cresswell, 2014). According to this description, the qualitative research methodology is a descriptive type of study. Researchers who adopt a qualitative research design have a wider range of techniques that they can apply, depending on the type of information they seek to gather and the nature of the respondents they are targeting. The most common techniques used to collect information in qualitative research include case studies; participant observation; unstructured in-depth interviews; focus groups (also called group in-depth interviews); and participatory research (Bryman & Bell, 2015). All these techniques can provide some robust qualitative data essential for reliable, practical inferences.

The quantitative research approach influenced the research; qualitative research is aimed at understanding the whole; the researcher needs to be immensely involved with the study to address the problems or needs of the participants. The study used semi-structured interviews to extract data on conventional leadership involvement in LED efforts. This is frequently used in explorative research to pinpoint crucial factors, craft probing questions, and produce hypotheses for more studies (Brynard & Hanekom, 2014). Traditional leaders and community members among the research's targeted respondents were asked to participate in unstructured in-depth interviews to gather information for the study.

3.4 Research Design

For this study's objectives, a descriptive design is used. This method entails monitoring and reporting a subject's behaviour without altering it. This is a pertinent design because the study aims to describe traditional leaders' and rural citizens' perspectives to comprehend them (Bryman & Bell, 2015). To better understand traditional leaders in LED, this study used a case study qualitative methodology that is exploratory.

Researchers use a case study to elicit a comprehensive knowledge of an activity or problem in real-world practice (Cresswell, 2014). The Maphumulo Municipality was the subject of the study, and the researcher collected the data via in-person interviews with people before presenting the results and considering this setting. This was done because the researcher wanted to understand the problem in- depth to accomplish the specified goals.

3.5 Study Area

The study was conducted in the Maphumulo Municipality (Figure 3.1). The municipality is in the Province of KwaZulu Natal. English and isiZulu are the most spoken languages in the municipality. Further, the municipality consists of eleven wards, each with an elected ward councilor. The ward councilor, by law, becomes the ward committee chairperson and the council's community representative. The municipal council is the decision-making body of the municipality, wherein all policies and bylaws are adopted for implementation.



Figure 3.1: Maphumulo Local Municipality (KZN294)

Source: <https://municipalities.co.za/map/1072/maphumulo-local-municipality>

Legally, the municipality must oversee LED projects and those within its purview. A Community Engagement and Action Unit for the municipality oversees developing methods, processes, and procedures for public participation to provide accessibility and promote governance. The Unit has a Community-Based Programme (CBP) to

ensure the engagement of ward committees in the implementation of services in each ward.

3.6 Target Population

The population inside the wider population that the researcher is interested in is referred to as the target population. According to Hartman (2018), the target population should consist of all people from whom a researcher pulls sample components. They contend that the available population is merely a portion of the target group that an investigator includes in that specific research project and that the target population encompasses everything that comes under the specific interest of the study. The participants in this study were Amakhosi (20) and locals (2993).

3.7 Sampling Strategy and Techniques

According to the body of existing research, sampling involves choosing multiple individuals from the targeted community to generalize the findings to that population (Abdullah, 2019). Probability sampling and non-probability sampling are the two types of sampling. Every member of the population has an equal chance of being selected for the sample when using probability sampling. According to Bonache and Festing (2020), probabilistic sampling assumes that all natural populations have a "normal" distribution of variation from which it is possible to estimate the proportion of people who share a particular trait. It also assumes that every member of the target population has an equal chance of being chosen as a study participant. Random sampling strategies used in probability sampling include simple, systematic, stratified, and cluster randomization. (Rahman, Tabash, Salamzadeh, Abduli & Rahaman, 2022).

According to Stratton (2021), random sampling techniques promote a less risk of bias in the research results, and statistical methods, such as optimal sample size and sampling error, as well as precision of results, can be determined. Furthermore, probability sampling allows for conclusions and inferences about the target population of a study (Rahman *et al.*, 2022). Non-probability sampling methods do not give each member of a target population an equal chance to be selected for participation (Stratton, 2021). The participants are selected by the researcher (purposeful sampling), referred to the researcher (snowball recruiting), or self-select to participate in a study (convenience sampling) (Omeihe, 2021). Non-probabilistic quota sampling is sampling in which convenience sampling is layered onto a systematic population segmentation process (Stratton, 2021).

The methods used in non-probabilistic sample design are less objective than those used in probability approaches, and the sampling is dependent on techniques that have been pre-determined by a human element, which increases the likelihood of biased outcomes (Rahman *et al.*, 2022). Non-probability sampling further restricts the researcher's capacity to generalize the findings, allowing them to only be applied to the study's participants. Non-probability sampling makes it impossible to calculate sampling error or data precision in relation to a target population, and generalizing empirical relationships to the study's participant group is also impossible (Omeihe,

2021). Both probabilistic and non-probability sampling methods were used by the researcher. A further objective of qualitative research is the collection of high-quality, non-numerical data, which can only be done by selecting a small, well-informed sample of participants. In this study, the researcher used stratified random sampling to interview key informants comprising 20 traditional leaders from the Maphumulo Municipality. In stratified random sampling, the researcher aims to divide the population into strata that are homogeneous about the characteristic being used to divide the population (Rahman et al., 2022). The study population must exhibit the traits specified as the basis for stratification. For instance, stratifying a population according to position is simpler. The researcher placed traditional authority into one stratum and conducted random interviews with individuals from this because they oversee development programs at the ward and village levels and have first-hand knowledge of the area. A smaller group of nine people were used in this study since the researcher had to spend more time in the field observing everyday development-related activities. Over multiple visits, the researcher spent significant time with each research subject, fostering familiarity and a strong bond.

Only with a small number of participants was it possible to get comprehensive and profound information from the participants during this investigation. To organize the study and conduct semi-structured interviews with 35 residents of Maphumulo municipality's Ward 11 using convenience sampling. The ward's population is 2993 people in total. Convenience sampling, according to Rahman et al. (2022), considers each person's availability and convenience while selecting particular participants. Randomization makes it possible to extrapolate from a representative sample to the complete population.

3.8. Data Collection Instruments

In this study, structured interview schedules were used to elicit information from participants, and Hartman (2018) defines data collection instruments as tools used to gather data, such as questionnaires, tests, structured interview schedules, and checklists. These interview schedules were developed in English and translated to isiZulu when necessary, during data collection. This approach is used to gain maximum information from residents affected by LED projects. Equally, interview schedules were developed to gain more information from the communities. To pre-test the developed interview schedules, a pilot survey was conducted on five (5)

experts and their opinions on the adequacy and clarity of instructions, relevance of questions and number of questions included in the interview schedule reviewed. The improved interview schedules were then used to collect data.

An interpretative approach that "aims to explain the subjective motives and meanings that lay underlying social behaviour" is consistent with interviewing (Hartman, 2018). Data was gathered for this hypothetical research utilizing an interviewing guide. It is crucial to collect information pertinent to addressing the main research issues. Since they should constantly be modified depending on how the discussion develops, the structure and sequence of the questions given in the interview guide are not rigid but rather flexible. An audio recorder was utilized throughout the interview to record voice information for subsequent transcribing in a Word document.

3.9 Data Collection

Semi-structured interviews were used in the study to gather data. According to Hartman (2018), this sort of interview has three positive traits:

- The researcher has a mental structure of the research questionnaire, but the verbalized questions as presented to any individual will differ depending on the context and placing of the interview.
- Avoiding any "uniform behaviour" for all interviews by relying upon a "conversational mode," the interview "will lead to a social relation of kinds, with the quality of the interaction being individualized to every participant; and Telephonic contact was directed to the traditional officials (participant) for an interview one month before the study after the Maphumulo Municipality approved the interview studies to be conducted. Additionally, a banner inviting the volunteer locals for interviews was posted in every key location (clinics, retail/tuck-shop complexes, and shopping centers).

Interview guides were prepared with questions on participatory mechanisms employed within this ward. Once the potential participant agreed to the interview, an interview was held in the place of their choice. Every interview was 30-45 minutes long and audio-recorded with the participant's consent. The researcher held the interviews without the help of a research assistant. After each interview, the researcher

transcribed the recordings and used the submissions as a basis for further inquiries, if necessary, or as a springboard for probing the next interviewee.

3.10 Data Analysis

The researcher in this study recorded, transcript, and categorized the material gleaned from the interviews during the data collecting phase. The research supervisor received the transcripts and recordings and independently coded the data. The study team then scheduled a meeting to review the coding and the consensus. This allowed for identifying themes and sub-themes by ensuring an objective and impartial approach.

In line with the data collection methods and techniques described above, ontological and epistemological assumptions influence the ideal analytic framework for this study (Hartman, 2018). The recorded interviews were transcribed and translated into written form; simultaneously, those in English were transcribed verbatim. Since verbatim transcripts can accurately reflect the participant's intentions, they are seen as loyal and real (Bryman & Bell, 2015). The researcher did everything possible to minimize the impact of bias and distortions with the aid of two independent moderators.

Since it offers a full and in-depth explanation of the data, the six-phase thematic analysis method outlined by Bryman and Bell (2015) is thought to be the ideal strategy for this study. The researcher reads through the produced transcripts as the first step in the data analysis process. Cresswell (2014) argues that qualitative research analysis, unlike formal data analysis, is a continuous process rather than a single event. Before conducting the next interview for this study, each audio interview recording was listened to.

It should be easier for researchers to comprehend the breadth and reach of the data sets when they read transcripts carefully since they become "immersed" in the information. The phrase "deep drilling" is used by Bryman and Bell (2015) to emphasize the importance of properly comprehending the study's fundamental issues while immersing oneself in the data.

In the second phase, the intriguing features of the data were meticulously coded. Each code gathered important data.

The codes were then organized into potential subjects as the following phase. The data that goes along with each theme is now neatly organized. Because of this, some

codes might either become core themes or sub-themes or even be dropped. In essence, candidate subjects were combined, enhanced, divided, or dropped. The fourth process, which yields a chart of the study, involves reviewing the themes and assessing whether they correspond to the coded excerpts. The two degrees of subject reviewing and refining at stage four involve reading each aggregated extract inside certain themes and reading the complete data set. The analysis is then linked to the research and literature after the themes have been named and identified.

3.11 Data Management

Following data collection, the study supervisor and co-supervisor listened to the recordings while reading the transcripts to ensure they were accurate. The researcher kept the transcribed information on a computer secured with a password she knew. The transcriptions, field notes, and audio recordings were kept in the researcher's secure custody under lock and key. The tape recordings are cleaned from the recorder and put on a compact disc after transcription, member checking, supervisor checking, and co-supervisor checking.

All data on a compact disc, any data in the computer's programme files, and all in the recycle bin were erased when the analysis was finished. The physical copies of the transcriptions and field notes were destroyed after transcription analysis and transferred to the compact memory stick. The memory stick was provided to the study coordinator for five years of secure storage behind closed doors, after which it will be destroyed. Since the collected data is the main source of information for the study, this is in accordance with the ethical code of the research university. The project did not make use of any cloud storage.

3.12 Trustworthiness

The reliability of this qualitative study will be ensured by the principles that are covered below. To maintain the study's qualitative methodology, quantitative terminology is purposefully avoided. Academics frequently use the words validity and reliability interchangeably. Validity and dependability are synonyms for trustworthiness (Bryman & Bell, 2015). To convince one another that their research is

valuable and reliable, the researchers must try (Stratton, 2021). The methods used in the current study to increase trustworthiness are described in the paragraphs that follow.

3.12.1. Credibility

The researcher provided the original recordings and kept the study supervisor updated throughout the procedure. At each round of interviews, the researcher gave recordings, transcripts, and analyses. The study team decided on data saturation.

As a crucial component of the initial data analysis phase, data transcription involves detailed information observation through repeated, attentive listening to the audio-recorded interviews (Hartman, 2018). This familiarity with the data helped realise concepts that arose during the study by ensuring that what was communicated instead of what was expected was understood. After being accurately transcribed and reviewed by the supervisor, the data collected from the subjects during tape recordings were erased.

3.12.2. Transferability

The researcher has made it easier for readers to determine if the findings are applicable in their settings. To prove transferability, sufficiently detailed explanations of the results were given so that the reader could evaluate the study's transferability and suitability for his or her setting. There were thorough explanations of the technique, including the data and the time frames for data gathering (Hartman, 2018).

3.12.3. Dependability

According to Cresswell (2014), dependability refers to the ability of a study's findings to be reliable, consistent, and repeatable. To audit the study, the research supervisor listened to the audio recordings. Zulu and English audio recordings were used to collect information from the participants. Once completed, the transcriptions were sent to the subjects for confirmation by the researcher to ensure their happiness and determine whether it was an accurate portrayal. Adjustments were made where necessary. The phases of thematic analysis are used to explain the data analysis in detail in Section 3.10 (Hartman, 2018).

3.12.4. Confirmability

The confirmability of the data was ensured by keeping all collected data, confirming data with respondents, analyzing data, drawing conclusions, and creating the measures used for study evaluation to support the conclusions drawn from the data collected (Cresswell, 2014).

3.13 Ethical Considerations, Anonymity and Confidentiality

Before undertaking the study, the researcher sought permission from the Maphumulo Municipality to conduct fieldwork. The researcher then applied for an ethical clearance from the DUT to undertake the research. Once in the field, the researcher sought informed consent and voluntary participation from the study participants. To this end, every participant signed an informed consent form indicating whether they allowed the researcher to record them. The researcher protected the anonymity of research participants and the confidentiality of their disclosures by presenting their contributions using pseudonyms (Cresswell, 2014). More precisely, participants were informed about the study and allowed to choose to participate voluntarily. Information (contact numbers, physical addresses, and email addresses) was provided about the researcher and the institution (DUT) in case of further questions or complaints. After describing the study's scope, the researcher applied Krueger's (1998) typology of opening, introduction, important, and finishing questions. Each participant was asked for their consent before any interviews could be recorded.

3.14 Dissemination of Results

The study report was delivered to the DUT library in print and digital form. The Department of Public Management and everyone participating in the research settings can access the compiled research reports. The rules of the chosen journal were adhered to for the publication of the results of this study.

3.15 Chapter Summary

The chapter covered several research techniques that were used. The investigation is exploratory and qualitative since a case study technique was used in a qualitative

design and research strategy. With a populace of key stakeholders identified as pertinent in reacting to the research's goals, Maphumulo was designated as the study location. The use of in-depth interviews as appropriate data collecting methods was considered. In the context of the empirical research this researcher aimed to conduct, data quality control, theme analysis, and reliability and validity were examined.

CHAPTER 4: DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter is a presentation of the findings. In this study, the researcher focused on the role and participation of traditional leadership in governmental economic development planning. This was meant to assess whether traditional leaders are considered in local municipal structures. Because the main subject was based on the traditional leaders, their views and feelings, and the views of community members on the government's economic development initiatives were important. As a result, the traditional leaders and the few community members became the study subjects. Literature reported a level of exclusion for traditional leaders. Thus, the underlying causes of the exclusion of traditional leadership from local economic development initiatives were pursued. Lastly, recommendations were presented for the optimal participation of traditional leadership in development. Themes that are presented in answer to the study's research questions consider the participants' perspectives. To properly understand the concepts, graphical data will be used to complement qualitative data and results. The sub-themes in this study were produced using Creswell's (2017) thematic content method for qualitative data analysis. The researcher was able to find patterns that provided a clear explanation because to the thematic content method used in this investigation.

4.2 Data Analysis and Presentation

The findings are visually presented in themes in Figure 4.1.

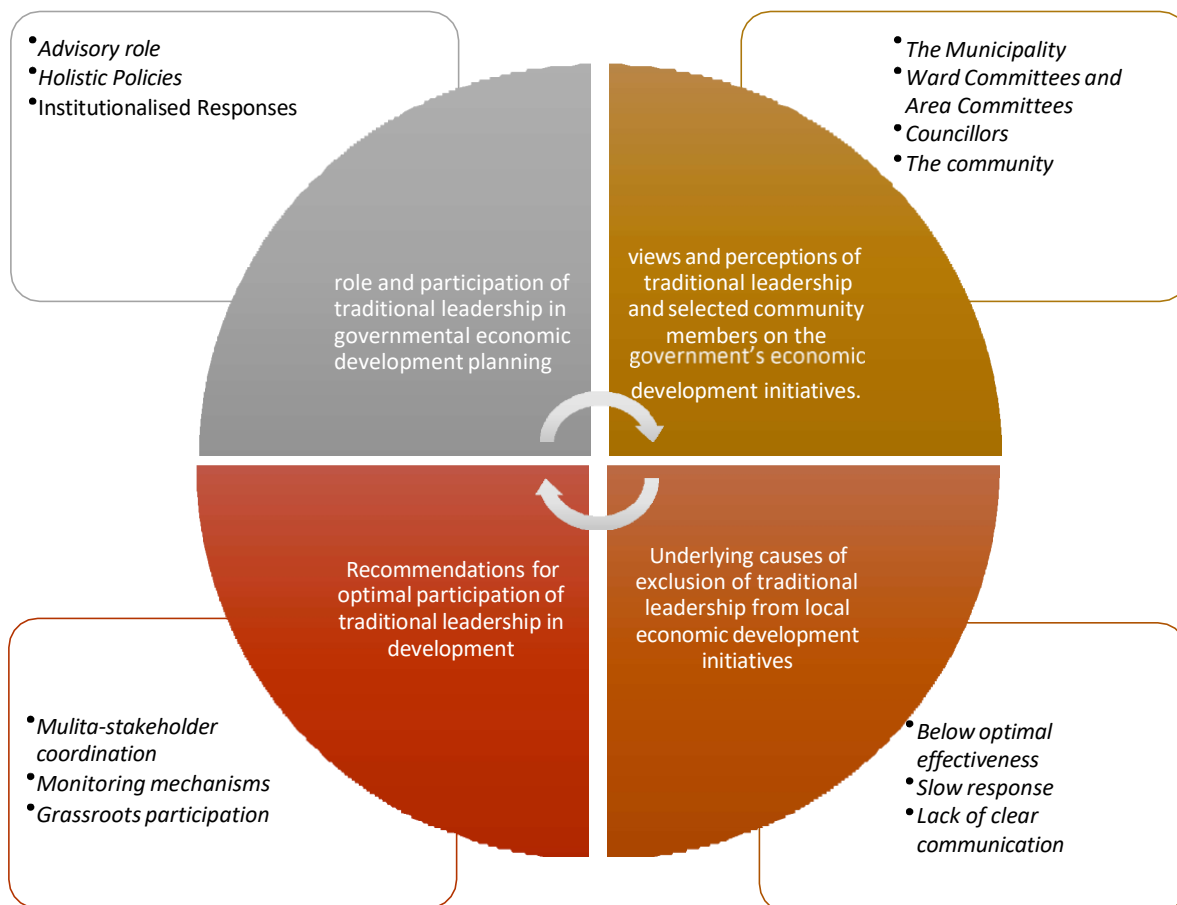


Figure 4.1: Visual presentation of the findings

Theme 1: Holistic policies

There was a feeling that regulations governing conventional LED involvement should be applied comprehensively and faithfully.

The Municipal Structures and the Municipal Finance Management Acts are our overarching policies, and we abide by them when we develop LED projects and service level agreements,- claims Participant 1 (key informant).

These regulations are all-inclusive, so all employees and those executing the initiatives are accountable. They collaborate as a team in all areas.

"The COGTA policy provides a structure in which we bring our traditional leaders into the system, and whoever does not follow these standards, we then must enforce our by-laws to guarantee compliance- (Participant 2).

The main informants shared that to unlock LED issues from traditional leaders, administrative employees needed to elevate them to political authorities. One participant (Participant 3) remarked that although the Maphumulo municipality has had problems, one would scarcely hear about them now because of the traditional support they are receiving. They have "come extremely hard on consequence management, which is a feature that fosters good governance," which is why.

However, one important interviewee (Participant 1) said that because the balance was not there, they could not provide due to their financial situation and existing infrastructure, making it impossible to execute essential LED regulations. She asserted that the focus should be on operation, maintenance, and consistent income per budget constraints:

20% of the services should be revenue-sustaining, 20% revenue-generating, and 60% should be social basic level services.

The participant narratives revealed that the social component is the key issue not specific to Maphumulo municipality. The primary informants continued stating that convincing the people they serve to collaborate with their traditional leaders outside of the political framework was exceedingly challenging because they had a sense of entitlement.

Theme 2: Advisory role

Two participants said the traditional leaders prayed for the community, asking for everyone's protection, safety, and health (Participant 4 and Participant 5).

"They should instil in the young the habit of actively participating in all activities required to join effectively in LED activities initiative and work hand in hand with the municipality to support the LED do so in a positive manner. Additionally, they used to teach children to abstain from drug usage.

Additionally, they educate the populace on how to assume personal responsibility rather than constantly relying on the government" (Participant 4).

Others in the discussion emphasised how the traditional leaders might forecast the weather and help the adjacent villages by offering guidance so that the focus was on locally advantageous economic ventures. For instance,

"Our great grandfathers would calm down anticipated severe weather using traditional medicine. They also utilised a punctured tyre from a vehicle to slow down the lightning after heavy rains. Instead of relying on municipal early warning signs, they should alert the community so that it can prepare for unusual weather circumstances" (Participant 6).

They must also teach people how to respect local leaders, Participant 22 continued. When this occurs, there are credible procedural approaches to respect project implementors.

The community's traditional leaders should participate in giving self-responsibility advice. However, these leaders must also examine their behaviour regarding unlawful and careless dumping that increases garbage during project execution and clogs waterways during downpours. The Municipality must consider the qualifications of these traditional rulers and offer seminars to help them advance their knowledge to let the entire community take ownership of LED initiatives.

Theme 3: Institutionalized alignment

Most interviewees stated that the municipality operates within regional frameworks. Participant 2 gave this example:

"We institutionalized the alignment to such an extent that we have a stand-alone department that we call to as LED office that is looking at synchronizing what we are doing, how it fits in the community requirements."

Participant 1 stated that:

"We have certain information-sharing sessions that we regularly engage in with different groups and traditional structures," backed up these opinions.

Participant 6 shared the same opinions:

"The NDP governs us; when we get down to plan, we make sure that it is in line with what the NDP believes."

However, everyone agreed that if Vision 2030 is to be accomplished, the problem of clear frameworks should take precedence. In conclusion, it was clear from their stories that much work must be done to engage the traditional leaders and prepare them for the mandate for LED.

Furthermore, the participants promoted education for both locals and traditional leaders.

You may have all the plans and documentation you want, but people are still crucial,- according to Participant 6.

Participant xxx said this:

"The folks have the knowledge that is an asset. If a supervisor leaves and is not replaced, that information is lost. We suffer if we do not value our employees and the skills they possess. Future generations will require new talents as things evolve. There are situations when the civil side is in excess rather than the mechanical side."

The participants also referred to "softer concerns" like community management since they are active and may protest, but they also do not report those who damage LED infrastructure. It is necessary to degrade to the level of the communities without becoming unduly technical if the leadership explains the problem by having students learn about it in school. Layman's terminologies are necessary to help people comprehend LED difficulties.

Theme 4: The Municipality

The Municipality is seen by certain participants (Participant 7, Participant 8, Participant 9, Participant 10, Participant 11) as a crucial role in LED since it works with the councilor of that ward to deliver services to the community.

"They support LED efforts with financial resources." (Participant 12)

Most participants believed that the Municipality delivered services to the Municipal jurisdiction, collaborating with the appropriate traditional chief and councilor to offer services to the region. Another significant source succinctly explained it:

" Regarding LED issues, the ward councilor will report this to the Municipality. To help with this, the municipality, ward council members, traditional leaders, and community structures collaborate on renovating government residences." (Participant 9).

The Municipality does support LED efforts, according to certain statements from the Amakhosi interviewees, but they need to improve the process of initiative-taking steps rather than waiting for demonstrations to happen.

Oversee the neighbourhood that offers housing services. The electricity agency must enable individuals to apply for electricity to prevent "izinyokanyoka." (Participant 10).

Surprisingly, a small percentage of respondents claimed that the Municipality did not support LED initiatives.

"The municipality is in no way fulfilling its responsibility. They will tell you they are understaffed despite not answering their phone. Occasionally, they will direct you to another department you can contact in this situation. They even tell you to call such a department rather than logging a call for you." (Participant 11).

While other participants were just expected to have a different opinion, municipal LED authorities were only required to have a positive assessment of their performance in LED projects. However, it came as a surprise to learn that most participants in the community category believed the Municipality was trying to incorporate traditional leaders in LED projects. All the participants agreed on this, with one minor exception. However, there is still a great deal to be done in LED projects, including improving drainage systems, building bridges, and removing improvised structures to move them. This is because people are less interested in other issues and more interested in RDP housing. Additionally, several participants were open in their assessment that

while the Municipality meets the demands of the traditional leaders and their communities, it neglects to take additional initiative- taking steps in LED. The Municipality is typically thought of as the primary stakeholder in LED.

Theme 5: Ward committees and area committees

Fifteen participants thought the ward arrangements were useful role models, and four of them were more relevant (Participant 13, Participant 14, Participant 26, and Participant 16).

"They provide monthly reports to the municipality through ward councillors detailing all LED initiatives in the neighbourhood and all that has occurred, but they receive no reaction" (Participant 26).

Participant 14 added:

"Ward committees communicate with all governmental and community entities. In accordance with their respective functions, the Ward Committee receives challenges from the neighbourhood and street committees and the community."

Participant 16 claimed:

"The ward councillor consolidates all the concerns put up by these committees and provides to the relevant department in a thorough written and inspiring style, as well as report to the municipality."

Our councilman is always in control, but Amakhosi occasionally collaborates with the department, especially when services are not offered.

Participants thought the Area committee was useful because they are more in touch with the neighbourhood and may report problems, challenges, and experiences to the ward committee, ward councilor, and occasionally the Municipality.

Theme 6: Councilors

The majority of attendees were pleased with how the street committees and ward councilors performed their duties (Participant 7, Participant 17, Participant 18, Participant 11 and 4). This is because they always require people to be given participatory platforms that will help with the execution of key LED projects.

"Councilors are there to provide services to the public, accept ward challenges through ward committee structures, and provide service response requests to the appropriate stakeholders. Some individuals think it is best to speak with the ward councilor directly, who once called a meeting to learn about local problems while most municipal officers were present. A ward councilor receives complaints and suggestions on the misbehaviour of neighbourhood residents." (Participant 17).

Another participant claimed that politicians sway public opinion towards LED rights. However, they are mishandling the situation to get more votes and support.

"They occasionally misdirect individuals; when the ward committee and the councilor have analysed the issue and correctly identified the individuals who require the LED services, they, for example, send those who are not just impacted by lack of consultation to the councilor's offices and tell them that they deserve so much." (Participant 19).

Several participants mentioned the problem of unwanted political influence, where the opposing parties perceive the chance to give the community bad advice and make it difficult for them to grasp the role that the councilors should play.

"They have a significant impact on illegal land occupancy when they send individuals to occupy unoccupied property that is not intended for residential use in order to get votes" Participant 20)

Since council members might be inferred to be municipal authorities responsible for providing services to the public, it was anticipated in earlier research that they would be participants in LED initiatives alongside conventional leadership. The researcher was then certain that including ward councillors in the empirical investigation was suitable. Even though all participants agree that the function of ward councillors is obvious, the crucial problem still exists because opposition parties give ineffective leadership by disparaging the incumbent party to obtain support in the elections. To resolve problems that could perplex the entire community, regular community meetings might be held with the participation of officials from different government departments.

Theme 7: The Community

Everyone who took part agreed that the community is an important stakeholder.

Participant 7 said,

They must stop stealing water and vandalizing the resources the government provides them. Their responsibility is to aid people who require it. They should be the ones to lead the LED initiatives, but they also need to be informed and taught about it. Instead of waiting for the government to take action, wealthy people could donate to constructing a home for those less fortunate than themselves. They let us know about any dangerous event"

Participant 17 said,

"To expedite the services, the community will contact the LED offices directly. By refusing to purchase stolen goods intended to benefit the community, they can also lessen the area's tendency to steal government property. Additionally, they are responsible for ensuring that no residences are built in undesignated locations, such as those close to highways, major pipelines, streams, pits, quarries, and river regions. They are helping to safeguard the benefits of LED by doing this."

Community people are, by far, the most important LED stakeholders, especially with the government's backing. The residents should adjust their attitudes and behaviours, commit to LED, cooperate with their elected and traditional structures, and seek vital support when they cannot supply it, such as in labour-intensive building projects.

Theme 8: Other players

As additional key stakeholders, the participants also recognized the NGOs and CBOs. These social partners often help to supplement LED initiatives (Participant 17, Participant 5, Participant 16 and Participant 8).

"They need to ensure that there are backup finances for Led initiatives, and they have those social banks that can help with a phone call. Higher education institutions produce professional research from students regarding their opinions of traditional leadership and LED from a professional standpoint. After that, the departments use the research to make municipal changes. When

consumers require information about LEDs, BEC plays a political role in persuading them to contact the appropriate agencies »(Participant 5).

The narratives made it clear that the impressions were from stakeholders who are ward residents but are not a part of grassroots organisations. The likelihood that a participant would back the municipality, and the federal government increased with their participation in the various levels of governance. The participants tended to relate to what they believed the investigator wanted to hear instead of how they truly felt about topics, which may have impacted the validity of the results.

Theme 9: Below optimal effectiveness

A small portion of the participants expressed the opinion that infrastructure degradation and a lack of political will lead to interruption of participatory initiatives. Due to the communal destruction of resources, such possibilities are less effective. Political opposition and interest have a role. To demonstrate the incapability of the ruling party to provide services, the opposition vandalizes, steals, and criticizes those who provide those services. Participant 8 and participant 21 agreed with them and reaffirmed that some of the LED participatory strategies successfully improve people's lives, such as the construction of drainage systems and other necessary infrastructure through the Expanded Public Works Programme, which primarily involves the communities.

"In Wards 10 and 11, there have been changes as a result of displaced residents, which again highlights the impact of prioritising LED projects. Then, there is a shift in the number of fatalities being reduced; the government has put in place LED grants for individuals moving from informal to official systems. Some of the township's bridges have been constructed to ease the load on these little drainage systems." (Participant 27).

The findings show a relationship between politics and LED engagement that is favourable. When political will is stronger, stakeholder participation is more successful, and participatory tactics are less effective when political will is weaker. Key informants expressed concern that the LED process had begun but that there was still a lot to be

done and that many people needed to be informed. This concern was evident in many of their comments.

Theme 10: Slow response

Amakhosi, one of the attendees, complained about the Municipality's tardy reaction, claiming that more urgent matters should be addressed. Participants asked the relevant department to submit justifications and make recommendations to the appropriate authorities despite the absence of a budget, but they thought the officials were too indolent to do so.

The participants believed that corruption was the cause of reduced efficacy.

"For instance, if a person in authority's friend does not receive the tender, they'll drag it out and use their influence on sabotage, which impacts the neighbourhood. After the financial year, money is ultimately refunded, but resources or services were not provided. By striking for themselves to demand tenders, some serve as forums to halt building. Political interest is a significant factor in the absence of successful implementation techniques „(Participant 27).

Other participants reaffirmed the idea that council members or the opposition parties persuade people to oppose the delivery of services, which makes it necessary to repair the damage before considering the planned development.

Because these RDP homes continue to be constructed in the same dangerous regions, the unwillingness of residents to be evacuated has also been difficult. This results from the neighbourhood and its council members, or [the] opposition, having candidates who will increase the votes cast during the elections. Lack of funding is a problem since nothing gets built without money." (Participant 11).

In the opinion of another participant, this came down to municipal inaction:

"The Municipality is doing nothing about these people who come and erect tin huts in an undesignated area. Ward council members convene local gatherings, but most residents do not show up, slowing the process of knowing local opinions and interests." (Participant 9).

What stands out in the accounts is the idea that the government is not doing much to engage traditional leaders in consultation due to corruption, favouritism, and a lack of

coordination between ward committees and LED offices-not to mention that most lack funding. These opinions reduce the efficacy of LED.

Theme 11: Lack of clear communication

Some interviewees said most people are unaware of what makes LEDs (Participant 3, Participant 14, Participant 26, Participant 5 and Participant 4). This is due to the tendency for people to view everything as catastrophic, even though most cases are occurrences that call for residents to act.

“Due to budgetary limitations, the process of LED projects is slower; as a result, individuals migrate from RDP homes to temporary housing while accommodating a family or friend in the former, resulting in a constant need for development. These result in a weak monitoring system” (Participant 4).

According to one important informant, campaigns to raise awareness are quite effective.

“The awareness campaign focuses on individuals from informal settlements who are more crowded and do not pay attention to safety warnings. These people are targeted because of their social and economic backgrounds.” (Participant 5)

On the other hand, community interviewees stated a lack of clear communication between ward committee members and LED headquarters regarding issues that require their attention. *Amakhosi* are expected to interact with ward committees to comprehend the populace's issues.

These answers are highly illuminating in several ways. They first highlight how crucial communication is to the successful use of LEDs. Second, they show that while there is universal agreement that there is currently a lack of communication on LED strategy, there is also debate as to why this is the case. Both the residents of the ward and the key informants are likely to defend themselves in their capacity as decision-makers. This once more exemplifies participant biases and blame-game behaviour.

Theme 12: Grassroots participation

Participant 26, Participant 5, Participant 22, and Participant 13 were among the participants who thought that instead of waiting for the government to handle everything, the community needed to learn how to cooperate with its local leaders. This will help to create a solid LED foundation.

"Since government resources support the whole community, they must be supported by all. The residents must quit disrespecting their traditional authorities. The community should be encouraged to work wisely, support people doing excellent work in their neighbourhoods, and sponsor them with prizes for their efforts. They must put the needs of the community above their own." (Participant 23).

Another respondent referenced teaching the local population how to be accountable and responsible for their neighbourhood.

"They can gather rubbish themselves if it is not collected. The community should get involved if a home has a high priority need for assistance during the week. The community should help people in need and prepare to fight municipal misinformation. The community may easily band together and organise service delivery demonstrations. Nothing can stop them from taking meaningful action in this situation to protect their vulnerable neighbours. "
(Participant 4).

Theme 13: Multi-stakeholder coordination

According to certain participants, non-profit organisations should be based at the ward level and connect formally with ward structures to lead LED strategy initiatives (Participant 23, Participant 6, Participant 24, Participant 4, and Participant 12).

"LED is everybody's concern" (Participant 17).

According to Participant 11,

"All departments with important LED performance areas should create a committee or team to collaborates on LED plans. Instead of all LED formal stakeholders communicating throughout the tragic period, the ward committee

or the councillor occasionally tends to be unclear about who is in charge of what."

To maximise the efficacy of LED, Participant 10 said that decisions should be made locally.

"Some answers need to take place at the ward level, including that of the traditional chief, who has to profile all locations needing LED. An LED official should be assigned to each ward to represent the municipal LED management's interests in that ward regarding relief and rehabilitation efforts, as well as education and awareness initiatives. However, they must collaborate with local government, council members, and community organisations."

On the other hand, Participant 4 believes it is crucial to enhance LED grants so that they may be utilised more for LED projects rather than replacing lost products.

"To have more money for LED, corruption among stakeholders must also be effectively handled."

One of the interviewees emphasised the need for door-to-door awareness campaigns to educate people about the need to be responsible and that they oversee maintaining LED infrastructure. For instance, it will be simple for the Municipality to remove all unauthorised constructions and clean up the city if people understand the significance of relocation (Participant 23). The government should organise a crew in each ward to operate in the LED municipal office (Participant 17).

"These people will be aware of the difficulties experienced by their community members, as well as who is impacted and requires assistance" (Participant 4).

Then, they will collaborate with LED coordinators.

A small portion of participants said that the LED offices should hire young people from remote, deep-peculiar communities who will be familiar with their culture, collaborate with LED authorities, and help LED offices profile in needy regions to influence LED initiatives (Participant 25 and Participant 7). These hired individuals will support in maintaining these provided services. Calling a resident or going in person will be simpler if you phone them and they are unavailable (Participant 16). Telephone calls

made to the LED headquarters go unanswered. There could be a difference if locals are hired to collaborate with these authorities. The Municipality ought to incorporate conventional structures in LED and get opinions on what requires immediate attention.

4.3 Interpretation and Discussion

Based on the theoretical framework and material reviewed in Chapter 2, the debate revolves around five overarching study goals.

4.3.1 Role and participation of traditional leadership in governmental economic development planning

One of the aims and objectives of the research was to determine the role and level of participation of traditional leadership in the economic development strategy of the Maphumulo municipality. The results demonstrate the value of traditional leaders in the advisory capacity of the municipality and the importance of their involvement in these policies for enabling local LED engagement. Nxumalo (2012) study on community participation in Cape Town yielded comparable results. The research also showed participation tactics that don't depend on structural adjustments. The findings, however, imply that most engagement techniques were reactive as opposed to proactive. Instead of responding to protests, a more proactive approach would have prevented the loss of numerous lives. Shilangu (2019a) and Shilangu (2019c), who defined structural involvement as the use of active labor tactics in the construction of items like dams and drainage systems, agreed with the findings of this study. An understanding of the integration and collaboration concepts from the empowerment theory is necessary to comprehend how the major stakeholders may create thorough participation methods that would enable them to collaborate on creating LED.

Shilangu (2019a); Shilangu (2019b) have previously conducted research that questions these conclusions. Comprehensive policies like those just discussed are problematic in the author's opinion. According to Shilangu (2019a), they are managed top-down (cascading) by faceless bureaucracy who disregard the demands of those at the bottom. Due to South Africa's three-tiered political structure, the roles of the national, provincial, and municipal governments in LED are clearly defined.

Studies by Nxumalo (2012) and Shilangu (2019a) found that efforts were being made to include traditional leaders, with the conclusions reaching the same conclusion that these efforts were advisory. For example, LED grants are mentioned in both types of

research, but the investigator focused primarily on LED relief rather than providing temporary LED to victims in place of blankets, money, and temporary shelters (as South Africa does). Consequently, there is minimal connection between the structural involvement strategy and the researcher's response to the inquiry.

These results provide credence to the contention advanced in the policy implementation theory: individuals' resistance to adjusting their mindsets and routines to take part in an efficient LED stem from socio-political constraints. Challenges and strategic approaches were discussed in more depth in this chapter's early data presentation section as a follow-up question, and strategies currently being used in Maphumulo were highlighted. When we look at the challenges, we see that the traditional leadership engagement in both data sets confronts the same significant budgetary hurdles.

Although there is a yearly budget for LED throughout the provinces, most council members noted that it is only accessible to certain municipalities in KwaZulu-Natal, suggesting that Maphumulo Municipality, one of the local municipalities in South Africa, should get more funds. Several writers have cast doubt on this claim at different points. Smaller communities, for example, should not have trouble affording members to participate in traditional leadership roles since they usually have the means to do so out of their existing reserves. In addition, several countries in the northern hemisphere have established mechanisms for engaging community leaders. During the study, several strategies were proposed, including that conventional leadership was contingent on having the financial resources to do so.

4.3.2 Views and perceptions of traditional leadership and selected community members on the government's economic development initiatives

One of the aims and objectives of the research was to learn the opinions of traditional leaders and selected community members on government initiatives for economic growth. The findings illustrate the wide range of stakeholders involved in LED, from city council members and ward committees to NGOs, government agencies, municipalities, citizens, and religious and cultural leaders. A larger proportion of respondents said that ward committees are effective at LED.

These results are consistent with empowerment, which posits that local governments should provide LED service distribution. Costs may be cut, and market-related, outsourcing, and privatised services can be provided relatively easily using the empowerment model. Shilangu (2019a) and Nxumalo (2012) argue that the involvement required to deal with LED may be achieved by collaboration between the government, the commercial sector, and the local community. The results take this into account.

Ramphal and Naidoo (2018) stated that ward committees have an instantaneous understanding and awareness of communities and communicate any concerns to the councillor, who should act promptly. They argue that the government at the municipal level should take the lead in promoting LED. For example, the local government is near the people and should have an in-depth familiarity with local dynamics since the community will need the support of those in authority positions that are more local to them. The findings of this research provide important information on the roles that different parties involved with LEDs should play.

4.3.3 Underlying causes of exclusion of traditional leadership from local economic development initiatives

The research also sought to identify the underlying factors contributing to local economic development efforts' absence of traditional leadership. Results indicate that LED participatory strategies are only partially successful. Participants complained about corruption and the slow response from the Municipality. This might reduce the effectiveness of the LED methods and cause problems eventually. The findings agree with the theory of policy implementation, which posits that LED is impacted by a combination of political, economic, social, technical, and psychological factors that ultimately lead to more local structure participation.

This study's results corroborate those of (Shilangu, 2019a), who contend that LED methods have not yet become widespread, particularly in rural areas. Not only that but Ramphal and Naidoo (2018) argue that the residents of informal settlements and the inadequacy of service provision together affect the susceptibility of the community to hazards. This line of thinking holds that no matter how hard the local government tries, it will never be able to improve the lives of the most marginalised members of society since the privileged will always be privileged. Similarly, Weder, Yarnold, Mertl, Hübner,

Elmenreich and Sposato (2022) argue that these socio-political issues prevent people from shifting their perceptions and behaviours to ensure that LED primarily comes from developed nations, given their capacity to help developing nations advance their economies.

This study's objective is largely to answer the researcher's query, which is especially pertinent given that the government has not given due regard to the efficiency of LED, as is obvious from both studies. This is because budgetary constraints make assisting countries needing to enhance their LEDs difficult. General participative strategies were shown to be useful in both studies, although it is incredibly challenging to reach everyone in time due to the limited time frame. These results are significant because they show where current methods fall short and how well they work in rural settings. It confirms the findings of previous studies that the effect of policymakers' participation techniques in LED is less than ideal.

4.3.4 Recommendations for optimal participation of traditional leadership in development

The ultimate purpose of the research was to find out what methods participants believed would improve traditional leadership's capacity to take part in development to the greatest extent feasible. The data reveal that the proposals given by the participants are innovative and that there is a wide variety of perspectives on the effectiveness of participatory strategies. Most respondents supported policy changes in which the government either rehoused those living in makeshift dwellings or forbade their construction. The study's suggestions, which are consistent with the empowerment theory, show how the Maphumulo Municipality can recognize the part played by political leaders, the importance of citizens adhering to bylaws, the importance of selecting leaders based on merit rather than charisma, and the importance of hiring officials based on competency and experience to guarantee the success of LED in the municipality.

Results are like those obtained using the method proposed by Abbas et al. Despite this government recommendation, most municipalities are reluctant to support it. The finest ideas for sustainable development often come from inside communities; thus, It

is important to have a strong, effective strategic measure for community engagement (Ramphal & Naidoo, 2018). A strategy like this should convince people that LED is important for them to participate. However, Shilangu (2019a) stresses the need for a national strategy that successfully drives the municipality to embrace traditional leadership forms.

The proposals made by the participants are consistent with the concept of policy implementation. Communities that maintain elevated levels of performance despite setbacks are considered resilient. Several communities worldwide have used the concept to increase citizen involvement, capacity development, gender representation, effective communication, and utilising indigenous knowledge systems (IKS) during disasters (Roberts, 2018).

The study suggests different technological and social perspectives on successfully incorporating conventional leadership. The current results are consistent with the previously outlined study and serve as a fresh impetus towards the greatest viable solutions to improve LED.

4.4 Chapter Summary

Comparison and data analysis was conducted between chiefs, community members and municipal members. The findings of this research will be presented in the next chapter.

CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The important findings of this study are summarized in this chapter. It begins by summarizing the objectives and research questions. After that, a synopsis of each dissertation chapter is given. Following each study topic, the chapter summarizes the results and their conclusions. Considering the findings and the study's conclusion, the chapter concludes with broad suggestions.

5.2 Recap of Research Questions and Objectives

A preliminary literature study that discussed the role of traditional leadership in local economic development was included in the first proposal. The aims and research questions were well stated. The study questions and objectives are provided in Table 5.1.

Table 5.1: Presentation of research questions and objectives

Research Questions	Research Objectives
What is the current role and potential for participation of traditional leadership in governmental economic development planning?	Define the role and involvement of traditional leaders in government economic development planning.
What are the views, insights and perceptions of traditional leadership and selected community members on the government economic development initiatives and plans for their local area?	Assess the opinions and perceptions of both traditional leaders and community members regarding government economic development initiatives.
What are the underlying causes of the exclusion of traditional leadership from	To establish the underlying causes of the exclusion of traditional leadership from

local economic development initiatives?	local economic development initiatives.
What are the recommendations for optimal participation of traditional leadership in development?	To identify the recommendations for optimal participation of traditional leadership in development.

5.3 Summary of Findings and Conclusions

Following the research questions, this section summarizes the study's findings and concludes.

Findings

1. The findings of this study suggest that traditional leadership is frequently involved in economic development planning in the Maphumulo municipality through the employment of municipal instruments such as the IDP, by-laws, and the Municipal Systems Act. The results showed how different budgetary restrictions restrict Amakhosi's involvement in LED's execution of council by-laws.
2. The results of this study indicate that the Maphumulo municipality is currently carrying out LED initiatives. This includes constructing RDP homes, clearing sewer clogs, and installing pipes. Cooperate Services is updating the water system. However, the sustainability issue might occasionally impact applying the same LED policies. Despite these policy and implementation shortcomings, the overall study supports the coherence of the researcher's conclusions and earlier findings.
3. The difficulties with traditional leadership engagement in LED were the third key finding. According to participant testimonies and the Municipality's delayed reaction, lack of communication, and corruption, this is the cause. Some use strikes as forums to discourage social participation, so they may use force to get contracts. Effective empowerment measures are severely lacking due to political interests. Ward council members call local communities to meetings. However, the majority do not show up, which slows the growth and makes it harder to comprehend the opinions and interests of the populace. Due to cost limitations,

the LED process is slower. There is no effective contact between ward committees.

4. The study also demonstrated the need for institutionalised LED responses that include all relevant parties. Sixteen participants believed that the Municipality had the key to collaborating with the necessary regional forces to promote LED. The municipality must inform the locals and the traditional leadership how to actively engage in LED, which is one of the more important conclusions of this study.

Conclusion

1. Most participants made it clear that financial limitations prevent the conventional leadership from participating effectively in the execution of municipal policies. The findings helped academics in other African nations, and South African towns get a comparable knowledge of the LED experience from earlier years. The report recommended the complete involvement of all stakeholders in considering techniques to guarantee the optimal implementation of municipal acts on the LED.
2. Therefore, the municipality generally attempts to execute LED policy through various portfolios. The stories demonstrate that the Municipality is actively educating the public about the effects and reality of LED. The participants also disclosed that the Municipality attempted to build RDP homes with showers in those locations where tin homes were still prevalent.
3. These findings imply that inadequate LED participation techniques impact workers on the ground. Protests result from this. The findings show that political strife also undermines the success of participation measures since opposition and ruling politicians vie for the same political sphere. The competition, however, is a "sabotage competition" in which the opposition tries to disparage the work of the politicians in power. Ineffective LED initiatives are the end outcome.
4. This study supports the notion that local stakeholder involvement in LED initiatives is most beneficial. In addition to conventional leadership, other stakeholders are crucial to LED for various factors, including moral, logistical, and financial considerations. To create effective LED projects, all stakeholders'

abilities must be utilised.

5.4 Recommendations

The researcher made the following recommendations based on the research findings:

- The municipality should first concentrate on installing LED systems and building infrastructure if there are none.
- Long-term, officials must work on implementing alternate energy sources, such as solar-powered boreholes in rural areas.
- Cooperative services should oversee the initiatives, which should centre on infrastructure restoration.
- A concerted effort should be made to ensure that all levels of government understand their role in ensuring citizens' growth through quick action. Red tape must be avoided at all costs, lest the infrastructure collapse and prompt action be required.
- Free information flows from the top down, and vice versa, should exist. Instead of placing obstacles in service delivery, politics can be refocused as a competition for service supply.
- The local government must use the ward committees' potential as a grassroots organisation close to the people. Community-driven LED will be successful because the locals know the situation well.
- For the municipality to create a policy paper on the LED that is inclusive and takes perspectives of "on the ground" reality into consideration, the researcher advises an *imbizo* (public meeting called by government or traditional leaders) further to gather the opinions of grassroots organisations and communities.

5.5 Suggestions for Further Research

This dissertation aims to enhance readers' comprehension of the operational mechanisms of traditional leadership within the context of Local Economic Development (LED). If all eligible residents and decision-makers had actively

participated, the outcomes would likely have been significantly altered. It is imperative to encourage increased participation in future studies in order to ensure a more comprehensive representation of diverse perspectives. Conducting a subsequent phase of investigation in an alternative context would yield advantageous outcomes by corroborating the outcomes of the study and assessing their potential applicability to a broader demographic.

5.6 Chapter summary

The results of this study were synthesized and presented in the current chapter. The initial step involved providing a concise overview of the aims and inquiries driving the research. After examining each research subject, the chapter provided a concise overview of the findings and the corresponding conclusions. Based on the research findings and the subsequent conclusion of the study, the chapter culminated in the formulation of recommendations and suggestions for future investigations

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ANNEXURES

Annexure A: Interview questions for Amakhosi

What are the challenges facing traditional leaders in the promotion of local economic development?

- What causes challenges facing traditional leaders in implementing local economic development?
- What are the roles of traditional leaders in promoting local economic development?
- How is the involvement of traditional leaders in policy-making for local economic development?
- What strategies can be used to address the challenges facing traditional leaders in promoting local economic development?

Interview questions for community members:

- To what extent does the traditional leadership give feedback to the community on development planning from council meetings?
- How do you get this feedback?
- To what extent do you think traditional leaders have development skills to benefit the community's future?
- To what extent do your traditional leader influence community members to participate in economic development projects?
- How do you view your traditional capacity to attract development projects to your area?

Imibuzo ebhekene ngqo namakhosi:

- Kungaba yiziphi izingqinamba ezibhekana nabaholi bomdabu ekuthuthukiseni umnotho ezindaweni zamakhosi?
- Ingabe zidalwa yini izingqinamba ezibhekene nabaholi bomdabu ekuthuthukisweni komnotho wasezindaweni zamakhosi?
- Yini indima edlalwa abaholi bomdabu ekuthuthukisweni komnotho wasezindaweni zasemakhaya.

- Ingabe kunjani ukubandakanyeka kwabaholi bomdabu ekwakhiweni kwenqubomgomo yezokuthuthukiswa komnotho ezindaweni zamakhosi.
- Yimaphi amaqhingasu angasetshesiswa ukubhekana nezinselelo ezibhekene nabaholi bendabuko ekuthuthukisweni komnotho wasezindaweni zasemakhaya?

Imibuzo ebhekene ngqo namalunga omphakathi:

- Inga be ubuholi bendabuko buyazibuyisa yen izimpendulo emphakathini ngokuthuthukiswa Nobuhle yimihlangano yomkhandlu?
- Ngabe zitholakala kanjani lezizimpendulo?
- Inga be ubuholi bendabuko buyawathuthukisa yen amakhono ukohlomulisa ikusasa Lom Phakathi?
- Inga be ubuholi bomdabu buyawagquguzela yen amalunga omphakathi ukuzibandakanya nemisebenzi yokuthuthukiswa komnotho ezindaweni zobukhosi?
- Ingabe ukubona kunjani ubuholi ekuzinikeleni ekuheheni amathuba emisebenzi yokuthuthukiswa komnotho endaweni yangakini?

Annexure B: Letter of Information

Title of the Research Study: Participation of traditional leaders in economic development planning in Maphumulo Municipality.

Principal Investigator/s/researcher: Blessing Simphiwe Dumisani Ntuli (B.A. Honours in Public Management)

Brief Introduction and Purpose of the Study:

Greeting: Good Day, how are you?

Introduce yourself to the participant: I am, Blessing Simphiwe Dumisani Ntuli, currently registered at the Durban University of Technology for Masters in Management Sciences specializing in Public Administration(Public Management) Student Number 16416985.

Invitation to the potential participant: I invite you to participate in the research. You can ask as many questions as you wish to understand the study fully.

What is Research: The study seeks to examine the role and potential influence of traditional leaders in economic development planning (even for industrialising) in their local areas to boost the economy of rural areas. The Constitution of South Africa recognises local leadership in development, but traditional leadership's role in the Republic of South Africa has remained contentious. The lack of industrialisation in areas under the jurisdiction of Amakhosi (Chieftaincy) creates a situation where the local and district municipalities fail to sustain themselves through taxation income but depend on the national government funding for its operations and development of areas.

Outline of the Procedures: This study aims to examine the role and participation of traditional leadership in governmental economic development planning in their respective areas. This study will use interviews which will be informal and semi-structured and will last for 10 to 20 minutes but can be more or less, depending on your availability and willingness. This interview will be held at your home, or anywhere you are comfortable. I hope you will take the time to participate in this study.

Risks or Discomforts to the Participant: Note this study possesses no discomfort or injuries.

Explain to the participant why he/she may withdraw from the Study: Your participation in this project is voluntary. You may withdraw from participating in the study at any point or choose not to answer any question you do not feel comfortable answering, and no penalty will be attached to such actions.

Confidentiality: However, your identity will always be protected and only be made known if you so wish.

Remuneration and Benefits: Unfortunately, I cannot afford any payment for your participation in this study; as such, there will be no financial benefits for participating.

Results: The information gathered from this study will be used in my thesis writing and may be published in academic journals and presented orally.

Storage of all electronic and hard copies, including tape recordings: The interviews will electronically record with your permission. All the recordings and transcripts will be kept in the DUT Faculty of Management Sciences Offices for five years and destroyed afterwards.

Persons to contact in the Event of Any Problems or Queries:(Supervisor and details)
Please contact the researcher (+27645218578), my supervisor ((+27) 076 525 1634) or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Linganiso on 031 373 2577 or researchdirector@dut.ac.za.

Yours in sincerely Mr BSD Ntuli

Masters Thesis

ORIGINALITY REPORT

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SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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2	Richard Batley, Claire Mcloughlin. "The Politics of Public Services: A Service Characteristics Approach", World Development, 2015 Publication	2%
3	Denhardt, Janet V., and Robert B. Denhardt. "The New Public Service Revisited", Public Administration Review, 2015. Publication	1%
4	Faith Lawrence, Christian M. Rogerson. "Local economic development agencies and place-based development: Evidence from South Africa", Bulletin of Geography. Socio-economic Series, 2018 Publication	1%
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Sector Reform", Public Administration and Development, 2015

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16 November 2021

Mr B S D Ntuli
26 Joseph Nduli Street
The Astra Flat
Durban
4001

Dear Mr Ntuli

**Participation of traditional leaders in economic development planning in
KwaMaphumulo Municipality**
Ethical Clearance number IREC 216/21

The Institutional Research Ethics Committee acknowledges receipt of your gatekeeper permission letter.

Please note that FULL APPROVAL is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the IREC according to the IREC Standard Operating Procedures (SOP's).

Please note that any deviations from the approved proposal require the approval of the IREC as outlined in the IREC SOP's.

Yours Sincerely

Dr K Padayachy
Deputy Chairperson: IREC