Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of Msinga Local Municipality, KwaZulu-Natal

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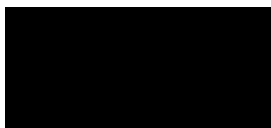
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DEDICATION

This dissertation is dedicated to my father Isaac Godlimpi Mntambo who always motivated me to study for additional qualifications. *Nhlangothi* thank you very much. You have always been a pillar of support throughout my life.

ACKNOWLEDGEMENTS

GLOSSARY OF ACRONYMS

ADB	Asian Development Bank
ANC	African National Congress
ASGISA	Accelerated and Shared Growth Initiative for South Africa
AU	African Union
B-BBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
COGTA	Cooperative Governance and Traditional Affairs
COSATU	Congress of South African Trade Unions
COVID-19	Coronavirus Disease 19
DSBD	Department of Small Business Development
DBSA	Development Bank of Southern Africa
EDTEA	Department of Economic Development, Tourism and Environmental Affairs
EC	European Commission
EC	Ethical Clearance
EE	Employment Equity
EU	European Union
FDG	Focused Groups Discussions
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GEAR	Growth Employment and Redistribution
GET Youth	Global Employment Trends for Youth
HC	Human Capital
IDP	Integrated Development Plan/Planning
IGAU	Indira Gandhi Agricultural University
ILO	International Labour Organization
IPAP	Industrial Policy Action Plan
ISRDS	Intergrated Sustainable Rural Development Strategy
JRF	Joseph Rowntree Foundation
KZN	KwaZulu-Natal
KZN PPC	KwaZulu-Natal Provincial Planning Commission
KZN PGDS	KwaZulu-Natal Provincial Growth and Development Strategy
LED	Local Economic Development
MDGs	Millennium Development Goals
MFMA	Municipal Finance Management Act

MM	Municipal Manager
MLM	MLM
MSA	Municipal Systems Act
MTSF	Medium-Term Strategic framework
M&E	Monitoring and Evaluation
NDP	National Development Plan
NGOs	Non-governmental Organisations
NGP	New Growth Path
NPC	National Planning Commission
NPG	New Public Governance
NPM	New Public Management
NPOs	Non-Profit Organisations
NSBA	National Small Business Act
NSSD	National Strategy for Sustainable Development
OSS	Operation Sukuma Sakhe
PA	Public Administration
PL	Political Leaders
PICC	Presidential Infrastructure Coordinating Commission
PGDS	Provincial Growth Development Strategy
PPP	Public-Private Partnerships
PS	Private Sector
PSD	Public Service Delivery
P&DM	Planning and Development Manager
RDP	Reconstruction and Development Programme
RET	Radical Economic Transformation
RSA	Republic of South Africa
SA	South Africa
SACP	South African Communist Party
SALGA	South African Local Government Association
SDAA	Skills Development Amendment Act
SDGs	Sustainable Development Goals
SET	Small Enterprise Tribunal
SMMEs	Small Medium and Micro Enteprises
STATSA	Statistics South Africa
TL	Traditional Leaders
UK	United Kingdom
UKZN	University of KwaZulu-Natal

UN	United Nations
UNSDGs	United Nations Sustainable Development Goals
UNISDR	United Nations International Strategy for Disaster Reduction
USA	United States of America
WB	World Bank
WBG	World Bank Group
WPLG	White Paper on Local Government

ABSTRACT

Background: The new democratic South Africa inherited vast socio-economic backlogs from the previous government. To address these, the government enacted a large number of iterms of legislation and policies and had to transform and reform community-based institutions and structures, to redress the existing socio-economic inequalities including the high rate of unemployment, and poverty. Moreover, the government is now required to render goods and services that promote and empower all stakeholders, permitting them to participate in and to contribute to the economy. In order to improve inclusive and sustainable economic growth in rural areas, the collaboration of all stakeholders including the private sector, NGOs, NPOs, Traditional Leaders and the wider community remains critical.

Objective: The study aimed to ascertain the extent to which stakeholder collaboration contributes towards advancing inclusive and sustainable economic growth in the rural areas of Msinga Local Municipality in the KwaZulu-Natal Province.

Methodology: The study adopted a case study strategy which employed a qualitative research method to analyse specific issues that affect the sustainable economic growth within the boundaries of the specific environment. A case study was appropriate for this study because it can provide an understanding of the strategies used to advance inclusive and sustainable economic growth in the rural areas of Msinga Local Municipality. This study used non-probability, purposive sampling to select study participants based on the knowledge of the research phenomenon being investigated.

Results: The findings of the study confirm the need for stakeholder collaboration in order to advance inclusive and sustainable economic growth in Msinga Local Municipality. The study also identified inadequacies in stakeholder collaboration, which have negatively impacted on inclusive and sustainable economic growth and which have resulted in poor service delivery and the rapid increase in violent and destructive service delivery protests.

Conclusion and recommendations: From a policy perspective, the study concludes with recommendations that Msinga Local Municipality should coordinate and manage stakeholder collaboration more effectively in order to advance inclusive and sustainable economic growth. Theoretically, it is anticipated that this study should provide valued practical and theoretical insights for future studies involving stakeholder collaboration.

Key words: inclusive growth, sustainable economic growth, stakeholder collaboration, role of stakeholders and Msinga Local Municipality

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CHAPTER ONE
ORIENTATION OF THE STUDY

1.1 Chapter Introduction

In modern dynamic society across the globe face, being social welfare, unemployment and economic challenges. These challenges propel capacities of dealing and managing the complexity in government policy choices (Wimmer, Scherer and Bicking, 2012:23). To address these challenges, countries have considered factors required to advance inclusive and sustainable economic growth in the local government sphere, whereby there are partnership formation wherein all parties involved in development work together and at some stage put resources together to achieve common development goals such as inclusive and economic growth (Meyer, 2014:32. Davies (2004:11) remarked that competitive advantages are best achieved when strong Public-Private-Partnerships (PPPs) and relations are created.

Internationally, stakeholder partnerships have become a central issue for economic and social development. For instance, Cascetta and Pagliara (2013:22) argue that stakeholder collaboration is a practice of dertemining and intergrating stakeholders concerns, requirements and values into the process of making decisions. It has been observed that some government officials neglect stakeholder participation with the assumption that professionals are mostly suited to undertaking decision-making duties and are considered to be technically essential (Cascetta and Pagliara, 2013:22).

From the foregoing, this study examines the role of these stakeholders in advancing inclusive and sustainable economic growth in rural areas of Msinga Local Municipality (MLM). The study adopted the qualitative research approach and in this chapter provides an overview of the study. First, it provides a detailed background and the objectives of the study. Secondly, the chapter will present the problem statement of this study, followed by the study's research questions and the aims and objectives. Furthermore, the chapter provides the significance of this study and the reasons as to why it was important for the study to be undertaken.

1.2 Background of The Study

The new democratic South Africa inherited vast socio-economic backlogs from the previous government. In the past, black people were economically deprived as they could not participate in any form of economic activities of the country. Consequently, black people were subjected to poor living conditions and standards. The democratic government enacted a plethora of legislation and policies to address the existing socio-economic inequalities. For example, the Constitution of the Republic of South Africa of 1996, declares local government to be the closest sphere of government to the citizens with the responsibility to address the immediate local economic necessities and the need for sustainable growth.

Sustainable economic growth requires the collaboration and engagement of all key stakeholders including local authorities, the private sector, Non-governmental organisations (NGOs), Non-profitable organisations (NPOs), community and Traditional Leaders, particularly in rural areas. Although there are a number of policies and development frameworks (The New Growth Path, Growth, Employment, and Redistribution, National Development Plan to name the few) that seek to address issues of economic growth, rural economic disparities still remain a challenge. To address the issues of a struggling rural economy, all stakeholders should play a role in promoting inclusive and sustainable growth. The involvement of the private sector and other stakeholders including NGOs, NPOs, community and Traditional Leaders in local economic matters including job creation is deemed to be necessary. For example, the private sector and academic institutions have a specific role of investing and developing human capital (HC) respectively. This study's objective was to ascertain the role of the private sector and other stakeholders in advancing inclusive and sustainable economic growth in rural areas in general and in MLM in KwaZulu-Natal (KZN) in particular.

Post-1994, South Africa was characterised as a developmental state and democratic public service had to be established that was developmental in its character and formation. Accordingly, government had to transform and reform community-based institutions and structures, to redress the existing socio-economic inequalities including the high rate of unemployment, poverty and inequalities. Moreover, government is now required to render goods and services that promote and empower all stakeholders, permitting them to participate and to contribute to the economy. In order to improve

inclusive and sustainable economic growth in rural areas, the collaboration of all stakeholders including the private sector, NGOs, NPOs, academia, Traditional Leaders and wider community remains critical.

Over 25 years of democracy, South Africa has experienced service delivery protests. At the core of these protests is lack of service delivery and more importantly the lack of stakeholder involvement in the matters of development (StatisticsSA 2018:36). Rafferty, Hughes and Lupton (2017:22), for example, place emphasis on the increasing concerns that seek to suggest that communities, among other stakeholders, in rural areas are usually excluded and do not benefit from economic growth initiatives. Much of the research on stakeholder involvement in sustaining economic development has been descriptive and focuses on municipalities only as the key drivers and the champions of local economic growth, and it appears to have failed to identify the practical roles to be played by other stakeholders such as the private sector, NGOs, NPOs, academia, Traditional Leaders and the wider community.

1.3 Preliminary Literature Review

Different scholars provide different meaning for inclusive growth. In an early explanation, the World Bank (2010:36) suggested that inclusive growth is about pattern and speed of economic growth. Eight years later, the Asian Development Bank (ADB) (2018:67) took into consideration other factors such as community-based welfare and the means to expand and create economic prospects and opportunities, broader access or entry to economic opportunities in order to ensure that grass-root population can benefit and participate in social safety nets, and economic growth for the purpose of preventing extreme deprivation. Two years earlier Beatty, Crisp, and Gore (2016:4) remarked that inclusive and sustainable growth denotes opportunities across economic sectors, creating productive employment opportunities and reducing poverty for all citizens whether in rural or urban, environments.

In the international economy, stakeholder participation has become a central issue for economic and social development. Cascetta and Pagliara (2013:22) describe stakeholder participation as a practice of determining and integrating stakeholders concerns, requirements and values into the process of making decisions. It has been observed that some government officials neglect stakeholder participation with the assumption that

professionals are mostly suited to undertaking decision-making duties and are considered to be technically essential (Cascetta and Pagliara 2013:22).

Jomo, Chowdhury, Sharma and Platz (2016:41) state that cross-boundary partnerships in the 21st century have emerged due to the complex evolution of development management, whereby, government and other stakeholders including private sector, NGOs, NPOs, academia, community and Traditional Leaders collaborate in the pursuit of knowledge and for solutions to address challenges that affect them all. Malefane (2013:689) states that while government should be taking a leading role in changing the lives of the people and improving the economy of the country, it cannot and does not do it alone. The private sector, NGOs, NPOs, the Traditional Leaders, academia and community, for example, must form a partnership in order to fast track inclusive sustainable economic growth. Malefane (2013:690) believe that when all stakeholders in economic growth work together effectively, an essential complementary collaboration can evolve.

Gupta and Pouw (2016:32) contend that inclusive and sustainable economic growth is achievable; however, it can only be achieved when all stakeholders are committed to that process. Similarly, Sissons (2017:89) argued that achieving inclusive and sustainable economic growth should be based on the commitment and partnership of all stakeholders. Houghton, Dlamini and Mthembu (2013:61) affirms that local leaders, government officials, political parties, private sector and local communities must drive the local and rural development agenda including sustainable economic growth. The detailed literature review will be discussed in chapter 2, 3 and 4.

1.4 Research Problem Statement

According to the Constitution of the Republic of South Africa of 1996, municipalities are required to facilitate and coordinate local development strategies that promote economic opportunities for all. Accordingly, municipalities must play a meaningful role of being a link between the people on the ground and other spheres of government. In addition, they must bring together all the key stakeholders mentioned above to take full charge of sustaining local economic growth that should benefit all citizens.

Chapter seven of the Constitution of the Republic of South Africa of 1996, highlights the importance of all municipalities working with all stakeholders to address the development challenges of the people. The stakeholders need to control the existing wealth and resources and they should form partnerships with each other in order to produce employment opportunities, and to instigate economic activities in their locality. Similarly, Beatty et *al.,* (2016:41) state that all stakeholders must have an equal opportunity to benefit from local resources and growth and to contribute equally to economic growth of the country.

Malefane (2013:689) explained that government has taken the lead in the development of an inclusive economy. However, Malefane (2013:689) further argues that government cannot act alone; government also has the main obligation to provide the legislative and regulatory atmosphere that enables all stakeholders to play their part. In addition, inclusive and sustainable economic growth is achievable only when all stakeholders are committed to achieving it. In this context, Coetzee (2016:13) suggested that partnerships between all stakeholders should be created and the role of each stakeholder be outlined to avoid duplication, considering the constraints of limited resources.

The government seems to be taking a leading role with minimal or no involvement of other stakeholders. Meyer and Venter (2013:71) state that poor planning and coordination is identified as the root cause of failure because other stakeholders are not invited to participate and are not involved as partners in local economic matters. To address the issue of a weak rural economy, all other stakeholders in the economic development of the region have to play a meaningful part (Meyer and Venter 2013:71). The practical role of all other stakeholders should be determined clearly. Hence the main objective of this study is to examine the role of these stakeholders in advancing inclusive and sustainable economic growth in rural areas of MLM.

There is the perception that some stakeholders lack interest to participate in advancing inclusive and sustainable economic growth, particularly in rural areas. This lack of participation leads to local government's failure to render basic services to the society, to boost economic growth, and to address socio-economic challenges. A study by Vella

(2014:19) has shown an increase in interest in key stakeholders – in a hybrid approach that is inclusive and which advocates partnerships.

The the main objective of this study was to examine the role of these stakeholders in advancing inclusive and sustainable economic growth in rural areas of MLM. To achieve this, this study is guided by the following research objectives.

1.5 Research Objectives

Robinson (2014:66) indicated that the objectives in a study provide a perfect direction and once the research objectives and scope are clear and well defined this will in turn assist the researcher to stick to the current research and avoid any diversion from the study topic.

The main research objective of the study is:

1. To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in the rural areas of MLM.

Connected to the main research objective, the following research sub-objectives guided the study:

2. To determine the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM.
3. To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of MLM.
4. To draw lessons from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in the rural areas and applying these lessons to conditions in the MLM.
5. To explore and to recommend strategies to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area.

Linked to the above identified objectives of the study objectives, a set of research questions were also defined. Next ate the research questions and sub-questions.

1.6 Research Questions

Creswell (2014:15) argues that defining a clear, concise, and focussed research question is an essential step in getting started with your independent research project. He stated that this is important because the research questions are the fundamental core of a research project, study, or review of literature.

The main research question of the study is:

1. How stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in the rural areas of MLM?

Related to the main research question, the following research sub-questions guided the study:

2. What is the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in rural areas of MLM?
3. What are challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of MLM?
4. What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in the rural areas and how these lessons can be applied to the MLM?
5. What are the recommendations and strategies that can be adopted to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth this rural area?

1.7 Study Significance

Stakeholder collaboration is crucial in achieving inclusive sustainable economic growth. While all stakeholders are important in economic growth; the private sector, NGOs,

NPOs, communities and Traditional Leaders have a unique and meaningful role to contribute in order to achieve inclusive and sustainable economic growth (Sachs, 2014:9). Therefore, from a policy perspective, the study concludes with recommendations that MLM should coordinate and manage stakeholder collaboration more effectively in order to advance inclusive and sustainable economic growth. Theoretically, it is anticipated that this study should provide valued practical and theoretical insights for future studies on stakeholder collaboration.

1.8 Research Design and Methodology

This section presents the discussion on the research design and methodology used in this study.

1.8.1 Research Design

This research project was qualitative in nature. Through interviews the study investigated the role of stakeholder collaborations and how it impacted on inclusive and sustainable economic growth specifically in the selected rural areas of MLM.

1.8.2 Research Strategy

There are different types of research strategies. These case studies, experiments, surveys, ethnographic research, grounded theory, action research and archival research (Creswell 2009:14). The study adopted a case study strategy which employed a qualitative research design to analyse specific issues within the boundaries of the specific environment. A case study was appropriate for this study because it provided an understanding of the strategies used to advance inclusive and sustainable economic growth in the rural areas of MLM.

1.8.3 Study Site

This case study research was undertaken in MLM within uMzinyathi District Municipality which was established in year 2000. MLM office is found in the northerly part of KZN in a small town called Tugela Ferry.

1.8.4 Target Population

Lambert and Loiselle (2010:230) define the target population as the total of all research participants with potential to assist the researcher with the required information in a

study. Therefore, in this study the target population is made up of the private sector, NGOs, NPOs, academia, the community, the management of MLM, traditional and political leadership of the selected wards within the MLM represented the population of this study which was conducted in four wards of MLM, namely, Ward 12 (Majozi), Ward 4 (Mabaso), Ward 7 (Mchunu) and Ward 1 (Mbomvu). These wards have low levels of basic services and were reported to be poverty ridden wards with scarce economic resources and little economic activity hence they were selected as being appropriate study sites.

1.8.5   Sampling Strategies

According to Robinson (2014:25) sampling is a process whereby the researcher selects individuals from the population that will participate in the study. Individuals or group of people were selected based on the distinctive or crucial perspective and knowledge they hold regarding the studied phenomenon. Creswell (2009:34) states that there are two (2) sampling strategies which are non-probability and probability sampling.

The non-probability sampling includes accidental sampling, convenience sampling, purposive sampling and snowball sampling. For this study, the researcher selected the non-probability sampling. Participants were selected based on the decision of the researcher and selected using purposive sampling because he was targeting certain groups of people with specific features such as those involved in LED and matters of economic growth in rural areas of uMsinga.

1.8.6   Sample and Sample Size

According to Remler and van Rayzin (2011:165), the universal rule for managing a sample size is that the larger the sample size, the more accurate the sample estimate. The sample for this particular study was drawn from the resident of MLM including employees of MLM political representatives, Traditional Leaders, NGOs, representatives of the private sector and community members.

Table 1-1: Study Participants

Study Participants from the Target Population	Specific Participants	Tool Used for Data Collection
Government	Municipal Manager, Community Services Manager, Planning & Development Manager and Local Economic Development Manager	Semi-structured interview
Political Representatives	Speaker and Ward Concilors (1 for each of the 4 wards)	Semi-structured interview
Traditional Leaders	Four Traditional Leaders or their Representatives	Semi-structured interview
Non-Governmental Organizations	One representative from two NGOs in the area	Semi-structured interview
Other Public Members	Youth, Females and People living with disabilities. One group from each of the four wards. About 6-8 participants per group.	Focus group interviews
Private Sector enterprises	One representative from two private sector enterprises in the area	Semi-structured interview

Source: The Researcher (2020)

It is not possible to study an entire population, as a result certain decision had to be taken to narrow the scope of study participants. A total sample of 49 participants was involved in the study as portrayed in Table 1-1. Next is the discussion on data collection methods.

1.8.7 Data Collection Methods

Data were collected using semi-structured interviews, focus groups discussions and from document collection. One-on-one interviews were conducted with Municipal employees, political representatives, private sector as well as traditional leaders or their representatives. In addition, focus group interviews were conducted with the community. In addition, documentary evidence was collected and analysed. This provided historical data on stakeholder collaboration and evidence of inclusive sustainable economic growth in the area.

1.8.8 Data Quality Control

There are different types of data quality control measures in use that address credibility, dependability, confirmability and transferability (Creswell 2014:120). According to Petty (2012:383) the credibility and trustworthiness criteria permit the reader to believe

that the report is truthful and that the researcher has specified any fundamental biases. To ensure credibility, the researcher identified participants who were relevant to the study and who could provide the researcher with credible data. The researcher also strove to ensure that the interpretation of the findings was based strictly on the data collected and it was not biased to reflect the views of the researcher. According to Kolb (2012:175) the reliability of research data makes it possible to make generalities about the phenomenon that is investigated and it lends itself to theory development or review. To ensure reliability, the researcher ensured to utilise reliable literatures from reliable scholars.

Sergeant (2012:3) suggests that employing standards that have meaningful link with the research questions and with data analysis to direct the researcher in creating valid arguments will assist the researcher to obtain validity. The researcher ensured that if another researcher conducts a similar study and pursues the same procedure that was used by this researcher, the results will be the same. Anney (2014:277) views that the credibility of a study is determined by the belief that researchers have deep knowledge regarding the phenomenon being studied. The researcher adopted the research methods that are well established both in qualitative research, and in information science, in particular.

In order to warrant the reliability and dependability of the research study a researcher has to employ different protocols and procedures that may include inspection of transcripts to be certain that they do not have minor mistakes that could affect the interpretation of the data (Sergeant, 2012:33). To make sure that the distinctions between categories were clear to the coders, the categories were defined by a codebook. Houghton (2013:37) proposes that transferability is denoted as theoretical or analytical and the obligation to determine transferability rests with those who might apply the findings to their own settings. For the purpose of this study, the researcher knew that it was not his duty to provide an index of transferability; rather responsible for providing data sets and descriptions that are rich enough so that other researchers will able to make judgments about the findings' transferability to different settings or contexts.

1.8.9 Data Analysis

The data analysis process included preparing data collected to be analysed; conducting other types of analyses and finally creating an understanding of the significance of the data (Thornberg 2012:267). Data collected through focus group discussions and in-depth interviews were analysed using thematic analysis, a matrix structure and content analysis.

1.8.10 Ethical Considerations

According to Grix (2010:142) a researcher must first get approval or permission and give a proper explanation as to how he/she will collect the information, analyse and also publish the information gathered. For this study, a gate keeper's letter was obtained from MLM. The researcher also applied for ethical clearance (EC) from the University of KwaZulu-Natal's Research Committee. During the study, the main objective of this study was explained to all the study participants. Finally, the principle of confidentiality, privacy and anonymity was adhered to.

1.9 Delimitations and Limitations of the study

This study was conducted in the rural areas of MLM that had low levels of basic services and that were reported as being poverty ridden with scarce economic resources and little economic activity. The limitations of the study included non-availability and lack of willingness on the part of residents to participate in the study thus delaying its completion. However, timely appointments were made and the objectives of the study were communicated to the study participants prior the interviews.

1.10   Outline of Chapters

This study comprises seven chapters. A summary of each chapter is given below:

Chapter One: provided a background and orientation of the study.

Chapter Two: provided a literature review of the appropriate legislation and policies informing inclusive and sustainable economic growth in this region.

Chapter Three: presented the second section of the literature review.

Chapter Four: covered the theoretical framework that underpinned the study.

Chapter Five: discussed the research design and methodology used in this study, together with discussions on the research strategy, sampling strategy, and data

collection method, administration of the interviews, focus groups and data preparation. Data analysis approaches used in the study were also discussed within this chapter.

Chapter Six: presented the results of the study including those drawn from the interviews and the focus groups discussions. In this section of the study, the data were analysed, interpreted and evaluated.

Chapter Seven: dealt with the final report on the entire study and presented the conclusions drawn from the research. Recommendations were made and the significance of the study was proposed. Suggestions were also made for future research.

1.11   Chapter Summary

This chapter provided a background and orientation of the study. It provided the objectives of the study and detailed the background of this research. Secondly, the chapter presented the problem statement of this study, followed by the study's research questions and the aims and objectives. Furthermore, the chapter suggested the significance of this study and it provided reasons as to why it was important for the study to be undertaken.

In the next chapter, the literature review covers inclusive and sustainable economic growth with reference to impoverished societies in general and to the defined study site in MLM in particular.

CHAPTER TWO
LEGISLATION INFORMING INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

2.1 Chapter Introduction

In this chapter a detailed discussion of the legislative, policies as well as strategies that inform inclusive and sustainable economic growth will be provided. The apartheid government had no intention of treating all citizens in the country equally; therefore, in the era of post-1994 a need existed for the establishment of new legislation in order to redress the existing inequalities. As such, the discussion will highlight the importance of legislation and policy framework as well as review the international or global strategies and/or policies that inform inclusive and sustainable economic growth. The next section of this chapter will deal with the importance of legislation and policies in advancing inclusive and sustainable economic growth.

2.2 The Importance of Legislation and Policy Frameworks

Legislation and policy frameworks are the most essential tools of government for organising people and guarding citizen's rights and duties as well as the powers to which the legislation applies (Kar, 2015:83). According to Derbyshire (2012:321), legislation and policies are needed for addressing development challenges in the developing and developed countries. The author also suggests that global treaties and other mechanisms, relating to problems of an international or regional environment, might facilitate policy-making that aims to achieve a harmonized approach on the issues at stake, nationally or internationally.

Legislation and policies are usually developed within the particular country's constitutional framework and legal system as in South Africa. Also, legislation and policies for implementing economic growth are usually made on the basis of scientific findings and assessments (Chen, 2012:66).

The discussion on the international legislation and policies informing inclusive and sustainable economic growth is presented next.

2.3 International Legislation and Policies Informing Inclusive and Sustainable Economic Growth

New legislation and policies were developed upon the formation of a democratic government in South Africa. These new legislation have gradually changed the approach of government and other stakeholders in the planning and provision of services, steering away from the former approach to delivering basic services to a government acting as a promoter of local development within a developmental state. South Africa is part of the global or international family so this should be reflected in the legislation and policies informing sustainable economic growth.

2.3.1 The United Nations Millennium Development Goals

Gupta and Pouw (2016:12) remind that the year Millennium Development Goals (MDGs) were intended to better the lives of the poor people in the world. Leaders from different counties and in their different capacities were mobilised to implement the MDGs, although outcomes were not similar since challenges were also not similar. All partners and stakeholders in the United Nations (UN) were expected to adhere to and align with policies, frameworks and programmes of the MDGs for the purpose of achieving goals as set out in the MDGs.

Similarly, all member states are part of the UN and it was imperative for them to adhere and align their strategic development initiatives with policies, developmental frameworks and programmes of the MDGs. The South Africa Report Country (2013:22) indicated that the country's policies and developmental programmes were aligned with the MDGs and that there had been some progress made although a lot of work still need to be done to address some of challenges as outlined by the MDGs.

2.3.2 The United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (UNSDG) (2015:10) suggests that a significant part of the growth of the economy is to make sure that the general public has sustainable and well-payed jobs for their livelihoods. Worldwide statistics indicated that in developing countries the middle class is growing. It has almost tripled in size over the last decade, to more than 3/4 of their population. They also highlighted that in 2015 alone; more than 200 million people had no jobs, simply because the job growth was slower than the growing potential labour force. It was therefore resolved that

entrepreneurship and job creation policies need to be promoted to achieve decent work for all mankind by 2030, (UNSDG) (2015:10).

According to Gupta and Pouw (2016:12) sustainable development will be achieved if the country develops and meets people's needs without compromising those of future generations. The authors submit that the predominant principle of the Sustainable Development Goals (SDGs) adopted by international leaders in 2015, which replaced the MDGs was the initiative to 'leave no one behind'. Recognising this vision will require better income distribution, sustained socio-economic progress and reduction of extreme poverty.

Sarch (2012:42) described the SDGs as an international sustainable development initiative with primary objectives and ambitions for the year 2030. The goals seek to organize the international efforts around a shared set of goals and specific targets. The SDGs encourage the international governments and communities to significantly reduce extreme poverty, develop life which is dignified and render opportunities for all human beings around the globe. Whilst the prime target is government, the SDGs are crafted to rally a variety of institutions and to re-shape the primary objective to encourage investment in a globally shared framework.

There are two (2) SGDs mainly applicable to this study, and these are:

- **No Poverty**

  The SDG 1 seeks to 'end poverty in all its forms everywhere', specifically by ensuring that the poor are covered by social protection systems; by securing their rights to economic resources, access to basic services and property ownership; and by building their resilience to economic, social and environmental. Lloyd-Jones and Rakodi (2014:16) highlight that the decline of extreme poverty continues, but the pace has slowed, and the world is not on track to achieving the target of ending poverty by 2030. Extreme poverty today is concentrated and overwhelmingly affects rural populations. Increasingly, it is exacerbated by violent conflicts and climate change.

- **Decent Work and Economic Growth**

  The SDG 8 calls for promoting 'sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'. Lloyd-Jones and Rakodi (2014:16) states that full and productive employement and decent work are achievable if the right investments are made, as the report of the Global Commission for the Future of Work has emphasized (ILO 2019). They argue that to deliver these investments, a set of coordinated policies and institutions based on a strong normative framework is required, along with concrete mechanisms to operationalize, coordinate and govern these policies. Franco and Minnery (2020:31) also suggest that well-functioning labour markets are key to keeping people in employment and bringing them back into work. These markets need to respect Fundamental Principles and Rights at Work, with simple, transparent, flexible and predictable legal employment frameworks.

Despite the above, there seems to be a delay in achieving this these goals, for example according to Franco and Minnery (2020:31), tackling the remaining pockets of extreme poverty will be challenging due to their persistence and complexity often involving the interplay of social, political and economic factors. Therefore, it's clear that effective social protection schemes and policies, along with government spending on key services, can help those left behind get back on their feet and find a way out of poverty.

According to Rai, Brown and Ruwanpura (2019:61) a full 700 million people are living in extreme poverty despite having employment as a result an estimated 600 million new jobs are needed globally by 2030 to cover for those unemployed today along with the growing working conditions. Frey (2017:12) is of the view that economic growth should be a positive force for the whole planet, this is why he suggest that we must make sure that financial progress creates decent and fulfilling jobs while not harming the environment.

The Msinga Local Municipality 2018/19 Integrated Development Plan (IDP) described Msinga as the most deprived area in KZN province and it is among government's priorities for relief measure. As revealed in chapter 5, the study was conducted in four municipal wards which lack inclusive economic growth thus confirming their suitability for the study.

Figure 2.1 portrays the summary of the SDGs adopted by all United Nations Member States in 2015.

Figure 2.1: The United Nations Sustainable Development Goals
Source: (United Nations, 2017)

Figure 2.1 reflect that all United Nations Member States must end poverty and other deficiencies. These must go hand-in-hand with policies that reduce inequality, improve education and health, and spur economic growth.

Having discussed the MDGs as well as the SDGs and how both inform inclusive and sustainable economic growth, the study now turns to the South African legislation and policies informing inclusive and sustainable economic growth.

2.4. Legislation and Policies Informing Inclusive and Sustainable Economic Growth in South Africa

Phutiage (2015:120) maintains that legislation and policies in South Africa clearly support inclusive and sustainable economic growth, with official mandates put in place to plan and achieve this in a collection of legislation and strategies. This is evident parts of legislation such as the Constitution of the Republic of South Africa, 1996 that

stipulates in Section 154 that national and provincial governments must support and strengthen the capacity of local authorities by legislative and other measures to manage their own affairs and to promote social development and democracy.

As from 1994, the South African government embarked on a comprehensive programme to provide direction in terms of economic transformation. New laws passed have restored rights to land and tenure; prescribed unfair discrimination and, introduced specific active measures to deal with distortions in the labour market as well as the provision of the new economic opportunities to historically disadvantaged persons. This will be discussed in the next sections of this chapter.

2.4.1. The Constitution of the Republic of South Africa of 1996

The South African Constitution was endorsed in 1996 as the supreme law of the country and it places emphasis on the rights of people to basic services such as social security, housing, clean water and health care. The Constitution of RSA summarizes ideas for developing local government, and stipulates the following tasks:

- Servicing the basic needs of all citizens, more especially the deprived and side-lined which include those in rural areas;
- Contributing to local economic growth, regional and also national economy; and
- Facilitating economic development opportunities in their respective areas.

Hickey (2015:12) states that the constitution looks to a broad transformation of local government in which local government has to play a meaningful role in building democracy and also to promoting socio-economic development. Furthermore, Balkaran (2013:130) affirms that the Constitution of RSA also provides for numerous instruments to foster public accountability. Each country must have different mechanism to monitor accountability so as to endorse effective and efficient methods and to enhance their functionality.

Section 152 of the constitution of RSA enjoins municipalities to promote social and economic development, to ensure the delivery of services to communities in an appropriate manner, to provide a democratic and responsible government for local communities, to promote a safe and healthy environment and encourage the involvement of communities and community organisations in the matters of local

government (Cloete, 2015:89). Furthermore, the White Paper on Local Government (1998) translates the constitutional objects and duties into the notion of developmental local government. The new directive defines local government as being committed to working with people and with community groups to find supportable ways to meet their social, economic and material needs and to improve the quality of their lives. It creates the basis for a new developmental local government as a background for changing and addressing the inherited system of local governance (SALGA, 2015:11).

2.4.2 Growth, Employment and Redistribution (GEAR)

The Growth, Employment and Redistribution (GEAR) presented as a strategy for rebuilding and reshaping the country's economy (Jeffery, 2010:245). Jeffery further states that its focus was mainly on economic growth. The GEAR document stressed that the key to arriving at an equitable distribution of income and improved standards of living for all is fast-tracked economic growth linked with stronger employment creation. Employment creation provides a powerful vehicle for redistribution, supported by government housing, water and sanitation, health, education, welfare and social security services provision for all (Brits, 2014:507).

Makino (2013:98) argues that the GEAR's implementation continued speedily and it was commended by the local and international business communities. The author however debates that the Tripartite Alliance, which comprised the Congress of South African Trade Unions (COSATU), the South African Communist Party (SACP) and the African National Congress (ANC), was strongly opposed to the scrapping of its predecessor the Reconstruction and Development Programme (RDP). However, the effectiveness of GEAR was measured against its expressed targets.

GEAR's economic impact was mixed. It ensured the strengthening of South Africa's financial situation while lowering its interest rates and bringing inflation under control (Habib, 2013:81). However, Jeffery (2010:245) maintains that GEAR did not deliver on its assurance of a 6% growth rate per annum, instead the growth rate stayed below 5%, with an increase in unemployment rate, well above 30%. The author claims that there was an estimated 3.3% drop in formal non-agricultural employment and Foreign Direct Investment (FDI) amounted to less than 1% of GDP in the year 2000. The perpetuation

of inequality was the outcome due to declining employment and to some brutally strict measures in place.

2.4.3 The National Development Plan

The National Development Plan (NDP) provided a long-term vision to 2030 whereby the country has to deal with the social challenges of unemployment, inequality and poverty and as a result improve lives of the people in South Africa. The NDP puts emphasis on people being at the centre of development and all citizens having access to clean water, health care and employment. This is necessary because it is the NDP that acknowledges that South Africa is one of countries that are faced with a high number of unemployed people, living in poverty (NDP, 2012: 55).

Khambule (2018:87) asserts that the NDP was developed because the intention was to mainly change the lives of people in the country allowing them to experience a life without extreme poverty and with access to all basic services. The author further suggests that economic growth is also one of the issues that were meant to be addressed by the NDP. Koma (2010: 112) argues that not meeting the expectations of society leads to growing isolation and alienation thus resulting, to deterioration of service delivery; therefore, structures of the government have a duty to ensure that rural communities, for example, are also accommodated in their development programmes.

According to Qwabe (2013:24) the NDP had a long-term vision designed to tackle the prevailing developmental challenges. The author is also of the view that the plan was premised on the realization that, while much progress has been made post-1994, there is still a lot that needs to be done in South Africa. Drawing from Gumede (2009:7), Qwabe (2013:25) indicates that the approach of government when it comes to development has to change because the current approach does not achieve the objectives of the government which are the establishment of a united, prosperous, non-racial and democratic South Africa characterized by equality for all. Therefore, South Africa's Vision 2030 and strategic objectives include the reduction and elimination of extreme poverty, unemployment, and inequalities.

2.4.4 Accelerated Shared Growth Initiative of South Africa

Gelb (2007:12) states that the main objective of Accelerated Shared Growth Initiative of South Africa (ASGISA) was to direct the economy of the country and to accelerate its growth, through the initiatives that intended to serve as stimulus for the accelerated shared growth and advancement in various aspects. Through this developmental framework, the South African government set out economic growth targets of five percent Gross Domestic Product (GDP) growth per year in a ten-year period, from 2004 to 2014. This accelerated growth in terms of government articulation had to be managed in a manner that would create employment, making sure that the achieved economic growth assists in alleviating poverty in a balanced way. Furthermore, ASGISA was focused on the efficiency and effectiveness of government to create a conducive environment for entrepreneurship, tightening the scarcity of skills in the short and long terms, a significant reduction of corruption, minimization of red tape and improvement of service delivery in all levels of government (Meyer, 2013:21).

According to Anand, Mishra and Peiries (2013:97) with ASGISA, the government should overcome limitations to quicker growth through addressing:

- Deficiencies in state capacity and leadership;
- The volatile and often over-valued rand;
- Increases in the cost of transport and services provision;
- Infrastructure and investment backlogs;
- Lack of competition in various sectors;
- Heavy regulatory burden on small businesses; and
- Shortage of suitably skilled labour.

The authors state that it is difficult to measure ASGISA's success because it was given a short period of implementation. In addition, poverty and unemployment levels did not change even with the adoption of ASGISA by the government; rather it was superseded by the New Growth Path (NGP) when the former president Thabo Mbeki's term of office came to an end (Khambule, 2018.48). The New Growth Path (NGP) is presented next.

2.4.5 The New Growth Path

Phutiage (2015:149) noted that the NGP was published in November 2010 by Mr Patel and its main focus was on enhancing growth and on creating employment as well as equity. Furthermore, the author asserts that another objective of the NGP was to fast-track growth in the economy of South Africa, and this was to be done in a way that speedily decreased poverty, unemployment and inequality. The NGP had ten strategic policy objectives which were focusing on government being a champion in directing investment by producing incentives for investment (Nealer and Naude, 2011:61).

According to Van der Byl (2014:123) the NGP did not provide an economic model for how job creation was to be attained, rather assumed that most of the expected jobs would be derived from the private sector and that they would be leveraged through targeted assistance for the identified job drivers. The author further questions the job growth estimates purporting to arise from the Industrial Policy Action Plan 2, as this was not specific because the NGP says that they are not set in concrete.

Khambule (2018.96) also argues that in order to achieve the objectives of the NGP, government needed to prioritize its own efforts and resources to support the creation of employment as well as equity. Corporate bodies should challenge themselves by advancing into new areas of enterprise, and both business and labour should work with government to address wastefulness and constraints across the economy and partner to produce new work opportunities. Meyer (2013:21) also responded negatively to the NGP. The author suggests that NGP is inconsistent and does not offer adequate detail on the execution of the policy. It is a vision rather than being a strategy and it has no detailed implementable phases. The author believes that the state wanted to reorganize wealth rather than to generate new wealth.

2.4.6 Local Government: Municipal Systems Act (32 of 2000)

In terms of the Local Government: Municipal Systems Act (32 of 2000) all municipalities have an obligation to:

- support social and economic development;
- Ensure access to affordable services; and
- Encourage involvement of local communities in municipal matters.

Hofisi *et al.,* (2013:539) state that the Act assists municipalities to achieve the developmental mandate because it provides ethical foundations, instruments and methods that are needed. The author further confirms that the same Act obliges municipalities to commence the process on an integrated development planning basis in order to develop an Integrated Development Plan (IDP), and the IDP would help municipalities accomplish their objectives and give results to their developmental obligations as preserved in the Constitution of the RSA.

According to Kamara (2017:100) the Act indicates that the elected municipal council must, within an agreed period after they assume office, approve a single, inclusive and strategic plan which will connect, incorporate and coordinate plans as well as consider proposals for the development of the municipality. The author is also of the view that the municipalities need to develop a development strategy and to integrate this with the IDP. The Local Government: Municipal Structures Act (117 of 1998) also calls for the municipalities to develop a Local Economic Development (LED) strategy because LED is the important tactical tool through which local municipalities adhere to their developmental duties.

2.4.7 Local Government Finance Management Act (No.56 of 2003)

The Local Government Finance Management Act (No.56 of 2003) was established so that municipal finance can be managed properly and used productively. It provides for a performance-based system which focuses on outputs and measurable objectives that empower municipalities to maximize service delivery capacity. There are five fundamental values underpinning the Municipal Finance Management Act:

- The avocation of a strategic approach to budgeting;
- The promotion of sustainability;
- The recommendation of financial management; and
- The promotion of sound financial governance by clarifying roles.

Khambule (2018:77) asserts that with this Act municipalities have an obligation to ensure that people with required skills are employed in order to deliver services to avoid corruption and also ensure the management of the development. Houghton et al., (2013:89) site the fifth chapter of the MFMA, Section 34 where it says that: "national

and provincial governments must, by agreement, assist municipalities in building capacity for efficient, effective and transparent financial management". The author further suggests that the national and provincial governments must support the initiatives taken by municipalities to recognize and solve their financial hitches.

In conclusion, Kamara (2017: 110) argues that efficient as well as effective systems and service delivery are a mutual obligation between the municipalities and other spheres of government. The municipality must have technical financial management as well as suitable structures and systems if the objectives of the act are to be realized.

2.4.8 National Strategy for Sustainable Development

The National Strategy for Sustainable Development (NSSD) framework was approved by cabinet in 2008. The framework indicated a fresh/innovative manner of thinking regarding the promotion of effective control of the resources of the country's natural community-based and economic resources. It further describes crucial principles of sustainable development for the state, whilst being conscious of the international challenges and growth paradigms. The framework further stresses the role of government in all spheres for the purpose of creating favourable and legally sound developmental legislative frameworks (Venter, 2007:43).

2.4.9 The Medium – Term Strategic Framework

The Medium-Term Strategic framework (MTSF) (2014:20) stated that in the post-1994 period the economy of South Africa has been increasing in line with the average of the middle-income economies, excluding China. It indicated that investments rose from 13% for Gross Domestic Product (GDP) in 1994 to about 20% in the year 2012. Exports also increased from 15% of GDP to 18%, while imports improved as well, with funds stemming largely from short-run capital inflows into equity and bonds, resulting in a large trade deficit, especially from the mid 2000's.

Venter (2007:73) states that various actions were identified by the MTSF to attain set targets, aimed to achieve a step-change in the inclusive economic growth rate of above 5%, much above a more rapid reduction of inequality and job creation. For this to be achieved more effectively the author suggests that existing policies need to be better implemented and that government should be committed to ensuring that there are

sufficient energy supplies for economic growth. Moreover, government should address other infrastructural limitations to growth through the Presidential Infrastructure Coordinating Commission (PICC) that was to coordinate and monitor the implementation of strategic infrastructure projects.

Tladi (2014:44) maintains that in order for the government to have a better understanding of the requirements of unlocking private sector investment and of ensuring that necessary actions are implemented more engagements with business are required as this will also help to build investor confidence and to create productive of relationships between business and the government. Furthermore, the author indicates that businesses should also be encouraged to fast track progress in implementation of employment equity, skills development and broad-based black economic empowerment (B-BBEE). The government in conjunction with organized business and labour is working on stabilizing the labour market by addressing the core of workplace conflicts especially in mining and in other sectors, by improving workplace relationships as well and living conditions of workers.

Kamara (2017: 118) indicates that through the Industrial Policy Action Plan (IPAP), the local procurement drive, and other programmes, the government aimed to improve the performance of these sectors, since they are major employment generators. These are sectors like, mining, agriculture and manufacturing.

2.4.10 The National Small Business Act 102 of 1996

In order to achieve Radical Economic Transformation (RET) over and above legislation that exists, more new legislation was introduced and other legislation were amended including the National Small Business Act (102 of 1996), National Small Business Amendment Act (26 0f 2003) (RSA, 2003) and the White Paper on National Strategy for the Development and Promotion of Small Business in South Africa (Notice 213 of 1995).

Tladi (2014:54) states that government has embarked on more serious processes to implement broader economic contributions. Again, in 2014 a new department called Department of Small Business Development (DSBD) was established which made a turning point in the South African Co-operatives and SMMEs because that

demonstrated that the government is committed to place them at the centre of economic growth and job creation. One of the mandates of the DSBD was to amend the business Act in order advocate for a fair, conducive and productive environment for Small Enterprises.

Sitharam and Hoque (2018:22) submits that Small Enterprises are more vulnerable to unfavourable or unfair practices and often do not have the resources, bullied into an onerous and unfair contract, in order to secure a business transaction with a big company and retain the business opportunity and relationship and Larger firms sometimes use their economic power to impose unfavourable terms.

The DSBD also motivated for the establishment of a Small Enterprise Tribunal (SET) which will be given a tsk of levelling the playing field for SMMEs in their dealings with large business entities including government by offering an affordable, accessible and effective argument resolution instrument from contract negotiations to payment terms renegotiations and resolution of non-payment amongst others.

2.4.11 Employment Equity Act, 1998

According to Dima (2009:1), Employment Equity (EE) is a strategy that gives preference of employment opportunities to qualified people that were previously disadvantaged in the work environment. The writer states that the main objective was morally created on endorsing equality by rectifying the imbalances of the past that were brought into being by the previous government during the apartheid regime.

Tladi (2014:14) argues that the EE helped citizens from disadvantaged and advantaged upbringings compete on the same footing and enjoy equal employment chances. The author maintains that the concept of EE was concentrated on two factors:

- Emphasis was on eradication of unfair judgment in the form of training, hiring, pay benefits, promotion and retrenchments in line with the requirement of the constitution; and
- Emphasis was placed on measures to encourage companies to commence with organizational transformation to remove unjustified barriers to employment in favour of all citizens.

Although the concept of EE itself is good but the perception of employees on the effectiveness of EE implementation in the workplace do contribute to its success or failure. There are quite a number of facors contributing to both preceptions (positive and negative), all of which affect the fruitful implementation of the EE as a result the role of management has to play a meaningful part.

2.4.12 Broad-Based Black Economic Empowerment Act 53 of 2003

Khambule (2018:127) highlights that although it has been over fifteen (15) years with the Broad-Based Black Economic Empowerment (B-BBEE) Act in existence, there are still many people who are uncertain as to what exactly the legislation was for, and many are not aware of the transformative potential it has when successfully applied. Kamara (2017: 191) maintains that the B-BBEE was established to redress the inequality and prejudices produced by the apartheid government. The author contends that through encouraging the economic upliftment of blacks, the programme was intended to elevate larger society, bringing about much needed socio-economic transformation.

According to Meyer (2013:121) the Act promoted the hiring of blacks and the conducting of business with companies that are owned by blacks and/or that are making efforts to support real equality. The writer is also of the view that B-BBEE was an essential element in the positive socio-economic transformation of the country because the programme was not about the empowerment of blacks at the expense of white citizens; rather it's about increasing the economic involvement of previously deprived groups to benefit all.

2.4.13 KwaZulu-Natal Provincial Growth and Development Strategy and Plan

According to the KwaZulu-Natal Provincial Growth and Development Strategy and Plan (KZN PGDS) (2012:12) the economic growth is regarded as a major vehicle towards economic transformation. Job creation distributes the benefits of growth more widely and should then reduce dependency on the Government. The KwaZulu-Natal Provincial Planning Commission then agreed on the following five (5) interventions to:

- Enhance sectorial development through trade and investment to grow trade and investment opportunities and to generate more employment;

- Re-evaluate government-led job creation programmes so that they are more effective, and they are able to prepare participants for entry into the labour market;

- Promote Small, Medium and Micro Enterprises (SMMEs) and entrepreneurs to be more active in the Provincial economy and to create more employment opportunities;

- Create an awareness of Economic participation; and

- Determine the agricultural potential so that the KZN agricultural sector expands and creates employment.

For a local government to achieve inclusive and sustainable economic growth it is essential that there is an IDP which should be linked to the NDP as well as to the KZN PGDS. According to the Municipal Systems Act (MSA), all municipalities must prepare an IDP annually. This serves to ensure that municipalities fulfil their mandate of providing basic services to their residents. Khambule (2018:157) maintains that the constitution also gives municipalities a major task of ensuring an improved quality of life for their residents and that role also aims to create more job opportunities, reduction of poverty, accountability and promoting democracy. The author also believes that the municipality should be able to manage the process of fulfilling its developmental responsibilities by having a prepared IDP because the IDP helps the municipality identify the problems affecting its municipal area and, and can use the information as a guide in developing and implementing appropriate strategies and projects to address the problems.

2.4.14 The Integrated Sustainable Rural Development Strategy

The Integrated Sustainable Rural Development Strategy (ISRDS) was introduced in November 2000. It was created to establish economies that are sustainable and that provide inclusive entry into community-based amenities that could, stimulate and absorb capacitated and equipped people who can contribute to development and growth. The strategy stresses the principles of LED and outlines the assisting roles of the provincial sphere of government in this regard (Ellis and Biggs, 2001).

2.4.15 The Introduction of Public-Private Partnership

In terms of the Treasury Regulations, 2005, Section 16.1 the Public-Private Partnership (PPP) is described as a commercial transaction between a public institution and a private party in terms of the private party either performing an institutional function on behalf of the institution for a specified or indefinite period. The transaction involves the use of the property belonging to the government by a private party for his or her financial gain for a limited or unlimited period of time. In this transaction, the private party receives a benefit for performing the function or by using government property either by way of compensation from a revenue fund, charges or fees collected by the private party from users or customers of a service provided to them or a combination of such compensation and such charges or fees.

The PPP in South Africa is viewed as an integrated approach to service delivery and can be designed in diverse ways:

- **Contracting Out or Management Contract** – The private sector provides a service or manages a contract to undertake work for a public service department;
- **Joint Venture** – The government acts as a regulatory body and shareholder in the operating company;
- **Leasing** – The private sector is responsible for operating and maintaining of the asset while government is the owner of the asset; and
- **Build Operate Transfer** – The private sector is responsible for funding, designing, building and operating the project. The public sector takes control and ownership of the project at the end of the contract.

According to Osborne (2000:19), on the one hand, the advantage of a partnership is that it allows an assembling of resources so that bigger projects or more aspects of a project can be tackled, that would not be possible for an individual agency to undertake or it allows the agency to devote some resources targeted for one policy to be realized for use elsewhere. On the other hand, he mentioned that partnerships fail because the goals of the project have not been identified clearly. Partnerships sometimes have broader aims that can lead to misunderstanding, lack of coordination and conflict between partners.

2.4.16 The Introduction of Small-Micro and Medium Enterprises

According to Abor and Quartey (2010:215), the majority of formal business entities are Small-Micro and Medium Enterprises that make up 91%, of all business enterprises that contribute considerably to the GDP and that employ a significant portion of the labour force. The author also states that most SMMEs in South Africa stay in business for less than 3.5 years. This performance is unsatisfactory in this sector and it results in a high level of liquidations of inactive registered enterprises and frequent changes in business focus within the first three years of operation.

SMMEs play a vital role in the economy and in society, both by being prominent players in the economy and in job creation. This is a much-cherished role especially in this era of rising unemployment and crisis. Challenges facing the economic development in the country such as very high unemployment, inequalities, the need for structural change and demographic developments can be tackled by the development of SMMEs. Further to that the development of SMMEs offers vast employment opportunities which can aid in lowering the unemployment rate and which could address the demographic challenges posed by a growing population (Malefane, 2013:680).

Ababio (2013:8) confirms that the SMME sector plays a vital role in the economy of South Africa through creating employment opportunities and providing livelihoods for the dependents of second economy communities. South African SMMEs contribute about forty-five (45%) to the GDP. Malefane (2013:680) allege that the support that the South African government provides for SMMEs is widely in acknowledgement of the country's effort towards economic restructuring and poverty alleviation; resulting from the governments' political and legislative commitment, through policy and strategy, to ensuring that SMME development is viable.

Notwithstanding these developmental frameworks and policies aimed at economic and social development and growth, rural areas of RSA have seen a rapid decline in this aspect. For instance, Kepe & Cousins (2002:1) report that in RSA, inequality and poverty are largely concentrated in rural areas, even though there have been some improvements regarding the provision of infrastructure and services post 1994, about 70 per cent (%) of RSA people living below the poverty lines are situated in rural areas.

This is supported by the work of Neves (2017:5) who examines the rural livelihoods through a detailed qualitative-quantitative enquiry. Neves (2017:5) argues that the livelihoods concept entails analysis focused on the contextual dynamics of household survival, including (but not limited to) employment, informal economic activities, agricultural production and migratory urban linkages.

However, apart from enduring poverty and deprivation, the rural former homelands are subject to significant administrative and governance challenges. Ntsebeza (2011:26) indicates that formal systems of land administration have all but collapsed, land tenure is often insecure, and a politically resurgent group of patrimonial, traditional authorities seeks to exercise influence over local governance. Many of the above dynamics translate into adverse gendered outcomes. Not only is much of the burden of 'care-work' (childcare, elder care, etc.) and household subsistence disproportionately the responsibility of women, they are a group that continues to suffer from high levels of exclusion from economic opportunity, land and power.

Over the years, South Africa has experienced service delivery protests. At the core of these protests are lack of service delivery and more importantly the lack of stakeholder involvement in the matters of development (StatisticsSA 2018:36). Rafferty, Hughes and Lupton (2017:22), for example, place emphasis on the increasing concerns that seek to suggest that communities, among other stakeholders, in rural areas are usually excluded and do not benefit from economic growth initiatives. This also applies to MLM as confirmed in MLM IDP (2021:12), which indicates that Msinga is poverty-stricken area with few economic resources and little economic activity. Social services and private households generate 29% of the income for the area (MLM IDP, 2021:12).

With the legislation and policies informing inclusive and sustainable economic growth in South Africa having been discussed, the next chapter discusses inclusive and sustainable economic growth.

2.5 Chapter Summary

This second chapter has provided a discussion of the legislative framework, policies as well as strategies that inform inclusive and sustainable economic growth. It noted that the previous government did not have an equitable interest in all if its citizens. As a

result, after 1994, there was a need to establish new legislation in order to address and redress issues of imbalances experienced post 1994. Furthermore, the discussion highlighted and examined the literature on the importance of legislation and of a policy framework. Subsequently, the chapter reviewed the international or global strategies or policies that inform inclusive and sustainable economic growth.

CHAPTER THREE:
INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

3.1 Chapter Introduction

The aim of the study is to investigate the role of stakeholders other than local government in advancing inclusive and sustainable growth in rural areas. This chapter will start by describing the phrase 'inclusive and sustainable economic growth' then it will look at the role of all stakeholders that should be involved in advancing inclusive and sustainable economic growth at local level. The discussion will include limitations or challenges of advancing inclusive sustainable economic growth, pillars of inclusive and economic growth, economic transformation in South Africa, RET for the inclusive growth and finally the key factors for advancing sustainable economic growth.

3.2 Understanding the Concept of Inclusive and Sustainable Economic Growth

There is no common definition of inclusive and sustainable economic growth. Different scholars provide different meanings to this phrase. The World Bank, for example suggests that inclusive growth is both about 'pace and pattern' of growth and these two mechanisms seem to be normally important in definitions. The Asian Development Bank (2018:67) includes other elements such as social welfare, in its definition of inclusive growth as

'high, sustainable growth to create and expand economic opportunities, broader access to these opportunities to ensure that members of society can participate and benefit from growth, and social safety nets to prevent extreme deprivation'.

According to Beatty et *al.,* (2016:41) inclusive and sustainable economic growth implied having opportunities across economic sectors, creating productive employment opportunities for all citizens and reducing poverty in rural and urban areas alike.

The European Commission (2010:17) indicate that inclusive growth means empowering people through quality employment, advancing in skills, fighting high poverty and modernising labour markets, providing training and social protection systems so as to help people anticipate and manage change, and to build a unified society.

Hickey (2015:12) argued that inclusive growth and inclusive development has to be differentiated. He argued that there are two (2) crucial aspects in making this differentiation:

- To be willing to go beyond thinking of development as mainly an economic process and to one with a fundamental focus on the achievement of equity and on the rights as well as status of citizenship; and
- To move the focus beyond poverty and the poor.

As debated by Hickey (2015:12), inclusive development focuses not only on the distribution of social and material benefits across social groups and categories but also on the structural factors that cause and sustain exclusion and marginalisation of vulnerable groups in society. This may be linked to gender, sex, age, race, ethnicity, political alignment and many all other factors. Inclusive growth occurs when average achievements in income and non-income dimensions of wellbeing improve but inequalities in these achievements prevail. These two aspects reflect a development agenda that goes far beyond growth and income, and this may explain why inclusive growth has been the leading factor the development debate.

Ianchovichina and Lundstrom (2009:02) believe that inclusive growth refers to the pace and pattern of growth, which are considered to be interlinked, and therefore need to be addressed together. This is in line with what the Commission on Growth and Development in 2008 indicated in *its Growth Report: Strategies for Sustained Growth and Inclusive Development.* The Commission noted inclusiveness as a concept that involves equity, equality of opportunity, and protection in market and employment transitions – is an essential element of any positive growth strategy.

3.3 Inclusive Growth and Development: An International Overview
Matters *et al.,* (2016:31) suggest that the development debate has long been dominated by a background in which economic growth is believed to be the key driver of socio-economic development. They indicate that economic growth is not sufficient on its own; social, economic, political and environmental factors in a country-specific context determine and shape contemporary development needs and challenges. When building a conceptual understanding of inclusive development, two issues thus arise: first, the

distinction between growth and development; and second, the import of the term 'inclusive'.

According to Sachs (2014:9), while economic growth is easier to define and measure through monetary indicators, specifying what makes development 'inclusive' is much more difficult to determine. The different meanings of inclusive development and its main components can be determined best perhaps, by first addressing certain tasks such as the following (Sachs 2014:9):

- To assess where and how the concept of inclusive development fits into the development debate of the past decades;
- To define inclusive development by understanding the basic difference between growth and development, and understanding how to differentiate inclusive development from inclusive growth and other related concepts; and
- To provide a comprehensive analysis of the concept by drawing upon key dimensions (socio, political and environmental) of inclusive development.

Ianchovichina *et al.,* (2009:88) argued that it is not clear what should be the goal of inclusive growth. If inclusive growth is aimed at reducing inequality, it may distract attention from investments which increase overall welfare. They believe growth can still be beneficial even if it is not inclusive. Other scholars such as Sissons *et al.,* (2017:12) suggest that in developed countries such as Norway and Switzerland, inclusive and sustainable growth had led to significant change as a result of new policy developments. Skills are often cited as being a vital part of inclusive growth, but this has always been a priority for some policy-makers (if not all). So, it is not clear whether or not integration of these things into new inclusive growth strategies is a change from what would have happened without the agenda. In one study of the policy impact of the agenda, Sissons *et al.,* (2017:12) considered the case of UK devolution. They show that cities are focused on supply-side interventions in the labour market, with little evidence of a deeper integration of inclusive growth into city strategies.

According to Dollar *et al.,* (2016:31) one problem is that the evidence based on what works in making growth inclusive is still weak. This is a problem in the developing world where, despite the concept having been used for some time, there is little

evidence of the appropriate policy mix to make growth inclusive. The above authors indicate that this problem is far worse in the developed world where the concept has only recently become popular. In the UK, institutions such as the Joseph Rowntree Foundation (JRF) and the RSA have started to produce development frameworks. One such framework is that produced by the Indira Gandhi Agricultural University (IGAU) at the University of Manchester, which outlines even pillars of inclusive local economic growth. The danger is that strategies are rolled out before we know whether or not they will work.

Although there has been much progress in many countries to bolster the evidence base for policy making, but room for improvement remains. According to Alemanno (2015:44) countries need to developing frameworks to identify multidimensional policy objectives, but but in most cases their use in policy making remains limited, at both the national and subnational levels. For example, well-being-based frameworks allow for policy objectives to be defined on the basis of the aspects of life that matter for people's satisfaction, including income, jobs and health as well as social capital and participation in public life.

However, recently, there has been a growing concern regarding the failures of policy developed to achieve inclusive economic growth, particularly in developing countries. Much of the body of knowledge places emphasis on local municipalities. A study by Koma (2014) investigates the implementation of these policies and the challenges experienced that are hindering the success in Emakhazeni LM, Mpumalanga Province in SA. The author submits that, whilst municipalities have a crucial role to play in promoting and co-ordinating development policy, they have failed. Instead, their focus is more on delivering services and providing and developing infrastructure. The author's view is that municipalities should now start considering promoting policy which will stimulate job-creation as this method has proven that other stakeholders become keen to participate and share resources if government is willing to participate.

Complementary to this, an empirical study by Mago, Hofisi, & Mbeba (2013:69) found that the failure of developmental policies is the result of lack of experience of local government in relation to promoting LED. The authors argue that exclusion of other

stakeholders in LED policy is another factor causing such failures as no collaborations or partnerships are formed.

The scholarly evidence presented here suggests that, in principle, LED policy was meant to develop local economies, create employment opportunities, and enhance developmental state principles and, most importantly, to achieve, collaborative action which is, therefore, crucial. The researcher has demonstrated the significance of stakeholder collaboration in achieving inclusive and economic growth policy and the negative effect that will be produced if this is not adhered to. The arrangement, provided here, is useful in comprehending the critical role that stakeholder engagement plays. The following section discusses the global strategies to promote inclusive growth

3.3.1 The Global Strategies to Promote Inclusive Growth

Developing countries are economically backward compared to the developed countries for a number of reasons; but, there is great potential for development when it comes to inclusive growth (Kar 2015:23). The author further affirms good approach focusing on the development of infrastructure, agriculture, tourism and decent employment is required in order to promote growth.

3.3.1.1 Infrastructure

According to Kar (2015:23) infrastructure should be given the highest priority in the development effort in all countries, since the future growth rate depends on the development of this sector. He suggests that it is critical for the importance of inclusive growth, to be acknowledged, since there exists a link between the infrastructure available and the living standards of the citizens. According to Ababio (2013:31) inclusive growth policies should correct the imbalances in the distribution of infrastructure in the country. He mentions that policies for the development of infrastructure should focus on roads/transport, electricity, irrigation, network, agriculture and financial institutions. Mlambo (2014:1) affirms that infrastructure development is a critical element to secure a citizen's well-being.

Kar (2015:23) adds that the development of social infrastructure with special focus on health and education. Education is deemed critical in the development process since it has potential of advancing human capital development. Gumede *et al.,* (2011:17) state

that infrastructure underpins human and economic development. For example, Sahoo *et al.,* (2010:1) state that China's economic growth and increased competitiveness in the manufacturing sector has been reinforced by a substantial provision of physical infrastructure. Wight (2014:57) reiterates importance of education in human development. He argues that there is a major problem of quality education and as a result the private sector has emerged as a key player in the education sector at all levels.

3.3.1.2 Agriculture

Most people in rural areas have their livelihood in the agricultural sector. As a result, any plan for inclusive growth should not ignore the agricultural sector. The development of the agriculture sector depends very much on the existence of appropriate infrastructure and appropriate institutions such as financial institutions (Kar 2015:30).

According to Wight (2014:59) the high costs and other associated risks in the agricultural sector make it more important to have institutions that will assist farmers with financial assistance as well as with insurances. He further states that there should be institutions that will assist farmers to sell their products and to make a profit. Kar (2015:30) believes that there is great potential for the economic growth if the agricultural sector is developed properly. However, he remarked that there are a number of challenges that cannot be ignored such as the lack of an effective marketing infrastructure that will enable famers to sell their produce and to make a profit. As a result, they are forced to sell their produce to informal market dealers or to middlemen.

Another limitation that is highlighted by Wight (2014:59) in the development of the agricultural sector is the lack of irrigation systems particularly in rural areas. This discourages potential famers to actively participate in the agricultural sector. In his study he discovered that a challenge facing the agricultural sector, especially in rural areas is drought. As a result, some of the available land for possible use for production is not used. Beatty *et al…* (2016:51) strongly believe that in order to develop the agricultural sector and bring about sustainable economic growth, all challenges related to the agricultural sector need to be addressed in all countries. They suggest that an effective policy package has to consist of specific policies that will address problems in this sector and these must be clear and be understood by all parties concerned.

3.3.1.3 Tourism

According to Kar (2015:36) tourism is currently the third biggest economic activity in the world, exceeded only by motor vehicles and oil which are the biggest activity in the service sector. He submits that the impact of tourism on third world economies is by no means irrelevant because it is one of the fast-growing sectors of the economy. Ababio (2013:31) indicates that development of the tourism sector helps the local economy significantly because local people are employed in hotels, restaurants as well as in the tour operating sector. He submits that beside employment of citizens, the tourism sector also increases the demand for local agricultural products such as fruits, and vegetables.

Beatty et *al.,* (2016:51) believe that the development of the tourism sector is very important because it also provides tax revenues for the state in terms of user charges and these funds should be used to develop local areas. Most importantly they suggest that a thriving tourism industry helps to link up the rural area with other urban areas of the country and that helps to address the problem of the social and economic isolation of the rural citizens. Wight (2014:57) also notes that the tourism sector needs to be advanced broadly as part of any policy programme for the inclusive growth of all countries. He however indicates that the impact of unregulated growth in tourism in terms of environmental degradation should not be ignored. The main focus has to be on meaningful tourism, targeting tourists that have potential to spend a meaningful amount of money during their visits (Wight 2014:57).

3.3.1.4 Decent Jobs and Employment

Kar (2015:43) highlights that there is lack of decent jobs around the world for many young men and women and that is a sad reality. He states that a lot of people in the developing countries do not have work and as a result they are living in poverty. The International Labour Organization (ILO) produces a report, the Global Employment Trends for Youth (GET Youth), on labour market trends for young people every two years. The ILO estimates that there is high number of unemployed people in the world and one in three, an estimated 169 million young workers, live on less than $2 per day. If you move to $4 a day, the ILO estimates that the figure becomes 286 million. It can also be noted that these statistics are likely to be far worse in the next report because of the COVID 19 pandemic.

Similarly, Venables (2015:16) claims that the figures are worse when it comes to young women because women are less likely to join the workforce in the first place, and when they do they are less likely to find a job. He estimates that 475 million jobs will be needed in the next decade to appreciably dent the number of unemployed young people and to provide opportunities for the 40 million of them entering the labour market every year. This includes people who are educated and highly qualified.

3.3.2 The Roots of Inclusive and Economic Growth

According to Le Blanc (2015:99) is concerned goal 8 of the Agenda 2030 for SDGs talks direct to employment but it can be agreed that there is no magical wand that will resolve the difficulty of employment globally. Although the situation is bad he further indicates that there is something all stakeholders involved in the economic and sustainable economic growth need to do to make a difference.

3.3.2.1 Assigning priority to policies for job creation

Le Blanc (2015:99) further notes that providing jobs in the quantity required and with the quality that is needed requires commitment first from governments. Kar (2015:58) recommends that government policies should support employment to reduce aggregate demand, including public employment programmes, wage and training subsidies, sectoral programmes, counter-cyclical fiscal policies and youth entrepreneurship interventions.

3.3.2.2 Targeting specific disadvantages of young people through skills and labour-market policies

Le Blanc (2015:99) further notes that countries need to implement methods to improve the labour-market integration of young people through targeted interventions. This confirms Kar (2015:58) assertion that government interventions should include training and work experience programmes, employment services and job search assistance which needs to cater for the disadvantaged people.

Clearly, responding to sustainable economic growth for all will require a partnered approach and that will benefit all. In the interests of inclusive economic growth and an equitable transition to a more sustainable world, Duram (2015:33) states that a clear focus on the issue of policies of job creation, labour-market policies, partnerships

policies must be approved and adopted to advance sustainable and inclusive economic growth.

3.4 Inclusive and Economic Growth: Stakeholder's Role and Participation

Malefane (2013:689) states that while government should be taking a leading role in changing the lives of the people and in improving the economy of the country, it cannot and does not do it alone. The private sector, the Non-Governmental Organizations (NGOs) and Non-Profitable Organizations (NPOs), the Traditional Leaders, Academia and Community must join hands and work together or form partnerships in order to fast track economic growth. Warmer and Sullivan (2017:22) trust that when all stakeholders in economic growth work together and effectively, an essential complementary effort can evolve.

The government has taken a lead in the development of an inclusive economy, with growth and employment. This is key because jobs lead to improvement in the quality of life and development. However, it cannot act alone; government also has the main obligation to provide the legislative and regulatory atmosphere that enables businesses to play their part (Malefane 2013:689). According to SDGs, there is a crucial role that needs to be played by the private sector in delivering economic, social and environmental development. In fact, in every country the private sector has an influence on economic and social development and has a role that needs to be played in improving the lives of the citizens.

Coetzee (2016:13) suggests that there must be partnerships between all stakeholders and the role of each stakeholder should be outlined in order to avoid duplication since the resources are limited. Figure 3-1 below attempts to capture and display an ideal partnership model and the model is based on a strategic alliance model that focuses on initiating projects designed to implement spatial objectives (Coetzee 2016:13). The main partners are also indicated:
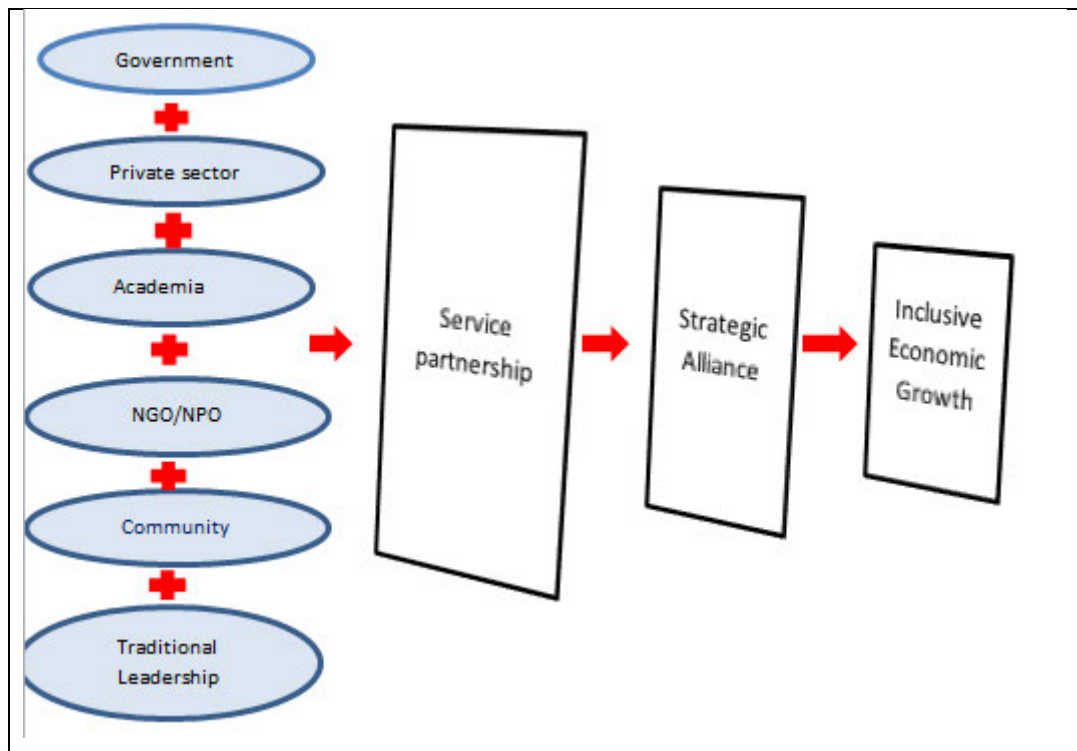
Figure 3-1: Proposed Spatial Cross-Section Partnership Model

Source: Adapted from Coetzee (2016:13)

Coetzee (2016:13) proposed the above model as a suitable model that will support and ensure ownership by citizens. The focus of the Spatial Cross-Section Partnership is to encourage all stakeholders to plan and work together to achieve inclusive economic growth. To better respond to the current and future set of challenges of the country and to promote inclusive and sustainable economic growth, government, private sector, academia, NGOs/NPOs, community and traditional leaders should form an active partnership (Coetzee 2016:13). This idea was supported by Boraine (2011:16) when he remarks innovative solutions to key challenges facing the country can only be found through an open debate and it is very important that at a local level where challenges are experienced citizens, should enter into partnerships in a drive to address challenges.

3.4.1 Government

Warmer and Sullivan (2017:22) suggest that government should take a leading role in order for the economy to achieve the goals of growth, employment and even price stability. They highlight that in the United States, for example, government influences economy through two tactics involving monetary policy and fiscal policy. Through

these two tactics government exerts its power to regulate the money supply and level of interest rates and also uses its power to tax and to spend.

Osborne (2000:12) indicated that government should have policies that will assist in the creation of entrepreneurial opportunities. This is important because this will assist the state to import knowledge, use it and adapt it. The state should also work towards reducing inequality to maintain political support for economic reform and to ensure that growth benefits the entire population. Malefane (2013:689) also suggests that the credibility of a government's policies and the effectiveness of its regulatory institutions either promotes or inhibits private sector growth. A study conducted by Bryan (2013:01) on the impact of government policy on economic growth revealed that good policies have a significant influence on economic growth including new business formation. He submits that the role of government can be very helpful in promotion of entrepreneurship and economic growth.

3.4.2   Private Sector

According to Venables (2015:5), the private sector is a major stakeholder in economic development of the country. He found that it is the key contributor to national income and the principal job creator and employer because in developing countries the private sector offers about 90% of the employment, which includes informal and formal jobs. Pieterse (2000:30) assert that proper planning is very important for the purpose of supporting the private sector to participate in rural development. Local government needs to strengthen governance in co-operation with the private sector by adopting partnerships and Local Economic Development (LED) policies that combine ideas, resources and local skills to stimulate the local economy, enabling it to respond creatively to economic changes (Pieterse, 2000:30).

Haider (2014:14) comments that in promoting partnerships, local government has to establish good relations with both local and foreign private sector interests by involving associations and companies in strategic planning processes. This will include having formalised partnership with the organised business sector based on the municipality's strategic vision. Venables (2015: 5) notes that other innovative partnerships may include private sector providing the managerial and technical training and support to help municipalities improve their strategic management. Another shared approach is to

engage with the private sector through PPPs. This is where government enters into contracts with private enterprises to provide public services in which the private enterprise bears the risk and management responsibility and compensation is linked to performance (Muwonge & Ebel, 2014:18).

Though most authors affirm that the appearance of the private sector as an important player in delivering development and infrastructure has been beneficial to many financially challenged cities, it should also be noted that when poorly managed, PPPs and privatization can lead to a weakening of public regulation, and can contribute to urban fragmentation and increasing inequality, particularly in the access to land and other services. Even Fox and Goodfellow (2016: 157) caution that in other countries privatisation has failed to improve services for the citizens in rural areas but has been accompanied by price increases that have led to disappointment.

3.4.3 Non-Governmental Organizations & Non-Profit Organizations

According to Osborne (2000:22) the role of NGOs and NPOs is to provide support to government hence they receive funding from governments. Globally, changes have occurred because donors are now using NGOs and NPOs to support private sector led economic growth. Goodfellow (2016:160) notes that it is important to note that NGOs and NPOs are a unique form of development support in that they are steerable towards the greatest development needs. In developing countries, it is not always possible for governments and the private sector to focus effort on the needs of the poor.

According to Pieterse (2000:41) the capacity to involve NGOs and NPOs in areas where others cannot or will not invest means that they can catalyse change and start the process of improving the environment for other investors. If the NGOs and NPOs are used well they can assist government and the private sector to meet respective roles and responsibilities. Malefane (2013:689) assert that NGOs and NPOs can work at three levels to improve growth. They can build better business enabling environments, improve the functioning of key growth markets and sectors and work directly with specific businesses to maximize the development and poverty reduction impact of doing business.

3.4.4 Traditional Leadership

Ozor and Nwankwo (2008:69) opined that since the majority of traditional leaders are educated, knowledgeable, intelligent and vocal; they need to be involved in the development of the local community especially in rural areas because their role in liaising between government and other stakeholders in economic growth is recognised. Moreover, Ugboh (2010:536) suggests that traditional leaders have a leading role to play in the development of local areas because they are well connected to the corridors of power or to influential people/organizations. They even know the best tactics in bringing investors into the community for assistance.

According to Coetzee (2016:16) the important role that local leaders need to play is to raise funds for community development within the local area. Development funds may be raised through donations, donor funding from communities outside the local community as well as from industries that are within the area of that traditional leadership. This is important simply because even the investors or other donors may see the commitment from the local community. Ugboh (2010:536) states that traditional leaders are the trusted and respected people in the area and if they are dedicated, hardworking and honest, the community should work with them and fully support their ideas.

The traditional leaders also have an important role to play which is to assist in the avoidance of gender discrimination. Women should be given an equal opportunity to participate in the leadership and development of the community like any male (Ozor and Nwankwo 2008:69). This is in line with Coetzee (2016:16) assertion who alleged that factors like cultural barriers, lack of respect for women, domestic engagements and entrenched gender stereotypes should be avoided and traditional leaders need to play a leading role when asked to work with women. He also indicated that women should not be barred from participating in community development planning and decision-making processes.

3.4.5 Academia

According to Najam (2015:02) one essential principle of higher education systems in the world is that universities are institutions that operate for the public good. That does not mean that academics cannot produce private economic and commercial outcomes

but the key motivation is to act in the interest of the public good and the community. Warden (2014:2) states that around the world universities contribute to the economic growth of the country in various ways including academic research. Academic research usually creates new knowledge and if used by all stakeholders involved in the economic growth this can assist a great deal towards its promotion. A good example is when a local company takes some suggestions from an academic institution and applies these successfully; there will be benefits for the local business community and beyond.

Green (2012:12) notes that when university researchers work with businesses to meet a community need and to contribute towards solving a social problem, the civic ingredient in the mix is clear. The best way that universities can contribute to economic development and growth is to remain close to manufacturers, service industries as well as employers. Warden (2014:2) further claims that educating young people is one of the most important contributions that universities can make. He states that universities must not just provide training but they need to train the right candidates for the correct needs of the labour market and that will produce positive economic outcomes. If the universities form partnerships with all stakeholders involved in economic growth as well as with other actors, that will produce economic benefits both for themselves and, more importantly, for the wider community through civic engagement activities (Najam 2015:02).

3.4.6   Community

According to Anglin (2011:22) community engagement is crucial when it comes to economic development regardless of size or location. This is simply because the community needs to own and participate in or contribute to the economic growth of the country. He further indicates that this is crucial because local challenges and opportunities are as varied as individual communities. Engaging the public ensures that the economic development strategy aligns with the needs of the community. Robinson and Green (2010:16) state that in most cases the community is not engaged when it comes to development whereas community engagement is an essential economic development tool. They strongly believe that involving the community usually results in improved quality of life if done properly.

Engaging the public in an authentic and practical way can help develop a shared understanding of LED policies and programmes, increasing their potential effectiveness and impact over time (Hickey 2015:12). Anglin (2011:22) also notes that involving the community in the development helps build support and easy adoption and implementation of initiatives because they are engaged during the planning stage. It is important to define goals and desired results of the public engagement effort clearly before deciding to involve the public in the economic development strategy or activities. It can help a great deal to consult in the first instance with relevant industry and community leaders about the purposes and components of a public engagement strategy. An assessment of your community's business, transportation, NGOs and NPOs, health and educational partners may provide a good place to start from (Robinson and Green 2010:16).

3.5 Inclusive and Economic Growth in Practice

According to Green (2017: 11) inclusive growth pays attention to two important aspects, which are to create economic activities and to ensure equal access to those opportunities. He mentioned that an effective inclusive growth approach should have two features, **high and sustainable growth** and **social inclusion.**

3.5.1   High and Sustainable Growth

Green (2017:11) maintains that high and sustainable growth is in fact the keys to creating productive and reliable employment opportunities. The strategy for boosting growth and sustaining it at a high level may differ among developing countries, depending on their current levels of incomes and extreme poverty. For example, he suggests that a central feature of the Asian growth experience has been that economies that successfully sustain growth do so by continuously adapting and changing their structure. Duram (2015:33) claims that for low-income developing countries where the level of poverty is high, the main challenge during the 10–15 years initial recovery periods is to significantly reduce poverty by quickening the process of transition towards becoming a low-middle-income country. During this phase, affected countries transform their rural and agriculture-dominated economies into ones with higher agricultural productivity. In this way the industrial and services sectors play a much greater role in terms of output and employment.

International experiences have indicated that specific attention is required to create and maintain hardware and software that could expedite their economic advancement locally, regionally, and internationally. Integration with their regional counterparts and the international economy would assist them to partake in international production networks and to benefit fully from their cost advantages (Green 2017: 11). Similarly, Duram (2015:33) submits that exploring the potential of market integration as a powerful source of growth would need constant investment in physical infrastructure and in human capital as well as skills; also continued efforts in improving business environment conducive to private entrepreneurships, foreign trade, and foreign investment.

3.5.2   Social Inclusion

Green (2017:11) highlights that social inclusion ensures equal access to opportunities by all citizens and promoting it requires public interventions in three areas:

- Investing in education, health, and other social services to expand human capacities, especially of the disadvantaged;
- Promoting good policy and sound institutions to advance social and economic justice and level playing fields;
- Forming social safety nets to prevent extreme deprivation.

Although the first and second areas are crucial, the latter is also needed in order to cater for the special needs of citizens who cannot contribute and benefit from the opportunities created by growth for reasons beyond their control and to alleviate transitory livelihood shocks.

3.5.2.1 Expanding Human Capacities

According to Duram (2015:34) expanding human capacities refers to investment in health, education as well as other social services like water and sanitation. He indicates that growth provides resources to permit sustained improvements in human capacities, while expanded human capacities enable people to make greater contributions to growth. Green (2017:11) suggests that as education becomes more accessible to everyone, citizens with low incomes are better able to pursue economic opportunities, and their families should no longer be greatly disadvantaged financially, leading to improved income distribution over time. It is then clear that education is one of the most

potent factors in the movements out of extreme poverty and government has a critical role to play in improving the standard of education, and in improving health, and other social services.

Duram (2015:34) suggest that the role of government is to make sure that all these social sectors have enough funding, good physical infrastructure, strong institutional capacities, good policy frameworks, and good governance. It is therefore clear that equal access to social services needs to be supplemented by supplying good policies to safeguard competency and quality of public services as well as demand-side policies to avoid wastages.

3.5.2.2 Good Policies and Sound Institutions

Promoting social inclusion requires good policy and sound institutions. The expansion of human capacities would not ensure equal opportunity for all if some people do not have access to employment opportunities because of their circumstances, they will face unfair returns on those capacities and unequal protection of their rights, and have unequal access to complementary factors of production (World Bank 2006). Duram (2015:34) states that social and economic injustice is often reflective of bad policies, weak governance mechanisms, faulty legal/institutional arrangements, or market failures and in developing countries it is the mandate of government to stimulate social and economic justice to address these market, institution, and policy failures.

Drawing from Rajan and Zingales (2007), Green (2017:11) claims that political, economic, cultural, and social independences warrant that citizens are unlikely to be excluded from partaking, contributing, and benefiting from opportunities because of their circumstances, or because they do not belong to certain power groups who control political and economic decision-making. Many studies have shown that along with the number of jobs created in the growth process, it is equally important to look into the quality and decency of jobs. Drawing from Felipe and Asan (2006), Duram (2015:34) submits that there is a link between decent jobs and productivity. He states that decent jobs are jobs that pay well, have social security, offer good working conditions and that encourage people to make contributions at work to help to improve productivity.

From what the authors are saying it is obvious that the key component of promoting social and economic honesty is to ensure that citizens earn a reasonable level of income from their decent work undertaken under decent working conditions.

3.5.2.3 Social Safety Nets

Many authors such as Green (2017:11) and Duram (2015:34) confirm that promoting social inclusion also requires the government to provide social safety nets to mitigate the effects of external and transitory livelihood shocks as well as to meet minimum actions is particularly important for a developing country as markets for insuring such risks are often rudimentary and, even if they exist, only cover a small segment of the population. They indicate that social safety nets serve two (2) main objectives:

- To provide a floor for consumption, they are a coping mechanism for the very poor and the unfortunate.
- They could provide insurance against risk to enable vulnerable people to invest in potentially high-return activities to lift themselves up by their bootstraps, social safety nets serve as springboards to enable vulnerable people to break out of poverty.

That said, Green (2017:12) affirms that the role of safety nets (SN) defined as non-contributory transfers generally targeted to the poor, in addressing inequality. He further suggests that SN typically take the following forms:

- labour market policies and programmes aimed at reducing risks of unemployment, underemployment, or low wages resulting from inappropriate skills or poorly functioning labour markets;
- social insurance programmes designed to cushion risks associated with unemployment, ill health, disability, work-related injuries, and old age, examples being pensions, health and disability insurance, and unemployment insurance;
- social assistance and welfare schemes such as welfare and social services, and cash or in-kind transfers intended for the most vulnerable groups with no other means of adequate support, such as single-parent households, victims of natural disasters or civil conflicts, handicapped people, or the destitute; and

- child protection to ensure the healthy and productive development of children, examples being early child development programmes, school feeding programmes, scholarships, free or subsidized health services for mothers and children, and family allowances or credit.

The above elements are essential factors that may influence and contribute to inclusive economic growth. Monchuk (2013:05) maintain that well designed SN have potential to redistribute the gains from growth and, at the same time, contribute to economic growth.

3.6 Pillars of Inclusive and Economic Growth

According to Ali (2014:9) inequality and poverty stem from historically-generated power inequalities, and in order to address these, one needs to identify key drivers of inequality and poverty. Given the policy components of inclusive growth, the questions that arise are: How should one measure inclusive growth? Are the economic opportunities equally accessible to all sections of the society? Are the public inputs and processes in building human capital and health equally accessible to all and geared to enhance human capacities, particularly the poor, rural populace, and women? Are there sufficient infrastructure endowments to enhance access to opportunities, markets, resources, information, and communications? Is the government responsive?

The first step to respond to the questions listed above is mainly to identify indicators to measure not only the income and non-income outcomes of inclusive growth, but also indicators of associated inputs, processes, and drivers. These indicators will help evaluate the effectiveness of policies aimed at promoting inclusive growth (Ali, 2014:12).

3.7 Challenges in Achieving Inclusive and Sustainable Economic Growth

Kharas (2010:66) states that besides being difficult to say we have achieved inclusive and sustainable economic growth in many developing countries, it is possible to achieve it, but it will require a lot of coordinated and focused effort. Gupta and Pouw (2016:32) also note that inclusive and sustainable economic growth is achievable; however, it can only be achieved when all stakeholders are committed in achieving it. According to

Sissons *et al.,* (2017:89) the main causes of the challenges in achieving inclusive and sustainable economic growth are as follows:

- Lack of financial resources to carry out and plan sustainable development;
- Inclusive and sustainable economic growth is often not possible in war-torn countries as there are other main priorities on hand;
- In other countries, the natural occurrences such as earthquakes and Tsunamis pose a threat to sustainability as they can shift the flow of water and destroy certain elements of the infrastructure;
- The governments lack of political will;
- Corruption;
- Lack of efforts at a municipal level;
- Ineffective macroeconomic and public sector management;
- Lack of promoting private enterprise development;
- Non-achieving agricultural development and food security;
- Lack of ensuring environmental protection; and
- Lack of promotion of human capital development.

According to Hickey (2015:12) the objective of developing countries remains primarily one of accelerating economic growth and of reducing poverty. In order to avoid any obstacles, the shape of economic growth has to be broad-based so as to bring improvements to the welfare of all the people. Gupta and Pouw (2016:32) suggest that priority should be given to investing in physical as well as human capital, especially with respect to access to education, health and nutrition. They also believe that promoting private sector led growth and international trade must be a solution to the challenges faced by other countries. Sissons *et al.,* (2017:89) also argued that the journey in achieving inclusive and sustainable economic growth should be based on the commitment and partnership of all stakeholders.

3.8 The Economic Transformation in South Africa

The NDP states the measures of transforming the economy, and indicates that, it will require reforms that lead to more competitive product markets and stronger growth in labour employment and in major absorbing sectors such as agriculture and tourism.

Stability in the macroeconomics of a country supports transformation. South Africa's flexible exchange rate policy, inflation targeting regime and prudent fiscal policies also serve to promote investment and to provide a buffer against fiscal, financial and balance of payment crisis that could reverse transformational gains.

The MTSF (2014-2019:6) explains the term radical economic transformation as placing the economy on a qualitatively different path that should provide more rapid, sustainable growth, higher investment, increases in employment as well as reduced inequality in the economy. It further states that achieving economic transformation and inclusive growth will not result from a single intervention, but from a range of mutually supportive initiatives. In many cases, this does not require new strategies, but better implementation of existing ones. Balkaran (2017:106) claims the current policy implications make it difficult for government to continue with the redistribution of income and wealth policies for faster economic growth and job creation. To solve the current impasse, government must adopt a 'Go back to Basics' approach by aligning overlapping regulatory frameworks and outlining clear strategies on how economic transformation policies should be implemented.

Stronger and more inclusive growth is required to address unemployment, poverty and inequality. Government has continued to work with the private sector and with labour to improve confidence and to boost investment and progress in transforming the economy since 1994. Black economic empowerment legislation, affirmative action policies and redistributive spending through the budget have aimed to expand employment and business opportunities for historically disadvantaged black South Africans and to address the societal issues of poverty and inequality. However, the pace of transformation is too slow, and the benefits are distributed unequally.

3.9 Radical Economic Transformation for Inclusive Growth

Balkaran (2017:3) remarks that RET should be aligned with the NDP. In its RET policy the African National Congress (ANC) has suggested that the state play the leading role in the economy to drive transformation by using the strategic pedals that are available, including legislation/rules, principles, licensing, financial planning and procurement as well as Broad-based Black Economic Empowerment (B-BBEE) approvals to influence the conduct of all involved stakeholders.

President at that time, Jacob Zuma (2017) indicated that government must play a significant role in opening the economy to new players, to give black South Africans opportunities and to make the economy more dynamic, competitive and inclusive to all. He further commented said that economic transformation should mean moving beyond share ownership schemes to black people being involved directly in business, owning factories; hence the development of the black industrialist programme was critical.

In order to achieve RET new legislation was introduced and other legislation was amended. For example, the National Small Business Act (102 of 1996), National Small Business Amendment Act (26 of 2003) (RSA, 2003) and the White Paper on National Strategy for the Development and Promotion of Small Business in South Africa (Notice 213 of 1995), Employment Equity Act and the B-BBEE government has embarked on more serious processes to implement broader economic contribution. New legislation was introduced to counter economic concentration with the presidency signing into law on 1 May 2016, a provision to criminalise cartels and collusion and which carries jail sentences of up to ten years, in efforts to ratchet-up action to deal with economic concentration.

The new Preferential Procurement Framework Regulations signed into law meant that thirty per cent (30%) of state procurement must go towards SMMEs and other enterprises in townships and rural areas. This kicked off from April 2017, replacing the Preferential Procurement regulations of 2011. During 2017 economic development department promulgated legislation that amended the Competition Act and that addressed the need to have a more inclusive economy.

3.10   Key Factors for Advancing Inclusive and Sustainable Economic Growth

According to Meyer (2014:32) there are factors required to advance inclusive and sustainable economic growth in the local government sphere. He suggests that there must be a partnership formation whereby all parties involved in development work together and at some stage put resources together in order to avoid duplication and to achieve common goals. Davies (2004:11) remarked that competitive advantages are best achieved when strong public-private partnerships and relations are created. He noted

that better relations are associated with faster growth and ease of regulations implementation.

The first step towards the improved development of local government is to deal with corruption and to create an agile structure that can adapt rapidly to changes in the development environment. Good governance and political stability are important factors for economic development and poverty reduction (Konig *et al.* 2013:23). Meyer (2014:32) submits that local leadership can play a vital role in local development. He indicated that strong local leadership including political stability is a must for developmental local government. He further notes that local leaders, government officials, political parties, the business sector and local communities, "together they must drive the local development agenda. But local leaders need to collaborate as 'local champions'.

When looking at what different scholars are saying, it is obvious that there must be an inclusion of all local stakeholders and the creation of partnerships between public and private sectors and other parts of local society because development is the process where public, business and non-governmental sector partners work collectively to improve the quality of life for all.

3.10.1 Municipalities Capacity and Willingness to Work Within Partnerships

Apart from government agencies, many other agencies and institutions that aid in areas of rural and economic development exist. Such agencies may include the Development Bank of Southern Africa (DBSA), Non-Governmental Organizations (NGOs), the Businesses and ILO to name a few. Many other nations have developmental agencies that a municipality can contact directly to explore possibilities of securing resources and establishing partnerships that could be beneficial to local economic development, (Kanyane 2008:705).

According to the DBSA Development Report, (2000:114), municipalities should focus on the following issues:

- Understanding opportunities and constraints created by the processes of globalization;

- LED planning should incorporate strategic elements of both business and community development;

- A sound knowledge of local economies, their functioning and dynamics, is critical for formulating appropriate options and strategies when planning for LED. In larger municipalities, this is an important function of LED units, especially the development of a local information base;

- Planning for local business development involves careful selection of an appropriate mix of local policies and programmes to promote local economies as centres of production, consumption, and information processing, or for lobbying for national government funding or projects;

- The establishment and co-ordination of local partnerships and strategic alliances, especially with the private sector, are critical for the recognition and exploitation of local development opportunities;

- The development of local and international networks for co-operation among municipalities is useful for learning how to co-operate in order to compete effectively;

- Poverty alleviation through community development is a critical challenge that should be addressed in the formulation of LED initiatives across South Africa, and initiatives that focus on business development should not undermine the livelihoods of poor people; and

- Knowledge of local and international best practice is essential for policy formulation.

These eighty aspects listed above are closely related to Plummer (2002:49) analysis on municipal capacity building. He notes that municipalities need to promote effective and sustainable forms of service delivery to poor people especial those living in rural areas. This reinforces the requirement of developing a partnership framework which will identify the actors that will be involved in the development partnership arrangement.

3.11   Chapter Summary

In this chapter, the literature review on inclusive and sustainable economic growth was presented. The collaboration approach was observed to be the most productive in advancing inclusive and sustainable economic growth. The literature revealed that it is

important that both government and its stakeholders embark on developing good partnerships and frameworks that will not leave out the community at large. This chapter started by describing the term inclusive and sustainable economic growth then looked at the role of other stakeholders in advancing inclusive and sustainable economic growth at the local level. Limitations or challenges of advancing inclusive and sustainable economic growth, pillars of inclusive and economic growth, economic transformation in South Africa, radical economic transformation for the inclusive growth and the key factors for advancing sustainable economic growth were discussed. The ensuing chapter presents the theoretical framework underpinning the study.

THEORETICAL FRAMEWORK UNDERPINING THE STUDY

4.1 Chapter Introduction

Chapter four of this dissertation discusses a theoretical framework that underpins the study. It starts by briefly defining what the theoretical framework is and moves on to discussing the importance of the theory in the research study. Several economic development theories are explored in this chapter. Finally, this chapter present the theory that this study adopted.

4.2 Defining Theoretical Framework

According to Ravitch and Carl (2016:26) a theoretical framework serves as a guide for research and it is founded on another theory in a field of analysis that is linked and/or reflects the premise of a study. Camp (2011:16) states that a theoretical framework is a plan that is frequently borrowed by the researcher, to construct his/her own research investigation. The author also indicates that a theoretical framework works as the base upon which research is constructed. Imenda (2014:31) compares the role of a theoretical framework to that of a map or travel plan, saying if one is going to a certain place, the map assists one to get there safely. Similarly, a theoretical framework provides guidance that a person conducting research should not depart from to make his or her final impact scholarly (Neuman 2011:86).

The theoretical framework comprises theoretical ethics, constructs, concepts, as well as tenants of a theory. When conducting research, all features of the research are required to link to the theoretical framework and the researcher should thoughtfully choose the appropriate theory or theories that underpin the understanding of the phenomenon to be inspected. The researcher is expected to make an exclusive application of the chosen theory so as to apply the theoretical constructs to her or his study (Luse, Mennecke and Townsend *et al.,* 2012:21).

4.3 The Importance of a Theoretical Framework in Research

Ravitch and Carl (2016:28) maintain that the theoretical framework provides a number of benefits to a research study. Firstly, it affords a researcher an opportunity to explain his or her study epistemologically, philosophically, methodologically and analytically.

Secondly, the theoretical framework helps a researcher in positioning and contextualising the theory into his or her study as a guide. This provides her or his study with a scholarly and academic style. Camp (2011:31) assert that the theoretical framework works as the centre for the research and it is linked to the research problem under study. In addition, it guides a researcher's selection of research design and data analysis strategy.

According to Luse *et al.,* (2012:22) the theoretical framework guides the kind of information to be collected for a specific study and it assists the person conducting the research to find a suitable research method, determine tools and techniques for his or her research investigation. The theoretical framework is also important in the study because it assists in making the research findings more significant and generalizable because a study that does not have a theoretical framework does not have direction in the search for suitable literature and for scholarly deliberations of the findings from the research (Imenda, 2014:37).

Other scholars such as Simon and Goes (2011:28) explain that a research that does not have a theoretical framework makes it hard for a reader to determine the academic position and the essential elements informing the hypotheses and/or claims of the researcher. Camp (2011:31) maintains that the theoretical framework is very important in a study because it helps the researcher to take account of other theories that might test his or her viewpoint, thereby elevating the strengths of his or her research study.

From what these authors have discussed it is clear that a theoretical framework is indeed critical in each and every research study because it gives life to the research. Again the appropriate selection of a theoretical framework is crucial as it can persuade readers that the study is not grounded on the personal instincts but rather that it is firmly rooted in a reputable theory. Based on the above arguments a few theories are examined as well as the selected and preferred theoretical framework, as presented in the following sections.

4.4 The New Public Governance

The New Public Governance (NPG) theory was initially promoted by Osborne stating that it is based on the thoughts of citizenship and on community interest, identified as the mutual interests of citizens instead of the sum total of individual interests advanced

by officials that are elected (Gerrits, 2012:26). The NPG is a technique to solve a variety of public policy and public service challenges in the new era. It recognises that public administration has to change to meet with the growth and demands of the society (Yuan, 2013:58). Osborne (2010:12) maintains that the NPG is a theoretical model aimed at complementing New Public Management (NPM) as well as Public Administration (PA).

Pestoff (2010:44) remarks that the prominence of citizens as joint makers of plans and the delivery of services fundamentally differentiate the NPG approach from both the statist approach predicated in the traditional public administration and market-based NPM approaches. According to Osborne (2010:12) the NPG method promotes inter-organisational relations and the governance of methods, in which trust, relational capital and relational contracts serve as core governance instruments rather than as the organisational form and function. Runya (2015:12) argues that the NPG highlights the importance of forming government processes that enable the generation of implementable arrangements among wide-ranging stakeholders who may disagree on what course of action will produce the full public value.

According to Robinson (2015:10) the adoption of this method needs re-orientation in which public managers learn to broker, discuss and solve difficult challenges in partnership with citizens rather than through controlling or directing. Likewise, Pestoff (2010:44) suggests that the NPG theory stresses pluralisation to create an open service method. In this method, besides government, all other stakeholders have to participate and be involved in all matters.

4.4.1 The Characteristics of the New Public Governance

Runya (2015:13) states that the NPG stresses mainly the distribution of power in addition to the state and the market. Other organizations in the society have to take part and contribute to public affairs, and at the same time have the right to take decisions in solving challenges and problems related to public affairs. Osborne (2010:16) argues that the state has over several past decades, concentrated on the right of management to be involved in civic affairs and they have overlooked the right that other public or private organizations have to participate in addressing challenges involving public interests. According to Pestoff (2010:47), managers have to decide as to what extent community

influence can be shared with the community, who will contribute in community decision-making processes and what kind of specific form public participation should take.

The second characteristic of the NPG according to Runya (2015:13) is that the NPG suggests the coordination of the state. The author argues that the government has been regarded as the focus of the public administration, from policy design to execution for a very long time. Gerrits (2012:36) is of the view that the NPG attempts to turn the government from authoritarianism to a coordinator of public interests, establishing a dialogue platform, and incorporating public resources. Osborne (2010:16) believes that when government works with other organizations that could ensure that social problems are resolved.

According to Runya (2015:13) the third characteristic of the NPG is that the NPG forms a multiparty linkage. The author indicates that as opposed to single-line arrangement of the traditional administration and government-market's dual arrangement of the NPM, the NPG incorporates individuals and other social groups to form a multiparty system involving power from all aspects. This is supported by Pestoff (2010:47) who suggested that the parties who form part of this network involve the government as the main stakeholder, community, other organisations, traditional leadership and at some stage the academics. Each party is constrained by rules, forming the NPG system grouped together by interdependent resources and interactive involvement.

Fourthly, Runya (2015:14) asserts that governance systems should be based on the resource exchange. The author states that according to the NPG, the network formed by public products and services can provide its members with lavish social resources to exchange, including currency, information, and technology. According to Gerrits (2012:36) NPG introduces an instrument of sharing into public administrative management, in order to fulfil the different desires of different interests held by citizens.

Fifthly, a governance system relies on reliance and firmness of the contract. Sustaining the stability between the inside and outside is dependent upon power according to the traditional administrative management (Runya, 2015:14). Scholars such as Pestoff (2010:47) and Gerrits (2012:36) state that the NPG is not dependent upon restrictions

based on, specific and effective rules and systems, but on a kind of informal trust, which makes public governance system more flexible and changeable.

Finally, Runya (2015:14) claims that the NPG include the provision that the core of public service should be to provide service to the citizens and it should by all means pursue public welfare. According to Osborne (2010:16), it is crucial to value the influence of public organisations because in most cases they afford public goods and services and they provide solutions to social problems by way of voluntary support.

4.4.2   The Reference and Enlightenment of the New Public Governance

Different scholars have looked at and provided different arguments for and against the NPG theory. Yuan (2013:58) claims that the NPG theory sputs the emphasis on organised government. In this context, government organises the civil interest among all organizations, sets up policy and pledges materials instead of directing the progress of public decision-making and goods supply. Zhou (2006:13) states that the NPG rejects the nature of monopoly and compulsion in traditional public administration, as it highlights the co-effect among governments, enterprises, collections and individuals. Furthermore, the NPG fully taps into the potentials of all administrative means besides government, and focuses on systematic cooperation instruments for equal conversation between groups in networking society Zhou (2006:13).

According to Pestoff (2010:61), NPG changes the theoretical ideologies, range, approaches, opinions, contents and instruments of administrative formulas and becomes increasingly governing. In addition, the author indicates that NPG has key outcomes on reform and practice of government. Osborne (2010:12) argues that the NPG theory discloses the 'publicity' well, conveys stakeholders related to public activities into public decision-making and growth of public goods supply, increases participation of stakeholders despite administrative units. Furthermore, the author believes that in public governance, the main objective of government is not to lead all stakeholders but rather to cultivate autonomy through coordination.

A study conducted by Brookes and Grint (2010:6) with an objective to examine how the United Kingdom (UK) has taken key steps to reform delivery of services to the citizens at local level. In their analysis they revealed that this has resulted in the establishment of

a wide variety of new policy mechanisms, negotiated agreements, and performance measures that would have been difficult, if not unthinkable under the previous theory, the NPM.

The analysis of the NPG theory has extended the knowledge of the governance matters such as policy formulation, implementation and governance of state strategies, programmes and projects. The next section discusses the sustainable model of economic empowerment.

4.5 The Sustainable Model of Economic Empowerment

According to Jack (2010:16), the sustainable model of economic empowerment has to discover and sponsor a broad-based inclusive approach. The model splits the citizens into four categories as follows:

- Below the poverty line;
- Economically surviving;
- Economically ready; and
- Economically empowered.

These categories according to Jack (2010:16) symbolise growth stages, which can only take place if all segments implement economic as well as socio-economic drivers to stimulate economic growth and development. According to Le Blanc (2015:86) the sustainable model of economic empowerment is essential in managing economic development initiatives that purposely target poor people in order to become economically enabled and must represent a basis in determining suitable types of approaches intended for economic growth and development. Moreover, the sustainable model of economic empowerment can also guide the implementation of LED in developing states where most of the citizens are in the last two categories and implemented strategies are more geared toward the two top categories (Kharas 2010:91). Figure 4-1 portrays the Sustainable Model of Economic Empowerment.
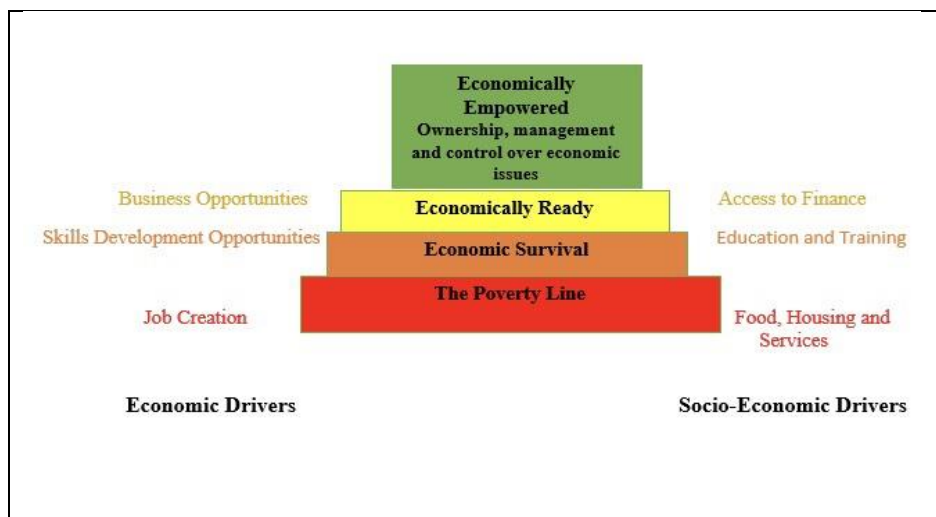
Figure 4-1: The Sustainable Model of Economic Empowerment
Source: Jack (2010:16)

As illustrated in Figure 4-1 above, the sustainable model of economic empowerment is good in respect of economic empowerment initiatives as many initiatives often pay more attention to creating opportunities for the economically ready to become economically empowered through the provision of business prospects and support. The risk associated with such a focus is that, these types of initiatives only help those who are ready but exclude those in the poverty and survival economically stages (Jack, 2010:16).

Le Blanc (2015:86) states that this model promotes further marginalisation of the poor and also increases the possibility of fronting and other opportunistic instruments to take advantage of initiatives planned for the poor, who lack required skills and resources to take up these prospects. This results in the poor being used and further blocked from stirring towards economic development and growth. The fitting example is the Black Economic Empowerment (BEE) programme. Kharas (2010:91) submit that although this was a good initiative, black companies and people who were targeted did not benefit and were not transformed. Rather, the transformation was reflected on paper only and they are still poor up to today.

4.6 Theory of the Ladder of Participation
According to Michels and Fitzgerald (2010:26) the citizen participation is the corner stone of democracy and in the development framework it is a procedure whereby all citizens or developmental organisations participate and have power to participate in

decisions linked to developmental actions that will affect them. An early promoter of this theory according to Sulemana, Musah and Simon (2018:283) was Arnstein. The author suggested that the involvement of the public should involve rearrangement of power to permit the public members that are excluded from the economic and political processes to be deliberately included. This model represents a ladder of progress from limited to more significant levels of meaningful participation, where each level has a certain degree of empowerment.

According to Sulemana *et al.,* (2018:283) in some speedily-growing developing countries, local planners put plans in place to eliminate poor communities with no means of participation in decision-making processes and planning. The author indicates that at the lower level, there are two forms of non-participation which are therapy and manipulation. The second part of the ladder is tokenism which includes informing, consultation and placation. Thereafter the final step is citizen power which consists of partnership, delegated power and citizen control as depicted in Figure 4-2.
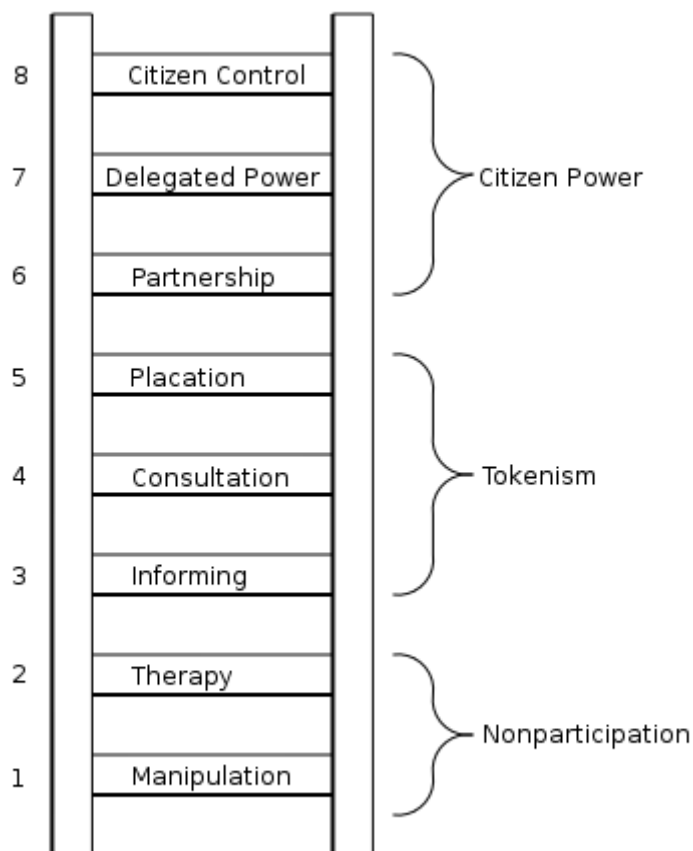
Figure 4-2: Theory of the Ladder of Participation
Source: (Adopted: Arnstein, 2015:283)

According to Arnstein (2015:283) at the bottom part of the theory of government, non-governmental or other entities/institutions plan to mislead through forms of participation, which are aimed at getting stakeholders and citizens to accept a pre-decided course of action. In this case, citizens and stakeholders tend to believe that they are involved in the decision-making process whereas they are not involved – they are manipulated by the 'real' decision makers. Arnstein (2015:283) submits that another form of non-participation is 'therapy' where government, non-government or other entities/institutions that are involved in the decision-making process get stakeholders and citizens together to supposedly participate in planning and decision-making processes, yet the main objective is to speak about the challenges experienced by them.

Coetzee (2016:11) argues that the 'informing' step is an important step to legitimate participation and sees it as a one-way flow of information with limited opportunity for any feedback. The 'consultation' step which also falls under tokenism also seems to be a legitimate step, but can be seen as a window-dressing ritual and the placation on the other hand allows citizens to advise or plan, but it retains, for power-holders, the right to judge the legitimacy or feasibility of the advice (Coetzee 2016:11).

Paying attention to this theory on citizen power, Nel (2001:44) contends that, the 'partnership' step implies that power is redistributed through negotiation between citizens and power-holders. This simply means that planning and decision-making responsibilities are shared in most cases through joint committees. Fythermpore, Nel (2001:44) states that the other step which is called delegated power allows citizens to hold a clear majority of seats on committees with delegated powers to make decisions. The 'citizen control' step of participation is where the 'have-nots' handle the entire job of planning, policy-making and managing the programme.

Different scholars have adopted and employed this theory in the inquiry of stakeholder and community participation in planning and decision-making. A study conducted by Rollason *et al.,* (2018:28) the objective of which was to address existing gaps by discovering the level of integrated management practices at the territorial level. The aim was to examine catchment stimulators for participation that can be translated into practice at the local level in England. They found that catchment management has been revolutionised by the intensity level of the participation principle, and planning and

policies mandating citizen participation are now widespread across the country. The results of their study reveal that enabling conventionally different levels of participators actively to develop collaborations and partnerships produces opportunities to exploit or to share resources outside of their conventional domains.

Shier (2001:19) mentioned that cooperation between non-profit institutions, private sector and public sectors are stated as one of three rungs of the theory that has over the years gained popularity. Arnstein (2015:23) indicates that partnerships relate to redistribution of power wielded through negotiations and joint decision-making and planning. This argument was supported by Davidoff (1965:76) who argued that different groups in the community have needs that vary; the rich, the poor, the powerful groups and the disempowered groups all have different sets of skills and resources that can shape decision-making and planning. This then means that each level of the ladder corresponds to the degree to which stakeholders and citizens have the power to shape the decision-making process through participation.

Although there are weaknesses in this theory, this theory was deemed suitable for the present study because of its ability to mobilise different levels of stakeholders and citizens in the planning and decision-making process. Futhermpore, the study assumed that the Ladder of Participation was relevant for this study because of its ability to reflect different levels of stakeholders' and citizens involvement in the planning and decision-making process. As such, the theory of the Ladder of Participation adopted to examine the role and significant of all other stakeholders in promoting inclusive and sustainable economic growth in rural areas in general and with MLM.

4.7 Chapter Summary

This chapter provided the theoretical foundation upon which this research study was grounded. Initially, the chapter briefly described the meaning of theoretical framework in the context of this study. The chapter further discussed the importance of theory in a research study, other economic development theories relative to this study and finally focused on the theory of Ladder of Participation which this study adopted.

CHAPTER FIVE
RESEARCH DESIGN AND METHODS

5.1 Chapter Introduction

This chapter discusses the research design and methods that were used in this study. The definition of research is first presented. Subsequently the chapter presents the philosophical worldview, a research approach, a defined population and sample methods as well as chosen sample for the study. It further presents the study site, data collection techniques, data analysis, reliability and validity, research plan and ethics considerations.

5.2 Recapitulation of Research Objectives and Research Questions

Table 5-1 provides the recapitulation of research objectives and research questions presented in chapter one of the study.

Table 5-1: Recapitulation of Research Objectives and Research Questions

Research objectives	Research questions
1. To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in the rural areas of MLM.	1. How can stakeholder collaboration contribute to advancing inclusive and sustainable economic growth in the rural areas of MLM?
2. To determine the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM.	2. What is the role and contribution of the private sector, and other stakeholders NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM?
3. To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of MLM.	3. What are the challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of MLM?
4. To draw lessons from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and applying these lessons to conditions in the MLM.	4. What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and how these lessons can be applied to the MLM?
5. To explore and to recommend strategies to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area.	5. What are the recommendations and strategies that can be adopted to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area?

Source: Complied by Researcher (2021)

5.3 What is Research

Easterby-Smith, Thorpe and Jackson (2012:12) state that research may be classified into three main research aspects namely:

- Discovery;
- Invention; and
- Reflection.

Discovery occurs when a new idea rises from empirical research, which may adjust the current rationale of that specific research phenomenon. Invention occurs when a new method is produced to deal with a specific kind of research phenomenon while reflection is undertaken when a prevailing or popular theory, technique or cluster of ideas is reinvestigated, perhaps in an unusual organisational or social context (Easterby-Smith *et al.,* 2012:15)

The philosophical worldviews adopted for this study are described below.

5.4 Research Worldviews

Research paradigms in various fields of study have similar conations. For instance, Kivunja & Kuyini, (2017) in the *Understanding and Applying Research Paradigms in Educational Contexts* found that initially, the word "paradigm" was used by an American Philosopher by the name of Thomas Kuhn in 1962. As such, the author established that the meaning of paradigm entails a philosophical manner of thinking. Therefore, Kivunja & Kuyini, (2017) deducting from Mackenzie & Knipe, (2006) were of the view that the term is used to outline a researcher's worldview which is a thinking, perspective or school of thought or a series of shared values, beliefs that informs the interpretation or meaning of the study data. In the authors view, this is the way through which the study conductor examines the methodological factors of their study in order to determine the research methods that will be applied and how the data will be analyzed. Lastly, paradigm is defined as basic set of worldview or beliefs that guide the study conductor investigation or action (Kivunja & Kuyini, 2017: 26).

Similarly, Du Plooy-Cilliers, Davis & Bezuidenhout, (2014:19) also refers to paradigm as a worldview or as study tradition which is described as a set of beliefs that dictates the influence of what should be investigated, how it should be investigated and how the result should be interpreted. Whilst Du Plooy-Cilliers *et al.,* (2014:19) lists three paradigms that are dominant namely positivism, interpretivism, and critical realism, Creswell (2014:6) distinguishes between four types of paradigms that can be explored and they are: post-positivism, constructivism, transformative design, and pragmatism. Table 5-1 below highlights four worldviews which are Post-positivism, Constructivism, the Advocacy/Participatory worldview and Pragmatism

Table 5-2: Four Worldviews

Four Worldviews	
Post-positivism	**Constructivism**
• Determination • Reductionism • Empirical observation and measurement • Theory verification	• Understanding • Multiple participant meanings • Social and historical construction • Theory generation
Advocacy/Participatory	**Pragmatism**
• Political • Empowerment Issue-oriented • Collaborative • Change-oriented	• Consequences of actions • Problem-centered • Pluralistic • Real-world practice oriented

Source: Lincoln & Guba (2000:141)

For the purpose of this study, social constructivism worldview was adopted to guide this research study. As such, social constructivism holds expectations that characters are seeking to understand the world they work and live in. Social constructivism usually develops subjective senses of past experiences; in other words, directly to certain things (Creswell, 2013:06). Social constructivism posits that reality is not objective; rather, there are several realties that are constructed by people who experience phenomenon in different ways (Krauss, 2005:762). Furthermore, the objective of social constructivism is to comprehend the subject world of human being experiences, therefore, this approach places emphasis on understanding and interpreting what the subject under study is thinking or meaning, thus every focus is placed at understanding the perspective and interpretation of the individual of the world around them (Kivunja & Kuyini, 2017:26).

This paradigm was helpful and useful to this research, since a qualitative method was employed in approaching the search, to comprehend the views and lived experiences of the entire affected stakeholder in advancing sustainable economic growth in rural are of MLM. Similarly, Du Plooy-Cilliers et al., (2014:33) argues that paradigms are often better understood when are sightseen in terms of their respective epistemology, ontology, and axiological standings.

5.3.1. Epistemology of Social Constructivism

Epistemology is described by Bahari (2010:5) as theory of information/knowledge and is more concern of what is regarded as appropriate and acceptable knowledge in a

certain field of study. Furthermore, Bahari (2010:5) note that epistemology study the nature of knowledge and factors that constitutes allowable knowledge in the field of study. Epistemologically, this study accepts that the best approach is the one that is able to resolve issues of inclusive and sustainable economic growth in rural areas.

5.3.2 Ontology of Social Constructivism

Ontology is defined by Bryman (2004:16) as theory of the nature of community-based or social entities. As such, Bryman further expands and clarify that ontology is a theory that is more concerned about the nature at which social phenomena as objects that are to be admitted to the system of knowledge. Similarly, the author argue that qualitative research often tends to be linked or associated with the notions, ideas or perspectives that social life is a result of social interactions and principles of the social actors. Ontologically, this study assumes that the solutions of inclusive and sustainable economic growth in rural areas is created from the insight and actions of those stakeholders concerned (Bryman, 2004:24).

5.3.3 Axiology of pragmatism

Axiology is "the study of values, value judgements and it gives the researcher an insight into what is valued within a particular paradigm" (Du Plooy-Cilliers *et al*., 2014:23). Axiologically and in line with social constructivism views, this study assumes that values are tentative and are constructed from the experience and they can change according to time and space. These values are created by human beings and they are not predetermined (Patel, 2015:27). For this study, the respondents in their respective environments create their values regarding inclusive and sustainable economic growth in rural areas.

5.5 Research Design

According to Mouton (2011:56), the main focus of research methodology is on the process of research. It looks at the procedures to be followed and the tools to be adopted for the study in order to complete the research objectives. Subsequently, Creswell (2009:142) states that research design is a formal plan of activities that provides a strategic framework for executing research objectives. As indicated and seen in the figure 5-1, there are three different types of research designs that the researcher may use

in a research. These are qualitative, quantitative, and mixed methods designs (Creswell, 2009:140).

Types of Research Design

Quantitative Research Design	Qualitative Research Design	Combined Qualitative/Quantitative Research Design
1. Experimental Research 2. Correlational Research 3. Survey Research	1. Grounded Theory Research 2. Ethnographic Research 3. Narrative Research	1. Mixed Method 2. Action Research

Figure 5-1: Types of Research Design

Source: Creswell (2009:140)

The research design is also the point where the researcher takes a decision on the number of subjects to be used, their specific characteristics and the circumstances under which the data will be generated. Blanche (2010:56) suggests that the research design must align with the main question.

5.4.1 Quantitative Research Design

The main objective of quantitative research design defers from the qualitative research in terms of gaining a good understanding a phenomenon (Creswell, 2013:17). As such, Creswell (2013:17) argues that quantitative research design is more concern about quantities where data is collected using numerical means, and derived from measurements. Maree (2014:45) argues that if a researcher conducts a quantitative research study, he or she seeks to describe current situations, to establish relationships between variables, and sometimes to attempt to explain causal relationships between variables. Thornberg (2012:248) asserts that quantitative researchers believe that nothing should be left to chance, as a result no feature of the research design is allowed to surface during the process, as it is in qualitative research.

Therefore, in this study quantitative research designed was not useful because it is more about quanities or number. As a result, the study did not employed quantitative research design because the objective was to explore and examine the living experiences of the stakeholders involved in inclusive and sustainable economic growth in rural areas.

5.4.2 Mixed Method Research Design

Mixed ethod uses both qualitative and quantitative approaches. Maree (2014:45) affirms that the mixed methods research is a process for conducting research that involves gathering, analysing and mixing qualitative and quantitative research methods in one research study. Creswell (2013:17) maintains that its central principle is that the use of quantitative and qualitative approaches provides a better investigation of research problems than using one approach alone. Blanche (2010:56) suggests that the main objectives of using this form of research are as follows:

- in some circumstances the data source may not be sufficient to provide enough information using one research design;
- preliminary outcomes need to be more widely clarified;
- another technique is needed to increase the validity of result from the use of a single method; and
- the task has multiple phases.

In line with social constructivism worldview, mixed research designed was not employed in this study because it integrates the qualitative and quantitative designs in the study methodology of one study or multi-level study and they utilise triangulation as a tool to combine both qualitative and quantitative designs.

5.4.3 Qualitative Research Design

According to Maree (2014:44) qualitative research is a means of exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Creswell (2009:142) assert that qualitative research deals with subjective data that are produced by the minds of respondents and interviewees; as a result, qualitative data are presented instead of numbers. Creswell (2013:16) further states that qualitative research is a tactic that is used to study a phenomenon from the angles of the participants that it implicates.

In this way, a qualitative research design was appropriate to solicit participant's perceptions on how stakeholder collaboration can play a meaningful role in advancing inclusive and sustainable collaboration can plan a meaningful role in advancing inclusive and sustainable economic growth within MLM. The researcher used a qualitative research method because this type of research allowed the researcher to ask multiple questions that would be useful to the study and it also allowed the researcher to collect data verbally from the selected participants.

5.5 Research Strategy

Creswell (2014:12) describes research strategy as a type of inquest within qualitative, quantitative and mixed methods designs that renders unequivocal direction for processes to be followed in research design. According to Yin (2009:19), there are different types of research strategies. These strategies include case study, experiments, surveys, ethnography, grounded theory, action research and archival research.

The study adopted a case study strategy. The case study in qualitative research seeks to analyse specific issues within the boundaries of a specific environment. Baxter and Jack (2008:545) indicate that "a case study design should be considered when: the focus of the study is to answer 'how' and 'why' questions; the researcher cannot manipulate the behavior of those involved in the study. A case study was appropriate for this study because it provided an understanding of strategies used to advance inclusive and sustainable economic growth in rural areas of MLM.

5.6 Research Site

The research site refers to the place or area where the researcher conducting the study (Maree 2014:44). South Africa has 277 municipalities. Among those MLM was identified and selected as a study site for this particular study as seen in figure 5-2 depicts the map of MLM.

The study was conducted at MLM which is situated on R33 main road Tugela Ferry. Secondly, it was conducted at R33 main road opposite police station at Spar Supermarket. Thirdly, it was conducted at the traditional leadership offices with their representatives. Fourthly, the researcher visited 4 selected wards and lastly it was

conducted at the offices of NGO on R33 road next to Church of Scotland Hospital in the office of Philanjalo Health Care center.

Map 5-1: Map of MLM
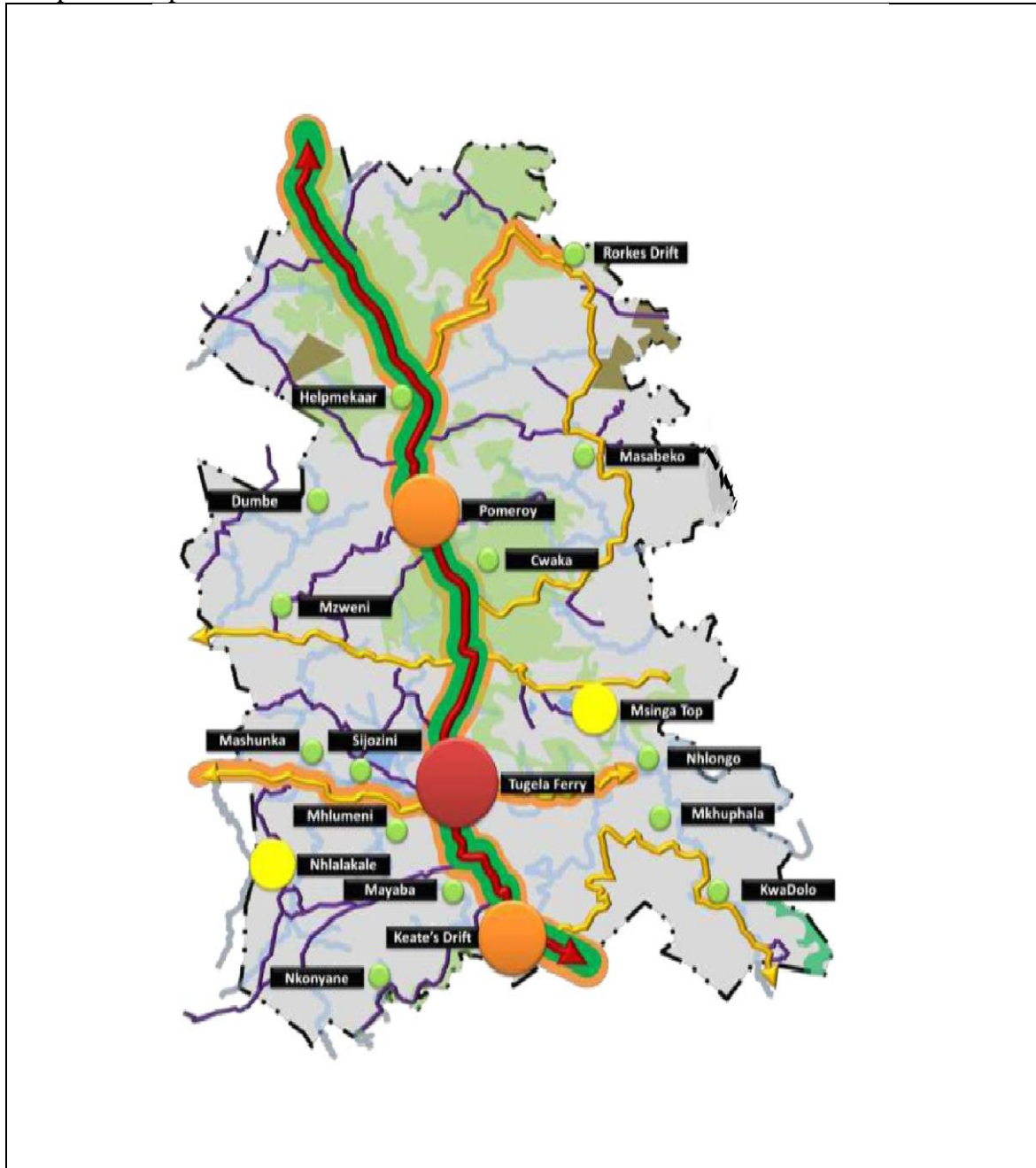
Source**:** MLM 2019/2020 IDP

According to the *Constitution of South Africa of 1996,* the municipalities are classified according to the following categories:

- Category A: A municipality that has exclusive municipal executive and legislative authority in its area;

- Category B: A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls;
- Category C: A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls.

MLM is a local municipality classified as a Category B established in the year 2000 under the district municipality called uMzinyathi. MLM is located on the north-western part of KZN province and in a small town called Tugela Ferry.

The study now turns to data collection.

5.7 Data Collection

According to Konecki (2011:131) data collection methods are an important element of an empirical enquiry. In this study, different data collection methods were employed. Secondary data was collected by conducting a literature review on inclusive and sustainable economic growth. Thereafter, primary data was collected through a combination of semi-structured interviews and focus groups with purposefully selected individuals and key informants. Below unpacked are different methods which were employed to collect primary data.

5.7.1 Secondary Data

The body of knowledge is significant in comprehending the views, experience and allow the researcher to gain insight on the phenomenal under study. The relevant and secondary sources related to the research projects including scholarly literature should be reviewed (Blumberg *et al.,* 2011:98). For this study, various journal articles, newspaper articles, regulatory and statutory documents, theses, books, academic articles and unpublished dissertations were consulted.

Documents from the municipality were used during the collection of secondary data and records of the Integrated Development Plan (IDP), invitations to different development stakeholders, representatives and attendance registers from MLM were used for the documentary analysis.

5.7.2 Empirical Data

Empirical data collection constituted of semi-structured dialogs were conducted with three (3) participating groups, the representatives from the municipality, different stakeholders involved in sustainable economic growth at local level and traditional leaders.

On one hand, the Municipal Manager (MM), Planning and Development Manager (P&DM), IDP manager and the Community Development Manager representing government officials, were the key stakeholders from the Municipality. The participants were all personally involved in the IDP process and had the decision-making authority with regard to the outcomes of the study thus were all selected to participate in the study using interviews. On another hand, focus groups were used to collect data from the community. Each of the data collection method used is briefly discussed in the next section.

5.7.2.1 Interviews

The term 'interview' is subject to a number of definitions. Creswell (2014:111), for instance states that the interviews are the primary data collection strategy and they define the line of enquiry which allows the researcher to use basic interview skills. Grix (2010:126) affirms that interviews are a method used to gather dependable information from the respondents, telephonically or in a face-to-face conversation, regarding a specific topic. According to Thornhill (2009:647) interviews are just one-on-one discussions between the researcher and a person/respondent that are meant to collect data on a specific topic.

Creswell (2014:111) adds that using interviews ensures that a participant gets enough time to scrutinize the question and reflect thereon before providing any response. Neuman (2011:454) described interviews as a prolonged conversation between collaborators that focuses on gathering intensive information regarding a particular subject or topic through which the interpretation of the phenomenon could be made by drawing on information received in the interview process. Maree (2014:44) further argues that literature has shown that in social science research, there are four types of interviews that the researcher may adopt. These include structured interviews, open-ended (unstructured) interviews, focus group interviews and semi-structured interviews.

For the purpose of this research study, semi-structured interviews were used to collect data from Msinga Municipality officials, traditional leaders, municipal councilors, private sector officials, NGOs as well as community members involved in economic development of the area. Considering COVID-19 pandemic, the researcher collected data from government official and other participants using virtual interviews (Zoom video conferencing) as seen in Image 5-1.

Image 5-1: Virtual Meeting with LED Manager of MLM
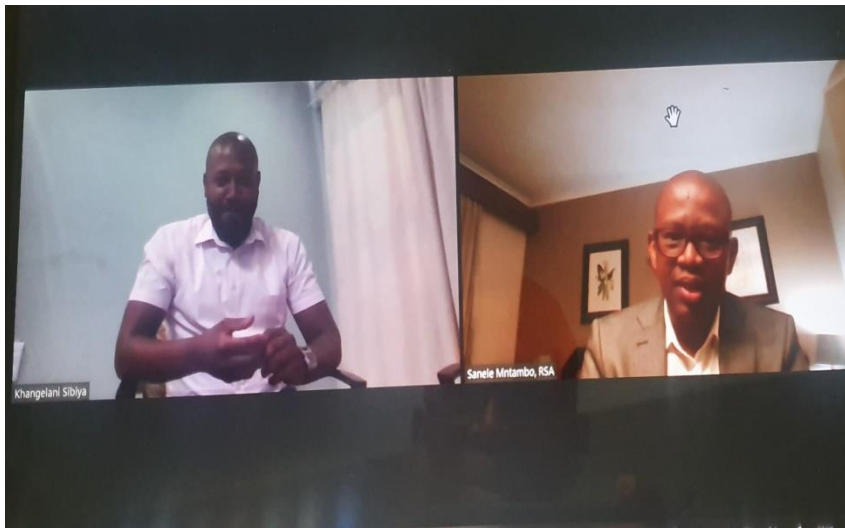
Source: Field Data (2020)

The semi-structured interviews with government officials were not recorded but the researcher ensured that notes were taken as a means of data capturing. The researcher also prepared a checklist in advance which assisted the researcher to cover all the important area.

The interviews with Traditional Leadership Representatives were conducted face to face but the researcher ensured that health protection coronavirus restrictions regulations were adhered to. Both the interviewer and interviewee had to wear face masks and maintain social distance as seen in Image 5-2. This was in line with government restriction during the COVID-19 period Level 1.

Image 5-2: Meeting with Traditional Leaders Representatives

Source: Field Data (2020)

Again, the semi-structured interviews with traditional leader's representatives were not recorded but the researcher ensured that notes were taken as a means of data capturing.

The researcher ensured ethical consideration when the interviews were set up. This was done by explaining the objective of the interview and the principles for choosing particular respondents. The respondents were made aware at the beginning that the interview will take 30 to 40 minutes and the researcher made sure to keep track of time. The interview questions that were designed for the government officials are provided in Annexure 8 of this dissertation.

5.7.2.2 Focus-group

Neuman (2011:468) suggests that focus groups consist of not more than twenty (20) research participants although they occur in a similar fashion as individual interviews. Focus groups enable the researcher to observe the participants interactions, reactions and opinions relating to the subject. During the focus group, the researcher assumes the role of a facilitator by ensuring that the discussion remains relevant to the research study. Due to the effect of the political climate within communities, especially with service delivery challenges being a very delicate matter, it becomes difficult to manage focus groups. Although the study was conducted during the COVID-19 period Level 1, it was still possible to meet all focus group since government regulations where relaxed and people were allowed to meet provided they were masks and maintain social distancing.

Image 5-3: Focus Group Meeting

Source: Field Data (2020)

The focus group had 6 to 8 participants and the reason behind having that number was that the researcher was trying to address the criticism and eliminate any form of intimidation in order to allow the participants to be free and participate as much as possible. The focus group discussion took two hours each and more questions were used in order to allow the researcher to investigate further when the participants appeared to be withholding some information. The researcher had pre-planned questions and this process took two (2) days. The focus group questions that were designed for the community are provided in Annexure 10 of this dissertation.

5.7.2.3 Documents and Archives

According to Bowen (2009:61) documents are reviewed as an important part of document analysis which may include books, journal articles, organisational documents, data surveys, and different public records. Consulting documents and archival data collections is a coherent form of re-looking and analysing documents with the aim of providing direction and in comprehending material in order to develop an empirical knowledge-base (Cheng & Li, 2015:64).

This study also consulted documents and archival records. This provided knowledge of advantage to the researcher concerning the topic before going to the field to collect data. Although some document analysis in research pose limitation, the researcher attempted

to establish the credibility, authenticity, meaning and representativeness of content contained in the documents consulted. Documents and archives had relevance for this particular research study as they provided more understanding to the topic under study.

5.8 Data Collection Instruments

The following instruments were used in order to ensure that the data collection was conducted appropriately and without any information loss. This process ensured that the respondents also participated fully.

5.8.1 Interview Schedule

Mouton (2011:108) states that interviews can be conducted through face-to-face, telephonically and/or virtual conversation between the interviewer and interviewee who meet with an objection to discuss a specific research phenomenon. As such, semi-structured interviews coupled with interview schedule were utilised during the data collection process. The participants were asked a set of standardized questions. Where necessary, the researcher simplified the interview schedule to ensure full comprehension. The researcher considered the different education backgrounds of the participants which otherwise would have affected the way that they understood the questions.

5.8.2 Cameras, Tape Recorder and Video Recording

During the data collection, the researcher requested permission from the group to record the session. Although the participants allowed for the images to be taken but amongst the participants some were not comfortable with being recorded and the researcher was of the view that in order for the discussions to go smoothly without any challenges, the tape recorder was not used and notes were taken as means of data capturing.

5.9 Sampling Process and Techniques

According to Robinson (2014:25) sampling is a process whereby the researcher selects individuals from the population that will participate in the study. He argued that individuals or group of people are selected based on the distinctive or crucial perspective and knowledge they hold regarding the studied phenomenon. Lambert and Loiselle (2010:230) also argued that it is impossible in a research study to collect data from the whole population thus the need for a sampled population from target

population. This minimizes time spent conducting research while obtaining consistent and balanced estimates of the target population's position in terms of the studied phenomenon.
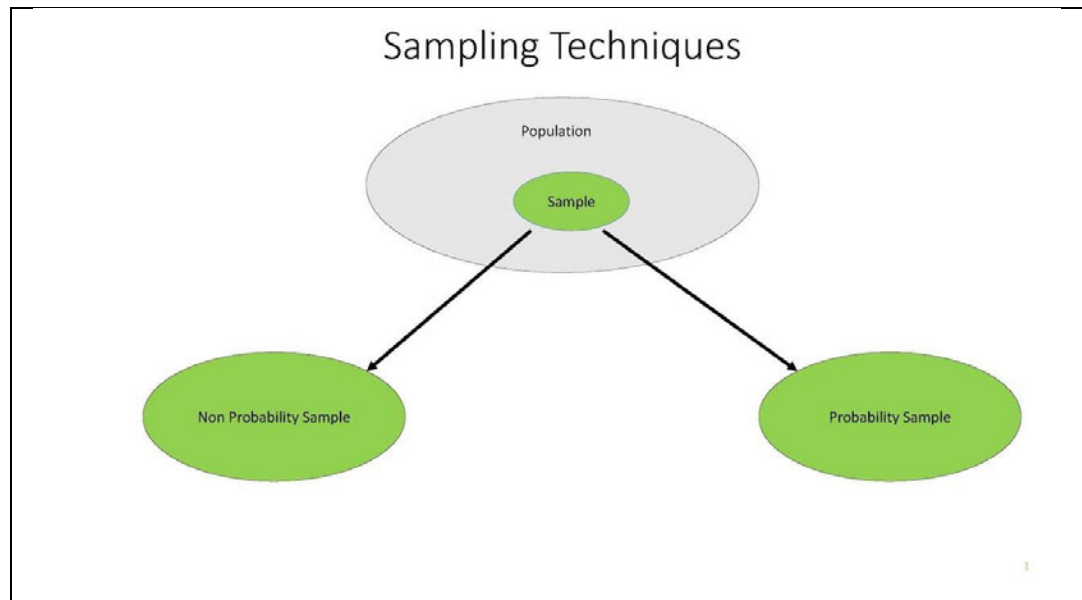
Figure 5-2: Sampling Methods
Source: Adopted from Creswell (2014:76)

Creswell (2014:76) states that there are two types of sampling methods which are used in a research. These non-probability sampling and probability sampling as shown in Figure 5-2. The non-probability sampling includes accidental sampling, convenience sampling, purposive sampling and snowball sampling. The probability sampling forms a representative sample in terms of drawing a sample from a number of units and it is commonly used in quantitative and mixed method designs.

For this study, the researcher selected the non-probability sampling. Participants were selected based on the decision of the researcher and selected using purposive sampling because he was targeting certain groups of people with specific features such as those involved in LED and matters of economic growth in rural areas of uMsinga. According to Creswell (2014:112) purposive sampling allows the researcher to select participants who are knowledgeable about the phenomenon being studied. Robinson (2014:25) asserts that purposive sampling is an acceptable and preferred kind of a sampling for the exceptional situations and a great method with a wide application beyond social research.

5.9.1 The Target Population

Lambert and Loiselle (2010:230) define the target population as the total of all research participants with potential to assist the researcher with the required information in a study. In addition, Creswell (2014:120) states that the researcher draws the subset of units from the target population which is representative of the total set of the population targeted for the study.

According to the MLM 2018/19 Integrated Development Plan (IDP), Msinga is described as the most deprived area in KZN province and it is among government's priorities for relief measure; as a result, it was selected for this study. As revealed in Table 5-2, the study was conducted in four municipal wards. These included Ward 1, Ward 4, Ward 7 and Ward 12. These wards lack inclusive economic growth thus confirming their suitability for the study.

Table 5-3: MLM Targeted Population

MLM	Selected Wards	Traditional leadership
19 Wards	7	Mchunu Traditional Leadership
	4	Mabaso Traditional Leadership
	1	Mbomvu Traditional Leadership
	12	Majozi Traditional Leadership

Source: The Researcher (2020)

In a research it is not possible to gather data from the entire targeted population as a result the researcher select a group of individuals whom the researcher considers to be relevant (Creswell, 2014:114). As shown in Table 5-3, the target population for this study consisted of community of MLM especially in 4 Wards.

5.9.2   The Sample Size

According to Robinson (2014:45) a large sample size produces a perfect sample estimate. The practice of picking a small portion or parts of the population as representative of the entire or targeted population is acceptable as a sampling technique. Moreover, Remler and Rayzin (2011:165) note that a sample size is simply the total number of units or people selected from the target population to participate in the study.

As reflected in Table 5-3, the sample size for this study consisted of municipal employees involved in economic growth in the area. These included the Municipal Manager, Manager for Planning and Development, as well as Manager for Local

Economic Development. The community's sample size served by MLM consisted of the local community's nominated participants representing them in community development matters as well as coming from community development structures. The sample size also comprised of youth inclusive of males and females and people living with disability.

Table 5-4: The Sample Size

Participants	Specific Participants	Tool for Data Collection
Government	Municipal Manager, Community Services Manager, Planning & Development Manager and Local Economic Development Manager	Semi-structured interview
Political Representatives	Speaker and Ward Councilors (1 for each of the 4 wards)	Semi-structured interview
Traditional Leaders	Mchunu, Ngubane, Majozi and Mabaso (representatives)	Semi-structured interview
Non-Governmental Organizations	Philanjalo Health Care NGO	Semi-structured interview
Other Public Members	Youth, females and people living with disabilities 1 group from each of the four wards. About 6-8 participants per group	Focus group discussion

Source: The Researcher (2020)

It is impossible to study an entire population as a result the sample size of this study as per Table 5-4 consisted of fourty nine (49) participants were made of four (4) municipal officials, four (4) political leaders, mayor, deputy mayor, speaker, four (4) traditional leadership representative and four (4) focus groups with eight (8) participants per group. A purposive sampling technique was employed to select participants.

5.10 Data Quality Control

Yilmaz (2013:318) indicates that different scholars have different views on how data quality control should be observed and controlled in qualitative research. Furthermore, Creswell (2014:120) suggested that in order to ensure that data is credible the sample size needs to be minimized and it should be correct in order to be able to control the collected data and therefore this research has an appropriate sample size as the study has highlighted above selected participants.

Moving away from the notions of trustworthiness and legitimacy linked with qualitative research, Lewis (2009:1) points to reliability and validity, trustworthiness and credibility, dependability and conformability, as well as transferability as more useful qualitative research concepts. These are discussed below.

5.10.1 Reliability and Validity

Different scholars believe that the trustworthiness of the collected data is essential if the research project is to provide reliable outcomes. Systems as well as methods employed in data collection have to pass the test of reliability (Yilmaz, 2013:321). According to Kolb (2012:175) the reliability of research data makes it possible to make generalities about the phenomenon that is investigated and it lends itself to theory development or review. According to Hamann (2009:23) reliability means the stability of measurement to the degree which the results of the research study are consistent over different procedures and instruments of data collection. To ensure reliability, the researcher ensured to utilise reliable literatures from reliable scholars.

Sergeant (2012:3) suggests that employing standards that have meaningful link with the research questions and with data analysis to direct the researcher in creating valid arguments will assist the researcher to obtain validity. Moreover, validity is a single and unitary impression that needs evidence for the specific use in research. This is in line with Yin (2009:45) assertion that the purpose of validity is to ensure that if another researcher conducts a similar study and pursues the same procedure that was used by the earlier researcher, the results should be similar.

5.10.2 Trustworthiness and Credibility

According to Petty (2012:383) the credibility and trustworthiness criteria permit the reader to believe that the report is truthful and that the researcher has specified any fundamental biases. Yilmaz (2013:321) allege that mechanisms of a research study such as systematic data collection procedures, multiple data sources, triangulation are all contributing factors to the credibility and trustworthiness of the research study.

Anney (2014:277) views that the credibility of a study is determined by the belief that researchers have deep knowledge regarding the phenomenon being studied. She suggests that this can be achieved through peer debriefing to test the visions and ideas

with associates outside the context of the study. In order to ensure credibility, the researchers did only employ data collection strategies that are able to adequately solicit the representations of the data, but he also employed transparent processes for coding and drawing conclusions from the raw data. The researcher also adopted the research methods that are well established both in qualitative research, and in information science, in particular.

5.10.3 Dependability and Conformability

Creswell (2013:190) notes that dependability and conformability in qualitative research are parallel to reliability as required in quantitative research studies. Kolb (2012:175) is of the view that dependability can only be improved when the selection of research design and strategies, data collection, data analysis methods as well as techniques are explained and justified by the researcher. In order to warrant the reliability and dependability of the research study a researcher has to employ different protocols and procedures that may include inspection of transcripts to be certain that they do not have minor mistakes that could affect the interpretation of the data (Sergeant, 2012:33).

In this study, the researcher realised that the dependability of the research findings must be established by a transparent coding process. To make sure that the distinctions between categories were clear to the coders, the categories were defined by a codebook.

5.10.4 Transferability

According to Yilmaz (2013:321) is concerned transferability refers to the point to which the outcomes of a qualitative research study can be shifted to other contexts with other participants. This occurs when the researcher is capable of providing information that readers can consider as pertinent in other situations. Rayzin (2011:185) states that in qualitative studies, outcomes are precise and do not aim at generalizing the results. Houghton (2013:37) proposes that transferability is denoted as theoretical or analytical and the obligation to determine transferability rests with those who might apply the findings to their own settings.

For the purpose of this study, the researcher knew that it was not his duty to provide an index of transferability; rather responsible for providing data sets and descriptions that

are rich enough so that other researchers will able to make judgments about the findings' transferability to different settings or contexts.

5.11 Data Presentation and Analysis

Thornberg (2012:267) states that data analysis means creating logic out of the text and collected data. This process includes preparing data collected to be analysed; conducting other types of analysis and finally creating an understanding of the greater meaning of the data. According to Mouton (2011:156) qualitative data analysis helps to transform data in to findings and this includes reducing the size of the bulk of raw material, classifying important outlines and presenting an overview of the meaning and significance of the results. For qualitative data thematic analysis, matrix and content analysis can be used.

5.11.1 Thematic Analysis

Thematic analysis is a common technique for analyzing qualitative data in many disciplines and fields, and can be applied in many different ways (Thornberg, 2012:267). Yilmaz (2013:321) maintains that in a qualitative research the thematic analysis is always a method used because it affords an easily readable and brief description of the emergent themes and patterns. Kolb (2012:188) states that the core step in thematic analysis involves going through each and every transcript in order to make sense of the interview data, by examining the transcripts in detail and trying to make sense of what was meant by participants.

Drawing from Braun and Clarke (2006), Mouton (2011:159) also suggests six steps to assist identify, analyze and report on qualitative data using thematic analysis:
- Familiarizing yourself with your data;
- Generating initial codes;
- Searching for themes;
- Reviewing themes;
- Defining and naming themes; and
- Producing the report.

The use of these suggested six steps assist producing an insightful analysis that answer particular research questions and enables the researcher to enhance the findings while also integrating the findings into the theory that underpinned the study. Upon completing the data collection, the researcher went through the notes taken to familiarise himself, thereafter, the researcher coded the data which resulted in themes, themes were reviewed. Lastly, emerged themes were defined and named accordingly.

5.11.2 Matrix Analysis

When reduced and categorised data are drawn into tables with designated rows and columns. That process is called a matrix analysis. Matrices have to be used as a template to categorise responses while sustaining the meanings derived from study participants (Creswell, 2013:199). Yilmaz (2013:321) states that matrices assist the researcher to recognise responses by simplifying the responses into categories that talk first to the question asked in the data collection tools. Kolb (2012:188) asserts that matrix analysis assists the researcher to improve the reliability and trustworthiness of the data particularly if it is done appropriately.

Bazely (2009:13) points out that for matrix analysis the researcher has to utilise data that has been encoded from the transcripts where each respondent has been allocated a special code to define him or her. This then means key quotes relating to specific sub-topics should be extracted from the transcripts and be pasted into the relevant columns within the matrices so as to demonstrate the congruency between the research goals and the collected data. For the purpose of this study, matrix analysis was employed in order for the researcher to create a visual display of data while understanding the flow of events and the connections.

5.11.3 Content Analysis

According to Creswell (2013:184) content analysis assists in defining features of what is articulated in a document, including observing what was said by who and to what outcome. He states that terms and meaning should be coded in content analysis. Coding is the part of the analysis that relates specifically to the naming and classifying of phenomena through a close examination of data. During this process, data are broken down into parts, carefully studied and matched for resemblances and differences. Coding involves applying a name or a code to each of the collected segments or data

(Kolb, 2012:175). For the purpose of this study, content analysis was employed to draw conclusions on the variables based on the content of the responses obtained from the interviews.

As alluded above, for this study a combination of content, thematic and matrix analyses were utilised. This study now turns to ethical considerations.

5.12 Ethical Considerations

According to Grix (2010:142) a researcher must first get approval or permission from all participants and representatives of institution. A full and proper explanation has to be given by the researchers as to how they will collect the information, analyse and also publish the information gathered for the study. Houghton (2013:17) states that it is the researcher's duty to put in place a set of moral ethics that will guide him/her during the study. This this has to do with how he/she will conduct himself/herself in the interaction with the study participants. In addition, ethical considerations should uphold issues of confidentiality, anonymity, legality, professionalism as well as privacy.

Cope (2014:89) remarks that the central role of ethics in research studies is to manage the developing synopsis in research as these are believed to affect a variety of research stakeholders which includes researchers, respondents, institutions of academia and the community that participates in and benefit from the research. *Du Plooy-Cilliers et al.*, (2014:269) assert that a researcher must make sure that during the research he/she does not do anything that will harm the dignity of the participants either by questions or misinterpreting the information. This is in line with what Section 10 of the Constitution (RSA, 1996:7) which states that everyone has the right to have their dignity respected and protected.

Relative to this study, a gate keeper's letter was obtained from MLM giving permission to collect data from municipal management, councilors as well as the community. The researcher also applied for the ethical clearance (EC) from the University's Research Committee. During the study all participants were given a full and proper explanation as to why the research was being conducted and an assurance was given that the issues of confidentiality, privacy and anonymity were to be adhered to. Although some of the participants did not want to be recorded, the researcher felt that it is important to explain

to them what the purpose of recording was in order to make sure that the material provided was not misinterpreted at a future stage.

The researcher also allocated codes to each participant in order to protect and safe guide the identity of the participants. The summary demonstrating the coding is illustrated in Annexure 15 of this dissertation. In addition, the researcher gave the participants an informed consent form which they had to read and sign to confirm that they agreed voluntarily to partake in the study. The researcher also explained to the participants that the researcher would be available to come back to the municipality with the final report of the research when is finilised. Furthermore, the researcher explained that the University of KwaZulu-Natal (UKZN) would have ownership of the research and that it would be stored safely for the period of five years before being destroyed.

5.13 Limitations of the Study

Kumar (2011:18) states that the study limitations refer to the conditions or circumstances that may disturb or restrict the researcher's methods and analysis of research data. It may include influences, shortcomings or conditions over which the researcher has no power to control. In other circumstances this may include the availability of data, obtaining permission from the department or organisation to conduct the study, obtaining the sample, or any other aspect of the study.

During this research project the researcher also came across a number of difficulties which contributed to the delay of finishing this study on time. Among those included was that the researcher is working full time, delays in getting EC and gate keepers letters.

The reaseacher had already anticipated that some of the above limitation may appear as result plans were made in advance to overcome these limitations. A letter was sent in advance to targeted participant's organisations and a gate keeper's letter was obtained on time. Moreover, data was bought for the participants whose interviews were done virtually. With regards to the delay of getting the EC, the University's Research Committee office was contacted regularly by email for a follow-up. The EC letter as well as the consent form was then produced to all participants before the interview. The consent forms for interviews are attached as Annexure 7.

5.14 Chapter Summary

This chapter presented the research design and methods that were employed to conduct the study. First, it highlighted the research objectives as well as research questions that guided the study. Subsequently, the research methodology, philosophical worldview, research strategy, population and sampling methods and techniques were all presented in this chapter. In addition, it presented the study site, data collection techniques, data analysis, data quality control, study limitation and ethical considerations.

CHAPTER SIX
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

6.1 Chapter Introduction

This chapter presents and discusses the primary data collected and the literature presented in the previous chapters (chapter two, three and four) is interrogated with a purpose of analysing these primary data.

6.2 Recapitulation of Research Objectives and Research Questions

Table 6-1 provides the recapitulation of research objectives and research questions presented in chapter one of the study.

Table 6-1: Recapitulation of Research Objectives and Research Questions

Research objectives	Research questions
1. To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in the rural areas of MLM.	1. How can stakeholder collaboration contribute to advancing inclusive and sustainable economic growth in the rural areas of MLM?
2. To determine the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM.	2. What is the role and contribution of the private sector, and other stakeholders NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM?
3. To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of MLM.	3. What are the challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of MLM?
4. To draw lessons from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and applying these lessons to conditions in the MLM.	4. What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and how these lessons can be applied to the MLM?
5. To explore and to recommend strategies to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area.	5. What are the recommendations and strategies that can be adopted to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area?

Source: Compliled by Researcher (2021)

6.3 The Context of MLM

South Africa has 277 municipalities. These include 8 metropolitan, 44 district and 226 local municipalities. MLM was chosen for this research study. This was the most practical choice, as the researcher lives in this municipality. Figure 6-1 depicts the jurisdiction of MLM. According to the *Constitution of the Republic of South Africa of 1996*, the municipalities are classified according to the following categories:

- Category A: A municipality that has exclusive municipal executive and legislative authority in its area;
- Category B: A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls;
- Category C: A municipality that shares municipal executive and legislative authority in its area with a category C municipality within whose area it falls.

MLM is a local municipality classified as a Category B established in the year 2000 under the District Municipality called uMzinyathi. MLM is located on the north-western part of KZN province and in a small town called Tugela Ferry.

Map 6-1: Geographical location of MLM
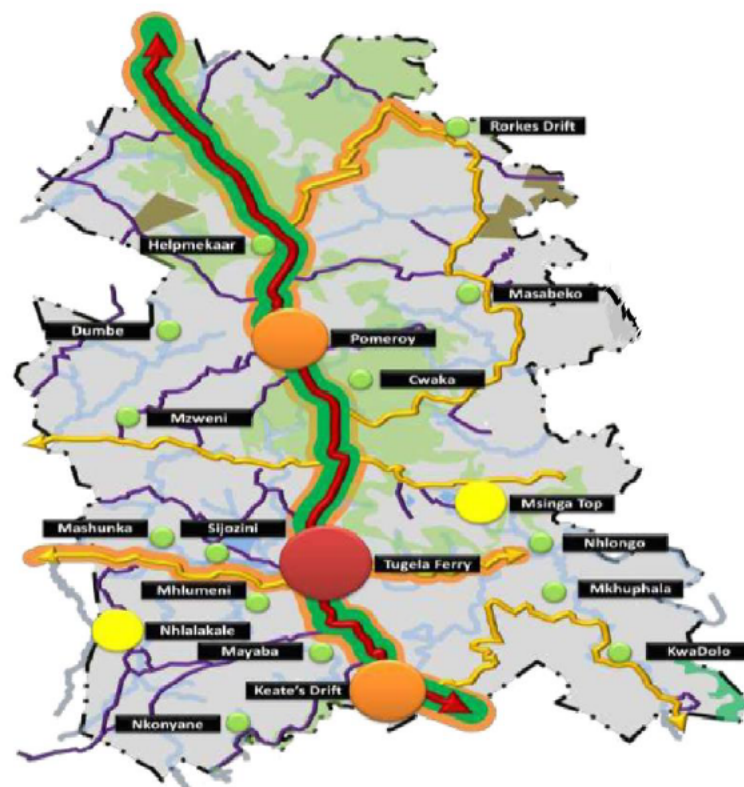
Source: MLM 2019/2020 IDP

An organogram of MLM is presented in Figure 6-1. Beside the Municipal Manager who is an Accounting Officer for the institution, MLM has 5 directors for each directorate

namely for: finance, corporate services, community services, development and planning as well as for technical services. Each directorate has managers and support staff as seen in Figure 6-1.
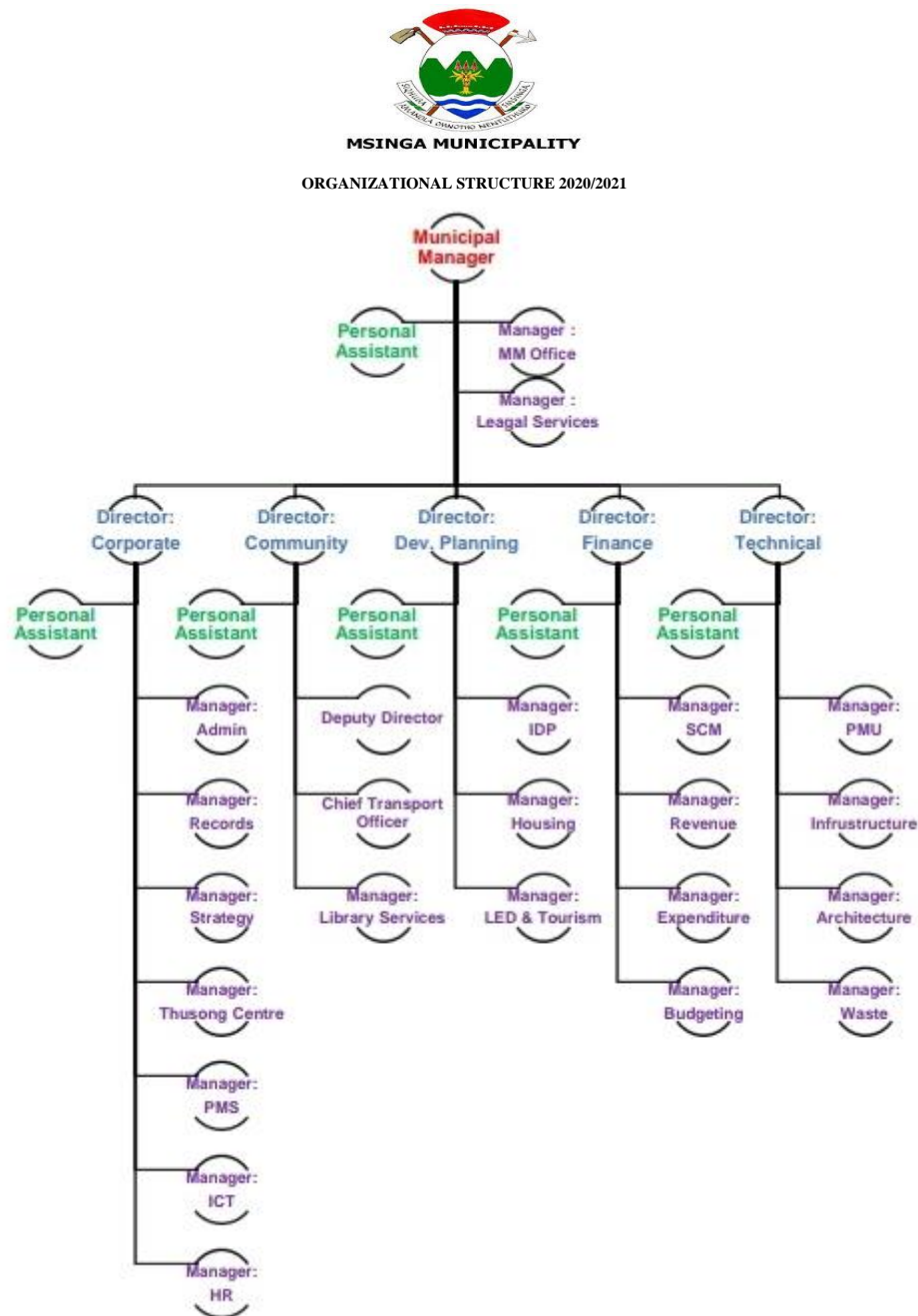
Figure 6-1: The organogram of MLM
Source: MLM 2019/2020 IDP

The above organogram of MLM was used as a tool to show the relationship between funcitionaries operating within the Municipality. The Municipal Manager accounts for all matters of the Municipality and all units report to the office of the Municipal Manager. The Planning and Development directorate and Community Services directorates are responsible for providing leadership and coordination in the planning and implementation of LED initiatives within MLM. The main approach is to allow and to encourage local people to work together to achieve sustainable economic growth and development thereby providing economic benefits and improved quality of life for all residents. The chosen participants within MLM were from those 2 directorates including the office of the Municipal Manager.

The next section presents the primary qualitative data collected for the study.

6.4 Primary Qualitative Data

The qualitative research data was collected using focus group discussions and semi-structured in-depth interviews. The Table 6-2 outlines the demographic data of the interview participants.

Table 6-2: MLM interview participants' demographic data

Participants	Research Participants	Race	Gender	Number of Participants
Municipal Officials	Municipal Official 1	African	Male	1
	Municipal Official 2	African	Female	1
	Municipal Official 3	African	Female	1
	Municipal Official 4	African	Male	1
Ward Councillors	Ward Councillor 1	African	Female	1
	Ward Councillor 2	African	Male	1
	Ward Councillor 3	African	Male	1
	Ward Councillor 4	African	Male	1
	Ward Councillor 5	African	Male	1
	Ward Councillor 6	African	Male	1
	Ward Councillor 7	African	Male	1
Traditional Leaders	Traditional Leader 1	African	Male	1
	Traditional Leader 2	African	Male	1
	Traditional Leader 3	African	Male	1
	Traditional Leader 4	African	Male	1
Private Sector	General Manager	African	Female	1
Non-Governmental Organisation	Manager	African	Male	1
Focus Groups 1	6 Participants	African	3 Females & 3 Males	6
Focus Group 2	6 Participants	African	3 Females & 3 Males	6
Focus Groups 3	6 Participants	African	3 Females & 3 Males	6
Focus Group 4	6 Participants	African	3 Females & 3 Males	6
			Total	**41**

Source: Compiled by Researcher (2021)

In total, 41 participants, comprising government officials, traditional leaders representatives, councillors, private sector representative, NGO manager and focus groups participated in the study.

6.5 Interconnection between the Research Questions, Research Objectives and the Interview Questions

The Table 6-3 provides the Interconnection between the research questions and research objectives of the study.

Table 6-3: Interconnection between the Research Questions and Research objectives of the study

| Research Objectives	Research Questions	Interview Questions
1. To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in the rural areas of the MLM.	1. How can stakeholder collaboration contribute to advancing inclusive and sustainable economic growth in the rural areas of the MLM?	• What is your understanding of stakeholder collaboration and inclusive sustainable economic growth? • What has been your role in advancing stakeholder collaboration and inclusive sustainable economic growth within MLM? • Why do you think that stakeholder collaboration is critical in advancing inclusive and sustainable economic growth within the MLM? • What is the nature and the extent of the existing stakeholder collaboration initiatives and/or programmes in advancing inclusive and sustainable economic growth within the MLM? • What are the achievements of the existing stakeholder collaboration initiatives and/or programmes in advancing inclusive and sustainable economic growth within the MLM?
2. To determine the role and contribution of the private sector, and other stakeholders includingNGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM.	2. What is the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM?	• How would you describe the current role of the private sector, in advancing inclusive and sustainable economic growth within the MLM? • How would you describe the current role of the NGOs, in advancing inclusive and sustainable economic growth within the MLM? • How would you describe the current role of the NPOs, in advancing inclusive and sustainable economic growth within the MLM? • How would you describe the current role of the academic institutions, in advancing inclusive and sustainable economic growth within the MLM? • How would you describe the current role of the traditional leaders, in advancing inclusive and sustainable economic growth within the MLM?
3. To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of the MLM.	4. What are challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from from contributing a meaningful role in advancing inclusive and sustainable economic growth in rural areas of the MLM?	• How does lack of stakeholder collaboration influence inclusive and sustainable economic growth within the MLM? • What challenges are the municipality facing in advancing inclusive and sustainable economic growth within the MLM? • What are the challenges affecting the government's attempts to influence the collaboration of the private sector in its endeavour to advance inclusive and sustainable growth within the MLM? • What are the challenges affecting the government's attempts to influence the collaboration of the NGOs in its endeavour to advance inclusive and sustainable growth within the MLM? • What are the challenges affecting the government's attempts to influence the collaboration of the academic institutions in its endeavour to advance inclusive and sustainable growth within the MLM? • What are the challenges affecting the government's attempts to influence the collaboration of the traditional leaders in its endeavour to advance inclusive and sustainable growth within the MLM? • How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive and sustainable economic growth within the MLM?

5.	To draw lessons from the international experience to advance inclusive and sustainable economic growth through stakeholder engagement in the rural areas of MLM.	3.	What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and how can these be applied to the MLM?	• What lessons in stakeholder collaboration in advancing inclusive and sustainable economic growth can be learned from local experience including other municipalities? • What lessons in stakeholder collaboration in advancing inclusive and sustainable economic growth can be learned from the international experience?
4.	To explore and recommend strategies to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area.	5.	What are the recommendations that can be made and strategies that can be adopted to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in rural areas?	• What are the existing strategies that you are aware of that are being used to advance stakeholders collaboration in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM? • How effective are these strategies? • What future strategies and recommendations can you suggest that can be adopted to improve stakeholder collaboration in advancing inclusive and sustainable economic growth within the MLM?

Source: Fieldwork enquiry, (2020)

The following discussion presents the alignment of the theoretical framework, constructs of the theoretical framework and qualitative data.

6.6 Interaction Between the Theoretical Framework, Construct of the Theoretical Framework and Qualitative Data

The interaction between Arnstein's Theory of the Ladder of Participation as the adopted theory for the study and the collected data for the study is presented in Table 6-4.

Table 6-4: Interaction between the theoretical framework, construct of the theoretical framework and qualitative data		
Theoretical Framework	**Constructs of the Theoretical Framework**	**Qualitative Data**
Arnstein's Theory of the Ladder of Participation	**Citizen Power:** • Citizen Control • Delegated Power • Partnership	• *No entity or government can operate in isolation. If you do not involve other participants including the local community there is a great possibility of failure or of responding to the wrong needs (MLMD2).* • *To be frank with you, stakeholder collaboration is a concept in my view misunderstood. In reality, stakeholders particularly the community, the only power they have or the involvement in any policy formulation and implementation is by taking it to streets (protests) to voice their concerns and dissatisfaction about anything particularly issues of service delivery (MLMFG2).* • *My brother when the plane crashes, everyone blames the pilot, so there is no one to blame in our area beside our leaders. If they can stop operating in silos and involve us as the community we might be able to contribute (MLMFG2).* • *Plan with us as the private sector rather than only request to partner with us only if you need funding. We also have programmes in place that we can align with theirs (KSGM1).*
	Tokenism: • Placation • Consultation • Informing	• *For us youth, we rely heavily on our leaders to ensure that we are represented but our leaders do not have an idea of our challenges. Especially in these changing times (MLMFG1).* • *During consultations, officials request our inputs but when it comes to implimentation they do not do what the community wants (MLMFG2).* • *During council meetings our contributions are not taken into considerations simply because we are from the opposite party. This is so disturbing because they do not look at the points we raise and at times they are valid (MLMWC1).* • *We do try by all means to gather people together to explore local problems and think about solutions together but usually people do not attend (MTCR3).* • *It is challenging to engage all stakeholders, particularly the community because of the limited resources as opposed to their needs. As a result, we try to prioritise services based on the available budget (MLMDM).*
	Nonparticipation • Therapy • Manipulation	• *Here at Msinga only the Traditional Leaders are invited to the stakeholder's meeting and in most cases, they are being told what will happen (MTCR4).* • *When I say involve us I really do not mean for the sake of compliance; I mean*

| | | meaningful engagements involving decision makers and the community (MLMFG2). |
| | | No, they do not involve us as stakeholders and citizens when they plan projects up until they want to implement them. There is a need for proper engagements between all stakeholders in order for us to make meaningful contributions (PHGOM1). My role as the ward councilor is to support people to influence the local agenda and I do encourage the communities to get involved in matters in order to influence direction (MLMS). Engagement of other stakeholders is done for the sake of compliance (MLMFG2). If government is really serious about including all stakeholders in these matters, a clear plan needs to be presented and all parties involved need to respond (MLMFG1). |

Source: Fieldwork enquiry, (2020)

As discussed in Chapter 4, this study was underpinned by the theory of the Ladder of Participation. Sulemana *et al.,* (2018:283) argue that the early promoter of the theory proposed that the participation of all stakeholders must seek to redistribute power to enable the have-not community members who are excluded from the economic and political processes to be intentionally included.

Arnstein's theory of the Ladder of Participation's emphasises stakeholder participation that is democratic. It allows one critically to consider how participation has the capacity to reduce the social, economic as well as physical distance between the state officials, representatives and the community/citizens and other stakeholders. It further allows one to think through the impact that could be achieved if decision-making powers were to be transferred to all stakeholders.

The respondents point to the fact that government needs to have proper and meaningful stakeholder management that will identify and engage all stakeholders who are directly involved in inclusive and sustainable economic growth. The qualitative data show that stakeholder engagement should not be an option but an integral part of planning and implementation of anything. The tendency towards dictatorship was exposed by some of the study's participants especially when it came to the selection of people who are invited to the meetings. Public protests can be avoided by actively involving all stakeholders right from conceptualisation, design, planning right up to implementation (Robinson, 2015:71).

Overall, study participants felt that government needs to re-design a stakeholder collaboration framework that will clearly outline each stakeholder's role, and that will enable all stakeholders to have a meaningful role in policy formulation, implementation and governance resulting in inclusive and sustainable economic growth.

The next section presents the emerging themes from the qualitative data.

6.7 **Interaction between the Emerging Themes of the Study and the Research Objectives and Research Questions**

Table 6-5: Interaction between the Emerging Themes of the Study, the Research Objectives and the Research Questions

Research objective one	Research objective two	Research objective three	Research objective four	Research objective five
To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in rural areas of the MLM.	To determine the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM.	To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of the MLM.	To draw lessons from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement and to suggest how these lessons could be applied in the rural areas of the MLM.	To explore and recommend strategies to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of the MLM.
Research question one	**Research question two**	**Research question three**	**Research question four**	**Research question five**
How stakeholder collaboration can contribute to advancing inclusive and sustainable economic growth in the rural areas of the MLM?	What is the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of the MLM?	What are the challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of the MLM?	What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement and how these could be applied in the rural areas of the MLM?	What are the recommendations and strategies that could be adopted in the attempt to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in rural areas?
Emerging theme 1	**Emerging theme 2**	**Emerging theme 3**	**Emerging theme 4**	**Emerging theme 5**
Stakeholder collaboration	Role of stakeholders	Challenges affecting stakeholder collaboration	International and local lessons	Strategies and recommendations to improve collaboration
Emerging sub-themes	**Emerging sub-themes**	**Emerging sub-themes**	**Emerging sub-themes**	**Emerging sub-themes**

• Lack of collaboration • Lack of awareness • Lack of coordination • Selective approach • Political affiliation • Lack of leadership	• Job creation • Information sharing • Resource coordination • Intergovernmental relations • Limited resources	• Poor service delivery • Lack of buy-in from other stakeholders • Corruption • Skills and human capital • Poor stakeholder participation	• Limited or absence of collaboration • Public-Private Partnerships • Proper technical support • Separation of politics from administration	• Intergovernmental relations • Stakeholder collaboration • Monitoring and evaluation • Clear clarification of roles and responsibilities • Reviving of other initiatives and strategies • Public participation

Source: Field Inquiry, (2020)

The next section presents the qualitative data of the study.

6.8 Presentation of Qualitative Data

The following section presents qualitative data collected from the study arranged according to themes that emerged from the overall analysis of data. The relevant literature was consulted to interrogate the results of the study.

6.8.1 Stakeholder collaboration and inclusive and sustainable economic growth

The first research question of this study sought to ascertain the extent to which stakeholder collaboration contributes towards advancing inclusive and sustainable economic growth in rural areas. From this study question, various sub-themes emerged. These include *'lack of collaboration', 'lack of coordination', 'selective approach', 'political affiliation'* and *'lack of leadership'* all linked to 'stakeholder collaboration' as the main theme for the first objective of the study.

(a) Lack of Collaboration

Collaboration is significant in enhancing inclusive and sustainable economic growth. Prior studies found that inclusive and sustainable economic growth policies are regarded as a response to challenges of globalization and developing economies such as the South African economy. For example, Rogerson (2016:31) established the essential trends and issues considered to be contemporary in the global academic debate and international inclusive and sustainable economic growth policy direction. The author found that inclusive and sustainable economic growth policies are regarded as a response to challenges of globalisation particularly in developing economies. In his view, inclusive and sustainable economic growth policies present solutions such as for poverty alleviation, enhancing competition and restructuring production.

Furthermore, placing the focus now on the interview discussions on a similar theme one interviewee stated that:

> *Working together is the only way that progress can be realised. If we work as a unit we are able to pool together not just resources but also our intellectual capacity towards a specific goal (MLMFG2).*

Similarly, another interviewee stated that:

> *Although our NGO plays a role here but I think if the other stakeholders would have the same passion for the community alot could be achieved (PNGOM1).*

(b) Lack of coordination

Proper coordination is essential in order for stakeholders to collaborate effectively. Thornhill, Van Dijk and Ile (2014:148) highlighted that for a stakeholder collaboration to be effective when it comes to economic growth, clear roles of each stakeholder have to be defined and there should be a centre of coordination in order to avoid duplication and silo operations.

While there have been some initiatives undertaken by MLM to try and coordinate stakeholder collaboration in advancing inclusive and sustainable economic growth one participant pointed out that:

> *While government should be taking a leading role in changing the lives of the people and improving the economy of the country, it cannot and does not do it alone; all stakeholders need to be active and supportive (MLMFG2).*

Another interviewee stated that:

> *Ideally, we are supposed to be the part of the local economic development steering committee but it is not happening in this area (KSGM1).*

(c) Selective approach

Stakeholder engagement and public participation are the core pillars of service delivery regardless of any political denomination. Seduma (2011:49) explained that community engagement is not something that needs to be encouraged based on bureaucratic ideas, but it should be seen as a constitutional right enshrined in the *Constitution of South Africa of 1996*. In addition, the state is obligated by the Constitution to develop systems and structures that will promote that public participation. The author futher submits thatpublic participation must not be promoted and be regarded as tenant of good

governance. To achieve this, all structures of the community will have to be engaged in governance related matters.

Placing focus on the interview discussions on a similar theme one interviewee bemoaned the fact that:

Here at Msinga only the Traditional Leaders are invited to the stakeholders meeting and in most cases, they are being told what will happen (MTCR4).

Again, another participant bemoaned that:

Services are prioritised for certain people in this area. At some stage locals ended up protesting in order for the municipality to address issues of service delivery such as water shortage and electricity in our area (MLMFG2).

Image 6-1 depicts the nature and extent of service protests within MLM.

Image 6-1: Protesters brought town to standstill over water shortage

Source: Author's Field Observation (2020)

Although there are forums that exist within MLM, the findings of the study revealed that engagement is something that is done using a selective approach and those who are invited to participate are not making meaningful contributions. Participants revealed the

presence of a selective approach when it comes to the prioritisation of services such as the provision of water and electricity.

(d) Political affiliation

In the past decade, good governance has been the centre of various fields of study including public administration. For example, Oni (2020:61) undertook a study to evaluate the socio-political setting of Nigeria critically, where he explored the Kantian ethic of goodwill with a hope to restructure effective good governance for Nigeria and other African countries. He described good governance as a government that does not take decisions without engaging stakeholders and people, ensuring that policy formulation and implementation happen in accordance with the will of the stakeholders and the people. The paper established that in Nigeria, the factors contributing to mismanagement and the lack of good governance are caused by various factors, including: religion, political affiliation and intolerance, mismanagement of resources and other factors which in turn fundamentally contribute to high levels of poverty in the country. Therefore, the work of Oni is important to this study because it allows the researcher to comprehend the causes that leads to maladministration, poor service delivery and other social ills. This suggests that political instability and affiliation contribute to poor services delivery, in the sense that, if you are not a member of a certain political party, services will not be provided in your area.

Similarly, one interview participant remarked that:

> *What makes it worse is that here in this ward the councillor is from the opposition party thus we are involved in issues relating to economic development (MTCR4).*

Another interviewee revealed that:

> *It's mostly politics, mostly they tend to interfere merely because they are a ruling party or a majority within the municipality, so they feel every decision made has to go via them for approval (MLMD3).*

(e) Lack of leadership

The cultivation of leaders with exceptional character and skills is critical in advancing inclusive and sustainable economic growth. Mugwiji & Manyowa (2016:2) in their study "*A long read on Africa's perennial struggle with under development*" highlighted that there is a strong connection between good leadership and development, or to put it more candidly, between poor leadership and underdevelopment. The authors explained that in a global economy, it is becoming increasingly more important to understand the needs and wants of those being served, that is, the community at large especially in rural areas. Having awareness of these needs means that leaders must be able to shape the culture of their organisations must be able to and address changing needs of the population.

While the MLM maintains that they have been providing leadership that promotes public participation and platforms for proper engagement through LED Indabas, private sector community empowerment initiatives and Mayoral Indabas, one interview respondent revealed:

> *If leaders can stop operating in silos and involve us as the community we might be able to make a significant contribution in issues of governenace. When I say involve us I really do not mean for the sake of compliance; I mean meaningful engagements involving decision makers and the community (MLMFG2).*

Similarly, one participant noted that:

> *The Department of Cooperative and Traditional Affairs should engage Academics to develop a curriculum to be used in equipping Traditional Leaders in order for them to play a meaningful role to the society (MTCR4).*

Matrix 6-1 presents the qualitative findings relating stakeholder collaboration.

Matrix 6-1: Stakeholder Collaboration		
Inductive Categories	**Participant's Responses**	**Source**
Lack of collaboration	*Working together is the only way that progress can be realised. If we work as a collective we are able to pool together not just resources but also our intellectual capacity towards a specific goal.* *Although NGOs in the area make a significant contribution I think that if all other stakeholders had the same passion for the community development a lot could be achieved.*	MLMFG2 PNGOM1
Lack of coordination	*Ideally, we are supposed to be a part of the local economic development steering committee but it is not happening in this area.* *While government should be taking a leading role in changing the lives of the people and improving the economy of the country, it cannot and does not do it alone; all stakeholders need to be active and supportive.*	KSGM1 MLMFG2
Selective approach	*Here at Msinga only the Traditional Leaders are invited to the stakeholders meeting and in most cases, they are being told what will happen.* *Services are prioritised for certain people in this area. At some stage locals end up protesting in order for the municipality to address the issue of service delivery such as water shortage and electricity.*	MTCR4 MLMFG2
Political affiliation	*Not much here in rural areas. What makes it worse is that here in this ward the councilor is from the opposition party thus we are not involved in governance issues.* *It's mostly politics, mostly they tend to interfere merely because they are a ruling party or a majority within the municipality, so they feel every decision made has to go via them for approval.*	MTCR4 MLMD3
Lack of leadership	*The Department of Cooperative and Traditional Affairs should engage Academics to develop a curriculum to be used in equipping Traditional Leaders in order for them to play a meaningful role in the society.* *If they can stop operating in silos and involve us as the community we might be able to make a significant contribution to issues of governance. When I say involve us I really do not mean for the sake of compliance I mean meaningful engagements involving decision makers and the community.*	MTCR4 MLMFG2

Source: Field enquiry, 2020

It is generally accepted that the motive behind stakeholder collaboration is to promote inclusive and sustainable economic growth. For example, the study conducted by Anglin (2017:22) found that stakeholder collaboration is crucial to sustain economic development regardless of size or location. This is simply because stakeholders need to own and participate in or contribute to the economic growth of the country.

MLM believes that public participation is a powerful platform for government to enable the public to contribute to the development of their own lives by participating in decision-making processes. The 2020/2021 IDP provides for platforms for the public or grass-roots populace to directly participate and to have a say in public decision-making processes.

In terms of its alignment strategies, MLM provides that cross-border alignment is necessary to ensure the spatial coordination of development efforts. This is done through existing organisational structures such as the District Development Planning Forum and IDP Forum and a concerted effort is made to facilitate such alignment and coordination.

Table 6-6 presents the different types of alignment with stakeholders at MLM

Table 6-6: Types of alignment with stakeholders at MLM

Planning Phases	Alignment Mechanism
Analysis	Community meetings organised by the Ward Councilors; IDP Representative Forums
Objectives and Strategic Projects	IDP Representative Forums; Meetings with affected communities and stakeholders; Strategic Planning Sessions
Integration	IDP Representative Forums; One-on-one sector department meetings
Approval	Mayoral Road-Shows; IDP Representatives Forums
Monitoring and Evaluation	IDP Representative Forums

Source: MLM 2020/2021 IDP

The findings presented above concur with the literature that there is need for stakeholder collaboration and inclusive sustainable economic growth. In this regard, Robinson (2015:71) explained that collaboration between private, public and NGOs/NPOs is key to the development of the state capacity to address complex challenges and to achieve development goals through collective efforts.

This study established that the inadequacies in stakeholder collaboration have a fundamental negative impact on achieving inclusive and sustainable economic growth

in rural areas. As a result, there tends to be mistrust amongst the stakeholders and a failure of policy implementation. This study further found that collaboration is significant in enhancing inclusive and sustainable economic growth. The findings presented above are the affirmation that stakeholder collaboration contributes to advancing inclusive and sustainable economic growth as a result of, collaboration, coordination, a comprehensive approach, political stability and tolerance, good leadership and stakeholder-based government.

6.8.2   Clearly defined roles of stakeholders

The second research question of this study sought to determine the roles and contribution of all stakeholders in advancing inclusive and sustainable economic growth in rural areas of MLM. From this study question, several sub-themes emerged including '*job creation*', '*information sharing*', '*resource coordination*', '*intergovernmental relations*' and '*limited resources*' all linked to the 'role of stakeholders' as the main theme for the second objective of the study.

(a) Job creation

Job creation is the key to boosting countries growth, reducing poverty and increasing social cohesion. In order for government to contribute meaningfully to job creation, it has to take a leading role in creating a conducive environment whereby the private sector can be encouraged to create employment and to attract Foreign Direct Investment (FDI) in local areas. A study by Gumede (2012:15) found that South Africa is struggling to create employment mainly because there are a large number of people that remain unemployed due to geographic location, level of education and the structure of the economy.

In order to advance inclusive and sustainable economic growth in rural areas, in particular, collaboration and engagement of all key stakeholders including local authorities, the private sector, NGOs, NPOs, academia, community and Traditional Leaders, is required. The respective roles of all stakeholders involved must be clear For example, government should create a conducive environment by robustly developing infrastructure by rendering basic services like water and electricity to all communities. In turn, this will attract investment in the area where the private sector will be able to conduct business resulting in employment creation while local people could benefit in

terms of employment and other opportunities (Abas & Halim, 2018:34). One respondent emphasised:

> *All stakeholders should strive to create job opportunities, develop new skills and infrastructure development (MLMWC7).*

Another respondent who is a councillor commented that:

> *People in this area are living in poverty and unemployed. Job creation should be our main exercise and also involve other stakeholders and investors to come and invest in this area (MLMWC4).*

(b) Information sharing and partnerships

Information sharing is critical in order for the community and other stakeholders to participate in the mainstream of the country's economy including people in rural areas. According to Nzimakwe (2010:97), information provides a basis for action. As such, information should be accurate, relevant, complete and timely in order for all parties to participate.

In order for the community members to participate formally in the local economic development initiatives one interviewee who is a ward councillor responded:

> *The main activity here is information sharing and capacity building for those that need to be capacitated. We also ensure that we promote local talent by creating platforms where everybody involved in it will collaborate and at the same time compete (MLMWC7).*

Another participant suggested that:

> *Information sharing may include amongst other things training, education, awareness and campaigns (MLMFG2).*

MLM has realised that the key element of good governance is to ensure that the citizens are informed of the activities of government and that they are given accurate

information to make informed decisions. At the beginning of 2021/2022 financial year, the MLM embarked on wide scale public consultation. Due to the widespread COVID-19 pandemic the Municipality has adopted a new approach in engaging with the public. MLM ensured that public participation in the IDP/Budget process could be achieved through virtual meetings in line with the Covid-19 regulations and other alternative forms of communication such as pamphlets, community radio broadcasts, and billboards to enhance public participation (MLM 2020/2021 IDP). These forms of engagement create platforms for communities to voice their concerns regarding service delivery.

(c) Resource coordination

In order to advance inclusive and sustainable economic growth in rural areas, distribution of limited and scarce resources needs to be coordinated. Globally, governments have realised that they cannot address or solve community development problems alone (Robinson, 2015:71). This calls for coordinated efforts on the part of the Municipality to engage regularly with other stakeholders such as the private sector, other government departments, NGOs and other interested entities, to play a meaningful role in matters of local economic growth within MLM. One study participant remarked that:

> *Local challenges and opportunities are as varied as individual communities and, engaging the community ensures that the economic development strategies are aligned with the current needs of the community (MLMFG1).*

Another respondent noted that:

> *As different government entities we normally meet at the beginning of each financial year and present our budget and priorities so that we can try not to fund similar projects or duplicate projects. This assists us to make best use of limited resources that we have (MLMMM1).*

Other respondents added that:

Working together as different stakeholders is the only way that progress can be realised. If we work as a unit we are able to pool together not just resources but also our intellectual capacity towards achieving a specific goal (MLMFG2).

We develop the programme/ project based on the needs of the citizens and the citizens will be consulted when it is time to roll-out the programme and in most cases, and as directed by legislation, we consider public comments and incorporate them into the way the project will be rolled out (MLMD1)

(d) Intergovernmental relations

Intergovernmental relations are crucial in advancing inclusive and sustainable economic growth in rural areas. Mubangizi (2007:10) stated that if there are mutual relations between government departments or entities this should translate into actions and interactions, which should enable effective implementation of public service delivery programmes. For example, one interviewee asserted that:

Government should take a leading role by first inviting all identified stakeholders and extend invitations to local community bodies. A steering committee that will lead this initiative and appoint a Project Manager who will work full time and oversee the operations must be constituted. This is important because we are all committed with our work (KSGM1).

Similarly, other study participants stated:

There is a need to introduce local economic development Indaba and to invite different stakeholders such as other departments and the private sector to empower the local business community with skills and opportunities. (MLMD3).

We are in a process of getting all parties on board that will revive the functioning of the LED unit (MLMMM1).

(e) Limited resources and lack of technical expertise

The government has taken a lead in the development of an inclusive economy which seeks to promote growth, employment and quality of life. However, due to limited and scarce resources government cannot achieve this alone. Government also has the main obligation to provide the legislative and regulatory atmosphere that enables businesses to play their part (Malefane 2013:689).

Interviewee respondents indicated that:

> *Msinga is an area that is still characterised by development challenges including high illiterate rate and poverty levels. Therefore, stakeholder collaboration will enable resources, ideas and unwavering support to be pulled together quickly (MLMFG2).*

> *Working together is the only way that progress can be realised. If we work as a unit we are able to pool together not just resources but also our intellectual capacity towards a specific goal (MLMFG1).*

In summary, Matrix 6-2 presents the qualitatuive findings relating to the role of stakeholder in promoting inclusive and sustainable economic growth.

Matrix 6-2: Role of Stakeholders		
Inductive Categories	**Participant's Responses**	**Source**
Job creation	*All stakeholders should strive to create job opportunities, to develop new skills and to promote infrastructure development.*	MLMWC7
	People in this area are living in poverty and are unemployed. Job creation should be our main exercise and also the provision of incentives to attract other stakeholders and investors to come and invest in this area.	MLMWC4
Information sharing and partnerships	*The main activity here is information sharing and capacity building for those that need to be capacitated. We should also ensure that we promote local talent by creating platforms where everybody involved can collaborate and at the same time compete.*	MLMWC7
	Information sharing may include amongst other things training, education, awareness and campaignning.	MLMFG2
Resource coordination	*Local challenges and opportunities are as varied as individual communities and, engaging the community ensures that the economic development strategies are aligned with the current needs of the community.*	MLMFG1
	As different government entities we normally meet at the beginning of each financial year and present our budget and priorities so that we can try not to fund similar projects or duplicate projects. This assists us to make best use of limited resources that we have.	MLMMM1
	Working together as different stakeholders is the only way that progress can be realised. If we work as a unit we are able to pool together not just resources but also our intellectual capacity towards a specific goal.	MLMFG2
	We develop the programme/ project based on the needs of the citizens and the citizens will be consulted when it is time to roll-out the programme and in most cases, and as directed by legislation, we consider public comments and incorporate them to impact on the way the project will be rolled out.	MLMD1
Intergovernmental relations	*Government should take a leading role by first inviting all identified stakeholders and extend invitations to local community bodies. A steering committee that will lead this initiative and appoint a Project Manager who will work full time and oversee the operations should be constituted. This is important because we are all committed with our work.*	KSGM1
	There is a need to introduce local economic development Indaba and to invite different stakeholders such as other departments and the private sector to empower the local business community with skills and opportunities.	MLMD3
	We are in a process of getting all parties on board that should revive the functioning of the LED unit.	MLMMM1
Limited resources and lack of technical expertise	*Msinga is an area that is still characterised by development challenges including a high illiteracy rate and dire poverty levels. Therefore, stakeholder collaboration will enable resources, ideas and unwavering support to be pulled together quickly.*	MLMFG2
	Working together is the only way that progress can be realised. If we work as a unit we are able to pool together not just resources but also our intellectual capacity towards a specific goal.	MLMFG1

Source: Field enquiry, 2020

In the main and linked to the second research question of this study which intended to determine the role and contribution of stakeholder collaboration in advancing inclusive and sustainable economic growth in rural areas, the empirical findings of the study affirm the existing literature that there is a need to definite clearly the roles of each stakeholder in order to avoid duplication, to make best use of limited resources and to share tasks in order to advance inclusive and sustainable economic growth.

6.8.3   Challenges Affecting Stakeholder Collaboration

The third research question of this study sought to identify challenges affecting stakeholders' decisions to contributing a meaningful role in advancing inclusive and sustainable economic growth in rural areas of MLM. Several sub-themes including *'poor service delivery', 'lack of buy-in from stakeholders', 'corruption and lack of requisite skills from government officials', 'skills and human capital'* and *'poor stakeholder participation'* emerged and are all linked to 'challenges affecting stakeholder collaboration'as the main theme for the third objective of the study.

(a) Poor service delivery

Local government is a sphere of government that is closer than central government to the grassroots communities/society. From a policy perspective, local government has a crucial role to play in the promotion of socio-economic development. *Chapter 7 of the Constitution of South Africa*, for example, stipulates that local government has a role to play in maintaining and in building partnerships continuously with other stakeholders such as the private sector, NGOs, academia, traditional leaders and government entities in advancing human development. In order to address poor service delivery, in 2019 MLM established a portfolio committee dedicated to deal with matters of incusive and economic growth and development of the area. The portfolio is made up of councillors that interrogate and deliberate on all matters pertaining to planning. The officials in the Planning unit of MLM are expected to be members of that committee.

One participant remarked that:

> *Non-participation of other stakeholders leads to government being over stretched with resources and it fails to reach some of the targets such as*

inclusive economic growth. The Private sector and other role players should come and collaborate with us to service our people optimally (MLMWC12).

Similarly, another participant expressed the view that:

Locals demand inclusion and then people stage protests which then delays the project. This was evident on the 22 September 2020 protests when the community in Pomeroy dug up a tarred road as service delivery frustration spilt over (MLMWC7).

Image 6-2 depicts service delivery protests in Pomeroy, which falls within the MLM.

Image 6-2: Protesters dig up tarred road in Pomeroy

Source: Author's Field Observation (2020)

Similarly, one participant bemoaned the fact that:

Government officials do not engage us and as a result they bring services which are not a priority and sometimes the projects they bring become white elephants. There is a building that costed a lot of money in Pomeroy. It was constructed by the UMzinyathi District Municipality to be utilised by the local traders. Todate, no one has occupied the building. Instead people are now vandalising it (MLMFG1).

Image 6-3 depicts the building constructed by UMzinyathi District Municipality in Ward 12 which is yet to be occupied or utilised.

Image 6-3: Building constructed by the District Municipality in Ward 12

Source: Author's Field Observation (2020)

(b) Lack of buy-in from stakeholders

Stakeholder buy-in is the process of involving all role players in the decision-making process in the hope of reaching a broader consensus on the organisation's future (Meyer, 2014:76). Similarly, to maximise co-ordination and synergy between the MLM and other stakeholders in LED, an invitation has to be extended to all identified actors including other government spheres to part take in the LED matters. Hickey (2015:32) suggested that the leading organisation need to take the time to identify the relevant stakeholders, groups, sponsors, partners or resources that will contribute to rural development. Despite tnumerous benefits of stakeholder buy-in, it is evident that at MLM there is a lack of stakeholders buy-in. One interviewee indicated that:

> *The private sector undermines local government and prefers working with the provincial government (MLMMM1).*

(c) Corruption and lack of requisite skills in government officials

In most developing economies, corruption remains a concern as it affects public service delivery (Ababio 2010:14). In recent years, municipalities have been shown to be slowly degenerating and to be degrading in terms of the quality-of-service delivery, skills development, social and economic development as well as issues of governance. This may contribute to corruption and Poor public service delivery as a result of unfulfilled promises and corruption (Maphunye and Mafunisa 2008:470). Study participants commented that:

> *Corrupt government officials, poor work ethic among government officials and lack of vision in government are someone of the major challenges we are faced with (MLMFG1).*

> *Cadre deployment, appointment of inexperienced and less qualified senior officieals and involvement of politicians in administrative matters impact negatively on service delivery (KSGM1).*

> *By looking at what is happening in our area, it is clear that councillors and municipal officials in rural areas are being appointed due to favouritisms and political interference not due to capabilities (MLMFG2).*

Leadership credibility is linked to the capability and capacity to ensure community involvement and that participation is meaningful (Duram 2015:34). From the study results presented, it becomes evident that some appointed officials within MLM are finding it difficult to deliver the expected service to the community due to the incompetency and in the creation of unrealistic expectations.

(d) Skills and human capital

The *Skills Development Amendment Act, 1998 (Act No. 97 of 1998)* stipulates the significance and introduction of skills development programmes and institutional and workplace learnership programmes. To achieve this, large amounts financial resources have been channelled into skills development in compliance with the *Skills Development Levies Act 9 0f 1999*. Kanyane (2008:516) indicates that effective capacity-building and training programmes are crucial in order for the leaders to

perform their functions effectively. He adds that political leaders, government officials and other leaders in the society should be able to live up to the position that they occupy in order to advance or change the life of the citizens. To affirm this assertion, one respondent commented that:

> *Skills development and the separation of politics from administration remain crucial. I would like to look at the Traditional Leadership as an office where one is appointed as a change-agent for community development (MTCR3).*

> *Low community literacy levels, lack of skills among municipal officials results in most of the municipal projects being delivered by consultants (MLMFG1).*

(e) Poor stakeholder participation

The literature suggests that it is important for all stakeholders to participate fully in forums and plartforms created to deliberate on and advance inclusive and sustainable economic growth. Sapkota (2018:185) found that politicians, government officials, private sector, NGOs, traditional leaders and academics are cruicial stakeholders for prompting inclusive and sustainable economic growth.

However, this study found that although stakeholder participation is encouranged poor attendance and failure to take full adavantage of public participation arrangements remains a challenge within MLM. For example, one participant commented that:

> *There is little or no accountability from the public servants. Very often either municipal official or other stakeholder comes unprepared or they don't come for the scheduled meetings at all (PNGOM1).*

Similarly, another interviewee from the MLM commented that:

> *We try our best to encourage participation but it is minimal. Most people do not attend meetings and, do not send suggestions but later on they protest saying they are not being involved at a planning stage. For example, on our website we have a schedule of meetings and recently due to the widespread COVID-19 pandemic the Municipality has adopted a new approach of*

engaging with the public. Public participation in the IDP/Budget process is achieved through virtual meetings, community radio broadcasts, and billboards to enhance public participation in the IDP/Budget process, but we struggle to get participation (MLMD1).

Another interviewee from the MLM lamented that:

There are plans in place that seek to encourage participation of both community as well as other stakeholders such as the private sector, NGOs and business forums but the participation is not what we expecedt. We were hoping people would make use of these opportunities because there are open platforms where the community gets to voice their concerns regarding service delivery (MLMD3).

It is evident from the empirical findings of the study that MLM has made some efforts to encourage stakeholder participation. These include public participation in IDP processes as espoused in the *Municipal Systems Act 32 of 2000.*

Table 6-7 presents a confirmation of scheduled meetings for the IDP review Process of MLM during 2020/2021 financial year.

Table 6-7: Schedule of meetings for the IDP review process.

Structure	Date	Time
IDP Steering Committee	17 November 2021	10h00 0 13h00
	26 January 2021	10h00 0 13h00
	16 March 2021	10h00 0 13h00
	18 May 2021	10h00 0 13h00
	15 February 2021	10h00 – 14h00
	19 April 2021	10h00 – 14h00
IDP Focus Groups	06 April 2021	10h00 – 14h00
	20 April 2021	
IDP Strategic Planning Session	February 2021	

Source: MLM 2020/2021 IDP

In summary, Matrix 6-3 presents qualitative data findings on challenges affecting stakeholder collaboration and participation in promoting inclusive and sustainable economic growth within the MLM.

Matrix 6-3: Challenges affecting stakeholder collaboration		
Inductive Categories	**Participant's Responses**	**Source**
Poor service delivery	*Non-participation of other stakeholders leads to government being over stretched with regard to resources and if fails to reach some of the targets such as inclusive economic growth. The Private sector and other role players should come and collaborate with us to service our people's needs optimally.*	MLMWC12
	Locals demand inclusion and then people stage protests which then delays the project. This was evident in the 22 September 2020 protests where the community in Pomeroy dugs ups a tarred road as service delivery frustration spitl over.	MLMWC7
	Government officials do not engage us and as a result they institute services which are not a priority and sometimes the projects they institute become white elephants. There is a building that cost a lot of money in Pomeroy. It was constructed by the UMzinyathi District Municipality to be utilised by the local traders. Todate, no one has occupied the building and instead people are now vandalising it.	MLMFG1
Lack of buy-in from other stakeholders	*The private sector undermines local government and prefers working with the provincial government*	MLMMM1
Corruption and lack of requisite skills from government officials	*Corrupt government officials, poor work ethic among government officials and lack of vision in government are one of the major challenges we are faced with.*	MLMFG1
	Cadre deployment, appointment of inexperienced and less qualified senior officials and involvement of politicians in administrative matters impacts negatively on service delivery.	KSGM1
	By looking at what is happening in our area, it is clear that councillors and municipal officials in rural areas are being appointed due to favouritisms and political interference not on the grounds of capabilities.	(MLMFG2)
Skills and human capital	*Skills development and the separation of politics from administration remain crucial. I would like to look at the Traditional Leadership as an office where one is appointed as a change-agent for community development*	MTCR3
	Low community literacy levels, lack of skills among municipal officials results in most of the municipal projects being delivered by consultants.	MLMFG1
Poor stakeholder participation	*There is little or no accountability from the public servants. Very often either municipal officials or other stakeholders come unprepared or they don't come for the scheduled meetings*	PNGOM1
	We try our best to encourage participation but it is minimal. Most people do not attend meetings and, do not send suggestions but later on they protest saying they are not being involved at a planning stage. For example, on our website we have a schedule of meetings and recently due to the	MLMD1

| | widespread COVID-19 pandemic the Municipality has adopted a new approach of engaging with the public. Public participation in the IDP/Budget process is achieved through virtual meetings, community radio broadcasts, and billboards to enhance public participation in the IDP/Budget process but we struggle to get participation | MLMD3 |
| | There are plans to in place that seek to encourage participation for both community as well as other stakeholders such as private sector, NGOs and business forums but the participation is not what we expected. We were hoping people would make use of these opportunities because there are open platforms where the community gets to voice their concerns regarding service delivery | |

Source: Field enquiry, 2020

The findings presented above are consistent with previous results that there are challenges when it comes to stakeholder collaboration. For example, Robinson (2015:71) in his study established that failure to convene meetings and proper engagements with other stakeholders will always delay the delivery of services. In addition, Meyer (2014:51) explained that communities will not know about the services that the government and other entities deliver to the people unless they are engaged. If there is conflict between the communities that emanates from the representative the opposition political parties, the meetings may fail because of being blocked or sabotaged by the other group, and such challenges need to be raised as early as possible.

Responses from participants reveal that stakeholder collaboration challenges are a function of ineffective and inefficient management of the roles of stakeholders together with their relationships. Sapkota (2018:185) stated that management is a science and not an organic talent that one develops over time with experience. Appointed management therefore to have formal academic qualifications.

6.8.4 International and local lessons in advancing inclusive and sustainable economic growth

The fourth research question of this study sought to draw lessons from the local and international experiences in advancing inclusive and sustainable economic growth through stakeholder engagement in the rural areas of MLM. Several sub-themes including 'ineffective stakeholder collaboration', 'public-private partnership', 'proper technical support' and 'dichotomy administration' emerged and are all linked to 'international and local lessons' as the main theme for the fourth objective of the study.

(a) Ineffective stakeholder collaboration

Prior studies found that inclusive and sustainable economic growth policies and stakeholders collaborationare regarded as a response to challenges of globalisation in struggling geographies and late-developing economies such as South Africa (Maphunye & Mafunisa 2008:477). Despite this realisation the research results for this study reveal that stakeholder collaboration within MLM is very limited or non existant. For example, one interviee proclaimed that:

> *The limited and non-existent of stakeholder collaboration in many sectors makes it difficult to draw any meaningful lessons (MLMFG2).*

This is supported by Waligo, Clarke & Hawkins (2013:65) who undertook a study on stakeholder collaboration in the sustainable tourism sector, in the United Kingdom (UK). In their study they established the importance of recognising, involving and engaging stakeholders in the initial stages of a project and they further argue that stakeholder collaboration is a solution in addressing sustainable tourism challenges.

(b) Public-Private Partnership

Globally, PPPs are used as a tool to fast track provision of services to the community. For example, Nell (2014:110) indicated that PPPs are agreements between the public and private sectors that are geared towards the efficient cost-effective delivery of public projects. The author further argued that PPPs do not relieve the government of their responsibility for service provision.

The survey conducted by Cheung, Chan & Kajewski (2009:33) on the measures that enhance value for money (VFM) in PPP projects in Hong Kong (also known as the Hong Kong Special Administrative Region) and Australia revealed that government including local government remains ultimately responsible for the provision of the service, whether it has been delegated to the third party or not. Local government will always remain the regulator of service delivery and should monitor related processes closely. Therefore, PPPs are an effective tool that needs to be utilised but monitored in order to fast track provision of services to the community.

One participant lamented that:

Different stakeholders do not want to partner with us when it comes to local economic matters. They only want us as the municipality to provide funding but in other countries PPPs also occur when the private sector funds other projects and then employs small businesses to do the job (UMLWC12).

Another interviewee highlighted that:

All stakeholders need each other to achieve meaningful results and service delivery outcomes. Economic activities require specialists in their fields for the wheel to remain well lubricated and running in the right direction (MLMFG1).

As a result of PPPs, local businesses especially in the construction sector benefited during the construction of the Tugela Ferry bridge. The construction of Tugela Bridge will in turn open up access and economic trade between uMzinyathi District and other strategic key points in the province. Young people and women should benefit through skills training and job opportunities involved in these infrastructure projects. In addition, more than 200 job opportunities were created for the locals, mainly women and the youth. Image 6-4 depicts the construction of Tugela Ferry bridge.

Image 6-4: Construction of Tugela Ferry Bridge

Source: Author's Field Observation (2020)

Furthermore, the findings of the study reveal different perceptions among MLM and the private sector. While one study participant from MLM indicated that the private sector does not want to partner with them, the community indicated that investors from the private sector assisted them very much. This included the construction of the 15 000m² Tugela Ferry Mall. The partnership between the MLM and, local community members who owned land as well as the traditional leadership has resulted in more than 300 jobs being created. The establishment caters for over 50 stores, service outlets and eateries offering a comprehensive retail mix, from convenience and banking to fashion, food and furniture.

Image 6-5 depicts the recent construction of Tugela Ferry Mall in MLM.

Image 6-5: 15 000m² Tugela Ferry Mall recently constructed

Source: Author's Field Observation (2020)

(c) Proper technical support

The majority of municipalities in South Africa are in rural and in marginalised areas such as MLM. The study conducted by Malefane (2013:680) revealed that the development of its citizens and its support structures in rurasl areas is faced with two LED-related development challenges as follow:

- LED officers or directorates within municipalities have little capacity or competence to start or to follow processes through to conclusion; and

- LED agencies often proposed as solutions to the capacity problem are in most cases too costly and, as a result, they are not a sustainable solution for rural municipalities.

To address challenges identified by Malefane (2013), Green (2017: 11) suggested that the private sector that has LED experts should also come on board and provide expertise and skills at a lower cost in order to avoid establishing LED directorates. The author further suggested that these LED experts should assist all local stakeholders with necessary tools, methods and ideas to initiate and develop processes, to identify economic opportunities, to access finance and to develop appropriate technical structures with defined roles and responsibilities. Therefore, SALGA and COGTA should ensure thath there are resources available to attract LED experts.

One respondent commented that:

There is a need for technical support for communities to take part (MLMWC7).

Similarly, another respondent expressed the view that:

The Municipality needs to formalise local economic development institutional structures, provide business support services and capacity building and training for local stakeholders (MLMWC4).

Another responded added:

There should be support made available by different institutions such as banks, IThala Development and Finance Institution (IDFC), LED funding programmes and sor forth in order to have access to funding (KSGM1).

The findings of this study reveal that there is a need to develop or adopt an adequate technical support system needed to support inclusive and sustainable economic growth within the MLM.

(d) Dichotomy administration

The political leadership comprises elected politicians. At a municipal level this includes the appointment of counsellors. This is in line with Balogun (2013:11) who explained that these leaders have, in theory, a political autonomy from their political parties. In South Africa, the *Constitution* and other applicable legislation prescribes their establishment and the maintainance of their involvement in the municipal management and they are obligated to abide by the municipal governing principles. On the other hand, there are Administrators who are appointed officials that include the municipal manager and other municipal employees. These officials according to Leigh & Blakely (2016:41) should owe no loyalty to any political party but should fully represent the government at this level and should still be subject to with the *Constitution of South Africa of 1996* and the *Municipal Structures Act 117 of 1998* which establishes and prescribes their functions and responsibilities. The administrative leadership is, in theory, appointed on the basis of their merits and administrative abilities.

In the public service delivery context these leaders need to work together in order to achieve tangible results. However, one of the major challenges facing municipalities in South Africa is failure to separate politics from the administration. That affects service delivery. One participant commented that:

> *It is very difficult to work with councillors because they interfere with our work as government officials. Sometimes when we provide guidance and try to comply with regulations, they do not understand. At some stage one councillor told me that they have appointed us to listen to them (MLMD3).*

Another respondent added that

> *I was moved from my position simply because I could not do what one political leader wanted me to do. I tried to explain to him that in terms of the Municipal Finance Management Act things have to be done in a certain way and he simply said they want the project done and they will appoint person to complete the project. All thanks to my supervisor who understood my position on the matter and recommended that I be moved to other section (MLMD1).*

Another respondent in the study suggested that it would be advantageous to:

Develop a skills development programme to assist officials to better understand their roles and, tasks and to separate politics from administration (MLMFG1).

According to Demir & Nyhan (2008:31) one of the most significant figures to support this kind of notion is a former President of the United States, Woodrow Wilson who considered politics and administration to be separate bodies and encouraged everyone to approach them as such. He submitted that administration should run like a business and be governed by strict principles of efficiency that ensures that things are run appropriately. It is then important that leaders whether its traditional leadership or political leadership before assuming any responsibility, go through technical and administrative skills training. This will assist them to work very well with the government officials and to be able to understand their role and to separate politics from administration.

In summary Matrix 6-4 presents the qualitative findings related to the international and local lessons in advancing inclusive and sustainable economic growth.

Matrix 6-4: International and Local Lessons		
Inductive Categories	**Participant's Responses**	**Source**
Ineffective stakeholder collaboration	*The limited or non-existent of stakeholder collaboration in many sectors make it difficult to draw any meaningful conclusions.*	MLMFG2
Public-Private Partnership	*Different stakeholders do not want to partner with us when it comes to local economic matters. They only want us as the Municipality to provide funding but in other countries PPPs also occur when the private sector funds other projects and then employs small businesses to do the job.*	UMLWC12
	All stakeholders need each other to achieve meaningful results and service delivery outcomes. Economic activities require specialists in their fields for the wheel to remain well lubricated and to remain travelling the right direction.	MLMFG1
Proper technical support	*There is a need for technical support for communities to take part.*	MLMWC7
	The Municipality needs to formalise local economic development institutional structures, to provide business support services and to build capacity through the training of local stakeholders	MLMWC4
	There should be support made available by different institutions such as banks, IThala Development and Finance Institution (IDFC), LED funding programmes and sor forth in order to have access to funding.	KSGM1
Dichotomy administration	*It is very difficult to work with councilors because they interfere with our work as government officials. Sometimes when we provide guidance and try to comply with regulations, they do not understand. At some stage one councilor told me that they have appointed us to listen to them.*	MLMD3
	I was moved from my position simply because I could not do what one political leader wanted me to do. I tried to explain to him that in terms of the Municipal Finance Management Act (MFMA) things have to be done in a certain way and he simply said they want the project done and they will appoint another person to complete the project. All thanks to my supervisor who understood my position on the matter and recommended that I be moved to other section.	MLMD1
	A skills development programme should be instituted to assist officials to understand their roles and, tasks better and to separate politics from administration	MLMFG1

Source: Field enquiry, 2020

Relative to objective four of the study empirical findings reveal that the MLM has not arrived at a point where it can recognise its potential based on capabilities of individuals or groups. This impacts negatively on service delivery thus leading to community tensions and protests. International counterparts have clear standards against which they determine future performance. For example, History reveales that Presidents in developed countries tend to be accomplished individuals in one way or another. As a

result, their business, social political and academic acumens tend to filter down to their many activities undertaken as part of their performance as Presidents, weakness in leadership will affect the nature of collaboration, partnerships, technical support, politics and administration of the resources of the country.

6.8.5 Strategies and recommendations to improve collaboration to advance inclusive and sustainable economic growth

The fifth and final research question of this study sought to explore and recommend strategies to overcome the challenges faced by stakeholders in advancing inclusive and sustainable economic growth in rural areas. Several sub-themes including '*intergovernmental relations*', '*stakeholder collaboration*', '*monitoring and evaluation*', '*clear clarification of roles and responsibilities*' and '*reviving of other initiatives and strategies*' emerged and are all linked to 'strategies and recommendations' as the main theme for the fifth objective of the study.

(a) Intergovernmental relations

Intergovernmental relations are crucial in advancing inclusive and sustainable economic growth in rural areas. Mubangizi (2007:10) explained that if there are mutually cooperative relations between government departments or entities this should translate into actions and interactions, which should enable effective implementation of public service delivery programmes. For example, one interviewee noted that:

> *All parties involved need to realise the importance of stakeholder collaboration and their meaningful contribution in advancing inclusive and sustainable economic growth particularly in rural areas. I'm of the view that the provincial government has more powers to enforce that collaboration as traditional leaders and local government all report to provincial government (MLMD2).*

For the MLM to advance inclusive and sustainable economic growth, other spheres of government must also play a meaningful role. To achieve this, MLM often extends an invitation to all government spheres to partake in the IDP process and other municipal activities that need provincial and national government involvement. This entails the co-ordination and synergy between the spheres of government.

(b) Stakeholder collaboration

Collaboration is significant in enhancing inclusive and sustainable economic growth. Prior studies have found that inclusive and sustainable economic growth policies are regarded as a response to challenges of globalisation in struggling geographies and late-developing economies such as South Africa. Responses from participants revealed that although stakeholder collaboration is strongly advocated in the literature in MLM there is limited and sometimes an absence of collaboration. One interviewee suggested that the:

Municipality should create policies that enhance stakeholder collaboration, and platforms that account for decisions on projects identified. There is a need to depoliticise collaborative engagement in order to contribute to council policies and decisions (MLMD1).

Another suggested that:

The need to strengthen involvement of stakeholders in all sustainable economic growth matters is urgently required (MLMFG1).

Another participant added that:

There are positive outcomes to be gained when efforts are combined for the benefit of local role players in the mainstream economy (MLMMM1).

(c) Monitoring and evaluation

MLM is under significant pressure to address the developmental needs of its citizens. In addition to inadequate delivery of services including water, electricity and housing, the challenge is to assist citizens to contribute to and to participate in the mainstream of the economy. In order to address these challenges MLM needs to identify areas of underperformance in order to develop appropriate interventions.

This confirms Van der Waldt's (2014:39) view that monitoring and evaluation (M&E) are critical for any programme as they provide details on why a project failed or succeeded. The author insisted that M&E helps to provide evidence to justify resource

allocation decisions and to assists in determining how challenges should be addressed and how project success can be replicated. For example, one participant proposed that:

There should be a body that will monitor all stakeholders if they attend meetings, make meaningful contributions when they came to the meetings. That body should have a representative from community as beneficiaries as well as provincial government to which we report (MLMWC12).

One other participant added that:

To strengthen the understanding and participation from stakeholders, it becomes imperative for government to roll-out programmes aimed at empowering stakeholders in order to have a meaningful contribution (KSGM1).

In summary, the respondents confirmed that M&E is critical for stakeholder collaboration to be effective and to provide meaningful results there should be a system that monitors the attendance of all identified stakeholders and, their contribution towards service delivery.

(d) Clear clarification of roles and responsibilities

Studies have highlighted the significance of stakeholder collaboration and it has been declared as a more suitable way of fast-tracking service delivery. For example, Butt, Naaranoja & Savolainen (2016:27) on their study "Project change stakeholder communicication" found that constructive communication allows stakeholder participation and collaboration in a change management cycle through collaborations, empowerment and team work. Whereas poor stakeholder communication routines to straight forward and rational programme/project calture wherein efficiency and task performance are preferred over stakeholder participation and involvement. Recently, various national governments even saw fit to transfer duties and responsibilities of a number of functions from the national government to the provincial and to local government. The question then arose as to understanding of their roles. Drawing from the work of Schoburg & Martin (2016:121) who investigated the paradigm shift from local government to local governance, the authors emphasised that if roles and responsibilities of each stakeholder in LED are not clearly defined, this might lead to

failure in the implementation of policies. The authors also stressed that in order for policies to be implemented successfully and to be equitable and effective; this requires municipalities continuously to build partnerships with other stakeholders within their communities. This is in line with what was expressed by one participant who indicated that:

> *There is a great need to clarify roles and responsibilities because that will assist all stakeholders to perform their duties. This should include the communities as they can influence policy direction and they can hold government accountable (MTCR1).*

But one ward councillor stated that:

> *We know our roles and responsibilities and what is expected of us, but what is more important is the implementation. I'm really not convinced that all appointed political leaders have appropriate skills to perform their duties effectively (MLMWC12).*

Another respondent shared the thought that:

> *There must be a common approach used to disseminate information. This approach must include the roles and responsibilities of the various stakeholders to avoid duplication or to create confusion on the ground (PNGOM1).*

The same sentiment was further expressed by another participant who indicated that:

> *It is critical that all stakeholders cease operating in silos since this could assists in eliminating unnecessary competition among different stakeholders in the same space as this hinders progress (MLMMM1).*

It further emerged that although most participants noted that it is important to define roles and responsibilities clearly for all stakeholders in order to avoid duplication and to make best use of the limited resources, this practice does not exists within MLM.

(e) Reviving of other initiatives and strategies

The South African government has embarkedup on comprehensive programmes to provide direction in terms of economic transformation. For example, laws passed have prohibited unfair discrimination and, introduced specific active measures to deal with distortions in the labour market as well as t0 provide new economic opportunities to historically disadvantaged persons. One interviewee pointed out that:

> *The Operation Sukuma Sakhe Program should be revived. If need be there should be score cards for public servants when they perform well in these forums. These can help communities grow their economies and the country at large may benefit a lot with these forums and collaborations (PHGOM1).*

Image 6-6 depicts the logo for Operation Sukuma Sakhe (OSS) that the province of KwaZulu-Natal adopted in 2012.

Image 6-6: Operation Sukuma Sakhe Logo

Source: www.kznpremier.gov.za

The OSS programme was founded on the premise of taking government to the people in a coordinated manner. It prioritised households that needed urgent interventions. Once need was identified through the OSS war rooms, relevant officials in the department were notified. The departmental inspectors and project managers visited the identified sites to assess the problem, and then the extent and urgency was to be confirmed and recorded. One study participant explained that the programme was effective and

proposed that it should be revived since it was based on the principle of co-operative governance and effective service delivery.

Another participant proposed that:

> *The Municipality should work hand-in-hand with the Department of Agriculture and Rural Development (DARDA) to encourage the "One home One garden" programme that was once piloted. At least with that programme no family would sleep without having a meal. At the same time the Agricultural Advisers should be active, tast soil, provide inputs and fertilisers and then provide advice (MLMFG2).*

(f) Public Participation

Over 26 years of democracy in South Africa, there has been a wide range of participatory processes. These participatory processes have resulted in constitutional and legal frameworks that were put in place seeking to create spaces for ordinary people to participate in the process of governance and development. Sithole (20014:2) found that public participation is a process through which to facilitate public decision-making, implementation and the evaluation of programmes affecting people's lives. He further asserts that, currently, there is an emphasis on participatory democracy in all governance activities in South Africa. Constitutional mandates require municipalities to undertake service delivery activities with communities as local partners. One participant indicated that the objective was:

> *To plan with the community, to involve as many people, groups and organisations as much as possible. When people are involved and their ideas are heard, they are more likely to get involved in working towards a positive future (MLMFG1).*

Another participant proposed that:

> *There is a need to invite young people to present their ideas and issues they feel will assist to develop their local areas. We have youth who are graduates and have ideas but lack financial support (MLMFG1).*

MLM has realised that the key element of good governance is to ensure that the citizens are informed of the activities of government and are given accurate information to make informed decisions. At the beginning of the 2021/2022 financial year, the MLM embarked upon wide scale public consultation. Due to the advent of the Covid-19 pandemic the Municipality has adopted a new approach to engage with the public. MLM now attempts to attract public participation in the IDP/Budget process through virtual meetings in line with the Covid-19 Regulations by promoting alternative forms of communication such as pamphlets, community radio broadcasts, and billboards to enhance public participation. This engagement provides a platform where the community gets to voice their concerns regarding service delivery

In summary, Matrix 6-5 presents the qualitative findings on the strategies and recommendations gathered from the participants with regard to advancing inclusive and sustainable economic growth.

Matrix 6-5: Strategies and Recommendations to Improve Collaboration		
Inductive Categories	**Participant's Responses**	**Source**
Intergovernmental relations	*All parties involved need to realise the importance of stakeholder collaboration and it's their meaningful contribution in advancing inclusive and sustainable economic growth particularly in rural areas. I'm of the view that the provincial government has more powers to enforce that collaboration as traditional leaders and local government all report to the provincial government.*	MLMD2
Stakeholder collaboration	*The Municipality should create policies that enhance stakeholder collaboration, and platforms that allows for discussion of decisions or projects identified. There is a need to depoliticise collaborative engagement in order to contribute in an unbiased way to council policies and decisions.*	MLMD1
		MLMFG1
	The need to strengthen involvement of stakeholders in all sustainable economic growth matters is urgently required.	MLMMM1
	There are positive gaines made when efforts are combined for the benefit of local role players in the mainstream economy.	
Monitoring and evaluation	*There should be a body that will monitor all stakeholders if they attend meetings, and make meaningful contributions when they come to the meetings. That body should have a representative from the community as beneficiaries as well as from the provincial government to which we report.*	MLMWC12
	To strengthen the understanding and participation from stakeholders, it becomes imperative for government to roll-out	KSGM1

	programmes aimed at empowering stakeholders in order to have a meaningful contribution.	
Clear clarification of roles and responsibilities	There is a great need to clarify roles and responsibilities because this will assist all stakeholders to perform their duties. This should include the communities as they can influence policy direction and they can hold government accountable.	MTCR1
	We know our roles and responsibilities and what is expected of us, but what is more important is the implementation. I'm really not convinced that all appointed political leaders have appropriate skills to perform their duties effectivelyy.	MLMWC12
	There must be a common approach used to disseminate information. This approach must include the roles and responsibilities of the various stakeholders to avoid duplication or to avoid creating confusion on the ground.	PNGOM1
	It is critical that all stakeholders cease operating in silos since this could assists in eliminating unnecessary competition among different stakeholders in the same space as this hinders progress.	MLMMM1
Reviving of other initiatives and strategies	The Operation Sukuma Sakhe Programme should be revived and if need be there should be score cards for the public servants when they perform well in these forums. These can help communities grow their economies and the country at large may benefit substantially from these forums and collaborations.	PHGOM1
	The Municipality should work hand-in-hand with Department of Agriculture and Rural Development (DARDA) to encourage the "One home One garden" programme that was once piloted. At least with that programme no family would sleep without having a meal. At the same time the Agricultural Advisers should be active,to test taste soil to, provide fertilisers and then to provide advice.	MLMFG2
Public participation	To plan with the community, to involve as many people, groups and organisations as possible. When people are involved and their ideas are heard, they are more likely to get involved in working towards a positive future.	MLMFG1
	There is a need to invite young people to present their ideas and issues they feel will assist to develop their local areas. We have youth who are graduates and have ideas but lack financial support.	MLMFG2

Source: Field enquiry, 2020

The findings presented above confirm the conclusion drawn from the existing literature that stakeholder collaboration needs to be improved in order to advance inclusive and sustainable economic growth in the rural areas of MLM. The study revealed that lack of education is one of the challenges when it comes to public participation. Ababio (2010:14) states that communities are not properly informed about participation in the municipalities. As a result, municipal officials as well as councillors do not listen to the views and opinions of the community.

Despite interventions undertaken by MLM, it appears that some councillors need a capacity-building programme to empower them with knowledge so that they can participate in an informed way in municipal activities as the representatives of the community. This requires that municipalities consider developing education programmes which will empower communities with the understanding of the importance of public participation. Although skills development amongst young people was raised as one of the key elements, this has yet to be supported with the commitment to retain expertise in the area where civil servants assigned to the development of the Municipality are allowed freedom to practice what they have learnt.

The study also found that there was consensus amongst the respondents that development could only be realised through the pooling of resources, ideas and strategies of all stakeholders. The government in the form of the municipality can take the lead role in creating avenues or forums conducive to forge alliances that could result in the development of integrated strategies and create opportunities critical for the attainment of inclusive development and growth. Robinson (2015:71) suggested that the establishment and maintenance of functional stakeholder engagement channels or forums is critical and that these should be supported with constant dissemination of strategic information about the progress made and challenges experienced in the process of creating an inclusive development for all sectors in this midland municipality.

Currently, MLM is blaming other role players for its inability to deliver services across all communities with the private sector accused of preferring to work alone or with the provincial government with regard to what they are doing on the ground as well as to the kind of relationship with the provincial government that they would seek to achieve moving forward. On one hand some enterprises are pointing out that they are not invited to developmental or planning meetings hosted by the municipality yet they are expected to play a role in respect to the creation of employment opportunities whilst supporting small scale enterprises through their procurement system.

The blurred lines of responsibility between the politicians or councillors and administrative officials was also noted as another cause of tame service delivery in that councillors interfere with projects and budget allocations or procurement processes

while at the same time development seems to favour specific communities who happen to be the strongholds of influential politicians. The Department of COGTA could play a vital role in addressing this issue otherwise service delivery if not influenced by collectively agreed plans formulated and presented to all stakeholders for endorsement, will remain a major challenge to this poverty-stricken Municipality.

It is therefore imperative that the Department of COGTA enforces a culture of collaboration amongst different stakeholders through constant monitoring and evaluation that is measured through reports emanating from engagements by stakeholders through various forums such as ward committees, municipality izimbizo or road shows (on IDPs and budgets) and participation in the district's OSS and DDM structures. More importantly, key stakeholders can't be overlooked in the processes of developing strategies whilst the utilisation of different forms of information dissemination should be considered to reach out to various target groupings – including utilisation of online platforms.

6.9 Triangulation

The triangulation approach was used in order for the researcher to compare, analyse and draw conclusions and recommendations from the findings as discussed in chapter six of this dissertation. The main objective for triangulation is the improvement of credibility, trustworthiness and confirmability of the study. This was confirmed by Kolb (2012:75) who defined triangulation as an exercise used to increase reliability of interpretation of data by using different methods of data collection. He further indicated that triangulation usually relied on the convergence or divergence of data gathered using different methods.

Similarly, Lauri (2011:2) highlighted that the advantages of triangulation are that it creates original ways of understanding experiences, increases corroboration collected data, and it also reveals unique findings with clearer consideration of how the research problem can be addressed. The researcher employed a qualitative method to collect data. Pictures as displayed in this chapter were considered part of the qualitative data set. In this study, three data sources were employed to conduct triangulation and they are: documentary evidence, focus groups and interviews.

By triangulating these three different sources of evidence the researcher was able to detect the extent to which findings from the different sources converged or diverged. Findings from the interviews data provided evidence that stakeholder collaboration between government, private sector, NGOs and other partners is not happening within MLM wand that it's the development could only be realised through the pooling of resources, ideas and strategies by all stakeholders. However, there is an issue between participants and the MLM who accuse the private sector of preferring to work alone or with the provincial government with regard to what they are doing on the ground.

A number of focus group members argue that the Municipality does not engage them. They added that they are not invited to developmental or planning meetings hosted by the Municipality yet they are expected to play a role with regard to the creation of employment opportunities whilst supporting small scale enterprises through their procurement system. On the question of MLM encouraging collaboration and participation of citizens in matters pertaining to inclusive and sustainable economic growth, a sizeable collective of interviewed participants were of the view that the process would only appear on paper because what is presented in the municipal IDP is not a true reflection of what is happening on the ground.

While the documentary evidence displayed a detailed plan for community participation as well as role players, the traditional leadership representatives who participated in this study agree with the focus group on the issue of community participation/engagement. They all argue that the MLM does not recognise and entertain their views on economic growth issues. Moreover, the argument is pushed to the extent of claiming that the MLM, the provincial, the national government and other stakeholders are not doing their best to change the lives of the people especial in the rural areas.

6.10   Chapter Summary
This chapter analysed and presented the findings of the data that were collected through interviews discussion, focus group and documentary evidence. It also highlighted categories, emerging themes and sub-themes for the research study. Furthermore, the chapter reflected the interconnection between the theoretical framework, emerging themes, and empirical data from multiple sources of data. While data was presented, the

literature was also interrogated in order to analyse data. In conclusion, the qualitative data along with documentary evidence were triangulated.

CHAPTER SEVEN
FINDINGS, RECOMMENDATIONS AND CONCLUSION

7.1 Chapter Introduction

This chapter presents a recapitulation of research objectives and research questions followed by the summary of chapters. It will further present the summary of findings and draw conclusions from findings in relation to the research objectives. Finally, the chapter makes some recommendations and identifies areas for possible future research.

7.2 Recapitulation of Research Objectives and Research Questions

Table 7-1: Recapitulation of Research Objectives and Research Questions

Research objectives	Research questions
1. To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in rural areas of the MLM.	1. How can stakeholder collaboration contribute to advancing inclusive and sustainable economic growth in the rural areas of MLM?
2. To determine the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of MLM.	2. What is the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of the MLM?
3. To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of the MLM.	3. What are the challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of the MLM?
4. To draw lesson from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and applying these lessons to conditions in the MLM.	4. What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in rural areas and how these lessons can be applied to the MLM?
5. To explore and recommend strategies to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area.	5. What are the recommendations and strategies that can be adopted to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in this rural area?

Source: Compiled by the Researcher (2021)

The ensuing section of the chapter presents a summary of each of the chapters of the study.

7.3 Summary of the Chapters

This section will indicate the outcome of each chapter relative to research objectives and research questions depicted in Table 7-1.

Chapter One: Orientation to the Study

This chapter provided a background and orientation of the study. It provided the objectives of the study and detailed the background of this research. Secondly, the chapter presented the problem statement of this study, followed by the research objectives and research questions of the study. Furthermore, the chapter suggested the significance of this study and it provided reasons why it was important for the study to be undertaken.

Chapter Two: Legislations Informing Inclusive and Sustainable Economic Growth

This second chapter provided a discussion of the legislative framework, policies as well as strategies that inform inclusive and sustainable economic growth. The discussion explained that the previous government did not have an equitable interest in all of its citizens. As a result, after 1994, there was a need to establish new legislation in order to address and redress issues of imbalances experienced post-1994. Furthermore, the discussion highlighted and examined the literature on the importance of legislation and of a policy framework. Subsequently, the chapter reviewed the international or global strategies or policies that inform inclusive and sustainable economic growth. Moreover, considering the current status quo, the researcher further reviewed the impact of COVID 19 inter-alia the social and economic restrictions imposed, and what the effect of the pandemic generally is likely to be on the South African economy. The effect on all the statistics quoted throughout this study is still to be determined but it has to be acknowledged that this study was undertaken during a pre-and during an active COVID 19 period.

Chapter Three: Inclusive and Sustainable Economic Growth

In this chapter, the second section of the literature review on inclusive and sustainable economic growth was presented. The collaboration approach was observed to be the most productive. The literature revealed that it is important that both government and its stakeholders embark on developing good partnerships and frameworks that will not leave out the community at large. This chapter started by describing the phrase 'inclusive and sustainable economic growth' then looked at the role of other stakeholders in advancing inclusive and sustainable economic growth at the local level. Limitations or challenges of advancing inclusive and sustainable economic growth, pillars of inclusive and economic growth, economic transformation in South Africa,

radical economic transformation for the inclusive growth and the key factors for advancing sustainable economic growth were discussed.

Chapter Four: Theoretical Framework Underpinning the Study

This chapter provided the theoretical foundation upon which this research study was grounded. Initially, the chapter briefly described the meaning of theoretical framework in the context of this study. The chapter further discussed the importance of theory in a research study. It discussed other economic development theories, which including the New Public Governance as well as the Sustainable Model of Economic Empowerment and then focused on theory of the Ladder of Participation which this study adopted.

Chapter Five: Research Design and Methods

This chapter presented the research design and methods that were employed to conduct the study. First, it highlighted the research objectives as well as research questions that guided the study. Subsequently, the research methodology, philosophical worldview, research strategy, population and sampling methods and techniques were all presented in this chapter. In addition, it presented the study site, data collection techniques, data analysis, data quality control, study limitation and ethical considerations.

Chapter Six: Data Presentation, Analysis and Interpretation

This chapter analysed and presented the findings of the data that were collected through interviews, focus group and documentary evidence. It also highlighted categories, emerging themes and sub-themes for the research study. Furthermore, the chapter reflected the interconnection between the theoretical framework, emerging themes, and empirical data from multiple sources of data. While data were presented, the literature was also interrogated in order to analyse the data. In conclusion, the qualitative data along with documentary evidence were triangulated.

Chapter Seven: Findings and Conclusion

In the main, this last chapter deals with the final outline of the entire study and presents the conclusions drawn from the research. The chapter offers a summary of the chapters in this study and provides a narrative of the findings. Furthermore, the recommendations are made and the significance of the study and suggestions for future research are also argued for.

7.4 The Main Research Findings and Conclusions

The findings of this study are corroborated by the literature that confirms that stakeholder collaboration is indeed critical in advancing sustainable economic growth. Furthermore, the findings and literature both confirm that development could only be realised through the pooling of resources, ideas and strategies by all stakeholders including government in the form of the municipality taking the lead in creating a conducive environment in which to forge alliances or partnership that could result in the development of integrated strategies. The findings indicate that this could unleash the area's potential to attract more investment to create more business and employment opportunities which is critical to the attainment of inclusive development and growth.

As entailed in the *Constitution*, government is responsible amongst other things for providing for the basic needs of the citizens. Therefore, government should be taking a leading role in changing the lives of the people. Furthermore, government should at all material times strive to improve the economy of the country. However, in order for policies to be implemented successfully, equitably and effectively, this requires municipalities continuously to build partnerships with other stakeholders within the community. Similarly, the private sector, NGOs, NPOs, the Traditional Leaders, academia and community, for example, must form a partnership in order to fast-track inclusive sustainable economic growth. This should enable an essential complementary collaboration to evolve. Globally, in the developing economies like Latin America stakeholder participation has become a rebust pillar of economic and social development.

Lastly, comprehensive findings of the study are presented in the section below. The empirical findings are arranged according to themes that emerged from the study. These are aligned with the research objectives and research questions as set out in Chapter 1 of this dissertation.

7.4.1 Research Objective One and Research Question One

- **Research Objective One:** To ascertain the extent to which stakeholder collaboration contributes to advancing inclusive and sustainable economic growth in the rural areas of Msinga Local Municipality.

- **Research Question One:** How can stakeholder collaboration contribute to advancing inclusive and sustainable economic growth in rural areas of Msinga Local Municipality?

7.4.1.1 Finding

The first research question of this study sought to ascertain the extent to which stakeholder collaboration contributed to the advancement of inclusive and sustainable economic growth in rural areas. The theme that emerged from the presented data was 'stakeholder collaboration'. The previous chapter demonstrated that the motive behind collaboration involves amongst other things inclusive and sustainable economic growth. This is corroborated by the work of Anglin (2017:22) who established that stakeholder collaboration is crucial when it comes to economic development.

Notwithstanding this, this study revealed that other stakeholders such as the private sector and civic organisations find fault with the municipality for insufficient input and lack of willingness to create a conducive environment that would enable and the creation of sustainable engagement forums to cross-pollinate developmental ideas to influence strategies that could lead to sustainable inclusive growth. Data revealed that the municipality is using a top down and selective approach in dealing with stakeholders. As a result and to some degree, even when some stakeholders are invited to participate, they merely get informed and instructed on issues of governance and policy implementation. This study argues that this approach scuppers the prospect of effective service delivery whilst triggering discontent in the communities. As such, this leads to the widespread service delivery protests as witnessed over the years. The researcher is of the view that these service delivery protests are avoidable only if proper avenues are available where all stakeholders can share information to formulate inclusive developmental strategies.

7.4.1.2 Conclusion

The conclusion drawn from the empirical data suggests that stakeholders need to pay more attention to collaboration and partnerships to realise the significant impact it could yield in advocating for advancing matters of LED. Furthermore, they need to refocus and redesign the roles they need to play in economic development given their mandate. They should be guided by and should adhere to those roles. However, for this to be

achieved, stakeholders should refrain from inhibiting the contribution of other stakeholders in the attainment of outcomes that are intended to address the needs of the communities. Government Departments at provincial, district and local levels should be able to engage and collaborate with each other ignoring their different political allegiences and their different leaders. Meanwhile the private sector will improve in performing its activities that satisfy the needs of communities because the environment created permits this.

7.4.2 Research Objective Two and Research Question Two

- **Research Objective Two:** To determine the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in rural areas of the Msinga Local Municipality.

- **Research Question Two:** What is the role and contribution of the private sector, and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of the Msinga Local Municipality?

7.4.2.1 Finding

The second research question of this study sought to determine the role and contribution of all the private sector participants, and other stakeholders in advancing inclusive and sustainable economic growth in rural areas of MLM. The theme that emerged from the presented data was 'the role of stakeholders'. The study established that there is a consensus that Msinga is amongst the most poverty stricken of municipalities. This is supported by the Stats SA which reported that youth unemployment is high while the number of people living below the poverty line is also high. Co-operation amongst stakeholders and role players could potentially reverse the current situation through integration of strategic ideas to identify socio-economic initiatives with which to address the challenges.

7.4.2.2 Conclusion

Based on data collected, this study has identified that clearly defining a stakeholder's role has the potential positively to the bringing about of change in addressing the needs

of the grassroots population. Furthermore, the study revealed that traditional leaders and ward councillors can play the role of uncovering needs of the communities through formal research and through prioritising those needs. The most obvious finding that emerged from this study is that once the needs have been identified a relevant stakeholder has to take charge and intervene.

7.4.3 Research Objective Three and Research Question Three

- **Research Objective Three:** To identify challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in rural areas of Msinga Local Municipality.

- **Research Question Three:** What are the challenges that prevent the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders from contributing a meaningful role in advancing inclusive and sustainable economic growth in the rural areas of the Msinga Local Municipality?

7.4.3.1 Finding

The third research question of this study sought to identify challenges that prevent the private sector and these other stakeholders from playing a meaningful contribution towards advancing inclusive and sustainable economic growth in rural areas of MLM. The theme that emerged from the presented data was 'stakeholder collaboration challenges'. The findings of the study indicated that the Municipality has to demonstrate ethical conduct where their officials focus on discharging their responsibilities of delivering basic services to various communities. Once again, lack of collaboration between the municipality and its key stakeholders such as the private sector remains a challenge.

Private sector institutions need to acknowledge that charity begins at home and they have to establish partnerships with the Municipality to provide requisite services such as water, electricity and other related developmental logistics to enable economic growth before considering networking with the provincial government. Corruption is reported to be rampant in the Municipality which is said to have limited budgetary allocation and sadly some political leaders are said to be actively involved in influencing supply chain

management processes which undermines good governance. This should be addressed by the administrative officials under the leadership of the Municipality managers.

7.4.3.2 Conclusion

Globally, the journey in achieving inclusive and sustainable economic growth is based on the commitment and partnership of all stakeholders. The inclusive and sustainable economic growth is achievable; however, it can only be achieved when all stakeholders are committed to dealing with the challenges and to achieving solutions. The empirical finings of this study revealed that in MLM there are numerous challenges in achieving inclusive and sustainable economic growth as alluded to in Chapter 6. The main challenge that needs serious attention is corruption because this changes government objectives and diverts resources from public to private benefit. Although there are a number of other challenges revealed in the study, but there are also some recommendations that are proposed that arise from this dissertation.

7.4.4 Research Objective Four and Research Question Four

- **Research Objective Four:** To draw lessons from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in the rural areas of the Msinga Local Municipality.
- **Research Question Four:** What are the lessons that can be learned from the international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in ruralareas and how can these lessons be applied in the rural areas of the Msinga Local Municipality?

7.4.4.1 Finding

The fourth research question of this study sought to draw lessons from the local and international experience in advancing inclusive and sustainable economic growth through stakeholder engagement in the rural areas of MLM. The theme that emerged from the presented data was 'stakeholder international and local lessons'. The study reported that limited liaison remains the major concern and in this case, the Msinga Municipality is decrying lack of co-operation from other stakeholder, especially the private sector which could result in the absence of integrated planning that responds to the needs and expectations of different stakeholders.

The Municipality has limited material and human resources and as well as inadequate technical expertise which all could be complemented through private sector contributions whilst also seeking assistance from provincial government. Moreover, blurred lines of responsibility between administrative officials and politicians in the form of councillors is reported to be having adverse implications for the Municipality's advancement to the attainment of inclusive socio-economic development.

7.4.4.2 Conclusion

Many countries around the world are battling to address the issue of inclusive and sustainable economic growth. Internationally and in urban area all players engage in frequent and structured open communication to build trust, to ensure mutual objectives, and to create common motivation in order to address challenges that prevent them from advancing economic growth. It is important to understand how and why other countries have been so successful, while others especial in Africa have been struggling to address matters of LED.

7.4.5 Research Objective Five and Research Question Five

- **Research Objective Five:** To explore and recommend strategies to overcome the challenges faced by the private sector and other stakeholders including private sector, NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of Msinga Local Municipality.

- **Research Question Five:** What are the recommendations and strategies that can be adopted to overcome the challenges faced by the private sector and other stakeholders including NGOs, NPOs, academia, community and Traditional Leaders in advancing inclusive and sustainable economic growth in the rural areas of Msinga Local Municipality?

7.4.5.1 Finding

The fifth and final research question of this study sought to explore and recommend strategies to overcome the challenges faced by the private sector and other stakeholders in advancing inclusive and sustainable economic growth in rural areas of Msinga Local Municipality. The theme that emerged from the presented data was 'strategies and recommendations'. The study found that constrained stakeholder relations is blamed

amongst other things on petty individual organisational interests which sometimes bedevils either the municipality and traditional leadership – resulting in poor service delivery that eventually allowing poverty and joblessness to increase.

Again, political interference by councillors requires serious attentions as it could lead to frustration amongst administrative officials that have to adhere to regulations where executing their duties in the service of the communities has to be undertaken regardless of their political affiliations.

7.4.5.2 Conclusion

Overall, it is clear and even governments have realised that they cannot work in isolation and that they cannot solve and address matters pertaining to economic growth alone. Although government has always been perceived as the stakeholder who has resources, the result is that there is a lot of political interference as acknowledged in this dissertation. However, administrators need to develop and come up with strategies to deal with these matters. While the study presented challenges in MLM when it comes to stakeholder collaboration, it was also noted that different stakeholders are open to any strategies and recommendations that might be presented to them.

7.5   Overarching Recommendations of the Dissertation

Relating to the degree of stakeholder collaboration in advancing inclusive and sustainable economic growth, it should be noted that the study presented the findings of a study that was undertaken in the rural areas of MLM. The recommendations presented in this dissertation should benefit any other rural municipality which is part of the South African local government arrangement. Based on the research findings, the following are the recommendations of the study:

7.5.1 Recommendation One

Based on the findings of the study as presented in this dissertation, it is recommended that the Municipality refine its developmental structures such as LED to facilitate constant interaction amongst developmental stakeholders including communities and different government departments operating in the area to forge inclusive growth, especially under the banner of the District Development Model. The issue of political bias and interference by councillors requires that COGTA intervene and draw the line

between the political and administrative sections of the Municipality. This suggests that capable and empowered leadership is important in any stakeholder collaboration and government should strengthen their training and empowerment programmes aimed at ensuring that councillors and other leaders within the Municipality, including other stakeholders are capacitated.

7.5.2 Recommendation Two

The study suggests that co-operation across the board in terms of stakeholder engagement would have positive implications for the rationalisation of use of government resources whilst private sector participation would improve investment confidence in this rural municipality that has potential for growth through various sectors such as tourism, natural resources and retail trade. But more attention should be given to skills development and support for those with requisite capacities to realise their career and business ambitions especially young people that have to be retained to contribute to the Municipality's long-term development.

Moreover, once specific needs have been identified then relevant Government Departments should follow with feasibility studies for determining resources (land, machinery and manpower), systems (operations), rights and licensing as well as the budget for getting things done. The private sector should provide reasonable bids for executing plans of satisfying needs of communities and should deliver quality service or products in the most effective and efficient manner.

7.5.3 Recommendation Three

The challenges identified undeniably delay inclusive and sustainable economic growth. The study therefore recommends that priority be given to investing in physical as well as human capital, especially when it comes to access to education, health and nutrition. All stakeholders should consistently communicate progress to the leading stakeholders within the MLM. The rule of law should be taken seriously in curbing misdemeanours that are reported against officials of the Government. The delivery of quality service should be the objective of all who contribute to the public service. Most importantly the cost of doing business should be managed in such a way as to make attractive and encouraging to investmentors.

7.5.4 Recommendation Four

The study recommends that the South African Embassies and Consuls in foreign countries should play an important role in marketing the country and its economic potential as well as its tourism activities. Also, Government Departments and State Entities need to encourage inward and outward trade missions for the purpose of creating networks that encourage the sharing of information as well as trade agreements that facilitate cross-border and international trading between economic activities in Local Municipalities especial those that are in rural areas and in foreign countries.

MLM needs to be marketed internationally, with the emphasis on areas for investment in local and international businesses. This could attract investors who might then be willing to come and invest in the area. The Tugela River and the Blood River converge on the borders of uMzinyathi and King Centshwayo districts. This could be turned into massive growth assets if a dam could be constructed at their confluence - which would guarantee a sustainable water supply to the communities and business operations whilst also creating an avenue to create a water-based holiday resort that would be linked to other tourist attractions that just need integrated planning to create a butterfly effect across other sectors of the economy, including small scale natural resources mining (slate, gold and coal) and as well as agribusiness in the form of livestock, fruit and vegetables as well as growing and harvesting of plants for life-style products like aloe that is used for various health related products.

7.5.5 Recommendation Five

In conclusion the study submits that it is imperative that the Department of COGTA enforces a culture of collaboration amongst different stakeholders through constant monitoring and evaluation that is measured through reports emanating from engagements by stakeholders through various forums such as ward committees, municipality izimbizo or road shows (on IDPs and budgets) and participation in the district's OSS and DDM structures. More importantly key stakeholders like the youth should not be overlooked in the processes of developing strategies whilst the utilisation of different forms of information dissemination should be considered to reach out to various target groupings – including utilisation of online platforms.

7.6   Significance of the Study to the body of Knowledge of Stakeholder Collaboration and Inclusive Economic Growth

The findings of this study indicate that this study needed to be conducted because it showed that stakeholder collaboration is indeed critical, particularly in developing economies like South Africa. These findings demonstrated that stakeholder collaboration in LED has been ignored, particularly in the South African context whereas it is a critical initiative in order to encourage all stakeholders to become involved and to participate. The findings of the study further revealed that if the lack of stakeholder collaboration persists, the levels of stakeholder dissatisfaction will further rise and lead to country-wide service protests, continued poverty, unemployment and inequality and, most importantly, the local economies will not be developed.

These findings are significant to academia and to the professional environment as it is evident that there has been and still is dissatisfaction when it comes to service delivery, which is exacerbated by the closing of local firms and rising margins of poverty, unemployment and inequalities. The findings established the main challenges that impact negatively on the quality of life in rural communities such as Msinga. From the data acquired, the researcher highlighted the need for effective capacity-building and training programmes within MLM in order for the leaders to perform their functions effectively.

In line with the Arnstein's theory of the Ladder of Participation, inclusive and sustainable economic growth can only be advanced or achieved if decision-making powers are transferred to all stakeholders. In view of this, the theory's emphasis on stakeholder participation that is democratic, allows one critically how the participation has the ability to reduce the economic, social and physical distance among the state officials, representatives and the citizens including other stakeholders. Therefore, there is an urgent need for all stakeholders to be allowed to and encouraged to participate and to express an opinion on LED, policy formulation, implementation and governance.

The findings further added to the body of knowledge in that, those that seek to investigate and analyse sustainable economic growth could benefit from what was discovered and recommended in this study.

7.7 Suggestion for Future Research

The main objective of this research study was to ascertain the extent to which stakeholder collaboration contributes towards advancing inclusive and sustainable economic growth in the rural areas of MLM. While the nexus of stakeholder collaboration was found to be the critical and required initiative in order to achieve meaningful results, the recommendation is that a further research be conducted into the promotion of initiative.

Because the research findings revealed that stakeholder collaboration is not happening on the ground especial in rural areas; it is recommended that:

- Whilst the researcher selected MLM, other researchers could and should conduct a similar research study in another rural municipality with the same dynamics and challenges as MLM.
- A study should be conducted that will look at the skills and capacity within rural municipalities to determine the link between the level of skills and capacities and the failure of stakeholder collaboration in rural areas.
- A study to investigate if the Deaprtment of COGTA and SALGA can work together to do a skills audit within municipalities to determine if all leaders are well skilled and capacitated to promote stakeholder collaboration is recommended.

The justification for that is that the literature shows that stakeholder collaboration is crucial in achieving inclusive sustainable economic growth and all stakeholders have a unique and meaningful role to play. So, skills and capacity are critical.

7.8 Chapter Summary

In the main, this last chapter dealt with the final outline of the entire study and presents the conclusions drawn from the research. It began by presenting a recapitulation of the research objectives and research questions. It then offered a summary of the chapters in this study and gave an account of the findings. The significance of the study was argued for, and suggestions for future research were recommended.

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MSINGA MUNICIPALITY
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OFFICE OF THE MUNICIPAL MANAGER

Dear Mr. Mntambo

RE: GRANTING OF PERMISSION TO CONDUCT A RESEARCH STUDY AT MSINGA LOCAL MUNICIPALITY

This letter has reference to your letter dated 02 December 2019 in which you were seeking permission to do research at uMsinga Local Municipality.

This serves to inform you that uMsinga Local Municipality Management has considered your request and have agreed to grant you permission to conduct research on the subject: **"Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of uMsinga Local Municipality, KwaZulu-Natal"** You are allowed to use uMsinga Local Municipality as your case study and we assure you of our cooperation as uMsinga Local Municipality in making you achieve your academic goals.

In return, we hope that you will share the results and recommendations of your research with us for consideration. You are further reminded to take serious account of ethics when engaging in this research.

It has been agreed that you will liaise with **Ms. M Xulu, Director: Community Services** sistance from uMsinga Local Municipality.

17/01/2020
Date

Mr. S L Sokhela
Municipal Manager
Msinga Local Municipality

THE MUNICIPAL
MANAGER
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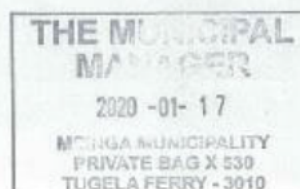
Annexure 2: Gate Keepers Letter from KZN Cooperative Governance and Traditional Affairs (COGTA)

cogta
Department:
Co-operative Governance and Traditional Affairs
PROVINCE OF KWAZULU-NATAL

Tel. +27 34 299 8500   **Fax.** +27 34 299 8530
Postal. Private Bag X 9078, Pietermaritzburg, 3200
Office. 26 Beaconsfield Street, Dundee, 3000
Website. www.kzncogta.gov.za

Enquiries: Mr M Mthimkhulu
Date. 14 February 2020

For Attention to: Mr Sanele Mntambo
Student No: 215081282

Dear Mr Mntambo

RE: PERMISSION TO CONDUCT A RESERCH STUDY

This has reference to your letter dated 27 January 2020 in which you were seeking permission to do a research study at Msinga under 4 Traditional Leaders.

This serves to inform you that Kwa-Zulu Natal Deparment of Cooperative Governance and Traditional Affairs (KZN COGTA) have considered your request and have agreed to grant you authority to conduct research on the subject: **Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of uMsinga Local Municipality, KwaZulu-Natal.** You are allowed to use those 4 Traditional Leadership Authorities you selected and we also wish to assure you of our cooperation as KZN COGTA in making you achieve your academic goals.

In return, we request that you share the results and recommendations of your research with us and while doing your research you are further reminded to take serious account of ethics.

You are requested to liaise direct with Administrators of each Traditional Leadership Office should you require any assistance or making an appointment.

Mr. M Mthimkhulu
Director: uMzinyathi District Office
Kwa-Zulu Natal Deparment of Cooperative Governance and Traditional Affairs

BACK TO BASICS SERVING OUR PEOPLE BETTER **B2B**

Annexure 3: Gate Keepers Letter from Philanjalo NGO

PO BOX 195. Tugela Ferry, 3010 r Tel: +27 (0) 33 493 0429 | Cell: +27 (0) 61 974 1023 | Fax: +27 (0) 86 615 4022

Enq: Mr Zamo Myaka

Mr SM Mntambo
Beacon Hill Country Estate
104 Valley View Rd
Pietermaritzburg
3201

Dear Mr Mntambo

RE: GRANTING OF PERMISSION TO CONDUCT A RESERCH STUDY AT PHILANJALO NON-GOVERNMENTAL ORGANISATION

This letter has reference to your letter dated 13 January 2020 in which you were seeking permission to do research at Philanjalo NGO.

This correspondence serves to inform you that Philanjalo NGO Management have considered your request and have agreed to give you approval to conduct research on the subject: "Stakeholder collaboration and Inclusive sustainable economic growth in rural areas: The case of uMsinga Local Municipality, KwaZulu-Natal" You are allowed to engage us an the NGO at uMsinga and we assure you of our cooperation in making you accomplish your academic objectives.

In return, we hope that you will share the results and recommendations of your research with us for consideration. You are kindly requested to take serious account of ethics when engaging in this research.

It has been agreed that you will liaise direct with the Manager Mr Zamo Myaka should you require any assistance from Philanjalo.

We are looking forward to hear from you.

21 – 02 – 2020
Date

Mr, Zamo Myaka
Manager: Philanjalo Non-Governmental Organisation
Tel: +27 (0) 33 493 0429
Cell: +27 (0) 61 974 1023

Philanjalo is a NGO operating in the rural resource-poor areas. The organisation is an international operational research group and a multi-disciplinary home based care team located in Tugela Ferry, kilometres north of Greytown in Kwazulu-Natal.

Annexure 4: Gate Keepers Letter from Khonzinkosi Spar

Ganton Properties (PTY) Ltd t/a
KHONZINKOSI SPAR
Main Road, Tugela Ferry 3010
CK NO: 2017/140544/07

Tel: 033 493 0027   Email: khonzinkosi1@retail.spar.co.za

Dear Mr Mnlambo

RE: GRANTING OF PERMISSION TO CONDUCT A RESEARCH STUDY

This letter has reference to your letter in which you were seeking permission to do research with regards to the role of SPAR in advancing Inclusive and sustainable economic growth In Msinga.

This letter serves to inform you that KHONZINKOSI SPAR Management in Msinga have considered your request and have agreed to grant your permission to conduct research on the subject: " **stakeholder collaboration and Inclusive sustainable economic growth in rural areas :The case of u Msinga Local Municipality, KwaZulu-Natal"** You are allowed to engage schedule an interview with us and we also wish to assure you of our co-operation as KHONZINKOSI SPAR In making you achieve your academic goals.

In return, we hope that you will share the result and recommendations of your research with us for consideration. You are further reminded to take serious account of ethic when engaging in this research.

It has been agreed that you will liaise directly with **Mrs Philisiwe Sibiya** General Manager: KHONZINKOSI SPAR should you require any assistance

19/03/2020

Mrs Philisiwe Sibiya   DATE

General Manager

KHONZINKOSI SPAR

UNIVERSITY OF ™
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

30 October 2020

Mr Sanele Msawenkosi Mntambo (215081282)
School Of Man Info Tech &Gov
Westville Campus

Dear Mr Mntambo,

Protocol reference number: HSSREC/00001763/2020
Project title: Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of uMsinga Local Municipality, KwaZulu-Natal
Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 16 July 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL** on the following condition:

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 30 October 2021.
To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,

Professor Dipane Hlalele (Chair)

/dd

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE
(HSSREC)
APPLICATION FOR ETHICS APPROVAL
For research with human participants

Information Sheet and Consent to Participate in Research

Date: 21 May 2020

Greetings,

My name is **Sanele Msawenkosi Mntambo** the Master of Administration student from the School of Management, Information Technology and Governance, of the University of KwaZulu-Natal, my contact details are as follows:

> **Cell Number:** +27 72 2689 012; **Telephone:** +27 33 2642 775
> **Email:** Sanele.Mntambo@kznedtea.gov.za or Mshakesd@gmail.com

You are being invited to consider participating in a study that involves research entitled **"Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal".**

The aim and purpose of this research is to ascertain the extent to which stakeholder collaboration contributes in advancing inclusive and sustainable economic growth in rural areas of MLM. The study is expected to provide results and recommendations that can be utilized by MLM and other rural municipalities elsewhere to advance stakeholder collaboration required to advance inclusive and sustainable economic growth.

This study will adopt non-probability sampling using purposive sampling to select study participants including employees of MLM, traditional leaders, political leaders, private sector, the NGOs and community of 4 selected wards who have knowledge and interest in stakeholder collaboration and inclusive sustainable economic growth from municipal context. The duration of your participation if you choose to participate and remain in the study is expected to be 60 minutes.

The study is not funded; all the costs related to distributing and collecting instruments shall be paid for by the researcher. The study will not involve any risks or discomforts to the participants. We hope that the study will create a sense of awareness about stakeholder collaboration and inclusive sustainable economic growth within MLM in order to develop and implement strategies that will advance inclusive and sustainable economic growth in rural areas of MLM.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number: **HSSREC/00001763/2020**).

In the event of any problems or concerns or questions you may contact the researcher at +27 72 2689 012 or Sanele.Mntambo@kznedtea.gov.za or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000   KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely
Name: Mr Sanele Msawenkosi Mntambo
Signature: …………………………………….

CONSENT TO PARTICIPATE

I ………………………………………………………………………….have been informed about the study entitled **"Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal".** by Mr Sanele Msawenkosi Mntambo.

I understand the purpose and procedures of the study

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

I have been informed about any available compensation or medical treatment if injury occurs to me as a result of study-related procedures.

If I have any further questions or concerns or queries related to the study I understand that I may contact the researcher at +27 72 2689 012 or Mshakesd@gmail.com

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za
Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion   YES / NO

Video-record my interview / focus group discussion   YES / NO

Use of my photographs for research purposes   YES / NO

_____   _____

Signature of Participant   Date

_____   _____

Signature of Witness   Date

(Where applicable)

_____   _____

Signature of Translator   Date

(Where applicable)

<u>**Ifomu lolwazi nemvume yokubamba iqhaza ocwaningweni**</u>

Usuku: 21 May 2020

Ngiyabingelela,

Igama lami ngingu**Sanele Msawenkosi Mntambo** ongumfundi owenza iziqu ze-Master of Administration kwi-School of Management, Information Technology and Governance, eNyuvesi YaKwaZulu-Natal, imininingwane yokuxhumana nami nansi:

> **Cell Number:** +27 72 2689 012; Ucingo**:** +27 33 2642 775
> **Email:** Sanele.Mntambo@kznedtea.gov.za noma Mshakesd@gmail.com

Uyacelwa ukuba ubambe iqhaza ocwaningweni olisihloko sithi **"Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal".**

Inhloso nenjongo yalolu cwaningo ukuqinisekisa ukuthi kuhlomulisa kangakanani ukusebenzisana kwababambiqhaza ekuqhubezeleni nasekukhuleni komnotho ozimele nohlanganisayo ezindaweni ezisemakhaya kuMasipala weziNdawo waseMsinga. Ucwaningo kulindeleke ukuthi lunikeze imiphumela nezincomo ezingasetshenziswa uMasipala weziNdawo waseMsinga nakwabanye omasipala abakwezinye izindawo ezisemakhaya ukuqhubezela phambili ukusebenzisana okudingekayo ukuqhubezela phambili ukukhula komnotho ozimele futhi ohlanganisayo.

Ucwaningo luzosebenzisa isampula ekhethwe ngenhloso ukukhetha abazobamba iqhaza ocwaningweni kubandakanya abasebenzi boMasipala beziNdawo waseMsinga, abalaphi bendabuko, abaholi bezepolitiki, imikhakha ezimele, ama-NGO (Izinhlangano ezingekho ngaphansi kwahulumeni) nomphakathi osemawadini amane aqokiwe anolwazi nentshisekelo ekusebenzisaneni kwababambiqhaza nokukhula komnotho ozimele futhi ohlanganisayo ngendlela kamasipala/ngokwamasipala. Isikhathi ozosichitha ekubambeni kwakho iqhaza, uma

ukhetha ukubamba iqhaza futhi ube socwaningweni, kulindeleke ukuba kube imizuzu engama-60.

Aluxhasiwe ucwaningo; zonke izindleko ezimayelana nokusabalalisa nokuqoqa ulwazi/amathuluzi ziyokhokhwa umcwaningi. Ucwaningo angeke lube nabungozi noma ukungaphatheki kahle kubabambiqhaza. Sethemba ukuthi ucwaningo luyokwakha umuzwa wokuqaphela ngokusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weZindawo waseMsinga ukuze kuthuthukiswe futhi kusetshenziswe amaqhinga azoqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ezindaweni ezisemakhaya kuMasipala weZindawo waseMsinga.

Lolu cwaningo lubuyekeziwe lwagunyazwa ngokufanele yiKomiti le-UKZN Humanities and Social Sciences Research Ethics (inombolo yokugunyaza: **HSSREC/00001763/2020**).

Uma kungase kubekhona izinkinga noma okukukhathazayo noma immibuzo, ungaxhumana nomcwaningi ku-072 2689 012 noma Sanele.Mntambo@kznedtea.gov.za noma iKomiti le-UKZN Humanities & Social Sciences Research Ethics, imininingwane yokuxhumana imi kanje:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban 4000   KwaZulu-Natal, SOUTH AFRICA
Ucingo: 27 31 2604557- Ifeksi: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Ukubamba kwakho iqhaza ocwaningweni kungukuzithandela kanti ngokubamba iqhaza, unika umcwaningi imvume yokusebenzisa izimpendulo zakho. Unganqaba ukubamba iqhaza noma uhoxe ocwaningweni nanoma yingasiphi isikhathi ngaphandle kokubhekana nemiphumela engemihle. Angeke kube nenkokhelo yemali ngokubamba kwakho iqhaza ocwaningweni. Kuyoqashelwa ukungavezwa kwegama lakho umcwaningi kanye ne-School of Management, I.T. & Governance kanti nezimpendulo zakho angeke zisetshenziselwe nanoma eyiphi enye inhloso ngaphandle kweyalolu cwaningo.

Lonke ulwazi, lolubili, olusemshinini noluyikhophi ephrintiwe, luyogcinwa luphephile ngesikhathi kuqhubeka ucwaningo bese lulondolozwa iminyaka emihlanu. Emva kwalesi sikhathi, lonke ulwazi luyoshatshalaliswa.

Uma unemibuzo noma okukukhathazayo ngokubamba iqhaza ocwaningweni, ngicela uxhumane nami noma umeluleki wami wocwaningo kulezi zinombolo ezibhalwe ngezansi.

Ozithobayo

Igama: Mr Sanele Msawenkosi Mntambo

Isiginisha: ……………………………………….

IMVUME YOKUZIBANDAKANYA

Mina   u   …………………………………………………………………ngazisiwe ngocwaningo olisihloko sithi **"Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal".**   olwenziwa uMnu Sanele Msawenkosi Mntambo.

Ngiyayiqonda inhloso nenqubo yocwaningo.

Nginikeziwe ithuba lokubuza imibuzo ngocwaningo futhi nginikezwe izimpendulo ezingigculisayo.

Ngiyasho ukuthi ukubamba kwami iqhaza kulolu cwaningo kungukuzithandela kanti ngingahoxa nanoma yingasiphi isikhathi ngaphandle kokuphazamiseka kwemihlomulo engijwayele ukuyithola.

Ngazisiwe ngesinxephezelo esingase sibekhona noma ukwelashwa ngezempilo uma kuba nengozi kimini ngenxa yenqubo emayelana nocwaningo.

Uma ngineminye imibuzo noma okungikhathazayo noma okungacacile okumayelana nocwaningo, ngiyaqonda ukuthi ngingaxhumana nomcwaningi ku:+27 72 2689 012 or Mshakesd@gmail.com

Uma ngisenemibuzo noma okungikhathazayo ngamalungelo ami njengobamba iqhaza ocwaningweni, noma uma kukhona ingxenye yocwaningo engikhathazayo noma abacwaningi, ngingaxhumana ne:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Ucingo: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Okunye ukuvuma, uma kunesidingo

Ngiyavuma uku:

Ukuqoshwa kwengxoxo ngesiqophamazwi/ingxoxo yalabo okugxilwe kubona	YEBO /CHA
Ukuqoshwa kwengxoxo nge-video/ ingxoxo yalabo okugxilwe kubona	YEBO /CHA
Ukusetshenziswa kwezithombe zami ngezinhloso zocwaningo	YEBO /CHA

_____   _____

Isiginisha yobamba iqhaza   Usuku

_____   _____

Isiginisha yafakazi   Usuku
(Uma kunesidingo)

_____   _____

Isiginisha yomhumushi   Usuku
(Uma kunesidingo)

School of Management, IT and Governance

College of Law and Management Studies

School of Management, Information Technology and Governance

Master's in Public Administration

Researcher: Mr S.M. Mntambo (+27 72 268 9012)
Supervisor: Dr B.R. Qwabe (+27 82 487 5557)
Research office: Ms M Snyman (+27 31 260 8350)

Dear Respondent

I, **Sanele Msawenkosi Mntambo**, am a Public Administration master's student in the School of Management, Information Technology and Governance, Discipline of Public Governance, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled:

'Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal'

The aim and purpose of this research is to ascertain the extent to which stakeholder collaboration contributes in advancing inclusive and sustainable economic growth in rural areas of MLM. The study is expected to provide results and recommendations that can be utilized by MLM and other rural municipalities elsewhere to advance stakeholder collaboration required to advance inclusive and sustainable economic growth.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. However, MLM and the community as a whole may benefit from the findings of this study.

Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, Information Technology and Governance, Discipline of Public

Governance at UKZN. Your identity will not be revealed or your name used in connection with this study.

The interview will be recorded if that is fine with you to allow you to listen to your responses after the interview and to assist the interviewer to capture your actual responses. Kindly indicate on the consent form whether you agree or disagree to have your interview recorded or not by ticking your choice.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

 It should take you about thirty minutes to complete the interview questionnaire with me. I hope you will take the time to participate in the interview.

Sincerely

Investigator's signature: _____Date: _____

School of Management, IT and Governance

College of Law and Management Studies

School of Management, Information Technology and Governance

Master's in Public Administration

Umcwaningi: Mr S.M. Mntambo (+27 72 268 9012)
Umeluleki: Dr B.R. Qwabe (+27 31 260 7490)
Ihhovisi Lezocwaningo: Ms M Snyman (+27 31 260 8350)

Sawubona Respondent

Mina, **Sanele Msawenkosi Mntambo**, ongumfundi owenza izifundo zokuphatha (Public Administration) esigabeni se Master's eNyuvesi yakwaZulu-Natali ngaphansi kwe- School of Management, Information Technology and Governance, emnyangweni we- Public Governance. Uyamenywa ukuba ube yingxenye yocwaningo olunesihloko esithi:

'Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal'

Inhloso nenjongo yalolu cwaningo ukuqinisekisa ukuthi kuhlomulisa kangakanani ukusebenzisana kwababambiqhaza ekuqhubezeleni nasekukhuleni komnotho ozimele nohlanganisayo ezindaweni ezisemakhaya kuMasipala weziNdawo waseMsinga. Ucwaningo kulindeleke ukuthi lunikeze imiphumela nezincomo ezingasetshenziswa uMasipala weziNdawo waseMsinga nakwabanye omasipala abakwezinye izindawo ezisemakhaya ukuqhubezela phambili ukusebenzisana okudingekayo ukuqhubezela phambili ukukhula komnotho ozimele futhi ohlanganisayo.

Ukubamba iqhaza kwakho kulolucwaningo akuyona impoqo. Unalo ilungelo lokunqaba noma uphume ukuzibandakanya ocwaningeni noma yinini, ngaphandle kwemibandela noma imiphumela engahambisani nawe. Ukuzibandakanya kwakho kulolucwaningo akunanzuzo yemali.

Umkhandlu waseMsinga nomphakathi ngobuningi, bangahlomula ngeziphumo neziphakamiso zalolucwaningo ezingasiza ekuthuthukiseni umphakathi. Ukuba yingxenye yalolucwaningo kuzohlala kuyimfihlo phakathi kwakho nomcwaningi, kanti futhi konke okuqukethwe kuyogcinwa yisikole se- Management, Information Technology and Governance, emnyangwenii-Public Governance yaseNyuvesi yakwaZulu Natali.

Uma uneminye imibuzo mayelana nokuba yingxenye yalolucwaningo, wamukelekile ukuxhumana nami noma no-supervisor wami kulemininingwano enikeziwe ngenhla.

Kufanele ukukuthatha imizuzuengamashumi amathathu kuyakwi hora ukuqeda ingxoxo. Ngiyabonga ngokunikela ngesikhathi sakho kulolucwaningo.

Ozithobayo

I-signature yomcwaningi: _____Usuku: _____

School of Management, IT and Governance
College of Law and Management Studies
School of Management, Information Technology and Governance
Master of Administration (MADMIN)

Researcher: Mr S.M. Mntambo (+27 72 268 9012)
Supervisor: Dr B.R. Qwabe (+27 31 260 7490)
Research office: Ms M Snyman (+27 31 260 8350)

GOVERNMENT OFFICIALS INTERVIEW GUIDE

SECTION A: BIOGRAPHICAL DETAIL
Name of Interviewee   : ……………………………………………………….
Name of Organization   : ……………………………………………………….
Position within Organization : ……………………………………………………….
Period in the current position : ……………………………………………………….
Date of interview   : ……………………………………………………….

SECTION B: UNDERSTANDING OF THE CONTRIBUTION OF STAKEHOLDER COLLABORATION TOWARDS INCLUSIVE SUSTAINABLE ECONOMIC GROWTH
1. What is your understanding of stakeholder collaboration and inclusive sustainable economic growth?
2. What has been your role as the municipality in advancing stakeholder collaboration and inclusive sustainable economic growth within the MLM?
3. Why do you think that stakeholder collaboration is critical in advancing inclusive and sustainable economic growth within the MLM?
4. What is the nature and the extent of the existing stakeholder collaboration initiatives and/or programmes in advancing inclusive and sustainable economic growth within the MLM?
5. What are the achievements of the existing stakeholder collaboration initiatives and/or programmes in in advancing inclusive and sustainable economic growth within the the MLM?

SECTION C: ROLES OF OTHER STAKEHOLDERS
6. How would you describe the current role of the private sector, in advancing inclusive and sustainable economic growth within the MLM?
7. How would you describe the current role of the NGOs, in advancing inclusive and sustainable economic growth within the MLM?

8. How would you describe the current role of the NPOs, in advancing inclusive and sustainable economic growth within the MLM?
9. How would you describe the current role of the academic institutions, in advancing inclusive and sustainable economic growth within the MLM?
10. How would you describe the current role of the traditional leaders, in advancing inclusive and sustainable economic growth within the MLM?

SECTION D: CHALLENGES IN STAKEHOLDER COLLABORATION
11. How does lack of stakeholder collaboration influence inclusive and sustainable economic growth within the MLM?
12. What challenges is the municipality facing in advancing inclusive and sustainable economic growth within the MLM?
13. What are the challenges affecting government's attempts to influence the collaboration of the private sector in its endeavour to advance inclusive and sustainable growth within the MLM?
14. What are the challenges affecting government's attempts to influence the collaboration of the NGOs in its endeavour to advance inclusive and sustainable growth within the MLM?
15. What are the challenges affecting government's attempts to influence the collaboration of the NPOs in its endeavour to advance inclusive and sustainable growth within the MLM?
16. What are the challenges affecting government's attempts to influence the collaboration of the academic institutions in its endeavour to advance inclusive and sustainable growth within the MLM?
17. What are the challenges affecting government's attempts to influence the collaboration of the traditional leaders in its endeavour to advance inclusive and sustainable growth within the MLM?
18. How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive and sustainable economic growth within the MLM?

SECTION E: LOCAL AND INTERNATIONAL LESSONS
19. What lessons on stakeholder collaboration in advancing inclusive and sustainable economic growth can be drawn from local experience including other municipalities?
20. What lessons on stakeholder collaboration in advancing inclusive and sustainable economic growth can be drawn from the international experience?

SECTION F: STRATEGIES AND RECOMMENDATIONS TO OVERCOME IDENTIFIED CHALLENGES
21. What are the existing strategies are you aware of used to advance stakeholders collaboration in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM?
22. How effective are these strategies?
23. What are future strategies and recommendations can you suggest that can be adopted to improve stakeholder collaboration in advancing inclusive and sustainable economic growth within the MLM?

School of Management, IT and Governance
College of Law and Management Studies
School of Management, Information Technology and Governance
Master of Administration (MADMIN)

Umcwaningi: Mr S.M. Mntambo (+27 72 268 9012)
Umeluleki: Dr B.R. Qwabe (+27 31 260 7490)
Ihhovisi Lezocwaningo: Ms M Snyman (+27 31 260 8350)

UMHLAHLANDLELA WENGXOXO NEZIKHULU ZIKAHULUMENI

ISIGABA A: IMININGWANE NGOMLANDO (WAKHO)

Igama lokuxoxiswana naye : …………………………………………………

Igama lenhlangano : …………………………………………………

Isikhundla enhlanganweni : …………………………………………………

Isikhathi osewusihlale kulesi sikhundla okusona njengamanje : …………………………

Usuku lokuxoxisana : …………………………………………………

ISIGABA B: UKUQONDA IMIHLOMULO YOKUSEBENZISANA KWABABAMBIQHAZA EKUKHULENI KOMNOTHO OZIMELE NOHLANGANISAYO

1. Kuthini okwakho ukuqonda ngokusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo?

2. Eliphi iqhaza olibambile njengomasipala ekuqhubezeleni phambili ukusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

3. Ucabanga ukuthi ukusebenzisana kwababambiqhaza kubalulekile ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

4. Bukanjani ubunjalo nobukhulu bokusebenzisana kwababambiqhaza obukhona kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

5. Eyiphi impumelelo ekhona njengamanje yokusebenzisana kwababambiqhaza kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA C: AMAQHAZA ABANYE ABABAMBIQHAZA

6. Ungalichaza kanjani iqhaza njengamanje elibanjwe umkhakha ozimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

7. Ungalichaza kanjani iqhaza njengamanje elibanjwe ama-NGO ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

8. Ungalichaza kanjani iqhaza njengamanje elibanjwe ama-NPO ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

9. Ungalichaza kanjani iqhaza njengamanje elibanjwe izikhungo zemfundo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

10. Ungalichaza kanjani iqhaza njengamanje elibanjwe abaholi bendabuko ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA D: IZINSELELO EKUSEBENZISANENI KWABABAMBIQHAZA

11. Kunomthelela kanjani ukungasebenzisani kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

12. Eziphi izinselelo kumasipala ezibhekene nokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

13. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ukusebenzisana komkhakha ozimele emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

14. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ama-NGO emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

15. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ama-NPO emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

16. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni izikhungo zemfundo emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

17. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni abaholi bendabuko emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

18. Ucabanga ukuthi lezi zinselelo ezihlonziwe zingalungiswa kanjani ukuze kuqhutshezelwe phambili ukusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weziNdawo waseMsinga?

ISIGABA E: IZIFUNDO (EZIFUNDWE) LAPHA EKHAYA NAPHESHEYA KWEZILWANDLE

19. Eziphi izifundo ekusebenzisaneni kwababambiqhaza ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho lapha ekhaya kuhlanganisa nabanye omasipala?

20. Eziphi izifundo ekusebenzisaneni kwababambiqhaza ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe

nakho phesheya kwezilwandle?

ISIGABA F: AMAQHINGA NEZINCOMO EKUBHEKANENI NEZINSELELO EZIHLONZIWE

21. Amaphi amaqhinga akhona owaziyo asetshenziswayo ukuqhubezela phambili ukusebenzisana kwababambiqhaza ukuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo nakuba zikhona izinselelo ngaphansi kwaMasipala waseMsinga?

22. Asebenza kangakanani la maqhinga?

23. Amaphi amaqhinga nezincomo zesikhathi esizayo ongawaphakamisa angasetshenziswa ukwenza ngcono ukusebenzisana kwababambiqhaza ekhuqhubezeleni phambili ukukhula komnotho ozimele nohlangannisayo kuMasipala waseMsinga?

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Research office: Ms M Snyman (+27 31 260 8350)

PRIVATE SECTOR INTERVIEW GUIDE

SECTION A: BIOGRAPHICAL DETAIL
Name of Interviewee   : ……………………………………………………………….
Name of Entity   : ……………………………………………………………….
Position Occupying   : ……………………………………………………………….
Period in the current position : ……………………………………………………………….
Date of interview   : ……………………………………………………………….

SECTION B: UNDERSTANDING OF THE CONTRIBUTION OF PRIVATE SECTOR COLLABORATION AND INCLUSIVE SUSTAINABLE ECONOMIC GROWTH
1. What is your understanding of private sector collaboration and inclusive sustainable economic growth?
2. What has been your role the private sector in advancing inclusive and sustainable economic growth in your ward within the MLM?
3. What is the nature and the extent of the collaboration between you as the private sector and other stakeholders in advancing inclusive and sustainable economic growth within the MLM?
4. Why do you think the collaboration between the private sector and other stakeholders is critical in advancing inclusive and sustainable economic growth within the MLM?
5. What initiatives and/or programmes have you adopted as the private sector to support inclusive and sustainable economic growth within the MLM?
6. What are the achievements of these initiatives and/or programmes in advancing inclusive and sustainable economic growth within the the MLM?

SECTION C: ROLE OF PRIVATE SECTOR
7. How would you describe the role of the private sector in advancing inclusive and sustainable economic growth within the MLM?
8. How should the role of the private sector in advancing inclusive and sustainable economic growth within the MLM be promoted?

SECTION D: CHALLENGES OF PRIVATE SECTOR

9. How does lack of stakeholder collaboration affect inclusive and sustainable economic growth within Msinga Municipality?
10. What challenges is the private sector facing in advancing inclusive and sustainable economic growth within Msinga Municipality?
11. What are challenges affecting government's attempts to influence the collaboration of the private sector in its endeavours to advance inclusive and sustainable economic growth within Msinga Municipality?
12. How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive and sustainable economic growth within MLM?

SECTION E: LOCAL AND INTERNATIONAL LESSONS
13. What lessons on the collaboration between private sector and other stakeholders can be drawn from local experiences including other municipalities in advancing inclusive and sustainable economic growth within the MLM?
14. What lessons on collaboration between the private sector and other stakeholders can be drawn from the international experiences in advancing inclusive and sustainable economic growth within the MLM?

SECTION F: STRATEGIES AND RECOMMENDATIONS TO PROMOTE COLLABORATION OF PRIVATE SECTOR IN ADVANCING INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH
15. What are the existing strategies are you aware of used to advance the involvement of private sector in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM?
16. How effective are these strategies?
17. What are future strategies and recommendations can you suggest that can be adopted to improve the involvement of private sector in advancing inclusive and sustainable economic growth within the MLM?

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UMHLAHLANDLELA WENGXOXO NEMIKHAKHA EZIMELE

ISIGABA A: IMININGWANE NGOMLANDO (WAKHO)

Igama lokuxoxiswana naye : ……………………………………………………
Igama lenhlangano : ……………………………………………………
Isikhundla enhlanganweni : ……………………………………………………
Isikhathi osewusihlale kulesi sikhundla okusona njengamanje : …………………………
Usuku lokuxoxisana : ……………………………………………………

ISIGABA B: UKUQONDA IMIHLOMULO YOKUSEBENZISANA KWABABAMBIQHAZA EKUKHULENI KOMNOTHO OZIMELE NOHLANGANISAYO

1. Kuthini okwakho ukuqonda ngokusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo?

2. Eliphi iqhaza olibambile njengomkhakha ozimele ekuqhubezeleni phambili ukusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

3. Bukanjani ubunjalo nobukhulu bokusebenzisana kwababambiqhaza obukhona kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

4. Ucabanga ukuthi ukusebenzisana kwababambiqhaza kubalulekile ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

5. Yiziphi izinhlelo kanye/noma imizamo eniye nayithatha njengemikhakha ezimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

6. Eyiphi impumelelo ekhona njengamanje yokusebenzisana kwababambiqhaza kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA C: AMAQHAZA ABANYE ABABAMBIQHAZA

7. Ungalichaza kanjani iqhaza njengamanje elibanjwe umkhakha ozimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi

kwaMasipala waseMsinga?

8. Ucabanga ukuthi lingathuthukiswa kanjani iqhaza lemikhakha ezimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA D: IZINSELELO EKUSEBENZISANENI KWABABAMBIQHAZA

9. Kunomthelela kanjani ukungasebenzisani kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

10. Eziphi izinselelo emikhakheni ezimele ezibhekene nokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

11. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ukusebenzisana komkhakha ozimele emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

12. Ucabanga ukuthi lezi zinselelo ezihlonziwe zingalungiswa kanjani ukuze kuqhutshezelwe phambili ukusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weziNdawo waseMsinga?

ISIGABA E: IZIFUNDO (EZIFUNDWE) LAPHA EKHAYA NAPHESHEYA KWEZILWANDLE

13. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nemikhakha ezimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho lapha ekhaya kuhlanganisa nabanye omasipala?

14. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nemikhakha ezimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho phesheya kwezilwandle?

ISIGABA F: AMAQHINGA NEZINCOMO EKUBHEKANENI NEZINSELELO EZIHLONZIWE

15. Amaphi amaqhinga akhona owaziyo asetshenziswayo ukuqhubezela phambili ukusebenzisana kwababambiqhaza nemikhakha ezimele ukuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo nakuba zikhona izinselelo ngaphansi kwaMasipala waseMsinga?

16. Asebenza kangakanani la maqhinga?

17. Amaphi amaqhinga nezincomo zesikhathi esizayo ongawaphakamisa angasetshenziswa ukwenza ngcono ukusebenzisana kwababambiqhaza nemikhakha ezimele ekhuqhubezeleni phambili ukukhula komnotho ozimele nohlangannisayo kuMasipala waseMsinga?

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COUNCILLORS INTERVIEW GUIDE

SECTION A: BIOGRAPHICAL DETAIL
Name of Interviewee   : …………………………………………………………….
Name of Ward / Number   : …………………………………………………………….
Political Party   : …………………………………………………………….
Period as a Councillor   : …………………………………………………………….
Date of interview   : …………………………………………………………….

SECTION B: UNDERSTANDING AND CONTRIBUTION OF STAKEHOLDER COLLABORATION

1. What is your understanding of inclusive sustainable economic growth?
2. What has been your role as the Ward Councillor in advancing inclusive and sustainable economic growth in your ward within the MLM?
3. Why do you think that stakeholder collaboration is critical in advancing inclusive and sustainable economic growth within the MLM?
4. What is the nature and the extent of stakeholder collaboration in advancing inclusive and sustainable economic growth within the MLM?
5. What are the existing stakeholder collaboration initiatives and/or programmes have you adopted that support inclusive and sustainable economic growth within the MLM?

   What are the achievements of these stakeholder collaboration initiatives and or programmes in advancing inclusive and sustainable economic growth within the within the MLM?

SECTION C: ROLES OF OTHER STAKEHOLDERS

6. How would you describe the current role of the private sector, in advancing inclusive and sustainable economic growth within the MLM?
7. How would you describe the current role of the NGOs in advancing inclusive and sustainable economic growth within the MLM?
8. How would you describe the current role of the NPOs in advancing inclusive and sustainable economic growth within the MLM?

9. How would you describe the current role of the academic institutions in advancing inclusive and sustainable economic growth within the MLM?
10. How would you describe the current role of the traditional leaders in advancing inclusive and sustainable economic growth within the MLM?

SECTION D: CHALLENGES IN STAKEHOLDER COLLABORATION

11. How does lack of stakeholder collaboration influence inclusive and sustainable economic growth within the MLM?
12. What challenges are the councillors facing in advancing inclusive and sustainable economic growth within the MLM?
13. What are the challenges affecting government's attempts to influence the collaboration of the private sector in its endeavour to advance inclusive and sustainable growth within the MLM?
14. What are the challenges affecting government's attempts to influence the collaboration of the NGOs in its endeavour to advance inclusive and sustainable growth within the MLM?
15. What are the challenges affecting government's attempts to influence the collaboration of the NPOs in its endeavour to advance inclusive and sustainable growth within the MLM?
16. What are the challenges affecting government's attempts to influence the collaboration of the academic institutions in its endeavour to advance inclusive and sustainable growth within the MLM?
17. What are the challenges affecting government's attempts to influence the collaboration of the traditional leaders in its endeavour to advance inclusive and sustainable growth within the MLM?
18. How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive and sustainable economic growth within the MLM?

SECTION E: LOCAL AND INTERNATIONAL LESSONS

19. What lessons on stakeholder collaboration in advancing inclusive and sustainable economic growth can be drawn from local experience including other municipalities?
20. What lessons on stakeholder collaboration in advancing inclusive and sustainable economic growth can be drawn from the international experience?

SECTION F: STRATEGIES AND RECOMMENDATIONS TO OVERCOME IDENTIFIED CHALLENGES

21. What are the existing strategies are you aware of used to advance stakeholders collaboration in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM?
22. How effective are these strategies?'
23. What are future strategies and recommendations can you suggest that can be adopted to improve stakeholder collaboration in advancing inclusive and sustainable economic growth within the MLM?

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UMHLAHLANDLELA WENGXOXO NAMAKHANSELA

ISIGABA A: IMININGWANE NGOMLANDO (WAKHO)
Igama lokuxoxiswana naye   : ……………………………………………………
Igama le Ward / Inombolo   : ……………………………………………………
Inhlangano YezePolitiki   : …………………………………………………
Isikhathi osewusihlale njengeKhansela: …………………………………………………….
Usuku lokuxoxisana   : ……………………………………………………

ISIGABA B: UKUQONDA IMIHLOMULO YOKUSEBENZISANA KWABABAMBIQHAZA EKUKHULENI KOMNOTHO OZIMELE NOHLANGANISAYO
1. Kuthini okwakho ukuqonda ngokusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo?
2. Eliphi iqhaza olibambile njengomasipala ekuqhubezeleni phambili ukusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
3. Ucabanga ukuthi ukusebenzisana kwababambiqhaza kubalulekile ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
4. Bukanjani ubunjalo nobukhulu bokusebenzisana kwababambiqhaza obukhona kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
5. Eyiphi impumelelo ekhona njengamanje yokusebenzisana kwababambiqhaza kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
6. Ungalichaza kanjani iqhaza njengamanje elibanjwe umkhakha ozimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA C: AMAQHAZA ABANYE ABABAMBIQHAZA
7. Ungalichaza kanjani iqhaza njengamanje elibanjwe umkhakha ozimele ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
8. Ungalichaza kanjani iqhaza njengamanje elibanjwe ama-NGO ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
9. Ungalichaza kanjani iqhaza njengamanje elibanjwe ama-NPO ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
10. Ungalichaza kanjani iqhaza njengamanje elibanjwe izikhungo zemfundo ekuqhubezeleni

phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

11. Ungalichaza kanjani iqhaza njengamanje elibanjwe abaholi bendabuko ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA D: IZINSELELO EKUSEBENZISANENI KWABABAMBIQHAZA

12. Kunomthelela kanjani ukungasebenzisani kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

13. Eziphi izinselelo kumasipala ezibhekene nokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

14. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ukusebenzisana komkhakha ozimele emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

15. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ama-NGO emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

16. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ama-NPO emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

17. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni izikhungo zemfundo emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

18. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni abaholi bendabuko emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

19. Ucabanga ukuthi lezi zinselelo ezihlonziwe zingalungiswa kanjani ukuze kuqhutshezelwe phambili ukusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weziNdawo waseMsinga?

ISIGABA E: IZIFUNDO (EZIFUNDWE) LAPHA EKHAYA NAPHESHEYA KWEZILWANDLE

20. Eziphi izifundo ekusebenzisaneni kwababambiqhaza ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho lapha ekhaya kuhlanganisa nabanye omasipala?

21. Eziphi izifundo ekusebenzisaneni kwababambiqhaza ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho phesheya kwezilwandle?

ISIGABA F: AMAQHINGA NEZINCOMO EKUBHEKANENI NEZINSELELO EZIHLONZIWE

22. Amaphi amaqhinga akhona owaziyo asetshenziswayo ukuqhubezela phambili ukusebenzisana kwababambiqhaza ukuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo nakuba zikhona izinselelo ngaphansi kwaMasipala waseMsinga?

23. Asebenza kangakanani la maqhinga?

24. Amaphi amaqhinga nezincomo zesikhathi esizayo ongawaphakamisa angasetshenziswa ukwenza ngcono ukusebenzisana kwababambiqhaza ekhuqhubezeleni phambili ukukhula komnotho ozimele nohlangannisayo kuMasipala waseMsinga?

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TRADITIONAL LEADERS/REPRESENTATIVE INTERVIEW GUIDE

SECTION A: BIOGRAPHICAL DETAIL
Name of Interviewee   : …………………………………………………………….
Name of Traditional   : …………………………………………………………….
Position Occupying   : …………………………………………………………….
Period in the Current Position: …………………………………………………………….
Date of Interview   : …………………………………………………………….

SECTION B: UNDERSTANDING OF THE CONTRIBUTION OF TRADITIONAL LEADERS COLLABORATION AND INCLUSIVE SUSTAINABLE ECONOMIC GROWTH

1. What is your understanding of stakeholder collaboration and inclusive sustainable economic growth?
2. What has been your role as the traditional leader in advancing inclusive and sustainable economic growth in your ward within the MLM?
3. What is the nature and the extent of the collaboration of traditional leader in advancing inclusive and sustainable economic growth within the MLM?
4. Why do you think the collaboration of traditional leader is critical in advancing inclusive and sustainable economic growth within the MLM?
5. What initiatives and/or programmes have you adopted as the traditional leadership that support inclusive and sustainable economic growth within the MLM?
6. What are the achievements of these initiatives and/or programmes in advancing inclusive and sustainable economic growth within the the MLM?

SECTION C: ROLES OF TRADITIONAL LEADERS

7. How would you describe the role of the traditional leaders in advancing inclusive and sustainable economic growth within the MLM?
8. How should the role of the traditional leaders in advancing inclusive and sustainable

economic growth within the MLM be promoted?

SECTION D: CHALLENGES OF TRADITIONAL LEADERS

9. How does lack of stakeholder collaboration affect inclusive and sustainable economic growth within the MLM?
10. What are the challenges facing traditional leaders in advancing inclusive and sustainable economic growth within the MLM?
11. What are the challenges affecting government's attempts to influence the collaboration of the traditional leaders in its endeavours to advance inclusive and sustainable economic growth within the MLM?
12. How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive and sustainable economic growth within the MLM?

SECTION E: LOCAL AND INTERNATIONAL LESSONS

13. What lessons on traditional leadership collaboration can be drawn from the local experiences including other municipalities in advancing inclusive and sustainable economic growth within the MLM?
14. What lessons on traditional leadership can be drawn from the international experiences in advancing inclusive and sustainable economic growth within the MLM?

SECTION F: STRATEGIES AND RECOMMENDATIONS TO PROMOTE COLLABORATION OF TRADITIONAL LEADERS IN ADVANCING INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

15. What are the existing strategies are you aware of used to advance the involvement of traditional leaders in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM?
16. How effective are these strategies?
17. What are future strategies and recommendations can you suggest that can be adopted to improve the involvement of traditional leaders in advancing inclusive and sustainable economic growth within the MLM?

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Ihhovisi Lezocwaningo: Ms M Snyman (+27 31 260 8350)

UMHLAHLANDLELA WENGXOXO NABAHOLI BENDABUKO/ABAMELELI

ISIGABA A: IMININGWANE NGOMLANDO (WAKHO)
Igama lokuxoxiswana naye   : ……………………………………………………
Igama lesizwe   : ……………………………………………………
Isikhundla enhlanganweni   : ……………………………………………………
Isikhathi osewusihlale kulesi sikhundla okusona njengamanje : …………………………
Usuku lokuxoxisana   : ……………………………………………………

ISIGABA B: UKUQONDA IMIHLOMULO YOKUSEBENZISANA KWABABAMBIQHAZA EKUKHULENI KOMNOTHO OZIMELE NOHLANGANISAYO
1. Kuthini okwakho ukuqonda ngokusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo?
2. Eliphi iqhaza olibambile njengomholi wendabuko ekuqhubezeleni phambili ukusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
3. Bukanjani ubunjalo nobukhulu bokusebenzisana kwababambiqhaza obukhona kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
4. Ucabanga ukuthi ukusebenzisana kwababambiqhaza kubalulekile ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
5. Yiziphi izinhlelo kanye/noma imizamo eniye nayithatha njengabaholi bendabuko ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
6. Eyiphi impumelelo ekhona njengamanje yokusebenzisana kwababambiqhaza kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA C: IMAQHAZA LABAHOLI BENDABUKO
7. Ungalichaza kanjani iqhaza njengamanje elibanjwe abaholi bendabuko

ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

8. Ucabanga ukuthi lingathuthukiswa kanjani iqhaza labaholi bendabuko ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA D: IZINSELELO EKUSEBENZISANENI KWABABAMBIQHAZA

9. Kunomthelela kanjani ukungasebenzisani kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
10. Eziphi izinselelo kubaholi bendabuko ezibhekene nokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
11. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ukusebenzisana kwabaholi bendabuko emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?
12. Ucabanga ukuthi lezi zinselelo ezihlonziwe zingalungiswa kanjani ukuze kuqhutshezelwe phambili ukusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weziNdawo waseMsinga?

ISIGABA E: IZIFUNDO (EZIFUNDWE) LAPHA EKHAYA NAPHESHEYA KWEZILWANDLE

13. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nabaholi bendabuko ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho lapha ekhaya kuhlanganisa nabanye omasipala?
14. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nabaholi bendabuko ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho phesheya kwezilwandle?

ISIGABA F: AMAQHINGA NEZINCOMO EKUBHEKANENI NEZINSELELO EZIHLONZIWE

15. Amaphi amaqhinga akhona owaziyo asetshenziswayo ukuqhubezela phambili ukusebenzisana kwababambiqhaza nabaholi bendabuko ukuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo nakuba zikhona izinselelo ngaphansi kwaMasipala waseMsinga?
16. Asebenza kangakanani la maqhinga?
17. Amaphi amaqhinga nezincomo zesikhathi esizayo ongawaphakamisa angasetshenziswa ukwenza ngcono ukusebenzisana kwababambiqhaza nabaholi bendabuko ekhuqhubezeleni phambili ukukhula komnotho ozimele nohlangannisayo kuMasipala waseMsinga?

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Supervisor: Dr B.R. Qwabe (+27 31 260 7490)
Research office: Ms M Snyman (+27 31 260 8350)

FOCUS GROUIP INTERVIEW GUIDE

SECTION A: BIOGRAPHICAL DETAIL
Name of interviewee : ………………………………………………………….
Name of ward residing : ………………………………………………………….
Period residing in the ward : ………………………………………………………….
Date of interview : ………………………………………………………….

SECTION B: UNDERSTANDING OF THE CONTRIBUTION OF COMMUNITY COLLABORATION AND INCLUSIVE SUSTAINABLE ECONOMIC GROWTH

1. What is your understanding of community collaboration and inclusive sustainable economic growth?
2. What has been your role as the community in advancing inclusive and sustainable economic growth in your ward within the MLM?
3. What is the nature and the extent of the collaboration of the community in advancing inclusive and sustainable economic growth within the MLM?
4. Why do you think the collaboration of community is critical in advancing inclusive and sustainable economic growth within the MLM?
5. What initiatives and/or programmes have you adopted as the community supporting inclusive and sustainable economic growth within the MLM?
6. What are the achievements of these initiatives and/or programmes in advancing inclusive and sustainable economic growth within the MLM?

SECTION C: ROLE OF THE COMMUNITY

7. How would you describe the role of the community in advancing inclusive and sustainable economic growth within the MLM?
8. How should the role of the community in advancing inclusive and sustainable economic growth within the MLM be promoted?

SECTION D: CHALLENGES OF THE COMMUNITY

9. How does lack of stakeholder collaboration affect inclusive and sustainable economic growth within the MLM?

10. What challenges are the community facing in advancing inclusive and sustainable economic growth within the MLM?

11. What are the challenges affecting government's attempts to influence the collaboration of the community in its endeavours to advance inclusive and sustainable economic growth within the MLM?

12. How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive sustainable economic growth within the MLM?

SECTION E: LOCAL AND INTERNATIONAL LESSONS

13. What lessons on community collaboration can be drawn from the local experiences including other municipalities in advancing inclusive and sustainable economic growth within the MLM?

14. What lessons on community collaboration can be drawn from the international experiences in advancing inclusive and sustainable economic growth within the MLM?

SECTION F: STRATEGIES AND RECOMMENDATIONS TO PROMOTE COLLABORATION OF COMMUNITY IN ADVANCING INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

15. What are the existing strategies are you aware of used to advance the involvement of community in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM?

16. How effective are these strategies?

17. What are future strategies and recommendations can you suggest that can be adopted to improve the involvement of community in advancing inclusive and sustainable economic growth within the MLM?

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UMHLAHLANDLELA WENGXOXO NOMPHAKATHI

ISIGABA A: IMININGWANE NGOMLANDO (WAKHO)

Igama lokuxoxiswana naye   : …………………………………………………
Igama leWadi ohlala kuyo   : …………………………………………………
Isikhathi osewusihlale kuleyo wadi : …………………………………………………
Usuku lokuxoxisana   : …………………………………………………

ISIGABA B: UKUQONDA IMIHLOMULO YOKUSEBENZISANA KWABABAMBIQHAZA EKUKHULENI KOMNOTHO OZIMELE NOHLANGANISAYO

1. Kuthini okwakho ukuqonda ngokusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo?

2. Eliphi iqhaza olibambile njengomphakathi ekuqhubezeleni phambili ukusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

3. Bukanjani ubunjalo nobukhulu bokusebenzisana kwababambiqhaza obukhona kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

4. Ucabanga ukuthi ukusebenzisana kwababambiqhaza kubalulekile ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

5. Yiziphi izinhlelo kanye/noma imizamo eniye nayithatha njengomphakathi ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

6. Eyiphi impumelelo ekhona njengamanje yokusebenzisana kwababambiqhaza kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA C: AMAQHAZA OMPHAKATHI

7. Ungalichaza kanjani iqhaza njengamanje elibanjwe umphakathi ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala

waseMsinga?

8. Ucabanga ukuthi lingathuthukiswa kanjani iqhaza lomphakathi ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA D: IZINSELELO EKUSEBENZISANENI KWABABAMBIQHAZA

9. Kunomthelela kanjani ukungasebenzisani kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

10. Eziphi izinselelo emphakathini ezibhekene nokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

11. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ukusebenzisana nomphakathi emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

12. Ucabanga ukuthi lezi zinselelo ezihlonziwe zingalungiswa kanjani ukuze kuqhutshezelwe phambili ukusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weziNdawo waseMsinga?

ISIGABA E: IZIFUNDO (EZIFUNDWE) LAPHA EKHAYA NAPHESHEYA KWEZILWANDLE

13. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nomphakathi ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho lapha ekhaya kuhlanganisa nabanye omasipala?

14. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nomphakathi ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho phesheya kwezilwandle?

ISIGABA F: AMAQHINGA NEZINCOMO EKUBHEKANENI NEZINSELELO EZIHLONZIWE

15. Amaphi amaqhinga akhona owaziyo asetshenziswayo ukuqhubezela phambili ukusebenzisana kwababambiqhaza nomphakathi ukuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo nakuba zikhona izinselelo ngaphansi kwaMasipala waseMsinga?

16. Asebenza kangakanani la maqhinga?

17. Amaphi amaqhinga nezincomo zesikhathi esizayo ongawaphakamisa angasetshenziswa ukwenza ngcono ukusebenzisana kwababambiqhaza nomphakathi ekhuqhubezeleni phambili ukukhula komnotho ozimele nohlangannisayo kuMasipala waseMsinga?

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NON-GOVENMENTAL ORGANISATIONS (NGOs) INTERVIEW GUIDE

SECTION A: BIOGRAPHICAL DETAIL
Name of Interviewee   : …………………………………………………….
Name of NGO   : …………………………………………………….
Position Occupying   : …………………………………………………….
Period in the current position : …………………………………………………….
Date of interview   : …………………………………………………….

SECTION B: UNDERSTANDING OF THE CONTRIBUTION OF NON-GOVENMENTAL ORGANISATIONS COLLABORATION AND INCLUSIVE SUSTAINABLE ECONOMIC GROWTH

1. What is your understanding of NGO's collaboration and inclusive sustainable economic growth?
2. What is your role as the NGO in advancing inclusive and sustainable economic growth in your ward within the MLM?
3. What is the nature and the extent of the collaboration between you as the NGO and other stakeholders in advancing inclusive and sustainable economic growth within the MLM?
4. Why do you think the collaboration between the NGOs and other stakeholders is critical in advancing inclusive and sustainable economic growth within the MLM?
5. What initiatives and/or programmes have you adopted as the NGO that support inclusive and sustainable economic growth within the MLM?
6. What are the achievements and failures of these initiatives and/or programmes in advancing inclusive and sustainable economic growth within the the MLM?

SECTION C: ROLE OF NON-GOVENMENTAL ORGANISATIONS

7. How would you describe the role of the NGOs in advancing inclusive and sustainable

economic growth within the MLM?
8. How should the role of the NGOs in advancing inclusive and sustainable economic growth within the MLM be promoted?

SECTION D: CHALLENGES OF NON-GOVENMENTAL ORGANISATIONS
9. How does lack of stakeholder collaboration affect inclusive and sustainable economic growth within the MLM?
10. What challenges are the NGOs facing in advancing inclusive and sustainable economic growth within the MLM?
11. What are challenges affecting government's attempts to influence the collaboration of the NGOs in its endeavours to advance inclusive and sustainable economic growth within the MLM?
12. How do you think these identified challenges should be addressed in order to advance stakeholder collaboration and inclusive and sustainable economic growth within the MLM?

SECTION E: LOCAL AND INTERNATIONAL LESSONS
13. What lessons on the collaboration between NGOs and other stakeholders can be drawn from local experiences including other municipalities in advancing inclusive and sustainable economic growth within the MLM? ?
14. What lessons on the NGOs collaboration between NGOs and other stakeholders can be drawn from the international experiences in advancing inclusive and sustainable economic growth within the MLM?

SECTION F: STRATEGIES AND RECOMMENDATIONS TO PROMOTE COLLABORATION OF NON-GOVENMENTAL ORGANISATIONS IN ADVANCING INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH
15. What are the existing strategies are you aware of used to advance the involvement of NGOs in advancing inclusive and sustainable economic growth amid the existing challenges within the MLM?
16. How effective are these strategies?
17. What are future strategies and recommendations can you suggest that can be adopted to improve the involvement of NGOs in advancing inclusive and sustainable economic growth within the MLM?

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UMHLAHLANDLELA WENGXOXO NEZINHLANGANO
EZINGENZI NZUZO

ISIGABA A: IMININGWANE NGOMLANDO (WAKHO)

Igama lokuxoxiswana naye　　　　　 : ……………………………………………………
Igama lenhlangano　　　　　　　　 : ……………………………………………………
Isikhundla enhlanganweni　　　　　 : ……………………………………………………
Isikhathi osewusihlale kulesi sikhundla okusona njengamanje : …………………………
Usuku lokuxoxisana　　　　　　　　 : ……………………………………………………

ISIGABA B: UKUQONDA IMIHLOMULO YOKUSEBENZISANA KWABABAMBIQHAZA EKUKHULENI KOMNOTHO OZIMELE NOHLANGANISAYO

1. Kuthini okwakho ukuqonda ngokusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo?

2. Eliphi iqhaza olibambile njengezinhlangano ezingenzi nzuzo ekuqhubezeleni phambili ukusebenzisana kwababambiqhaza nokukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

3. Bukanjani ubunjalo nobukhulu bokusebenzisana kwababambiqhaza obukhona kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

4. Ucabanga ukuthi ukusebenzisana kwababambiqhaza kubalulekile ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

5. Yiziphi izinhlelo kanye/noma imizamo eniye nayithatha njengezinhlangano ezingenzi ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

6. Eyiphi impumelelo ekhona njengamanje yokusebenzisana kwababambiqhaza kanye/noma izinhlelo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA C: AMAQHAZA EZINHLANGANO EZINGENZI NZUZO

7. Ungalichaza kanjani iqhaza njengamanje elibanjwe izinhlangano ezingenzi nzuzo

ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

8. Ucabanga ukuthi lingathuthukiswa kanjani iqhaza lezinhlangano ezingenzi nzuzo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

ISIGABA D: IZINSELELO EKUSEBENZISANENI KWABABAMBIQHAZA

9. Kunomthelela kanjani ukungasebenzisani kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

10. Eziphi izinselelo izinhlangano ezingenzi nzuzo ezibhekene nokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

11. Eziphi izinselelo eziphazamisa imizamo kahulumeni ekunxenxeni ukusebenzisana nezinhlangano ezingenzi nzuzo emizwameni yawo yokuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo ngaphansi kwaMasipala waseMsinga?

12. Ucabanga ukuthi lezi zinselelo ezihlonziwe zingalungiswa kanjani ukuze kuqhutshezelwe phambili ukusebenzisana kwababambiqhaza ekukhuleni komnotho ozimele nohlanganisayo ngaphansi kwaMasipala weziNdawo waseMsinga?

ISIGABA E: IZIFUNDO (EZIFUNDWE) LAPHA EKHAYA NAPHESHEYA KWEZILWANDLE

13. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nezinhlangano ezingenzi nzuzo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho lapha ekhaya kuhlanganisa nabanye omasipala?

14. Eziphi izifundo ekusebenzisaneni kwababambiqhaza nezinhlangano ezingenzi nzuzo ekuqhubezeleni phambili ukukhula komnotho ozimele nohlanganisayo ezingathathwa kokuhlangatshezenwe nakho phesheya kwezilwandle?

ISIGABA F: AMAQHINGA NEZINCOMO EKUBHEKANENI NEZINSELELO EZIHLONZIWE

15. Amaphi amaqhinga akhona owaziyo asetshenziswayo ukuqhubezela phambili ukusebenzisana kwababambiqhaza nezinhlangano ezingenzi nzuzo ukuqhubezela phambili ukukhula komnotho ozimele nohlanganisayo nakuba zikhona izinselelo ngaphansi kwaMasipala waseMsinga?

16. Asebenza kangakanani la maqhinga?

17. Amaphi amaqhinga nezincomo zesikhathi esizayo ongawaphakamisa angasetshenziswa ukwenza ngcono ukusebenzisana kwababambiqhaza nezinhlangano ezingenzi nzuzo ekhuqhubezeleni phambili ukukhula komnotho ozimele nohlangannisayo kuMasipala waseMsinga?

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Interview schedule for participants

Participants	Research Participants	Race	Gender	Date	Time
Municipal Officials	Municipal Official 1	African	Male	09.11.2020	09h00 – 10h00
	Municipal Official 2	African	Female	09.11.2020	11h00 – 12h00
	Municipal Official 3	African	Female	09.11.2020	13h00 – 14h00
	Municipal Official 4	African	Male	09.11.2020	15h00 – 16h00
Ward Councillors	Ward Councillor 1	African	Female	10.11.2020	09h00 – 10h00
	Ward Councillor 2	African	Male	10.11.2020	11h00 – 12h00
	Ward Councillor 3	African	Male	10.11.2020	13h00 – 14h00
	Ward Councillor 4	African	Male	10.11.2020	09h00 – 10h00
	Ward Councillor 5	African	Male	10.11.2020	11h00 – 12h00
	Ward Councillor 6	African	Male	10.11.2020	13h00 – 14h00
	Ward Councillor 7	African	Male	10.11.2020	15h00 – 16h00
Traditional Leaders	Traditional Leader 1	African	Male	11.11.2020	09h00 – 10h00
	Traditional Leader 2	African	Male	11.11.2020	12h00 – 13h00
	Traditional Leader 3	African	Male	12.11.2020	09h00 – 10h00
	Traditional Leader 4	African	Male	12.11.2020	12h00 – 13h00
Private Sector	General Manager	African	Female	13.11.2020	12h00 – 13h00
Non-Governmental Organization	Manager	African	Male	13.11.2020	15h00 – 16h00
Focus Groups 1	6 Participants	African	3 Females & 3 Males	16.11.2020	09h00 – 12h00
Focus Group 2	6 Participants	African	3 Females & 3 Males	16.11.2020	13h00 – 16h00
Focus Groups 3	6 Participants	African	3 Females & 3 Males	17.11.2020	09h00 – 12h00
Focus Group 4	6 Participants	African	3 Females & 3 Males	17.11.2020	13h00 – 16h00

Annexure 15: Coding for study participants

UNIVERSITY OF KWAZULU-NATAL

School of Management, IT and Governance

College of Law and Management Studies

School of Management, Information Technology and Governance

Master's in Public Administration

Researcher: Mr S.M. Mntambo (+27 72 268 9012)

Supervisor: Dr B.R. Qwabe (+27 31 260 7490)

Research office: Ms M Snyman (+27 31 260 8350)

Coding for Study Participants

Participants	Research Participants	Race	Gender	Participants Code
Municipal Officials	Municipal Official 1	African	Male	MLMMM1
	Municipal Official 2	African	Female	MLMD1
	Municipal Official 3	African	Female	MLMD2
	Municipal Official 4	African	Male	MLMD3
Ward Councillors	Ward Councillor 1	African	Female	MLMWC12
	Ward Councillor 2	African	Male	MLMWC7
	Ward Councillor 3	African	Male	MLMWC4
	Ward Councillor 4	African	Male	MLMWC1
	Ward Councillor 5	African	Male	MLMWC
	Ward Councillor 6	African	Male	MLMDM
	Ward Councillor 7	African	Male	MLMS
Traditional Leaders	Traditional Leader 1	African	Male	MTCR1
	Traditional Leader 2	African	Male	MTCR2
	Traditional Leader 3	African	Male	MTCR3
	Traditional Leader 4	African	Male	MTCR4
Private Sector	General Manager	African	Female	KSGM1
Non-Governmental Organisation	Manager	African	Male	PHGOM1
Focus Groups 1	6 Participants	African	3 Females & 3 Males	MLMFG1
Focus Group 2	6 Participants	African	3 Females & 3 Males	MLMFG2
Focus Groups 3	6 Participants	African	3 Females & 3 Males	MLMFG3
Focus Group 4	6 Participants	African	3 Females & 3 Males	MLMFG4

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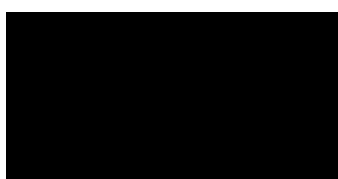
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DECLARATION

THIS IS TO CERTIFY THAT THE FOLLOWING DISSERTATION HAS BEEN ENGLISH LANGUAGE EDITED

Stakeholder collaboration and inclusive sustainable economic growth in rural areas: The case of MLM, KwaZulu-Natal

Candidate: Mntambo SM

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Whilst the English language editor has used electronic track changes to facilitate corrections and has inserted comments and queries in a right-hand column, the responsibility for effecting changes in the final, submitted document, remains the responsibility of the client and the editor cannot be held responsible for the quality of English Language expression used in corrections or additions effected subsequent to the transmission of this certificate on 15/06/2021.

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