

APPENDIX A

QUESTIONNAIRE FOR EMM ECONOMIC DEPARTMENT OFFICIALS

INTRODUCTION

Dear Sir/Madam,

My name is Maoto Molefane. I wonder if I may take a moment of your time for interviews. I am a postgraduate student at the University of the Witwatersrand, in Johannesburg, Studying towards Master of Science in Development Planning. The interviews are intended to probe issue related to institutional capacity to implement National Policy Guidelines for Implementing Local Economic Development in South Africa, I am using Ekurhuleni Metropolitan Municipality's LED unit as a case study. These questions will be open ended and allow you to speak about your personal experiences and views

1 ORGANOGRAM AND EDUCATION/EXPERIENCES

- What is the institutional structure of the EMM's LED unit?
- What is your position
- How long have you been involved in the LED unit/field?
- What is your highest qualification
 - a. Bcom (Economics)

- b. Town and regional Planning
- c. Others, please specify
- Do you have enough staff members to promote LED programmes
- Do you think there is a need for capacity building for the unit

This section attempt to understand the current institutional arrangement as well as to uncover human resource power existing in the department but also to check whether there are gaps or need for more staff members/officials to advance the LED intentions. The focal point of this section is to explore different experiences seized by different officials in the department and also to understand if there are other needs required to promote LED.

LED STRATEGY/ PROCESSES AND IMPLEMENTATION

- What is your understanding of LED approach?
- What are the programmes and other activities that the department is involved with?
- Who draft your strategy and how?
- Is your LED strategy/policy easy to understand?
- Do you have enough resources such as finance, computers, and so forth to advance your LED programs
- What roles have played in the establishment of SMMEs and cooperatives?
- What role have you played in the support and the retention of SMMEs within the municipal area
- How does you LED strategy correspond to national LED policy (cies)?

- Is it easy to understand and apply national LED policy in the context of EMM?

This section aims to take a stock of EMM's conceptualization of its LED approach/strategy/policy and programmes, its alignment with national LED policy as well as PGDS. Moreover, the section will also try to Assess the progress of the LED unit in those programmes.

INTERNAL AND EXTERNAL LINKS

- Are there any links, contacts and exchange between the unit & other municipal structures? E.g. **IDP unit**, **MIG unit**, province, and National government?
- If there are any? To what extent have you been working together?
- What is the level of collaboration with private sector and other LED stakeholders or agencies on all programmes? E.g.
 - a) NGOs
 - b) Trade Unions
 - c) Churches
 - d) Civic Organization
 - e) And other Civil society organizations
- In what way/s can this department support these organizations to ensure that they become more effective?
- Do you have strategies that you use to attract investors?

- Do you have Community Development Workers (CDW), if yes how have you been interacting?
- Has there been any training given to communities/organizations by you in advancing LED?

This section looks at the relationship between the LED unit with other sectors of government or municipality as well as relevant stakeholders (business and Civil Society. More importantly, to know the extent to which the provincial departments have been involved in the LED projects.

ROLE OF THE UNIT

- How do you coordinate your LED programs?
- How do you facilitate your LED programs
- How do you Control your LED programs?
- How do you monitor and evaluate your LED programs?
- To what extend and how have you been able to fund LED projects and where do you get those funds?
- What are the strategic mechanisms that you use to stimulate creation and expansion of the existing businesses?

This section looks into the role of the EMM's LED unit in promoting LED in the region.

CHALLENGES AND OPPORTUNITIES FACED BY THE UNIT

- What are other logistical problems that you encounter in promoting LED?

- How does municipality encourage the formation of partnership and coalition structures with other civil society organisation?
- To what extent have you been able to implement your LED programs?
- What are the constraints that impacted upon the success or failure of LED your implementation process?

This section uses SWOT analysis to understand opportunities and challenges confronting EMM in promoting LED; it basically looks at the general strengths, weaknesses, opportunities and threats faced by the LED unit in the implementation of its programmes.

WAY FOWARD

- What do you think should be done to strengthen the human resource capacity of the unit?
- What do you think should be done to strengthen the link between the unit and other departments?
- What do you think should be done in relation to the relationship between the unit and the community (civil society organization) and business sector?
- What are the general recommendations you have based on your experience in this unit, that will be more useful in ensuring that EMM is able to implement their LED adequately?

This section deals with strategies and mechanism with which the unit can adopt in order to improve its capacity or strength the unit to implement the LED programmes.

APPENDIX B

LIST OF PEOPLE INTERVIEWED AND THEIR BACKGROUNDS

LED officials

Positions	Years of Experience in LED	Qualifications
Implementation manger	3 years	Diploma (Business Management), Certificate in management, certificate in Business leadership
Project officer	3 years	Diploma (Economic Development and Housing)
Project officer	4 years	Diploma (Economic Development in third world)
Investment monitor	3 years	Diploma (Education), Diploma (financial Mangement), currently completing BCom degree
Contact Officer	3 years	Matric, certificate (urban development)
Ward Facilitator	3 years	Matric, currently completing BCom degree
Project Manager	3 years	S3 Civil Engineering, Certificates in Project management, currently completing BCom management

OTHER INTERACTIONS

Gauteng Provincial department of Finance and Economic affairs: LED
Unit

1. Director Planning Unit
2. Development Planner

APPENDIX C

POLITICAL AND ADMINISTRATIVE STRUCTURE OF EMM AT PRESENT

The following diagrams reflect the political and administrative structure of the EMM at present.

