

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI, GHANA**

**THE ROLE OF LOCAL ECONOMIC DEVELOPMENT SUB-COMMITTEE IN
JOB CREATION: A CASE STUDY OF ADENTAN MUNICIPAL ASSEMBLY**

**By
Yaw Ansong Owusu-Dankwah (BA)**

**A Thesis submitted to the Department of Construction Technology and
Management, College of Art and Built Environment
in partial fulfillment of the requirements for the degree of**

MASTER OF SCIENCE

NOVEMBER, 2018

DECLARATION

I hereby declare that this submission is my own work towards the award of a MSc Project Management and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any degree of the University, except where due acknowledgement has been made in the text.

YAW ANSONG, OWUSU-DANKWAH (PG 1154217)

Student Name and ID

.....

Signature

.....

Date

Certified by:

PROF. EDWARD BADU

Supervisor's Name

.....

Signature

.....

Date

Certified by:

PROF. B. K. BAIDEN

Head of Department's Name

.....

Signature

.....

Date

ABSTRACT

Job creation in recent times has been proposed as one of the main solutions to addressing development in many countries. Ghana in a bid to development the economy especially in the local communities adopted a decentralised approach where inhabitants had a say in how they want to develop. In terms of job creation, at the district level the Local Economic Development Subcommittee (LEDS) was set up to oversee and manage the local economy in order to promote growth and development. The purpose of the study is to identify the role of LEDS in job creation in the Adentan Municipality. The objectives of the study were to identify the effectiveness of the local economic development subcommittee in job creation in the municipality; to identify the LEDS tools, process and the institutional set-up to manage job creation initiatives in the municipality; and propose measures in enhancing their activities.

A qualitative research approach and interview method in data gathering were used. In-depth interviews were used to gather data from eight (8) members of the LEDS and also staff in the assembly involved in job creation. A thematic analytical approach was also used to analyse the data collected. The study specifically found that the main roles play by LEDS in job creation included: distribution of economic resources; creating opportunities for public participation in development activities; promotion of productive ventures and delivery of public services; monitoring and regulating market forces; and training and skills enhancement. The study data suggest that LEDS in the study has created a number of jobs by facilitating, enabling, stimulating and coordinating certain programmes and projects such as the Business Advisory Centre (BAC) and Mushroom Projects. Also, it was found that the process involved in job management in the study are in line with project management practices. With these findings, key recommendations toward effective and efficient job creation by the LEDS include enhancing and strengthening the roles of the LEDS and increasing and improving upon skills provision and training programmes in the Adentan Municipality.

TABLE OF CONTENT

| | |
|---|-------------|
| DECLARATION | ii |
| ABSTRACT..... | iii |
| TABLE OF CONTENT | iv |
| LIST OF TABLES | vii |
| LIST OF ABBREVIATIONS | viii |
| ACKNOWLEDGEMENT | ix |
| DEDICATION | x |
| | |
| CHAPTER ONE | 1 |
| INTRODUCTION | 1 |
| 1.1 BACKGROUND OF THE STUDY | 1 |
| 1.2 PROBLEM STATEMENT..... | 3 |
| 1.3 RESEARCH QUESTIONS | 4 |
| 1.4 RESEARCH AIM AND OBJECTIVES | 5 |
| 1.4.1 Research Aim..... | 5 |
| 1.4.2 Objectives | 5 |
| 1.5 POTENTIAL CONTRIBUTION TO KNOWLEDGE | 5 |
| 1.6 RESEARCH METHODOLOGY | 6 |
| 1.7 SCOPE OF STUDY | 6 |
| 1.8 ORGANISATION OF THE STUDY | 7 |
| | |
| CHAPTER TWO | 8 |
| LITERATURE REVIEW | 8 |
| 2.1 INTRODUCTION | 8 |
| 2.2 DEFINITION AND PARADIGMS OF DEVELOPMENT..... | 8 |
| 2.2.1 Meaning and the need for Local Economic Development | 9 |
| 2.2.2 Overview of Local Economic Development | 10 |
| 2.2.3 Evolution of Local Economic Development | 12 |
| 2.3 APPROACHES TO LOCAL ECONOMIC DEVELOPMENT..... | 13 |
| 2.3.1 Benefits and Challenges of Local Economic Development | 16 |
| 2.4 LOCAL GOVERNMENTS' ROLE IN LOCAL ECONOMIC DEVELOPMENT.. | 17 |

| | |
|--|-----------|
| 2.4.1 Empirical Evidence of Local Government’s Involvement in the Promotion of Local Economic Development..... | 18 |
| 2.4.2 Justification for Local Government’s Involvement in Economic Development.... | 19 |
| 2.5 DECENTRALIZATION AND LOCAL GOVERNMENTS IN GHANA | 20 |
| 2.5.1 Achievements and Challenges of Local Government System in Ghana..... | 21 |
| 2.5.2 Local Government’s Involvement in the Promotion of Local Economic Development in Ghana | 23 |
| 2.6 LOCAL ECONOMIC DEVELOPMENT IN GHANA | 24 |
| 2.7 LEVELS OF LOCAL ECONOMIC DEVELOPMENT PROMOTION INITIATIVES IN GHANA | 25 |
| 2.7.1 Local Government and Job Creation | 27 |
| 2.8 CONCLUSION..... | 28 |
| CHAPTER THREE..... | 29 |
| RESEARCH METHODOLOGY | 29 |
| 3.1 INTRODUCTION | 29 |
| 3.2 RESEARCH DESIGN AND APPROACH..... | 29 |
| 3.3 RESEARCH INSTRUMENT | 31 |
| 3.4 SAMPLING TECHNIQUES AND PROCEDURE | 31 |
| 3.4.1 Study Population..... | 32 |
| 3.4.2 Sampling Technique | 32 |
| 3.5 DATA ANALYSIS | 33 |
| 3.6 SUMMARY..... | 33 |
| CHAPTER FOUR | 34 |
| RESULTS AND DISCUSSION | 34 |
| 4.1 INTRODUCTION | 34 |
| 4.2 FINDINGS..... | 34 |
| 4.2.1 Background Characteristics of Participants..... | 34 |
| 4.3 ROLES OF LEDS IN JOB CREATION | 35 |
| 4.3.1 Effectiveness of LEDS in Job Creation | 36 |
| 4.4 TOOLS, PROCESS AND INSTITUTIONAL SET-UP FOR MANAGING JOB CREATION..... | 37 |
| 4.4.1 Tools for Job Creation by the LEDS | 38 |

| | |
|--|-----------|
| 4.4.2 Effectiveness of the Tools | 38 |
| 4.4.3 Specific Jobs Created by LEDS..... | 39 |
| 4.4.4 Existence of Laid Down Process for managing Created jobs..... | 40 |
| 4.4.5 Job Management Process and Project Management Practices | 40 |
| CHATPER FIVE | 42 |
| CONCLUSION AND RECOMMENDATIONS..... | 42 |
| 5.1 INTRODUCTION | 42 |
| 5.2 REVIEW OF OBJECTIVES | 42 |
| 5.2.1 Objective 1: Effectiveness of LEDS in Job Creation; | 42 |
| 5.2.2 Objective 2: Tools, Process and Institutional Set-Up for Managing Job Creation. | 43 |
| 5.2.3 Objective 3. How to Enhance LED’s Viability | 44 |
| 5.3 CONTRIBUTION TO KNOWLEDGE | 44 |
| 5.4 CONCLUSION..... | 45 |
| 5.5 RECOMMENDATIONS..... | 45 |
| 5.5.1 Enhancing the Role of the LEDS in Job Creation in the Municipality; | 45 |
| 5.5.2 Strengthening the Roles of the LEDS in Job Creation in the Municipality; | 46 |
| 5.5.3 Increasing and Improving Upon Skills Provision and Training Programmes;..... | 46 |
| 5.5.4 Improving Upon the Implementation of Job Creation Programmes and Projects in the Municipality..... | 46 |
| 5.5.5 Making Effective Use of Project Management Professionals | 47 |
| 5.6 LIMITATION..... | 47 |
| 5.7 FUTURE DIRECTION | 48 |
| REFERENCE..... | 49 |
| APPENDIX A..... | 57 |

LIST OF TABLES

| | |
|--|----|
| Table 4 1: Background Information of Participants..... | 35 |
|--|----|

LIST OF ABBREVIATIONS

| | |
|--------|--|
| BAC | Business Advisory Centre |
| BEDC | Business and Economic Development Corporation |
| CED | Community Economic Development |
| DACF | District Assembly Common Fund |
| ED | Enterprise Development |
| LD | Locality Development |
| LED | Local Economic Development |
| LEDS | Local Economic Development Subcommittee |
| MoLGRD | Ministry of Local Government and Rural Development- |
| GDP | Gross Domestic Product |
| GNI | Gross National Income |
| GSS | Ghana Statistical Service |
| GSGDA | Ghana Shared Growth and Development Agenda |
| NGO | Non-Governmental Organisation |
| NRCD | National Redemption Council Decree |
| NYA | National Youth Authority |
| OECD | Organisation for Economic Co-operation and Development |
| PNDC | Provisional National Defence Council |
| UNDP | United Nations Development Programme |
| YEA | Youth Employment Agency |

ACKNOWLEDGEMENT

I wish to first express my sincere gratitude to the Almighty God for his favour throughout this research work.

I wish to express my sincere gratitude to my supervisor, Prof. Edward Badu for his guidance throughout the course of my MSc Project Management. I also wish to thank Dr. Ernest Kissi for his guidance, comments and assistance throughout my research.

In addition, I wish also to extend my sincere gratitude to all the lecturers in the Department of Building Technology and the Institute for Distance Learning KNUST, Accra Campus for their contributions, and suggestions.

I finally wish to thank my parents, Mr. Kwadwo Owusu-Dankwah and Mrs Bernice Owusu-Dankwah for their financial support and encouragement to pursue this MSc Project Management course.

DEDICATION

I dedicate this thesis to my parents, Mr. Kwadwo Owusu-Dankwah and Mrs. Bernice Owusu-Dankwah for their support, encouragement, patience and prayers. I also dedicate this thesis to my sister for her support and prayers.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

In both low and middle income countries and developed countries, activities regarding the growth and development of the economy remains the objective of the central government. Mainly, in most Africa countries, development initiatives and programmes have in the past, been the preserve of the few central government elites. In the Ghanaian example, decisions concerning development initiatives were taken by the government's ministries of the central government, and the people at the community or district level did not have much involvement. Local level actors, who otherwise, were closer to the communities, whose involvement in development programmes could facilitate the development of the local communities, were relegated. The gap resulted in a polarisation of most local communities since the central government was not in touch with the local communities (Oduro-Ofori, 2011). These disparities in development between the urban and rural communities, coupled with the need to ensure participatory approach to development, saw to the wave of decentralisation among countries such as Ghana, Burkina Faso, Kenya and Senegal (Oduro-Ofori, 2016).

Since the colonial era, Ghana has had numerous decentralisation systems, but in 1987 Ghana's aspiring decentralisation system became a model for other African who wanted to walk a similar route. The decentralisation system was welcomed as an intentional model whose major mandate, and fundamental objective was to make local governments to manage local geographic units called districts (Ministry of Local Government and Rural Development, 2010). Based on their locations, authorities at these spatial units were tasked with the responsibility of promoting development at the local level and involving of local actors in formulating development strategies. Stated differently,

decentralisation promotes and enhances efficiency, through the application of local know-how in developmental discourse (Edoun and Jahed, 2009). Thus, the decentralisation regime was launched as an alternative development strategy, and a strategy to promoting good governance (Crook, 1994), whose operation were described by five pillars; political decentralization, administrative decentralization, decentralized planning and fiscal decentralization and public-private partnerships (Ministry of Local Government and Rural Development, 2010).

Local economic development has been defined differently by several authors. For instance, Blakely defined the concept as a “process by which local governments along with local corporate firms join forces and resources to enter into new partnership arrangements in order to create new jobs and stimulate economic activities in a well-defined economic zone” (Blakely, 1994, p. 49). The World Bank further defined it as “the process by which partners from public, business and non-governmental sectors work collectively to create better conditions for economic growth and employment generation” (World Bank, 2003, p. 1). Import from the definitions indicate the idea of local economic development was to develop an economic system which was self-sustaining by developing employment avenues based on existing human, natural and institutional resources (Varol 2010, p. 98). The concept dwells largely on internal resources for the creation of employment avenues and stimulating new locally based economic activities (Blakely, 1994). Although Ghana’s decentralisation regime has made considerable progress in terms of taking the government closer to the people, which is evident in the 254 districts in the country, it was until recently that attention was given to the significant role played by the Local Economic Development Subcommittee (LEDS) in creating jobs for local communities. Government’s soon to be commissioned flagship

programmes dubbed, one-district, one-factory, which was introduced in 2016, is an evidence of the missing defining role of the LEDS in the creation of jobs.

1.2 PROBLEM STATEMENT

The effectiveness and responsiveness of local actors to the introduction of decentralisation since 1987 in Ghana shows an overwhelming appreciation to the benefits of participatory approach to development. Since then, local level development has become the order of the day due to the increasing strides achieved, and the deepening of Ghana's decentralisation. Currently, the local governments are charged with the responsibilities of overseeing the development of their jurisdiction due to their close contact with the community. Activities needed to transform and sustain the growth of their communities is their preserve and one which they pay close attention to. Thus, promotion of local economic development is a prerequisite for local government in their jurisdictions. In view of this, subcommittees are organised to ensure the promotion of local economic development, by investing strategically in areas whose trickling effect would be beneficial.

Shawa (2008) further mentioned that Local Economic Development Committee need to get involved to help in the creation of business development and financial facilities which solves the challenges in the local economic sectors. Undoubtedly, the district and municipal assemblies have been effective in providing social amenities such schools, health centres, and water to the people living in the community. Although these services abound and evident in many communities, they did not significantly improve the general economic welfare of the people living in the community. As a result of this, Oduro-Ofori (2011, 2016) in his research in Ghana on the role of local government in local economic

development, he mentioned that many governments were unsuccessful in a lot of ways in their attempt to improve the general living conditions of the citizens in the communities. However, in the Adentan Municipality, findings from the 2010 Population and Housing Census resulted in an emphasis on the Municipality to ensure an improved quality of life for her inhabitants through investment in education, health and other basic social needs. Moreover, the findings suggested the need to create employment for the youth in the Municipality by developing strategies to improve local economic development (Ghana Statistical Service [GSS], 2014). These revelations and suggestions point to the lacking job avenues in a Municipality where her youthful population abounds and total fertility rate is at 2.7 as at 2010. Considering the importance of local government in seeing to it that the local economy grows, LEDS is crucial in the creation of jobs (Kahika and Karyeija, 2017; Makhubo, 2015), and the inadequate employment opportunities for youth in the Adentan Municipality, this research seeks to identify the role of LEDS in job creation.

1.3 RESEARCH QUESTIONS

The following research questions guided the study.

1. How effective is the of the local economic development subcommittee in job creation in the municipality?
2. What are the tools, processes and institutional set-up to manage job creation initiatives in the municipality?
3. What measures will enhance the local economic development subcommittees attempt in stimulating job creation in the municipality?

1.4 RESEARCH AIM AND OBJECTIVES

1.4.1 Research Aim

The aim of the study was to establish the role of Local Economic Development Subcommittee in job creation at the Adentan Municipal Assembly.

1.4.2 Objectives

In line with the research aim, the following objectives will be considered:

1. To identify the effectiveness of the local economic development subcommittee in job creation in the municipality;
2. To identify the Local Economic Development Subcommittee's tools, process and the institutional set-up to manage job creation initiatives in the municipality; and
3. To propose measures in enhancing the local economic development subcommittee in stimulating job creation through project management practises in the municipality

1.5 POTENTIAL CONTRIBUTION TO KNOWLEDGE

Considering the underlying objective for the introduction of local government in Ghana, studies reporting on the role of local government in economic development promotion in the districts and findings from the District Analytical Report of the 2010 Population and Housing Census, the current study would offer a baseline information on the activities undertaken by the LEDSD in the Adentan Municipality to create jobs in their jurisdiction.

1.6 RESEARCH METHODOLOGY

Purposive sampling technique was used to sample respondents who are members of the LEDS as well as officers from other departments that deal with economic development and job creation in the assembly. Qualitative research approach was used for this study. Interview was the main data collection instrument which constituted the primary data. Secondary data was also used and then be compared with the original data for consistency. Journal articles, unpublished thesis and dissertation and online news articles constituted the secondary information.

1.7 SCOPE OF STUDY

The research took place at the Adentan Municipality, among members of the LEDS and selected officers whose activities involve job creation and Local Economic Development (LED). The Adentan Municipal Assembly was carved out of the Tema Metropolitan Assembly in February 2008 by legislative instrument (LI) 1888. Currently, the district is home to migrants in search of employment in the various sectors of the economy: service sector, industries and government institutions. Adentan lies 10 kilometres to the Northeast of Accra, has a relatively high temperature throughout the year and shares boundaries with Ashaiman Municipal Assembly and Kpong Akatamanso District Assembly in the east and north, La Nkwantanang Municipal Assembly in the West and south, in the north. The Municipality is made up of 12 elected members each from 12 new electoral areas, 6 government appointees, one Member of Parliament for the constituency and one Municipal Chief Executive who is the head of state's representation at the district level. One unique policy recommendation provided by the Ghana Statistical Service during the 2010 population and housing census for the Municipality was the need to develop strategies to improve the local economic

development subcommittee to vigorously pursue employment creation ventures for the youth (GSS, 2014).

1.8 ORGANISATION OF THE STUDY

The research work is made up of five main chapters. The first chapter that is Chapter one details the general introduction to the research work and this is comprises the background of the study, problem statement, the research aim and objectives, the scope of the study, research methodology and the scope of the study. Chapter two entails an in-depth review of empirical literature in line with the study objectives. A detailed exposition of the research methodology is presented in chapter three. Subjects such as data collection techniques, sampling procedure, research approach and data management and analysis techniques will be presented in the third chapter. Analysis of data is presented in chapter four, whereas the fifth chapter covers the review of the research objectives, summary of findings, conclusion, recommendations, and direction for future research and limitations of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The review of relevant literature offers an essential linkage between prevailing knowledge and the problem under examination. It encompasses all pertinent written documents comprising information related to the research problem under consideration. The documents include periodicals, published articles in journals, abstracts, reviews, books and research reports. The review of related literature points out research strategies, specific procedures and instruments that have been used and their outcomes.

2.2 DEFINITION AND PARADIGMS OF DEVELOPMENT

Development as a concept defies a singular universally acceptable definition. In simple terms, it implies a good or positive change or a transition from an unfavourable condition to a preferred situation (Coetzee and Graaff, 1996:139). Furthermore Kotze (1997) stated that, it's a positive transformation in society which permeates all facets of society be it social, economic or political. Singh (2009) however perceives development as an entwined process comprising re-organization, reorientation of the whole economic and social systems of a society to better the lives of its members. From the definitions it can be deduced that development irrespective of the conception connotes a preferred change or transformation to improve livelihoods of people.

The conception of development has transformed or evolved over the years. During early post Second World War period, development was viewed mainly in economic terms. Thus, countries or economies which have attained and sustained annual Gross National Income (GNI) growth rates between 5% and 7% or more were considered as developed countries (Todaro and Smith, 2006). Therefore, development programmes and policies

focused on increasing Gross Domestic Product (GDP) so as to attain this outfit. Theories and models of development within these era viewed development as series of successive stages with the driving force being increased output. In the 1970s a new paradigm of development emerged with focus on individual well-being. Development was no longer seen as the expansion of countries Gross National Income (GNI) or outputs but rather, the quality of life the citizens are enjoying. Thus, the focus on production shifted to the development of man. Therefore, man became the centre of attracting regarding development. The development was what brought about the basic needs approach. According to this approach, the effectiveness of economies development is measured on the bases of availability and accessibility of basic needs to it citizenry. A country is developed when the basic needs of its people such as food, clothing, shelter, education, right to productive employment and others are met.

2.2.1 Meaning and the need for Local Economic Development

Local Economic Development is concerned with actions and initiatives undertaken at the basic or community level and driven by local stakeholders. It entails designing and executing essential projects by ensuring judicious allocation of limited resources to the implementation of such activities geared towards the emancipation of the poor from their poverty and to overall uplift their societal standard of living (Mufamadi, 2000). It comprises detecting and utilizing local resources, concepts and skills to promote economic growth and development. This process involves deliberate development by means of reorganizing and allocating the resources of a society to selected needs which cut across all aspects of life for the improvement of the socioeconomic wellbeing of its inhabitants.

Diverse scholars have varied opinions regarding local economic development (Trah, 2004; Pike et al., 2007). To some, it implies the ability of a local community to expand the asset base of its people while increasing the range of freedom for the inhabitants as well (Bartik, 2003). Whereas according to Trah (2004), the concept is of territorial importance and is a subset of larger development paradigms such as local and regional development. Adebayo and Taibat (2006) stated, the role of local economic development societies was meant to initiate and operationalize support for an endogenous network that is able to stimulate development. Thus, the hallmark of LED is contingent on the fact that every locality has comparative advantage which if appropriately identified and managed, can translate to the well-being of the people.

2.2.2 Overview of Local Economic Development

LED correspond to a well encompassing strategy which adopted by local actors and agencies if development to put scarce resources into more efficient use thereby providing employment opportunities for people awhile strengthening local businesses (Mensah, 2011). This strategy mainly comes in three forms namely; Community Economic Development (CED), Locality Development (LD) and Enterprise Development (ED) (Helmsing, 2001).

CED according to Helmsing (2001) involves the practice by which indigenous people establish institutions and synergies that cut across and intertwines with businesses and other interests at the local level. It implies a conscious and active process in which the local people influence direction and project execution other than been viewed as recipients of benefits of development policies by suggesting and acting in ways the community should be changed (Perry, 2003). By this, the people decide their priorities and take major decision concerning the things that affect them. The diverse approaches

used in CED comprise women empowerment, training local businesses, and harnessing human capital through training. The overarching goal of CED is to inspire sense of belonging, and ownership of community programme in the minds of the people which make them devote their time and energy for the realization of targets set out to be achieved such as job creation, enhancement of living and working situations, and to create public and community services (Helmsing, 2003).

Enterprise development is premised on the commercial (economic) viability of the community. Enterprise development focuses on the economic base of an area. This commercial premise according to Helmsing (2001) and Schmitz (1995) denotes organizations and businesses which are export oriented. The exporting destination could be markets located within the national context or beyond national boundaries (international trade). There is usually agglomeration of these export oriented industries so as to reap the benefits that comes along with it (Schmitz, 1998). Through the provision of need or required infrastructure such as efficient transport systems, electricity and appropriate financial instruments, the economic base of these localities can be enhanced (Helmsing, 2001). The third component of the LED which is local development has the sole purpose of capitalizing on the encouraging externalities of LED to address issues like poverty (Meyer-Stamer, 2005). This notwithstanding has several dimensions such as participatory LED, physical planning and development regulation, urban planning and design, infrastructure and socio economic overhead capital (Helmsing, 2003: Meyer-Stamer, 2005).

2.2.3 Evolution of Local Economic Development

The practice of LED is new in most developing countries whereas the concept is longed operationalized in most developed countries like United States of America and the United Kingdom. Despite the operation of the ideology in both developed and developing nations, the reasons for its inculcation into development policies is varied in both spectrums of society (Nel, 2001). Geddes (2004) noted that, the shift to LED is as a result of reduced economic growth experienced in the post second world war period which forced sub-national governments to become innovative in order to salvage the situation through promoting local development initiatives and attracting of investors. The Municipal Services Project (2001) however, attributed it to the failure of the centralized planning system and strategies to address primate developmental challenges thereby leading to the search of a more viable system which was supposed to focus on disadvantaged and neglected areas. As such, co-operative, community development units and businesses were established to that effect (Geddes, 2004). LED emerged in North America as a result of this (Dewar, 1998). And similarly, these were some of the reasons for its operation in most African countries (Nel, 2001).

According to Nel and Binns (1999), despite the similarity in the LED implementation between the developed and the developing world, there are variances. The difference stems from the fact that, most LED's in developed countries are into global business and projects while the reverse is what pertains in developing countries. LED's in developing countries struggle to survive even after depending on local initiatives, skills and resources (Nel and Binns, 1999).

The concept of local economic development has undergone several transformations since the 1960s (World Bank, 2004). By this, practitioners have gained better intuition about how to operationalize the ideology to harness the inherent benefits ingrained in it. The

concept has experienced three major transformations over the years. The first wave which started in the 1960s ended in the early 1980s. The focus of the first wave of LED is the attraction large amounts of foreign direct investments and huge infrastructural investments (World Bank, 2004). By this, grants were given, tax breaks were offered, loans were highly subsidized and infrastructure building was also subsidized. The second face of LED begun in the 1980s to mid-1990s. The focus was on the retaining and expansion of prevailing local businesses with foreign investment into specific sectors (World Bank, 2004). Start-up support, technical support and advice/training were mainly given to accomplish the aforesaid objective. The third face which is currently running since the late 1990s is focuses on soft infrastructure, public/private partnership and networking. Holistic strategies are expected to be mapped out; competitive local business climate should be encouraged while business clusters are supposed to be developed. Despite the changing trends of local economic developments over time, some aspects are static. Paramount amid these are the responsibilities of local government, the private sector, the NGOs and the local community in producing prospects and working together to improve the local economy (Davis and Rylance, 2005). The concept emphasizes on enhancing competitiveness, increasing sustainable growth and guaranteeing comprehensive development.

2.3 APPROACHES TO LOCAL ECONOMIC DEVELOPMENT

According to Blakely (1994) local economic development can be categorized to comprise business development, human resource development, locality development and community-based economic and employment generation. The business development component encompasses the creation of a conducive environment or atmosphere where business and other commercial entities can thrive. This aspect of LED forms a core

element as the creation, retention and expansion of businesses boost the economic viability of the area. This helps put the community on the path of growth and development. By this vital resources are mobilized for local development (Blakely, 1994). Approaches used in this model includes the creating of new business enterprises, the attraction of new businesses and investments, expanding or growing of existing enterprises and through innovation and entrepreneurship. This drives the building of a favourable atmosphere where businesses are established and grown to become the hub of local economic development. For effectiveness of this model, resilient financial institutions, appropriate technology marketing systems and entrepreneurial and skills development strategies must be mapped out and executed (Blakely, 1994)

The human resource development component aims at developing the required human resources needed for the operationalization of businesses. By this, the human resource base of the community is enhanced to provide quality personnel to enterprises. This is because, one the most valuable resources for development is the human resource or man power (Swack and Mason, 1987). Community development must incorporate strategies that will improve the skill set of people while making them more innovative and receptive to emerging technologies and knowledge. This can be accomplished through four major approaches. This approaches are vocational training and education, job placement, client oriented job creation and job maintenance (Blakely, 1994). The use of workshops, trainings and local development programmes to achieve its objective. The skills development component also has the potency of helping individuals initiate and sustain self-development projects and enterprises.

Another dimension of the approaches to LED is the issue of local development. Under this approach, focus is tuned on land management issues. It is without disapproval that, land constitutes a major resource needed for development. To this extent, attempts must

be made to ensure that this resource is made accessible to the populace. While making this resource accessible and affordable to the populace, measures must also be adopted to enhance the aesthetic value of the communities or settlements (Blakely, 1994). This is contingent on effective and efficient land use planning for development. Zoning, land banking, town scaping, housing and neighborhood improvement are some dominant strategies used in this approach. The fourth dimension of local economic development is the Community based economic and employment development. By this strategy, attempts are made to increase employment generation within local communities. This approach permeates all the earlier strategies. It thus combines tools and strategies from the other three concepts. It involves development of financial institutions, provision of technical assistance and integrating of local businesses (Blakely, 1994).

Gravingholt et al. (2006) also provided similar approaches to local economic development as Encouraging local business growth: Encouraging new enterprises: Promotion of inward investments: Investments in hard and soft infrastructure: Sector and business cluster development. Vazquez-Barquero (1999) in Rodriguez-Pose (2001) also categorized approaches to local economic development as hardware, software and the orgware schemes. The hardware scheme contains aspects which are very much aligned to traditional development strategies. This system gives thought to providing basic infrastructure such as improving transportation and communication networks, industrial spaces, educational, health and cultural facilities that promote human resource development. The software scheme encompasses the scheming and execution of complete local development strategies. The Orgware scheme refers to the upgrading of the administrative and institutional capability to scheme, execute and monitor the whole development strategy. It comprises the harmonization of challenging stages of government and the local civic and private sectors and the empowerment of local

communities to have greater say in its own development (Vazquez-Barquero, 1999; in Rodriguez-Pose, 2001:10-11).

2.3.1 Benefits and Challenges of Local Economic Development

As an approach to attaining development, LED has several benefits. Its benefits are mainly in tune with job creation or employment generation, thus providing a solution to unemployment. For locals the only means of sustenance is through local initiatives and projects. Thus when resources are controlled and managed at the local level closed to them, it goes a long way to ensure their survival (Gooneratne and Mbilinyi, 1992). Evidence from rural communities in Africa suggests that dependence indigenous technical knowledge and means of production constitute an adaptation strategy for survival for most poor and disadvantageous households (Nel and Binns, 1999). LED interventions enable to take more pre-emptive measures concerning their livelihoods and sustainability (Rodríguez-Pose and Tijmstra, 2005). It drives a community towards one purpose thereby stimulating them to involve themselves and provide enabling atmosphere for businesses to thrive. According Hill and Nel (2004), the objective of LED is to expand employment avenues within a society through establishing and strengthening of existing enterprises. Thus, local assets ought to be mobilized for that to happen (Blakely, 1994). LED helps in the fight against poverty and societal inclusion, guarantees environmental protection and leads to the reorientation of economic and social policies towards “bottom-up” development strategies (Canzanelli, 2000; Helvetas and Anembom, 2005).

These aside, LED as a strategy for development is poised with numerous challenges. There are several actors and strategies within LED and it is very difficult to integrate all these partners at a stance. There is absence of vertical and horizontal linkages between

and within local economic development partners and other stakeholders which affects execution. This generally leads to duplication of efforts (UNDP, 2003). It is also difficult for all LED partners to participate alongside the populace. Another challenge in the implementation of LED is the inadequate asset or resource base of communities coupled lack of qualified personnel (UNDP, 2003).local authorities usually do not have the requisite machinery needed for creating enabling business environment (Smith, 1998). More so, managerial and technical know-how, problems in meeting deadlines and social force may impede the performance of local firms (Taylor, 1996) whereas, human factors such as poor work ethics lack information systems and lack of clearly defined responsibilities affect the effectiveness of LED (Dere, 2001).

2.4 LOCAL GOVERNMENTS' ROLE IN LOCAL ECONOMIC DEVELOPMENT

Various scholars have identified varied roles that local governments have to play in local economic development (Kokor, 2001). Some of these roles are performing participatory role such as owning economic resources, partaking in parity positions and partnership engagements which make decisive use of local public assets directly available to the local economy. They are also expected to facilitating role which encompasses the use of some instruments such as subsidies to promote productive ventures and the delivery of public services in their jurisdictions. They are also mandated to monitor and regulate market forces within their areas of adjudication. According to Barkely, (1994), local governments are mandated to perform four major functions which includes; facilitation, enabling/developer, stimulation and coordination.

2.4.1 Empirical Evidence of Local Government's Involvement in the Promotion of Local Economic Development

In Germany, local self-government emerged from economic roots. This due to the negative effects excessive bureaucracy had on economic development. Thus local government was supposed to bring development closer to the door step of the local people (Lange, 1981). Local economic development is a major epitome of local governance. As such local economic development is seen as a major preoccupation of local governments (von der Heide and Cholewa, 1992). The degree of local governments commitment to promotion of LED is based on their directly or indirect involvement in the business of development (Lange, 1981). Their degree of commitment is seen in the kind of strategies they map out and execute.

In Germany for instance, cities such as Hamburg and Frankfurt have worked extensively shaping the image of their localities through the advancement of some diverse local economic development strategies. Hamburg has restructured the technology orientation of its local industries. This city has been made on the country's largest hub for local and international businesses. Frankfurt also however has established Business and Economic Development Corporation (BEDC) to provide services in research, facilitating and coordinating contacts as well as providing active support to projects. It actively advocate for development and transformation of the city of Frankfurt (IBID: 425-426). Nonetheless, they do not have full autonomy or immunity as they are prevented from implementing policies that are not in tandem with that of the central government. And this is a major challenge confronting all local governments globally.

The case of South Africa is not that different from that of Germany. From the apartheid era, local governments have been established to provide essential services and assets for community development (Nel, 2001). This however has assumed a greater degree of

transformation following the end of the apartheid system. This is due to magnitude of legal provisions that have enshrined this in local governance systems. There is countless number of cities in South Africa which have promulgated diverse policies in collaboration with city authorities to promote local economic development (Rogerson, 1995 in Nel, 2001:1013). Johannesburg for instance in an attempt to position itself on the global front have initiated and executed several infrastructural projects and property development policies. Durban embarked on industrial estate development, business tourism through the construction of the International Convention Centre is key examples of local government-facilitated local economic development in that city. In Pretoria, the core strategy of local economic development is the promotion of business enterprises.

2.4.2 Justification for Local Government's Involvement in Economic Development

For several years, there has been a debate as to whether local governments should embark on local economic development in their areas of control. This reflects the neo-classical theorist point of view where they perceive governments and their sub units as inefficient (Todaro and Smith 2006). They believe market forces should drive economic development. However market system also stressed on some inefficiency and suggests the intervention of governments (ibid). Modern endogenous development theories also suggest an active role for public policy in stimulating economic development through forward and backward investments in human capital formation. Governments must therefore lead in the effort of promoting development and that of local governments in local economic development. Local governments by virtue of their proximity to the locals has high potential meeting their varied such as economic, social and political needs.

2.5 DECENTRALIZATION AND LOCAL GOVERNMENTS IN GHANA

The origin of decentralization in Ghana can be traced back to the colonial periods (Aye, 2000). Though it was implemented, it took the forms of de-concentration of central governments responsibilities to lower units of government. There was no conscious effort to devolve power and authority to sub-national levels. The territories were administered with the help of traditional authorities which were hand-picked by the colonial government (Nkrumah, 2000). Though this system was abolished shortly after independence, subsequent governments did not make major milestone towards implementing devolution. This however changed during the mid-1980s when the government of PNDC made the move to practicalise the implementation of decentralization in the ideal form by way of devolution. By this power was supposed to be devolved to local entities within the hierarchy of political administration to promote participatory decision making so that development will respond to the needs of the people. It was also to ensure that sub-national authorities have access to a greater percentage of their revenues to create community assets for development.

Ghana's current decentralization policy has the legal backing of the 1992 Constitution of Ghana and the Local Government Act, Act 462 (formerly, PNDC Law 207). As such the Local Government Act, Act 462 underpins Ghana's decentralization strategy and spells out its roles, functions and the various local government units that must be constituted. The system is structured into three tiers with the Regional Coordinating Council at the apex. That notwithstanding, the district assembly which is the second tier is the fulcrum of development and the highest political decision making body at the local level. Each region has one regional coordinating council which totals ten (10). Rather than being a policy-making body, the RCC is an administrative and coordinating body. Currently, there are 254 district assemblies in Ghana with 6 being Metropolis, 104 Municipalities

and 144 District assemblies. Within the decentralized system, there are sub-district structures which perform diverse functions. These subordinate bodies are assigned different functions to perform in relation to the size of their jurisdictions. They are to work in harmony with the district assemblies to bring development to their areas.

The district assemblies have two major committees; the Executive Committee and General Assembly. Under the executive committee, some mandatory committees which includes; Development Planning Sub-Committee, Social Services Sub-Committee, Works Sub-Committee, Finance and Administration Sub-Committee and Justice and Security Sub-Committee. However, every district can establish adhoc committees to address cogent developmental issues within its aerial extent (Local Government Act, 1993). Local Economic Development Subcommittee is supposed to perform the following functions; identify the economic resources/potentials of the district; develop an information base on the resources, identify opportunities and constraints for the exploitation of these resources; prepare exploitation and phasing plans and strategies; consult with other sub-committees and the private sector for the implications the proposed district plan may have on other Sub-Committees' plans and submit the plan to the Executive Committee for harmonization with others (Local Government Act, 1993).

2.5.1 Achievements and Challenges of Local Government System in Ghana

In the current local government system, there is participatory decision-making which ensures active involvement of the populace unlike in the colonial and early post-independence eras (Ahwoi, 2000). The system is expected to promote sustainable environmental resource development. However, the approach is not limitation free, as it is bedevilled with numerous challenges. The challenges still threatening decentralized planning are the insufficient approach, expertise and skills for operationalizing

participatory, bottom-up planning and resource deployment by District Assemblies. They are not adequately resourced with the required assets to deliver on their core mandates. There is little autonomy emanating from the fact that they still rely on national government for finance which makes it difficult for them to integrate their programs and policies (Ahwoi, 2000). There is also no reliable base data for effective planning. District assemblies are to promote public-private partnerships by creating favorable atmospheres for private sector development. This they must accomplish by setting aside 20% of their DACF to develop the sector. Nonetheless, the non-existence of clear cut policy the responsibilities of NGOs and other civil society organizations have dwindled their efforts in attaining such objective (Ahwoi, 2000). The private sector entities are also not willing to partner the districts.

Regardless of these challenges facing the district assemblies and decentralization implementation in Ghana, tremendous milestones have been chocked over the years. Paramount among them is the bringing governance closer to the door step of the populace. This has democratized the governance system at the grassroots level while expanding the participation of the ordinary citizen in decision making. It has increased the availability of technocrats at the local level for their knowledge and expertise to be tapped for development attainment. To some degree, the district assemblies have established and in some instances strengthened the relations between them and donor agencies. These partnerships work for the betterment of living conditions of people (Ahwoi, 2000). Through decentralization, local government service has been established closer to the people to address cogent issues on unavailability of basic amenities and social services. This has to some level enhanced the provision of essential services at the community level since its inception.

2.5.2 Local Government's Involvement in the Promotion of Local Economic

Development in Ghana

The task providing development is seen as a major prerogative of the central government. As such issues of employment generation and tackling unemployment are basically the task of the central government. During the first republic, local commissions were established to represent the head of state at the local level. These councils were not autonomous and do not have greater decision making authorities (Kessey, 1995). They are responsible for translating policies designed at the central government level into achievable objectives at the grassroots level. These councils were therefore redundant and could not do much to address the issues faced at the local levels. They always look up to the national government for assistance in solving local issues (Kessey, 1995).

Following the change of government in 1966, the new government introduced a four-tier local government system. Unlike the initial councils, the new system was entirely in the hands of civil servants to operate. However, there have been diverse arguments about the fact that there were no local governments but rather the rule of local bureaucrats. Just like the first system, they championed the course of the national government without recourse to local initiatives priorities. Successive governments also implemented similar strategies to promote local economic development. By 1972, the National Redemption Council decree of 1972 (NRCD 138) and NRCD 258 of 1978 replaced the local government Act of 1971. This abolished the four-tier system established by the previous government. Two thirds of the new council members were appointed by the government whereas, one third comprises of traditional authorities. These councils also pursued the interests of the central governments while public corporation implemented development programmes at the local levels.

The above discussion suggests that, local councils or local governments from the first to the third republic were under the direct influence of the central government with their heads determined by the national governments. By this they were incapacitated in doing the business of local development. Public corporations were mainly in charge of promoting local development. There existed no policy frameworks for local development. As a matter of fact the business of local development and that of local economic was not their priority. Inter-sectorial cooperation and partnership was minimal. The mid 1980s saw a major shift in Ghana's local government system. By that time, it has been established that the top down approach was not effective in doing the business of development and a search for a more viable approach led to decentralization. The Local Government Act, Act 462 set a stage for variant development thinking in Ghana since the late 1980s. It spells out the functions, and various local government units within the system. The fulcrum of the system is on district assemblies which are supposed to ensure the total transformation of their localities. District assemblies which could be municipalities or metropolis are to develop their areas through planning and execution of policies, promote and support productive activity and social development in their areas of jurisdiction, develop, improve and manage human settlements and the environment and ensure ready access to the courts and public tribunals in the district. They are expected to achieve these objectives through a number of sub-district structures and committees.

2.6 LOCAL ECONOMIC DEVELOPMENT IN GHANA

There is little literature on the promotion of local economic development in Ghana. This scanty information is also spread across in few documents and resources. This however does indicate the non-existence local economic development promotion the country. It

might be so because maybe academics have developed much interest in such research paradigm. Pervious and current trends show elements of local economic development promotion in Ghana. In the current dispensation spanning from 1980s to date, various governments have designed and implement diverse policies geared towards LED. As earlier presented, the decentralization policy is one of the major strategies they used in promoting LED (NDPC, 2014). All the national development plans (Poverty Reduction strategy Papers) from Ghana vision 2020, Ghana Poverty Reduction Strategy I (2002-2004), the Growth and Poverty Reduction Strategy II (2006-2009) to Ghana Shared Growth and Development Agenda (GSGDA 2010-2013 and 2014-2017) had elements of LED in them (NDPC, 2014). Although there was no specific policy document to those effect. However, the objectives of the thematic areas all pointed to local economic development. Some of which include the provision of employment, human resource development, private sector development among others.

2.7 LEVELS OF LOCAL ECONOMIC DEVELOPMENT PROMOTION INITIATIVES IN GHANA

Local economic development has four levels of initiatives to promote it. The first level is the Formal Government initiatives (top-down initiatives). They are policies and programmes the central government implements but are in line with LED. Some are sectorial while other permeates all sectors of the economy. They are mainly geared towards the provision of infrastructure, reduction of unemployment and provision of skills. These policies are sometime bedeviled with corruption and improper targeting thereby not accomplishing their targets. They are also not very sustainable. The second level of promoting LED is through Formal Government initiatives, that is, top-down initiatives. Local governments have prime objective of providing development at their

areas of adjudication. This they have to attain through implementing policies and programmes that leads to local economic development. These plans are supposed to be holistic and integrated from comprehensive development to be achieved. They might range from infrastructure to capacity development. Partnership and collaborations between district assemblies sharing common boundaries are not common. This might be due to lack of intuition of local governments into the prospective profits of carrying out joint development activities and the obstacles of harmonizing their interest on these would-be activities.

The fourth component of the approaches to promoting local economic development is through Local and foreign organizations initiatives. These are organization which operates on wider scales with limited territorial restrictions. Faith-based organizations and NGOs operate in a number of communities to address cogent developmental challenges facing them. Micro level saving and empowerment is provided for them. Their scope of operation comprises education agriculture, entrepreneurship, crafts and others. Some business entities such as mining companies including AngloGold-Ashanti and Newmont Companies engaged in economic activities in some localities of the country promote LED through their direct and indirect actions. The fourth component is referred to as individual, small and medium scale enterprises initiatives. Individuals, small and medium size enterprises dominate the local economic activity sector of the country. Despite this, hardly do development policies favor their interests. It is a major strategy that supports LED in the country. A chunk of economic activities are controlled by this group while they are mostly overlooked in terms economic development promotion.

2.7.1 Local Government and Job Creation

One vital element of local economic development is the aspect of job or employment creation. This is due to the fact that sustainable local development cannot be attained without providing viable employment opportunities to the people (OECD, 2016). Many central governments have failed to some degree in meeting these demands and as such this responsibility has been devolved to local authors. This devolution of employment creation to local institutions features prominently in decentralization and local governance (Wilson et al., 2017). In the process of job creation, local governments adopt diverse strategies. This ranges from supporting businesses by creating conducive environment or by partnering other agencies to establish productive ventures to employ more people.

Investment in the supply of abilities alone would not be adequate to support work creation and efficiency in neighborhood economies (OECD, 2014). Other factors must also be considered. New employments are created as enterprises extend and as new firms are established. This can only happen when the right atmosphere is created. Local governments thus help in the process of job creation through ensuring that businesses have the favorable environment to operate and maximize profit. Through this, they expand their scale of operation while new entities are attracted to the locality. Local governments are seen as engines for promoting job creation (Diaw, 1994). By and large, more differing local economies with intricate supply anchors and compact linkages to markets are prone to help ensuring job creation development through import substitution and the improvement of new items and administrations (Froy and Giguère, 2010).

2.8 CONCLUSION

This section has highlighted on literature reviewed on problem to be investigated. The focus of the review was based on the overview of local economic development, its benefits and hindrances obstructing its feasibility, local government in Ghana and the approaches to LED. Development according to literature implies positive change towards improving the living standards of people whereas LED is concerned with actions and initiatives undertaken at the basic or community level and driven by local stakeholders. This involve designing and executing essential projects by ensuring judicious allocation of limited resources to the implementation of such activities geared towards the emancipation. The strand of literature also indicates that there are four main approaches to local economic development which are; business development, human resource development, locality development and community-based economic and employment generation. There is little literature on the promotion of local economic development in Ghana. This scanty information is also spread across in few documents and resources. This however does indicate the non-existence local economic development promotion the country. The need for local government's involvement in the provision of LED is contingent on the fact that market systems are also associated with challenges. Local government units are supposed to create an enabling environment for local economic development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The previous chapter reviewed relevant related literature on LEDS and job creation. This has therefore paved the way for the chapter three, which is basically about the methods to follow. This chapter discusses how the research was carried out in order to meet the study's aim and objectives. The methodology section of research according to Cooper and Schindler (2005) is one of the important stage after identifying the study objectives, questions and reviewing relevant literature. In view of this, Collis and Hussey (2003) defined research methodology as the overall approach to the design process from the hypothetical foundations to the collection of data and analysis adapted for a study. Therefore, this chapter outlines the various methodological approaches used to collect secondary and primary data for the study. It highlights the research strategy, study design, sample size and techniques, data collections tools and procedures as well as data analyses and presentation techniques.

3.2 RESEARCH DESIGN AND APPROACH

According to Bryman (2012), research design involves the overall orientation to the conduct of a social research. Burns and Grove (2008) also added that a research design is a “blueprint for conducting a study with maximum control over factors that may affect the validity of the findings of a study”. Research design is thus the researcher's overall framework for answering the research questions or claims made about the study. Yin (1984) also stressed that in the determination of which research design type to adopt for a study, one crucial factor that determines it is the research questions. Yin (1984) further

emphasized that by stating that “why” and “how” questions are more explanatory by nature hence leads to the use of case study.

It has been established that case study is an in-depth investigation of a specific situation or event and used to narrow down a very broad field or scope of research into one easily researchable topic (Shuttleworth, 2008). Creswell, who is widely known for his extensive writings on qualitative study, explains that case study is an empirical inquiry that investigates a phenomenon within its real-life context (Creswell, 2009). Case study offers a strong research technique for investigating individuals or small group of participants from a larger group. Thus, this study adopts the case study design for two main reasons: To allow an in-depth study of a small number of participants with detailed knowledge on the subject matter drawn from a larger population; and contextually offer flexibility for a comprehensive investigation of the problem. Yin (2009) explicitly shares similar idea. To him, case study provides flexibility for selecting and focusing on a single or few cases of a social group or phenomenon to be comprehensively investigated. On the contrary, the case study design has been criticized on the grounds of generalization. It is argued that findings from case studies lack generalization thus, findings from one or few cases and/or study areas cannot be generalized to represent the situation of the entire phenomenon or cases that were not studied and also, the problem of case or cases selection bias may arise. However, the real-life contextual power of case study design makes it appropriate for this study as the study seeks to investigate a particular case within a specific context.

On the approach, the study adopted qualitative approach.

3.3 RESEARCH INSTRUMENT

Looking at the study objectives and questions, interview was used as the instrument for data collection. The interview included both opened and closed questions. The closed ended questions makes it possible to quantify some of the responses of the respondents as well as ensure consistency in responses. Salant et al (1994) are also of the view that closed-ended questions with unordered choices, for example the multiple choice questions are useful for ranking items in order of preference. Fowler et al (1995) close-ended questions used to gauge the respondents' ability to provide informed responses or to identify respondents who believe they are informed and compare their responses to those who do not believe they are informed. The opened ended questions, however also allows the respondents to express their opinions and perceptions.

In view of this, the questions were ethical and feasible, whereas the wordings were without bias and the questions provided multiple choice options which gave the respondents the opportunity to present their ideas by way of selecting from the options provided.

3.4 SAMPLING TECHNIQUES AND PROCEDURE

Sampling involves a process of selecting a sub-section of a population that represents the entire population in order to obtain information regarding the phenomenon of interest. This section focusses on the sampling procedures including the study population, sampling techniques and sample determination. Nonprobability sampling method was used because members were selected from the population in a nonrandom manner. Under the nonprobability method purposive sampling was used, this was because the samples to be selected were from specific group within the Adentan Municipal Assembly, that is,

members of the LEDS and workers involved in job creation whose input was relevant to the research.

3.4.1 Study Population

According to Ruben and Babbie (1989), study population is the aggregate of elements from which the sample is actually selected. The target population for this study consisted of staff of the Assembly working in departments and units of the Adentan Municipal, Accra, Ghana who are members of the LEDS and whose activities relate to job creation. The total population was thirty (30), this comprised all staff of the Development Planning and Coordinating Unit, General Administration, Agriculture Department, Business Advisory Centre (BAC), EU Mushroom Project, National Youth Authority (NYA), Youth Employment Agency (YEA) and the Community Development and Social Welfare Department. The choice of this population group was based on the decision that the individuals in this group have adequate information about the subject matter.

3.4.2 Sampling Technique

The study purposively selected sub-units in the Adentan Municipal Assembly including staff of Development Planning and Coordinating Unit, General Administration, Agriculture Department, BAC, EU Mushroom Project, NYA, YEA and the Community Development and Social Welfare Department. Apart from the staff from the EU Mushroom Project, YEA and Community Development and Social Welfare Department all other officers are members of the local economic development sub-committees but all of them have activities that bordered on local economic development promotion and job creation. The departments were deemed to be of relevance to the study as they have

direct bearing on the promotion of local economic development and job creation at the municipality level.

3.5 DATA ANALYSIS

Data analysis is “the systematic organisation and synthesis of the research data and the testing of research hypotheses, using those data” (Polit and Hungler, 1995:639). Strydom et al. (2005) also added that data analysis means finding answers by way of interpreting the data and results. To interpret is to explain and find meaning. To Brink (1996:178), data analysis entails “categorising, ordering, manipulating and summarising the data and describing them in meaningful terms”. The collected data was coded using the descriptive coding approach. This was to summarize the data while themes were deduced from it. The deductive approach to qualitative data analysis involves analyzing data based on a structure predetermined by the researcher. In this case, the research questions served as a guide for categorizing and analyzing the data. Using the NVivo software, the coded data was analysed and the generated results was presented under themes predetermined by the objectives.

3.6 SUMMARY

As noted, this chapter outlined key elements that are very primary in deciding a suitable research methodology to address any research problem. The chapter discusses the methodology adopted for the study; method of data collection employed by the study. The analytical technique adopted for the study has also been explained. The chapter that follows presents the results of the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 INTRODUCTION

This chapter focuses on the presentation and discussion of the information collected and analysed from the field from study participants. The data have been analysed thematically, whereas key subjective views of the participants are presented using quotations. The major themes that were emerged and discussed included: roles and tools of LEDES in job creation and process and institutional set-up for managing job creation.

4.2 FINDINGS

4.2.1 Background Characteristics of Participants

In research, background information on participants whom the study data were collected from is essential because it offers both the researcher(s) and readers knowledge about the people and the context under study. In view of this, data on demographic characteristics including gender, age and educational status of participants were gathered and analysed.

Table 4 1: Background Information of Participants

| Variable | Frequency (N=8) |
|---|------------------------|
| Age | |
| 20-30 | 1 |
| 31-40 | 6 |
| 51-60 | 1 |
| Gender | |
| Female | 6 |
| Male | 2 |
| Education | |
| Tertiary | 8 |
| Current Position | |
| Business Advisor | 1 |
| Senior Development Planning Officer | 1 |
| Municipal Agric Officer | 1 |
| Municipal Youth Director | 2 |
| Senior Community Development Officer | 1 |
| Centre Manager – EU Mushroom Project | 1 |
| Administrative Officer | 1 |
| Number of years in the Assembly | |
| 1-5 years | 2 |
| 6-10 years | 5 |
| Above 15 years | 1 |
| Special training in project management | |
| Yes | 2 |
| No | 6 |

Source: Field Survey, September 2018

4.3 ROLES OF LEDS IN JOB CREATION

Local economic development has become necessary globally as it entails designing and executing essential projects by ensuring judicious allocation of limited resources to the implementation of such activities geared towards the emancipation of the poor from their poverty and to overall uplift their societal standard of living (Mufamadi, 2000). With this, various local governments across the globe including Ghana has put in place committees to spearhead the activities of local economic development. One of the main activities of local economic development committee has been job creation. One vital element of local economic development is the aspect of job or employment creation.

This is due to the fact that sustainable local development cannot be attained without providing viable employment opportunities to the people (OECD, 2016).

Thus, this section of the chapter presents and discusses the roles of local economic development in job creation in the Adentan Municipal.

4.3.1 Effectiveness of LEDS in Job Creation

The effectiveness of the local governments should provide opportunities for well-established and more practically focused training in local economic development, its planning, implementation, financing and management as it will improve upon their (Kokor, 2001). In view of this, the study was interested in knowing the specific effective areas of LEDS in the creation of jobs for the local people. The study therefore found that LEDS play various important roles in job creation in their respective areas of jurisdiction. In line with (Singh, 2015; Todaro and Smith, 2006), all the study participants strongly agreed that they have roles to play in terms of job creation in the local areas. Some of the effective activities mentioned by the participants included distribution of economic resources, creating opportunities for public participation in development activities, promotion of productive ventures and delivery of public services, monitoring and regulating market forces and training and skills enhancement. Some of the views of the participants are presented below:

“Yes my unit ie National Youth Authority has organized training workshops like Bead making, bouquet making for some youth groups for them to gain employable skills. Also, my department is promoting MSEs through business development services and job creation. All these show the effectiveness of the subcommittee since they monitor these activities” (In-depth interview, Adentan, 2018).

Another participant also related that:

“Yes, we play various roles in job creation in this Municipal which leads to the have an effective system. The subcommittee can therefore be identified to be effective because they monitor and regulate economic development of which job creation is part” (In-depth interview, Adentan, 2018).

The foregoing views indicate that how effective the LEDSA activities affects job creation. This can be categorized into four major areas which includes; facilitation, enabling/developer, stimulation and coordination. This ranges from supporting businesses by creating conducive environment or by partnering other agencies to establish productive ventures to employ more people. The study findings agree with earlier assertions that the LEDSA's performance is effective in job creation because of the use of economic resources and partnership engagements which make decisive use of local public assets directly available to the local economy (Wilson et al., 2017). They are also expected to facilitating role which encompasses the use of some instruments such as subsidies to promote productive ventures and the delivery of public services in their jurisdictions (OECD, 2014). They are also mandated to monitor and regulate market forces within their areas of adjudication (Barkely, 1994).

4.4 TOOLS, PROCESS AND INSTITUTIONAL SET-UP FOR MANAGING JOB CREATION

For jobs to be created at the local levels, institutional set-ups are needed to manage the activities involved. This section of the chapter looks at the institutional arrangements in the study area for managing job creation.

4.4.1 Tools for Job Creation by the LEDS

In the creation of jobs, LEDS uses various strategies which serve as jobs creation tools. This means that in the process of job creation, local governments adopt diverse strategies. In consonance with (Trah, 2004; Pike et al., 2007), the study found that the LEDS has in place various tools or strategies for creation of jobs in the Municipality. Some of the tools highlighted included creation of Business Advisory Centres, job recommendation makings, planning and bylaws. All the participants agreed that these tools have the only strategies the Municipality uses for creating jobs for the local people.

“The committee relies on recommendations and bylaws to undertake its activities and also it relies on departments like the Business Advisory Centre (BAC) and NYA to create jobs” (In-depth interview, Adentan, 2018).

Another participant also added that:

“The subcommittee main tools for job creation making recommendations at their meeting and providing solution to the challenges faced by the units whose activities create jobs. The subcommittee uses recommendations, resolutions and bylaws to manage the departments that organize job creation workshops” (In-depth interview, Adentan, 2018).

This finding partly deviates from earlier findings that the main tool for job creation at the local level by LEDS is import substitution and the improvement of new items and administrations (Froy and Giguère, 2010). This suggests that each geographic setting may have peculiar job creation tools due to cultural and geographic differences.

4.4.2 Effectiveness of the Tools

The study sought to examine the effectiveness of the tools used for job creation in the study area. In view of this, all the participants agreed that the various tools for job creation are effective as they are delivering good outcomes in terms of job creation which agrees with earlier studies (Trah, 2004; Pike et al., 2007). Participants admitted that without these tools job creation would have been very difficult in the Municipality.

“The job or creation tools are effective since most of the departments who create these jobs are mandated setup for this purpose example BAC” (In-depth interview, Adentan, 2018).

In relation, another participant maintained that:

“To a large extent job creation tools are effective because some individuals are trained in skills which they can use to create jobs and earn some income” (In-depth interview, Adentan, 2018).

4.4.3 Specific Jobs Created by LEDS

As participants agreed to have job creation tools and further described them as effective, the study became interested in finding out some specific jobs created through these tools by the LEDS in the study area in the last 10 years prior to the study. Interestingly, participants listed some jobs in the municipality created through the initiatives of the LEDS.

One participant affirmed that:

“Yes through the BAC alone at least 100 jobs have been created in the last 4 years. Also the Adentan Municipal Assembly in partnership with the European Union has started a mushroom project which has started to create jobs for some individuals in Adentan “ (In-depth interview, Adentan, 2018).

Another participant also related that:

“From the quarterly reports of the units such as Business Advisory Centre, Agric Department and NYA jobs have been created. My unit has created job for about 25 people in the past 2 years. These are the once my unit was able to follow up on, so there may even be more” (In-depth interview, 2018).

The Centre Manager for the EU Mushroom Projects also added that:

“The EU Mushroom project is one of the avenues which the Assembly uses in job creation. About 40 people have gotten jobs in mushroom cultivation, processing and marketing in the last 6 month of the project” (In-depth interview, Adentan, 2018).

On the face of this finding, it can be argued that the LEDS is making progress in terms of job creation in the study area. This implies that LEDS thus help in the process of job

creation through ensuring that businesses have the favorable environment to operate and maximize profit. Through this, they expand their scale of operation while new entities are attracted to the locality.

4.4.4 Existence of Laid Down Process for managing Created jobs

In consistent with other previous studies (Helmsing, 2001; Bartik, 2003), generally, the study found in existence laid down process for jobs management in the municipal. However, it was found a number of institutions providing duplicative services hence the need to harmonize all these activities of the various department and monitor its impacts. The main office for job management was mentioned to be the planning office.

“Yes the subcommittee manages jobs being created through the reports sent of the units who undertake job creation activities. The planning unit also monitors these units and reports to the Assembly” (In-depth interview, Adentan, 2018)

One participant also added that:

“Through planning unit the subcommittee monitor the progress of work of the various units that are involve training activities that lead to job creation. Also, the subcommittee manages jobs being created through the reports we send to the planning unit at the municipal planning and coordination unit meetings” (In-depth interview, Adentan, 2018).

4.4.5 Job Management Process and Project Management Practices

This section of the chapter looks at how the job management practices in the Municipality are in line with Project Management Practices. The study participants strongly agreed that part of the process involved in job management in the study are in line with project management practices. They agreed with the statement because there is a working document guiding the affaires of the subcommittee and the report from their meeting is also used as a working document. Although there were two respondent with specialised training in Project Management, they were employed for their skills in others areas and not Project Management. From the above statement it can be deduced that although there are people with Project Management Skills, those skills are not being effectively used.

“Once the subcommittee is able to streamline the processes and makes use of the Project Management professionals, the process would be more efficient and be in line with Project Management practices” (In-depth interview, Adentan, 2018).

Another participants also remarked that:

“As far as I know the process is in line with project management practices since the activities follow laid down procedures” (In-depth interview, Adentan, 2018).

One participant also added that:

“As far as I know the process loosely follows project management practices. This is because after recommendation from the subcommittee goes to the Executive committee and General Assembly, the final report from the General Assembly meeting becomes the working document” (In-depth interview, Adentan, 2018).

It must be noted that the two statements above were made by staff with not Project Management background.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

Clearly, previous studies (Trah, 2004; Pike et al., 2007; Mensah, 2011) have documented that LEDS plays a decisive role in job creation and poverty reduction at the local level. This final chapter of the project deals with the presentation of summary of major findings, conclusions drawn from the study and recommendations based on the findings. The chapter is grouped into three main sections. The beginning section highlights major findings of the study, second section deals with the conclusion deduced from the study findings, whereas the last section offers recommendations based on the findings to ensure effective and efficient job creation at the study area.

5.2 REVIEW OF OBJECTIVES

The research began with a critical review of specific objectives which were:

1. To identify the effectiveness of the local economic development subcommittee in job creation in the municipality;
2. To identify the Local Economic Development Subcommittee's tools, process and the institutional set-up to manage job creation initiatives in the municipality; and
3. To propose measures in enhancing the local economic development subcommittee in stimulating job creation through project management practises in the municipality

5.2.1 Objective 1: Effectiveness of LEDS in Job Creation;

Firstly, the study found that LEDS plays effective roles in job creation in their respective areas of jurisdiction. The roles played by LEDS included: distribution of economic

resources; creating opportunities for public participation in development activities; promotion of productive ventures and delivery of public services; monitoring and regulating market forces; and training and skills enhancement. All these roles were effective and could be categorized into facilitation, enabling/developer, stimulation and coordination.

5.2.2 Objective 2: Tools, Process and Institutional Set-Up for Managing Job

Creation

The study found that the LEDS had in place tools in the form of units such the BAC, Agric and NYA, job recommendation makings, planning and byelaws for job creation. Interestingly, these tools were found to be effective as they have been able to create a number of jobs such as 100 specific jobs created through the BAC in the last four years.

In terms of processes, the LEDS had laid down process for jobs management in the municipal. However, it was found that a number of institutions providing duplicative services hence the need to harmonize all these activities of the various department and monitor its impacts. The main office for job management was mentioned to be the planning office. Also, it was found that the process involved in job management in the study are in line with some project management practices. These identified practise was the development of a working document which in this case is the report from the subcommittee meeting but this document is too simplified and lacks further details on how the recommended action will be implemented and resource allocation.

5.2.3 Objective 3. How to Enhance LED's Viability

From the foregoing, it was observed that local economic development subcommittee plays a vital role in the creation of jobs in the municipality. This however, does not absolve the committee from the need to enhance its capacity in that regard.

The study found out that LED ought to provide facility for monitoring and evaluation in order to enforce its policies and projects to the later. The Ministry of Local Government and Rural Development should must also intensify its supervisory role to ensure the local government implements their programmes.

5.3 CONTRIBUTION TO KNOWLEDGE

This study has some strengths that need to be remarked. The contributions of the research to the general discourse on the roles of the LEDS in job creation as by this study include the following:

1. To the best of my knowledge, this is the first known study that teased out insights into roles of LEDS in job creation in the Adentan Municipal, Ghana.
2. The research has enhanced the understanding of how the LEDS studied is able to create jobs. It has brought to light what it does, why it does it, how it does it and who is involved in the process.
3. Also the study has again provided evidence to enhance policy formulation.
4. Finally, the research has been able to indicate that, the effective involvement of actors (especially local government) in the process of local economic development is a function of several factors including the following: the environment in which the particular actor operates, effective and pragmatic role, strategies and tools, active stakeholder engagement in the process, availability of the requisite capacity and commitment on the part of the actor to the process.

5.4 CONCLUSION

Generally, the study provided sufficient evidence to achieve its objectives and enough data to answer the research questions. The findings of the study lead to a solid conclusion that the extent to which jobs are created at the local level depends largely on the effectiveness of the job creation tools and strategies of the LEDSS. Again, it also depends on how vibrant and vocal the LEDSS will be. What the LEDSS must be guided by is the fact that creating jobs does not wholesomely rely on the activities of the LEDSS only, but is about how participatory, efficient and effective the job creation measures would be and resource-empowered the LEDSS which is leading the job creation crusade would also be.

5.5 RECOMMENDATIONS

To effectively and efficiently create jobs at the local level by the LEDSS, certain factors should be considered and factored into planning, designing and decision making processes involving job creation. The results of the study have implications for policy formulation and implementation in promoting job creation at the local level. On the basis of the findings, the study recommends the following ideas to help promote effective and efficient job creation in Ghana and Adentan Municipal in particular:

5.5.1 Enhancing the Role of the LEDSS in Job Creation in the Municipality;

Since the study found that LEDSS was helping in job creation, the study recommends that the specific roles play by the LEDSS in job creation. This can be done through resourcing the committee financially and physically. This would help them work effectively and efficiently to create more jobs at the local level.

5.5.2 Strengthening the Roles of the LEDS in Job Creation in the Municipality;

For the LEDS to be very effective in leading the job creation process and making its impact felt in the municipality, it needs to deepen, strengthen and re-orient its roles, the strategies and tools it applies in its drive towards job creation in the municipality. It needs also to carry out more action oriented roles and strategies that impact directly on local economic entities development in the municipality.

5.5.3 Increasing and Improving Upon Skills Provision and Training Programmes;

To improve upon the vocational skills of the youth and be able to achieve the real benefits and impacts of these programmes, it could institute programmes that are well structured in conjunction with other stakeholders in the municipality and commit resources to these. The programmes to be instituted need to maintain and develop the local skills base and promote sustainable job-creation and the diversification of the local economy. Beneficiaries at the end of these programmes should be assisted in diverse ways by the local government to start their own enterprises across the municipality.

5.5.4 Improving Upon the Implementation of Job Creation Programmes and Projects in the Municipality

The LEDS must build the edifice of following through the implementation of all proposed projects especially its job creation projects during each planning period. It should also provide the necessary resources for these programmes and remain committed to their implementation till the end. The Ministry of Local Government and Rural Development and the National Development Planning Commission should also intensify their supervisory roles of the local government to ensure the full implementation of their programmes. The Ministry and the Commission should devise award systems to reward

all local governments that follow through with the implementation of their medium term development plans.

5.5.5 Making Effective Use of Project Management Professionals

Through this research it was found that the Project Management Professionals within the Assembly especially those involved in job creation were not being effectively used and that by tapping into their skills, it can help streamline the activities of the LEDS and prevents duplicative work by some of the units and departments in LED.

5.6 LIMITATION

While our study has many advantages, the researcher acknowledges a number of limitations, some of which are:

1. The study limitations are basically premised on its methods; hence reading, interpreting and using findings from this study must be undertaken with caution. Owing to the use of non-probability sampling techniques including purposive sampling, the results should not be regarded as representative of the general population in Ghana.
2. Furthermore, the measures were derived from self-reports of participants, thereby exposing the findings to potential response bias and social desirability bias.
3. Finally the study was limited to identifying the role of the LEDS in job creation within the Adentan Municipal Assembly. Due to manageability, time and resource constraints, it was not possible to cover more stakeholders in other assembly apart from the Adentan Municipal Assembly.

5.7 FUTURE DIRECTION

This study though exhaustive within the frame in which it purposed to research, there are other aspects that need to be researched into in enhancing the role of LEDS in job creation in the municipality and in the country as a whole. A number of areas therefore remain open for further research. The following are therefore recommended for future research:

1. Since there are many stakeholders engaged in local economic development promotion at the local level, future research could look at the need to analyse and manage multi-stakeholder engagements in job creation at the local level to enhance local development.
2. Future research should also assess the role of participation and partnerships in job creation at the local level which will ultimately climax in strengthening partnerships for local economic development in Ghana.
3. Another future research area could be the local level capacity building of staff in terms of knowledge and abilities in order to improve LED and job creation.
4. Future research could also look at the effective use of Project Management Professionals in the local government sector especially in soft projects since a lot of these professionals may already be in the local government service.

REFERENCE

- Adebayo A.E and Taibat O. L (2006). Dynamics of Poverty Alleviation and Local Economic Development in Nigeria: Physical Planning Perspectives. Akure, Nigeria, Federal University of Technology.
- Ahwoi, K., 2000. Challenges facing local governments in Africa in the 21st Century: An executive summary. *Local Government Perspectives*, 7(3), pp.1-7.
- Ayee, J. R. (2000). Sub-district structures and popular participation: a preliminary assessment. A decade of decentralisation in Ghana: retrospect and prospects. Accra, EPAD/MLG&RD, 2000, 127-156.
- Bartik, T., 2003. Local economic development policies. *Upjohn Institute Working Paper No. 03-91*.
- Blakely, E. (1994). Planning local economic development: Theory and practice. London: Sage Publications.
- Bryman, A. (2007) Barriers to Integrating Quantitative and Qualitative Research *Journal of Mixed Methods Research* 1(1), 8-22.
- Bryman, A. (2012). Social Research Methods. 4th edition. New York: Oxford University Press.
- Burns, N. and Grove, S. (2008). The practice of nursing research: conduct, critique and utilization (4th ed). W.B.Saunders: Philadelphia, Pennsylvania, USA.
- Canzanelli, G. (2001). Overview and Learned Lessons on Local Economic Development: Human Development and Decent Work. ILO and Universities Working Paper, Geneva.
- Coetzee, J.K. and Graaff, J. (eds.)(1996). Reconstruction, Development and People. Johannesburg, International Thompson Publishing.
- Collis, J. and Hussey, R. (2003) Business Research: A Practical Guide for Undergraduate and Postgraduate Students 2nd Ed, New York: Palgrave Macmillan

- Crawford, V., and Broseta, B. (1995). *What price coordination? Auctioning the right to play as a form of preplay communication*. New York: Cambridge University Press.
- Creswell, J.W. (2009). *Research design. Qualitative, quantitative, and mixed Methods Approaches*
- Creswell. E., Plano. J and Clark P. (2007). *Practical Statistics for Research*. pp. 55
- Crook, R. C. (1994). Four years of the Ghana district assemblies in operation, decentralisation, democratisation and administrative performance. *Public Administration and Development*, 14, 339–364
- Davis J. and Rylance C. (2005). *Addressing Poverty through Local Economic Development and Enterprise Development: A Review of Conceptual Approaches and Practices*, Kent: Natural Resource Institute. Retrieved on 28.04.2010 from <http://web.nri.org>.
- Dere C. (2001). *The Role of Local Government in Economic Development: the case of Tema Municipal Assembly*. Dissertation Submitted in Partial Fulfilment of the Requirements for the Masters of Business Administration Degree, Maastricht School of Management, Netherlands.
- Dewar, M.E. (1998). Why State And Local Economic Development Programs Cause So Little Economic Development. *Economic Development Quarterly*. Vol. 12 (68):87.
- Edoun, E. I., & Jahed, M. (2009). The merits of decentralisation and local economic development in South Africa. *Global action for Africa's development (GLAFAD)*. http://www.glafad.org/pdf/Decentralisation_and_LED_.pdf. Accessed December 10, 2014.
- Fowler, J. and Floyd J. (1995) *Improving Survey Questions: Design and Evaluation*, Sage Publications Vol. 38, Thousand Oaks, CA

- Froy, F. and S. Giguère (2010), *Breaking Out of Policy Silos: Doing More with Less, Local Economic and Employment Development (LEED)*, OECD Publishing. doi: 10.1787/9789264094987-en
- Geddes, M. (2004). *Linking Local Economic Development to Anti-Poverty Strategies: Experiences in the United Kingdom and the European Union*. www.local.gov.za/DCD/ledsummary/ledo5 accessed on 01/08/2018.
- Ghana Statistical Service [GSS], (2014). 2010 Population and Housing Census. District Analytical Report, Adentan Municipality.
- Gooneratne, W. and Mbilinyi, M. (1992). *Reviving Local Self-Reliance*. Nagoya: United Nations Centre for Regional Development.
- Grävingholt, J., Doerr, B., Meissner, K., Pletziger, S., Rümker, J.V. and Weikert, J., 2006. *Strengthening participation through decentralisation: Findings on local economic development in Kyrgyzstan* (Vol. 16, p. 144). Deutschland.
- Heide, H.J. Von Der and W. Cholewa, (1992). Stellung und Aufgaben der kommunalen Gebietskörperschaften. In: Eberstein, H.H. (Hg.): *Handbuch der regionalen Wirtschaftsförderung* 2. Auflage, Köln 1989, Verlag Dr. Otto Schmidt. HWF Lfg. 34, August 1992, 1-15.
- Helmsing, A. J.H (2003). *Local Economic Development: New Generators of Actors, Policies and Instruments for Africa* in *Public Administration and Development*. No 23, pp.67-76.
- Helmsing, A. J. H. (2001). *Partnerships, Meso-institutions and Learning. New Local and Regional Economic Development Initiatives in Latin America*. The Hague: Institute of Social Studies (mimeo).
- Helvetas C. and Anembom C. (2005). *Handbook on Local Economic Development: Guidelines and Training Program for Service Providers*. <http://www.helvetascameroon.org/Cameroon/global/pdf/program/tools/LED%20Handbook.pdf>, (Accessed on August 02, 2018).

- Hill, T.R. and Nel, E.T., (2004) Thoughts of Rural Development Researchers in South Africa. In: Fincham, R., Georg, S. and Nielsen, E.H. (eds.) Sustainable Development and the University: New strategies for research, teaching and practice. Brevitass CC, South Africa, 129-159.
- Kahika, G., and Karyeija, G.K. (2017). Institutional roles and the implementation of Local Economic Development, Kasese District, Uganda. Africa's Public Service Delivery & Performance Review, 5(1).
- Kessey, K. D. (1995). Financing local development in Ghana; Mobilization and management of fiscal resources in Kumasi Metropolis, SPRING Centre, Dortmund: University of Dortmund.
- Kokor, J: Y (2001). Decentralisation and Local Economic Development Promotion at the District Level in Ghana
- Kotze, D.A. (1997). Development Administration and Management; A Holistic Approach, Pretoria: Van Schaik
- Lange, K., (1981). Possibilities and Limits of Municipal Economic Development. Treatises on Local Politics.
- Makhubo, T.J. (2015). Local Economic Development as a tool for Job Creation: A Case of Mafube Local Municipality. Dissertation Submitted in Partial Fulfilment of the requirement for the Degree Magister Artium (Development and Management) in the School of Basic Science at the North-West University, Vaal Triangle Campus.
- McIntyre, L. J. (1999) The Practical Skeptic: Core Concepts in Sociology, Mountain View, CA: Mayfield Publishing International, 311, 6997, 109-112
- Mensah, J.K (2011). Poverty Reduction through Local Economic Development in the Pru and Atebubu-Amantin Districts in Ghana. Dissertation Submitted in Partial

Fulfilment of the Requirements for the Master of Philosophy in Public Administration Degree, School of Graduate Studies, University of Ghana.

Meyer -Stamer J, (2005). The Hexagon of LED. Meso-partner Working Papers No. 3. Duisburg.

Ministry of Local Government and Rural Development [MoLGRD], (2010). Theme: Accelerating Decentralization and Local Governance for National Development. Draft Decentralization Policy Framework. Government of Ghana. Accessed at [https://new-ndpcstatic.s3.amazonaws.com/pubication/DecentralisationPolicyFramework_Apr2010+\(Draft\).pdf](https://new-ndpcstatic.s3.amazonaws.com/pubication/DecentralisationPolicyFramework_Apr2010+(Draft).pdf) on 31 Jul. 18

Mufamadi, S., 2000. Traditional Leaders. *Role 'Sowetan*, 20, pp.1900-1950.

National Development Planning Commission, 2014. Medium-term national development policy framework: Ghana shared growth and development agenda (GSGDA) II, 2014-2017.

Nel, E. L. (2001). Local Economic Development: A Review and Assessment of its Current Status in South Africa. *Urban Studies*. Vol. 38(7):1003-1024.

Nel, E. L. and Binns T. (1999). Beyond the Development Impasse: The Role of Local Economic Development and Community Self-Reliance in Rural South Africa. *Journal of Modern African Studies*. Vol. 37(3):389–408.

Nkrumah, S.A. (2000). Decentralisation for Good Governance and Development: The Ghanaian Experience, *Regional Development Dialogue* 21(1), 53-67.

Oduro-Ofori, E. (2011). The Role of Local Government in Local Economic Development Promotion at the District Level in Ghana. A Study of the Ejisu-Juaben Municipal Assembly. Thesis submitted in partial fulfilment for the degree of a Doctor rerum politicarum awarded by the Faculty of Spatial Planning, Technical University of Dortmund.

- Oduro-Ofori, E. (2016). Decentralisation and Local Economic Development Promotion at the District Level in Ghana. *Decentralisation and Regional Development*,
- OECD (2014b), *Employment and Skills Strategies in Canada*, OECD Reviews on Local Job Creation, OECD Publishing, Paris, <http://dx.doi.org/10.1787/9789264209374-en>. OECD. (2016). *Job Creation and Local Economic Development 2016*. OECD Publishing: Paris.
- Perry M. (2003). *Economic Relations in European and Southeast Asian Borderlands: Comparing Trans-State and Inter-State Experiences*. Paris: Presses de.
- Pike, A., Rodríguez-Pose, A. and Tomaney, J., 2007. What kind of local and regional development and for whom? *Regional studies*, 41(9), pp.1253-1269.
- Polit, D.F. and Hungler, B.P. (1995). *Nursing Research: Principles and Methods*, 1995. 5th edition. Philadelphia. JB Lippincott.
- Republic of Ghana, 1993. *Local Government Act, Act 462*.
- Rodríguez-Pose A. and Tijmstra S. (2005). *Local Economic Development as an alternative approach to economic development in Sub-Saharan Africa: A Report for the World Bank*. Houghton, London.
- Rodriguez-Pose, A. (2001). *The Role of ILO in Implementing Local Economic Development Strategies in a globalized World*. London: ILO (unpublished).
- Rogerson, C. M. (1995). *Local initiatives for urban economic development: the case of Johannesburg*. Paper delivered at the International Geographical Union Commission on Urban Development and Urban Life Conference, Cape Town.
- Salant, P. and D. A. Dillman (1994) *How to Conduct Your Own Survey*, US, John Wiley and Sons, Inc
- Schmitz, H (1995). *Collective Efficiency: Growth Path for Small Scale Industry*. *Journal of Development Studies*. Vol. 31(4):11.

- Schmitz, H (1998). Responding to Global Competitive Pressure: Local Cooperation and Upgrading in the Sinoz Valley Brazil. IDS Working Paper No. 82, IDS, Brithgon.
- Shuttleworth, M. (2008). Case study research Design. <<https://explorable.com/case-study-research-design>> accessed on 12th January, 2018.
- Singh, K. (2009). *Rural development: principles, policies and management*. Sage Publications
- Springer Geography, DOI 10.1007/978-3-319-29367-7_2
- Swack and Mason (1987). Community Economic Development as a strategy for social Intervention. In Blakely Edward (1994). *Planning Local Economic Development: Theory and Practice*, London: Sage Publication.
- Taylor, D.R.F. (1992) Development from within and survival in Rural Africa: A synthesis of theory and practise. In: Taylor, D.R.F and Mackenzie, F. (eds) *Development from within: Survival in rural Africa*. Routledge, 214-258.
- Todaro, M.P. and Smith S.C. (2006). *Economic Development*, Addison Wesley.
- Trah, G., 2004. Business development services and local economic development. *Programme description of German Technical Cooperation (GTC) local economic development and business development services programme*.
- United Nation Development Program (2003). *South Africa Human Development Report: The Challenges of Sustainable Development in South Africa, Unlocking Peoples Creativity*. Cape Town: Oxford University Press.
- Varol, C. (2010). Strategies for promoting entrepreneurship in local economic development: Case of Ankara, Turkey. *GU Journal of Science*, 23(1), 97–105.
- Vazquez-Barquero, A. (1999). In Rodriguez-Pose A. (2001): *The Role of ILO in Implementing Local Economic Development Strategies in a globalized World*. London: ILO (unpublished).

- Wilson, T., Crews, A., and Mirza, K. (2017) Work Local, Report to the Local Government Association on developing a modern, local, public employment and skills service. Learning and Work Institute. Retrieved from <https://www.local.gov.uk/sites/default/files/documents/WORK%20LOCAL%20Interim%20report%20LW%20to%20LGA%20FINAL.pdf> [1 August 2018]
- World Bank (2004). World Development Report 2004: Making services work for poor People, Washington: the World Bank.
- World Bank. (2003). World development report 2004: Making services work for poor people. Washington: World Bank.
- Yin, R. K. (1984). Case Study Research Design and Methods. Newbury Sage Publications
- Yin, R.K. (2009). *Case study research. Design and Methods*. California: Thousand Oaks.

APPENDIX A

QUESTIONNAIRE FOR ASSEMBLY STAFF

My name is Yaw A. Owusu-Dankwah, I am a student of KNUST currently pursuing a Masters in Project Management. I am conducting a research on the topic **“THE ROLE OF LOCAL ECONOMIC DEVELOPMENT SUBCOMMITTEE IN JOB CREATION: A CASE STUDY OF THE ADENTAN MUNICIPAL ASSEMBLY”**.

Dear Sir/Madam, you have been chosen to be part of this study as a respondent. I therefore, request you to kindly give me your honest views on the few questions below. All information shall be treated as confidential and besides, your anonymity is guaranteed. Also, be informed that this study is strictly for academic purpose. Please do feel free to skip question where you feel you cannot answer. I wish to thank you in advance.

SECTION A- DEMOGRAPHIC DATA/ PROFILE

1. Sex 1. Male 2. Female
2. Age 1. 20-30 2. 31-40 3. 41-50 4. 51-60 5. Above 60
3. Education level 1. None 2. Basic 3. High 4. Tertiary
4. Current position.....
5. Number of years in the Assembly (in years)? 1. Below 1 2. 1-5 3. 6-10 4. 11-15 5. Above 15
6. Do have a special training in project management? 1. Yes 2. No

**SECTION B - ROLES AND TOOLS OF LED SUBCOMMITTEE IN JOB
CREATION**

Please answer all questions correctly in a manner that best describes your opinion.

| No | QUESTION | ANSWER |
|----|---|--------|
| 7 | Does your department or unit have job creation plans? | |
| 8 | What are the roles of local economic development subcommittee in job creation? | |
| 9 | What tools does the local economic development subcommittee use in job creation? | |
| 10 | How effective are these job creation tools? | |
| 11 | To the best of your knowledge has the local economic development subcommittee created jobs for the people in the municipality in the past 10 years? | |

**SECTION C- PROCESS AND INSTITUTIONAL SET-UP FOR MANAGING JOB
CREATION**

Please answer all questions correctly in a manner that best describes your opinion.

| No | INDICATORS | EVIDENCE OR REASON |
|----|---|--------------------|
| 12 | Does the local economic development subcommittee have laid down process for managing jobs they create for people in the municipality? | |
| 13 | How sustainable is the process of creating and managing jobs in the municipality? | |
| 14 | Is the process is in line with project management practices? | |
| 15 | Does the local economic development subcommittee have a recognized institutional set-up which manages job creation in the municipality? | |
| 16 | How sustainable is this institutional set-up in managing job creation? | |
| 17 | Does the institutional set-up use project management practices in managing job creation? | |

**SECTION D MEASURES TO ENHANCE LEADS IN STIMULATING JOB
CREATION**

Please answer all questions correctly in a manner that best describes your opinion.

| No | INDICATORS | EVIDENCE OR REASON |
|----|--|--------------------|
| 18 | To the best of your knowledge and experience what do you suggest as some measures that can be enforced to enhance the work of the local economic development subcommittee in stimulating job creation? | |

THANK YOU