

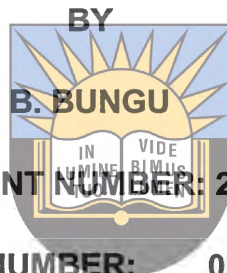


University of Fort Hare
Together in Excellence



Excellence in Public Administration & Community Service

TOPIC: AN EXPLORATION OF THE ROLE OF COMMUNITY PUBLIC PRIVATE PARTNERSHIPS (CPPP) IN LOCAL ECONOMIC DEVELOPMENT IN KEISKAMAMHOEK DAIRY ENTERPRISE IN THE EASTERN CAPE PROVINCE



BY
B. BUNGU
STUDENT NUMBER: 2012 14451

CELL NUMBER: 082 880 3924

University of Fort Hare
E-MAIL ADDRESS: g.buyiswa.bungu@gmail.com
Together in Excellence

**A RESEARCH PROPOSAL SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE MASTERS DEGREE IN PUBLIC
ADMINISTRATION**

**IN THE FACULTY OF MANAGEMENT AND COMMERCE AT THE
UNIVERSITY OF FORT HARE**

SUPERVISOR: Dr O. NZEWI

DATE SUBMITTED: 10 JUNE 2016

DECLARATION

I Buyiswa Bungu, declare that this mini-dissertation is my own original work, and I do not plan to publish it anywhere else. It is submitted in partial fulfilment of requirements of the degree of Master of Public Administration at the School of Public Administration, Faculty of Economic and Management Sciences, University of Fort Hare.



BUYISWA BUNGU



University of Fort Hare
Together in Excellence

ACKNOWLEDGEMENTS

The following contributions are acknowledged:

- My supervisor, Dr Nzewi, whose devotion, encouragement and patient guidance enabled me to complete this dissertation.
- My children, Vuyolwethu and Lisakhanya Bungu, for their understanding and kind support.
- Lastly, to my family, friends and colleagues who have supported me towards the completion of my thesis.



University of Fort Hare
Together in Excellence

LIST OF ACRONYMS

CBOs	Community-based Organizations
CM	Community members
CPPP	Community Public Private Partnerships
CO-OP's	Cooperatives
DFA	Development Facilitation Act
DPLG	Department of Provincial and Local Government
IDP	Integrated Development Plan
IGRFA	Intergovernmental Relations Framework Act
ILO	International Labour Organization
LDOs	Land Development Objectives
LED	Local Economic Development
LG	Local Government
LM	Local Municipality <i>Together in Excellence</i>
MDG	Millennium Development Goals
MFMA	Municipal Finance Management Act
MSA	Municipal System Act
NGO	Non-Governmental Organization
PPP	Public Private Partnerships
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SALGA	South African Local Government Association
SMME's	Small Medium Enterprises
SEDA	Small Enterprise Development Agency



University of Fort Hare

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION AND BACKGROUND

- 1.1 Introduction
- 1.2 Background and justification
- 1.3 Problem statement
- 1.4 Objectives of the study
- 1.5 Research questions
- 1.6 Significance of the study
- 1.7 Preliminary framework
- 1.8 Conclusion



University of Fort Hare
Together in Excellence

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

2.2 Conceptual Framework

2.2.1 The Concept of Local Economic Development

2.2.2 Pro-Poor Local Economic Development

2.2.3 Barriers to Economic Development

2.3. Partnerships

2.3.1 Formation and purpose of partnerships

2.3.2 Local Government in partnerships

2.3.3 Public Private Partnerships



2.4. Why Community Public Private Partnerships

2.4.1 Levels of Participation

University of Fort Hare
Together in Excellence

2.5. Development

2.5.1 Developmental State

2.5.2 Developmental Local Government

2.5.3 Integrated Development Plan (IDP)

2.6. Theoretical Framework

2.7. Legislative Framework

2.7.1 Reconstruction and Development Programme (RDP)

2.8. Definition of important terms

2.9. Conclusion

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

3.2 Research Design and Methodology

3.3 Qualitative and Quantitative Research Methods

3.3.1 Quantitative Research Method

3.3.2 Qualitative Research Method

3.4 Criteria for judging Qualitative Research

3.4.1 Transferability

3.4.2 Dependability

3.4.3 Credibility

3.4.4 Confirmability



University of Fort Hare
Together in Excellence

3.5 Data Collection Instruments

3.5.1 Structured Interviews

3.5.2 Focus Groups

3.5.3 Data Analysis

3.6 Population and Sampling

3.6.1 Sampling

4. Ethical Considerations

4.1 Considerations listed

4.2 Delimitations of the study

5. Conclusion

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

4.2. Data Analysis and Interpretation

4.3. Findings of the Study

4.3.1 Establishment of the CPPP

4.3.2 Critical Steps to be followed in forming and sustaining the CPPP

4.3.3 Contribution and roles of the partners

(a) Community Partners

- Levels of community participation

(b) Private Partners

((c) Government

- Local Government
- Provincial Government



University of Fort Hare
Together in Excellence

4.3.4 Successes / Benefits of Partnerships

4.3.5 Challenges of the CPPP

4.3.6 Impact of the CPPP

5. Conclusion

CHAPTER FIVE: RECOMMENDATIONS & CONCLUSIONS

5.1. Introduction

5.2. Recommendations

5.3. References

5.4 Concluding remarks



University of Fort Hare
Together in Excellence

CHAPTER ONE: INTRODUCTION AND BACKGROUND

UNIVERSITY OF FORT HARE

HOWARD PIM LIBRARY

PRIVATE BAG X1322

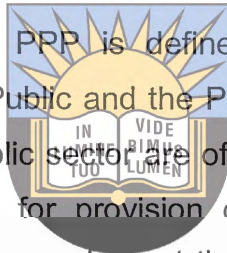
ALICE 5700

1.1 INTRODUCTION

When government partners with communities, and the private sector, deliberating on matters that are aimed at advancing the local social-economic conditions, that is defined as Local Economic Development (Gqezengele, 2014). The municipalities are obligated by the Constitution of the Republic of South Africa (1996) to manage the process of Local Economic Development (LED) in order to stimulate social and economic development. Enriched capacity of municipalities to exploit economic prospects for sustainable employment and enterprise growth will lead to the successful and improved welfare of communities around South Africa (SALGA, (2011).

In trying to define the concept of Community Public Private Partnerships (CPPP), the researcher will first define the Private Public Partnerships (PPP) as the model that has been researched by many. PPP is defined as the medium to long-term arrangement entered into by the Public and the Private sector wherein some of the services responsibilities of the Public sector are offered by the private sector, with a clear contract on common goals for provision of public infrastructure or Public service. In a PPP, the private party carries out the major commercial, practical and operating threats in the enterprise, funding, structure and activities of a project, (ppp, 2015) The PPPs can happen in two forms: where the private party executes the municipal role, or where the private party obtains the usage of municipal property for its own money-making purpose, (ppp, 2015). The PPPs can comprise many different size range of enterprises and bring solid Local Economic Development spin-offs to the targeted people.

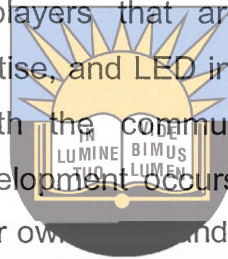
On defining the Community, it is important to note that in the local government sector, the word *community* is sometimes used interchangeably with the word *citizen*. Citizens are described as the residents of a ward (SALGA, 2011). Through the Integrated Development Plans (IDP), the government is compelled to involve the communities, by giving them opportunities to voice their needs and also through other Public participation programmes.



University of Fort Hare
Together in Excellence

Largely, literature has a lot of information on PPP; however, there is a new approach to PPP which focuses on organized communities as members/shareholders of CPPP rather than them being made labourers only (Kula Group, 2010). This helps municipalities to move away from executing small scale projects that are not sustainable, thus driving them to focus on large scale programmes that are sustainable and have multiple effects, skills transfer, wealth creation and sustainable job creation.

In the context of the explanations given above, Community Public Private Partnerships (CPPP) can, therefore, be defined as the enterprise between government, private sector or business, communities (cooperatives) and the municipality. The different role players that are mentioned above contribute meaningfully in their areas of expertise, and LED initiatives advance the lives of the local communities. Partnering with the communities is very crucial in local government in the sense that development occurs in the communities; therefore, local people need to be involved for ownership and community buy-in. This will also serve as a clear indication that communities are given an opportunity to participate in the business of their government.



University of Fort Hare
Together in Excellence

The study is aimed at exploring the Community Public Private Partnerships (CPPP) as a feasible method of implementing sustainable local economic development programmes that will have a substantial bearing on community livelihoods. An exploratory study, as explained by Bless and Higson-Smith (1995), this research was conducted to gain insight into CPPP phenomena as well as how communities and local municipalities can leverage it as an option in local economic development. The case study of Keiskammahoek Dairy Enterprise in Amahlathi was used.

1.2 BACKGROUND AND JUSTIFICATION OF THE RESEARCH

The COGTA report (2009) revealed that failure by municipalities to include communities as contributors and beneficiaries and utilising them as workers rather than members of the initiatives has resulted to the failure of numerous determinations that were aimed at supporting LED initiatives. All municipalities have an obligation to acknowledge the developmental mandate of local government as enshrined in Section 53 of the *Constitution of the Republic of South Africa* (Act 108 of 1996). Despite the clear Constitutional mandate for municipalities to maintain the social economic development in a sustainable manner, it is still arguable if municipalities sufficiently strategize for Local Economic Development as the impact is minimal on the ground. The fact that local government is the closest sphere of government to people paves a way for close interactions between the locals and the municipality. Through this, a platform for communities to contribute meaningfully in the development of socio-economic conditions of their lives gets created. The Integrated Development Planning (IDP) was introduced as a means of guiding municipalities on how to solve their challenges (Local Government Transition Act, Act 209 of 1993).

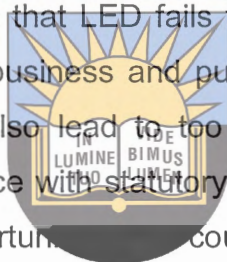


In 2009, the Department of Corporate Governance and Traditional Affairs (COGTA), in its endeavour to restore confidence in the local government sphere, commissioned a study to look into the status of local government by and beyond 2011. The assessment was aimed at determining the main glitches in different areas of local government and to create their basis. The COGTA (2009) assessment discovered the following as some of the key challenges on Local Economic Development (LED):

- LED is very key; however, it has been unstable in practice owing to skills that are requisite to nature and lead economic growth in the resident space;
- There is lack of clear balance between the competitive and welfare focus on LED to serve as a better guide in activities and planning, especially in small towns and under-resourced municipalities;
- There exist inadequate municipal capabilities owing to shortage of skills; and
- The exceptional problems encountered by fragile municipalities comprise difficult rural development challenges.

According to the COGTA report (2009), there is limited impact for targeted beneficiaries of LED projects within municipalities despite the funding efforts of government through LED initiatives. One of the attributing factors to this is that municipalities do not have dedicated officials that are mainly focusing on the Local Economic Development planning of a municipality. The COGTA report (2009) noted that the Big Centres and small towns differ in their approach for LED and, therefore, noted a gap that the smaller centres tend to be project-based, whilst those in large centres are progressively dedicated on building suitable recognized market permitting structures.

Nel, Trah and Wegmann (2009) argue that there is dearth of competence owing to deprived professional predictions in that LED fails to attract the kind of executives who are talented to balance both business and public sector skills. The results of restricted capability of LED staff also lead to too many smaller municipalities to rather concentrate on the compliance with statutory necessities rather trying to proactively accomplish economic opportunities that could have prevalent local bearing (Lawrence & Hadingham, 2008).



University of Fort Hare
Together in Excellence

1.3 PROBLEM STATEMENT

- The local populace, as beneficiaries of service, and government (as the funders) are affected by the failure of municipalities to provide viable local economic development programmes.
- Whilst there is existing legislation on the formation of partnerships by local government which is aimed at effective service delivery, the state of readiness of municipalities to embark on partnerships is still dubious.
- The choice by municipalities to partner is left at the discretion of each municipality, and not obligatory, and this can be a hindrance to the implementation of sustainable LED programmes through the use of partnerships.

Even the definition of LED talks to collaboration, partnering of stakeholders, Non-governmental organizations, Community based organisations, private sector, public and organized communities of a particular terrain for the effective

management of existing resources and job creation for the betterment of the lives of the communities.

Lastly, the COGTA report (2009) revealed that failure by municipalities to include communities as contributors and beneficiaries and utilising them as workers rather than members of the initiatives has resulted to the failure of numerous determinations that were aimed at supporting LED initiatives

1.4 OBJECTIVES OF THE STUDY

The study aimed to develop an alternative model that would assist in strategizing and execution of the sustainable Local Economic Development programmes within the municipalities. The Community Public Private Partnerships (CPPP) concept was examined as an option for introducing and activating large scale programmes which can generate viable jobs, skills transfer and creation of community wealth. The following were addressed by the study, to:



- a) Explore theory and practice examples of Community Public Private Partnerships in Local Economic Development in South Africa using the case study of Keiskammahoek.
- b) Critically examine the Keiskammahoek Dairy Enterprise as an example of a CPPP in LED.
- c) Provide recommendations for future CPPPs and to assist in advancing the execution of Community Public Private Partnership in Local Economic Development programmes in municipalities.

1.5 RESEARCH QUESTIONS

- a) What are the key success factors and challenges of Community Public Private Partnerships in relation to LED?
- b) What are the critical steps that should be followed in the formation of a successful Community Public Private Partnerships?
- c) What are community views and perceptions on the current existing CPPP?

1.6 SIGNIFICANCE OF THE STUDY

The researcher embarked on this study with the intention of revealing the CPPP as suitable model that can contribute to progress local economic growth in the rural municipalities of the Eastern Cape. The researcher also foresees use of the recommendations of the study by municipalities towards refining the planning for Local Economic Development. The outcomes of this study will also help to describe imminent approaches for the expansion of local economies in local municipalities using the Community Public Private Partnerships as a viable approach for local economic development in rural communities. The thinking and approach of rural municipalities regarding sustainable tactics on the execution of local economic development programmes will also be shaped by the findings of this study.

1.7 PRELIMINARY FRAMEWORK FOR THE RESEARCH

This study consists of the following prescribed five chapters:

Chapter one provides an outline and scope of positioning of the study. The problem statement, background, objectives and significance are briefly discussed.

Chapter two deals with the literature review and touches on the different views from sources and different researchers and authors who have contributed to the topic at hand. Chapter two covers: the frameworks upon which the study is based, theoretical, legislative and the conceptual framework.

Chapter three deals with the research design and methodology of the study. This chapter outlines and explains the tools utilized in the research and outlines the research techniques. The design of the research, methods and plans used in the study are thoroughly explained. In addition, this research methodology chapter discusses the population, samples used, data collecting instruments and procedures. Finally, the adherence to specific ethical considerations in the study is explained.

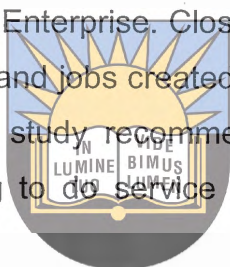
Chapter four focuses on the exploration, clarification and exhibition of the data collated throughout the observations and testing. The analysis is done for the purposes of interpreting and assessing the collected data and existing documentation, including appropriate literature to organise the research findings

around the research objectives to be able to examine or confirm, or disprove the evidence.

Chapter five is the final chapter and condenses the critical outcomes and suppositions made in the previous chapters. Particular inadequacies and challenges in the execution of capacity building plans are clarified, and endorsements to avoid challenges are provided. It also presents areas requiring further research.

1.8 CONCLUSION

The research explores the role of Community Public Private Partnerships (CPPP) in the implementation of Local Economic Development programmes at Amahlathi local municipality, Keiskammahoek Dairy Enterprise. Closer observation is done in finding out the benefits of the communities and jobs created through these partnerships and the creation of wealth. Lastly, the study recommends the (CPPP) as the viable approach for municipalities seeking to do service delivery in a fair and equitable manner.



University of Fort Hare
Together in Excellence

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter offers literature review on partnerships and local economic development. Literature review is a logical examination of published work to discover what is known already about the proposed research topic (Aitcheson, 1998). Its main aim is to establish the need for research. Literature review is a fundamental part of the whole research process and allows for valued inputs in all the operational steps, Ranjit Kumar.

The literature review addresses many functions such as giving a theoretical context to a study, and it also helps in analysing the links between the proposed topic and what has already been studied. De Vos et al. (2005) contend that the purpose of literature review is to contribute towards clarifying the thought, nature and significance of the research problem that has been identified. The purpose of the review of literature is to offer an overview of significant literature published on a topic.

The communities (as beneficiaries of service) and government (as the funders) get affected by the failure of municipalities to provide viable local economic development programmes. The COGTA report (2009) the COGTA report (2009) revealed that failure by municipalities to include communities as contributors and beneficiaries and utilising them as workers rather than members of the initiatives, has resulted to the failure of numerous determinations that were aimed at supporting LED initiatives. The COGTA study also cited skills shortage, lack of good planning for LED and lack of resources as some of the key challenges that are affecting LED in South Africa.

The study, therefore, aimed to develop an alternative model that would assist in strategizing and execution of the sustainable Local Economic Development programmes within the municipalities. The Community Public Private Partnerships (CPPP) concept was examined as an option for introducing and activating large scale programmes which can generate viable jobs, skills transfer and creation of community wealth.

2.2 CONCEPTUAL FRAMEWORK

Partnerships are not a new concept in the development arena and have taken place in various forms in South Africa. The use of partnerships between municipalities, private sector, public sector, communities, non-governmental organizations (NGOs and CBOs) is recommended as a crucial decision to be considered by municipalities in order to remedy the infrastructure shortfalls and inconsistencies within the municipalities (White Paper on Local Government, 1998). The White Paper on Municipal Service Partnerships (2000) recognises the incompetence of municipalities in rendering effective services and recommends usage of service delivery agreements between municipalities and service providers as a possible solution.

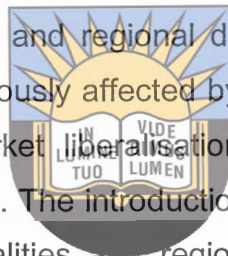
The Reconstruction and Development Programme (Republic of South Africa, 1994) states that 'development is not about the provision of goods to an inactive public. It encourages participation and developing empowerment. The fact that local government is the closest sphere of government to the people compels it to be utilized as the key mechanism to facilitate sustainable development. It is key to note that both the community and private sector have actively involved in the process of community development. The Integrated Development Planning (IDP) is one of the key drivers that are designed to promote community participation; therefore, municipalities have a responsibility to encourage community participation. Again, government stresses the necessity to nurture the new culture of developmental local government (RSA, 1998b). Municipalities should vigorously cultivate ways to leverage resources and the participation of both public and private sector to achieve the developmental goals.

The formation of CPPP involves an agreement between the public, private sector, public sector and the community itself. In the CPPP, the municipality acts as a facilitator by creating a favourable environment and support in lobbying government, community as contributors, beneficiaries and members, government act as a funder for infrastructure while the private sector brings expertise and undertakes considerable financial, technical and operative risk. The CPPP becomes a long-term arrangement wherein the private sector assumes some of the obligations of the public sector with clear agreements on shared objectives for the delivery of effective service www.worldbank.com

The findings of the COGTA report (2009) highlighted the necessity for the national government to give guidance on the clarification to the meaning of LED, especially to monitor LED undertakings and planning in small towns and poorer municipalities.

According to Nel and Rogerson (2005), the South African case of LED has been treated as an exceptional case within Africa due to its strides in the decentralisation of powers that has taken place. Since the democratic conversion, LED has been lifted from the secluded local development involvement, mainly in cities, to a compulsory obligation for all local authorities in terms of the national constitution (Nel & Rogerson, 2005)

According to Christensen et al. (2008), globalisation is the main driver of changing planning approaches towards local and regional development. The ILO (2006: 2) states that local economies are seriously affected by policies and processes formed at international level such as market liberalisation, expanding global production system and changing terms of trade. The introduction of the most isolated spaces to competition and forcing firms, localities and regions to react and adjust to new economic conditions is one of the outcomes of accelerating globalization (COGTA report, 2009).



University of Fort Hare
Together in Excellence

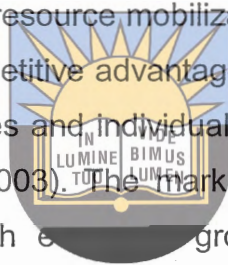
2.2.1 THE CONCEPT OF LOCAL ECONOMIC DEVELOPMENT

South Africa has the largest economy in the African continent, but is distressed by its very dualistic economy, often categorised as the formal (First) and informal (Second) economy (Rogerson, 1994). LED is seen as the key mechanism to help in closing the gap between the first and the second economy. The government strongly argues that the main responsibility of municipalities is to work together with local communities to find sustainable ways to meet their needs and improve their quality of life (RSA, 1998).

In South Africa, LED became prominent after the transition to democracy in 1994, with three phases that are not difficult to distinguish (Nel, 2007). He further argues that the first phase had two differing approaches, referred to as the community-based approach and the city-based approach. The main focus of the city based approach was on the cities and was related to programmes of urban renewal and upgrading, whereas the community-based approach entailed a range of local

initiatives which commenced before 1994, but continued even after 1994. It is said that by 1998, a number of community-based projects lost momentum, and that propelled government to introduce a fund that assisted in funding many community-based approaches. This led to the second phase as the community-based projects failed (Marais et al., 2007). The third phase moved beyond government funding and was multi-focused.

Later, the government funding was discontinued, and the new National Framework was developed. The framework, amongst other, emphasized the pro-poor and pro-growth and stressed the importance of partnerships (Nel, 2007). According to Hidson (2003), LED is the key feature of Developmental Local Government. It is a programme based on the notion of resource mobilization and communities to build a convergence of interest in the competitive advantages of localities, thus creating the capacity of empowering communities and individualism, including the poor, in order to access opportunities (Hidson, 2003). The market-led activities that are geared towards achieving sustainable high economic growth rates are dominating the mainstreaming of LED planning in South Africa (Nel & Rogerson, 2005).



University of Fort Hare
Together in Excellence

2.2.2 PRO-POOR LED

Already in 2002, South Africa had clearly laid significant policies and legal bases for pro-poor LED; however, at that time, there was no formally approved LED policy. In 2005, the Policy Guidelines for Implementing LED in South Africa were developed and was aligned with many government programmes as well as the provincial strategies and the local IDPs. The Integrated Development Plan (IDP) is one of the tools used for providing support and implementation of the pro-poor LED. The LED Fund, Municipal Infrastructure grant, Integrated Sustainable Rural Development Programme and the Urban Renewal programme are some of the appropriate institutional funding mechanisms in support of pro-poor LED (World Bank, 2006).

2.2.3 BARRIERS TO ECONOMIC DEVELOPMENT

According to (Viner, 2011) the phrase *presentation of obstacles to economic development* is used to signify not merely economic growth, but economic growth associated with either rising per capita levels of income or the maintenance of existing high levels of income. Much depends on characters of the physical

environment, or the 'quality' of the natural resources considered as factors of production. Things such as the character of the soil, the forest resources, topography as favouring or hindering cheap transportation, mineral resources, the availability of water-power, rainfall and temperature become involved. The geographical situation of a country is also significant with respect to its opportunities for profitable foreign trade, hence the proximity to foreign markets and sources of supply can be of great importance.

An unfavourable physical environment can be a major obstacle to economic development. Even though it may not be a fatal obstacle, it can be overcome by the high quality in its human resources, as demonstrated, *inter alia*, by the case of Switzerland. Scarcity of capital is the second type of obstacle to economic development. Capital-scarcity may be absolute or may be relative only to the opportunities for profitable investment. The domestic accumulation of capital in a poor country is bound to be slow. Income is the source of savings, and where income per capita is low, the annual rate of voluntary saving per capita will also tend to be low. It is generally agreed, however, that in a given population at a given time, the percentage of income annually saved will be greater for higher-income than for lower-income groups so that the greater the inequality in the distribution of income, the greater will be the percentage of the aggregate income saved.

2.3. PARTNERSHIPS

The rise of partnerships gained momentum in 1970 when determinations towards public sector development dominated local efforts, and also during the 1980s when the emphasis was on the private sector as an agent of development (University of Free State). It is also alleged the partnerships were able to bridge ideological divides in political economic thinking. Lister (2000) and Crawford (2003) argue that the concept of partnerships was an endeavour to resolve the inadequacies in aid of performance as donors were sometimes doubtful about the efficient application of their funds. Furthermore, beneficiary participation was limited, and the overall sustainability of many projects was questionable. Partnership in development processes allows stakeholders to work, talk, and solve problems with individuals who are often perceived as the masters. Instead of demonstrating the relationship as a worker-client tie, the parties involved should agree on working in partnerships.

2.3.1 FORMATION AND PURPOSE OF PARTNERSHIPS

Partnerships are associations between two or more persons, groups, or organizations who join together to realise a mutual objective that neither one can achieve on its own (Poole, 1995). Partnerships can be made between local government and other communal segments such as Non-Governmental Organizations, Community Based Organizations, Co-operatives and the private sector.

The purpose of partnerships is usually the intervention, which is meant to deal with a particular challenge. Craythorne (2003) asserts that partnerships provide means by which a municipality may attain a service goal by getting another member on board who can provide either technological or capital expertise which the municipality does not have and cannot accomplish. Partnerships are key as they make it easier and faster to deliver service. The White Paper on Local Government states that building local democracy is a critical worry of local government, and municipalities should cultivate plans and instruments for participative planning, amongst others. Those strategies will help municipalities to continuously engage with citizens, business and community groups (RSA, 1998b).



University of Fort Hare
Together in Excellence

According to Hamdi and Majale (2004:27), five key elements distinguish and define partnerships, namely:

- Common objectives and goals amongst partners;
- Shared risk and mutual benefits;
- Contribution from all partners (both monetary and non-monetary);
- Shared authority, responsibility and accountability; and
- The parties must be distinctively equipped to forge partnerships.

Lister (2000) cites aspects of the working relationship as: mutual trust, mutual support, willingness to negotiate, reciprocal accountability, financial transparency, joint decision making, exchange of information and long-term commitment.

Lastly, all forms of partnerships have to deal with the issues of trust, honesty, responsibility, respect, risk and dedication to the cause, which partnership is formed against. In order for partnerships to excel, guiding principles must be in place.

Partnerships must be based on trust, equality, reciprocity, collective accountability and mutual benefits (Hemmati, 200:55).

2.3.2 LOCAL GOVERNMENT IN PARTNERSHIPS

The Constitution of South Africa compels local government to be responsible for the social and economic development of communities, and there is also an emphasis on the need to nurture the culture of developmental local government. Once more, the White Paper on local government compels municipalities to passively develop ways to leverage resources and the participation of both the public and private sectors to meet the developmental goals (RSA, 1998b). Therefore, given this background, the local government becomes the centre where all role players meet. The local government, unlike the other role players, plays the role of the facilitator and coordinator, wherein the other role players become important due to their expertise, capacities and resources.



2.3.3 PUBLIC PRIVATE PARTNERSHIPS

PPP's are defined by South African law as contracts between the public sector institutions, municipality and the private party during which the private party assumes a substantial financial, technical and operational in the design, financing the building and operations of the project <http://www.ppp.gov.za>. Gulija (2004) defines PPP as a joint initiative of the public sector and private profit and non-profit sector during which each entity brings their own resources and participates in planning and decision-making. PPP means cooperative ventures within which public and private sectors combine the interests and expertise, resources, risks and rewards in order to satisfy a public need. Treasury Regulation 16 defines 2 types of PPPs as:

- Where the private sector partly performs an institutional function; and
- Where the private sector acquires use of the state property for its own purposes.

The National Treasury cites better value for money as one main reason for the utilization of PPP procurement over traditional procurement methods. The PPPs in South Africa are perceived to be important service delivery mechanisms due to their ability to facilitate rapid infrastructure delivery, as was anticipated under the Accelerated and Shared Growth initiative for South Africa (ASGI-SA). Moreover, the

promotion of the Broad Based Economic Empowerment (BEE) is another consideration for pursuing the PPP option of procurement.

2.4. WHY COMMUNITY PUBLIC PRIVATE PARTNERSHIPS (CPPP) in LED?

The study acknowledges the presence of communities in the PPPs as part of the public; however, the temptation is to argue the level of community involvement/participation in the PPPs. The researcher argues that there could be minimal or no participation of the communities in those arrangements but could just be a mere representation for compliance purposes. Therefore, the special inclusion of the community aspect in CPPP is triggered by the status of involvement or participation that gets obtained by the communities in the PPPs. The presence of the public in the PPPs does not necessarily confirm their participation in decision making, hence the proposed CPPP.



Oakley and Marsden (1987) define community participation as the process through which individuals, families, or communities take responsibility for their own well-being and develop a capacity to contribute to their own and the community's development. Bamberger (1986) asserts that in the developmental context, community participation refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receiving a share of project benefit. Arnstein (1969) argues that citizen participation is citizen power, but that there is a grave difference between going through the empty ritual of participation and having the real power that is needed to affect the outcome of the process.

When discussing the relevance and sustainability of the CPPPs, it is imperative to expand on theoretical insights on the concepts of power and powerlessness. Power, powerlessness and empowerment are integrally part of the relationships in partnerships (Botha & Albertyn, 2002). If power is not properly managed, it can hinder the sustainability of projects implemented and also negatively affect community development. Responsible development is not about satisfying the needs of powerful partner whilst compromising the less powerful partner. Power in a partnership may be obtained in many ways such as expertise, resources, moral or

welfare approach on the one hand or through the powerless, passive and fatalistic attitudes.

The powerlessness of communities in partnerships calls for the need for empowerment interventions, as powerless individuals lose their ability to make choices and are more subjected to external prescriptions of others (Albertyn et al., 2002)

The question at hand is how much power is actually being placed in the hands of the community 'partners' (deserving recipients) in the PPPs. The recipients may be considered partners due to the focus on participation in current day development; however, the participation may only be in words and not actions. Pretty (1994) cites seven incremental levels of participation in development efforts, from passive participation to self-mobilisation. Below are the different levels of incremental participation as cited by Pretty (1994):



1. Manipulative Participation

This is where participation is simply pretence with people's representatives on official boards but who are not elected and have no power.

University of Fort Hare
Together in Excellence

2. Passive Participation

People have no say but participate through being told what has been decided or has already happened. It involves unilateral announcements by an administration or project manager without listening to people's input. The information being shared belongs only to external professionals.

3. Participation by Consultation

The people's participation is through their consultation or by answering questions. External agents define problems and information gathering processes, and so control analysis. This consultative process does not accept any inputs in decision-making, and professionals are not obliged to take on board people's views.

4. Participation for Material Incentives

People participate by contributing resources, for example labour, in return for food, cash or other material incentives. Farmers may provide the fields and labour but are involved in neither experimentation nor the process of learning. It is very common to call this participation, yet people have no stake in prolonging technologies or practices when the incentives end.

5. Functional Participation

This is participation seen by external agencies as a means to achieve project goals, especially reduced costs. People may participate by forming groups to meet the set goals related to the project. The involvement may be interactive and involves shared decision making, but tends to arise only after major decisions have already been made by external agents. At worst, local people may still only be co-opted to serve external goals.



6. Interactive Participation

People participate in joint analysis, development of action plans and formation or strengthening of local institutions. Participation is seen as a right, not just the means to achieve project goals. The process involves interdisciplinary methodologies that seek multiple perspectives and make use of systemic and structured learning processes. As groups take control over local decisions and determine how available resources are used, they have a stake in maintaining structures or practices.

University of Fort Hare
Together in Excellence

7. Self-Mobilization

People participate by taking initiatives independently of external institutions to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used. Self-mobilization can spread if governments and NGOs provide an enabling framework of support. Such self-initiated mobilization may or may not challenge existing distributions of wealth and power.

Similarly, Arnstein (1969), as cited in the Community Participation Strategies journal, argues that in order to assess the types of participation and non-participation, a suggested typology of eight levels of participation using a ladder technique is:

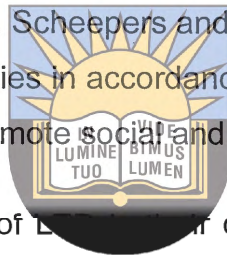
At the bottom rungs of the ladder are (1) Manipulation and (2) Therapy. These two rungs describe levels of “non- participation” that have been contrived by some to substitute for genuine participation. Rungs (3) Informing and (4) Consultation, progress to levels of ‘tokenism’ that allow the have-nots to hear and to have a voice. Rung (5), which is Placation, is simply a higher level tokenism because the ground rules allow have-nots to advise but retain for the power holders the continued right to decide. Citizens can enter into a (6) Partnership that enables them to negotiate and engage in trade-offs with traditional power-holders. At the topmost rungs are (7) Delegated power and (8) Citizen Control whereby have-not citizens obtain the majority of decision-making seats or full managerial power (p. 217).

Countries like Ireland understand the concept of community involvement better and use it in tackling poverty. Ireland has programmes that are specifically dedicated in the development of their communities. They define community development as a process wherein the marginalized and excluded are empowered to develop in self-confidence, to collaborate with others and partake in actions to turn their situation around and deal with problems that face their community (The Combat Poverty Agency Act, 1986). The study that was conducted by the Ireland Combat Poverty Agency (2006) to evaluate the impact of the community development in tackling poverty confirmed the benefits of community involvement as empowerment, enhanced participation, and implementation of better programmes, positive outcomes and community flexible focus. Community activation and self-help, specific gains regarding education, employment or access to benefits were also amongst the successes that were highlighted by the study. The programmes and projects become undoubtedly the backbone of community development infrastructure which are responsible for the initiation and support of considerable volumes of community work.

The annotations given above provide motivation for the focus on the community as a distinct yet integrated part of those PPPs needed to make LED work in local government. Particularly from the African perspective, LED is seen as a practise in which partnerships between local governments, NGOs, community based groups and the private sector are established for the effective management of existing

resources, job creation and stimulation of the economy of a well-defined terrain (Elmsing & Egziabher, 2005).

The principal role of community is also observed by the World Bank (2002), which reflects that LED is about resident people collaborating to attain sustainable economic growth that brings financial gains. The quality of life improvement for all in the community (ILO, 2006) describes LED as a hands-on development process that inspires partnership engagements between the localities, private and public stakeholders of a defined territory, thus permitting the co-operative design and execution of a mutual development strategy by utilising the local resources and competitive advantage in a global context, with the final goal of creating decent jobs and stimulating an economic activity. Scheepers and Monchusi (2002) write that LED is a process managed by municipalities in accordance with the economic component of their constitutional mandate to promote social and economic development.



Noted from the different meanings of LED, a common concern for developing the strengthened local economies and creation of sustainable jobs and income for local people and the appreciation that local or regional competitive advantage rests on local interactions, knowledge spill-overs and institutional synergies (Salazar-Xirinachs, 2008). In addition, one sees that the central role of communities for successful LED is captured in the views expressed above.

The acknowledgement of communities as principal partners distinguishable from the public institution (government) becomes key. Small Enterprise Development Agency (SEDA) also has a concept similar to the CPPP. There are Co-operatives, and the Community Public Private Partnership programme (CPPP) is aimed at ensuring the growth and sustainability of co-operatives and collectively owned enterprises by facilitating public and private partnerships (SEDA, 2010). Even in this one, the community involvement is very much enhanced.

Another form of existing CPPP is the Ncera Macademia CPPP in Ncera village in Buffalo City Metro. In the Ncera Macademia, the community members are the shareholders, are able to share the wealth created and are also decision makers. In it, the youth from the Community were trained on the plantation and maintenance of the Macadamia nut trees, and they all were employed in the project. These

arrangements attract rare unique private skills to rural environments which the state or communities do not have and allow for the capacitation and re-skilling of communities and ensure that the community partners are not spectators but active participants in each transaction (Kula, 2014).

The CPPP programme assists in identifying markets, resources, technical assistance and capacity-building opportunities that enhance competitiveness and sustainability of enterprise (SEDA, 2010). The main aim of CPPP is to ensure the growth and sustainability of co-operatives and collectively owned enterprises by facilitating public and private partnerships. The big issue with the Community Public Private Partnerships that are currently implemented are the tangible benefits to the communities e.g. jobs and sustainable wealth.

The CPPP model becomes an answer to the above as it places the community partners at the centre of their development, thus creating a conducive platform for them to participate in decision making. The Community Public Private Partnership is a form of community development and liberates communities as in the end, their sense of pride and dignity gets restored, their self-esteem gets boosted and they become free to make their own choices.



University of Fort Hare
Together in Excellence

Based on the arguments given above, the researcher strongly believes that communities should not be confined in the PPPs but rather be recognized as an important aspect that needs to be explored.

2.5. DEVELOPMENT

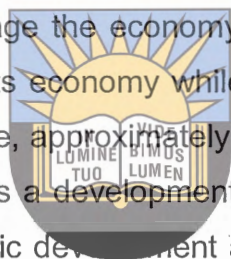
Development is an enabling practice which allows participants to take better control over the lives of individuals in a society. It aims to increase the personal and institutional capacities of communities in order to mobilize and manage resources towards meeting basic needs. This is done in order to produce sustainable and justly distributed improvements in the quality of life consistent with a community's aspirations (Korten & Ramphele, 1991).

According to Sen (1999), development is a combined process of growth for functional autonomies. Economic growth, technological advance and political revolution are all to be adjudicated in view of their assistance to the extension of

human liberties. Among the vital of these freedoms is self-determination from famine and hunger, freedom from poverty, access to health and freedom from premature mortality.

2.5.1 DEVELOPMENTAL STATE

Different authors give different definitions to a developmental state, and this study explored some of the common and varying elements of these definitions. Onis (1991) defines the development state as a state where government is closely involved in the macro and micro-economic development and execution in order to develop the economy in a sturdy but swift manner. It has been observed that successful developmental states can advance their economies much faster than states that use regulations to manage the economy. For instance, it took the USA approximately 50 years to double its economy while it took China, which is largely recognised as a developmental state, approximately 10 years to double its economy (Marawa, 2006). Abe (2006) defines a developmental state as a state in which the political leaders aim at fast economic development and give power and authority to the bureaucracy to plan and implement efficient policies.



University of Fort Hare

Together in Excellence

Leadership, focus and partnership with private sector are some of the few characteristics of a developmental state. Johnson (1982) points out four key success factors towards the success of Japan. Firstly, Japan assigned the tasks of planning, constructing and supervising industry to the bureaucracy. Secondly, Japan established the political system to support the bureaucracy. Thirdly, the government intervened in the market by allowing plenty of scope for activities of private enterprises. Fourthly, political direction by the Ministry of International Trade and Industry (MITI) had effective control functions.

2.5.2 DEVELOPMENTAL LOCAL GOVERNMENT

The conceptualisation of developmental local government is provided for in the 1998 White Paper on Local Government (Nel, 2000; Smith & Vawda, 2003). The notion of development and developmental in the South African public administration discourse needs to be conceptualised taking into cognisance of the debate of other actors such as the Congress of South African Trade Unions (COSATU) and the South African Communist Party (SACP) in the macro-economic policy landscape in the country. Developmental local government in South Africa stems from the constitutional

provisions of the sphere of Local Government. It is defined as municipalities who are dedicated to working with local communities to discover viable ways to fulfil their needs (social, economic and material) and develop their quality of their lives.

Developmental local government must play a central role in representing communities, protecting their human rights and meeting their basic services. The purpose of the developmental role is more about inspiring municipalities to discover ways of implementing their existing powers and functions in order to maximise their impact on the social and economic lives of their communities.

According to Venter (1998), local government may be described as that sphere of government closest to its citizens and renders a wide range of services that affect the lives of its local inhabitants materially. In the South African context, the local sphere of government consists of municipalities established in terms of the South African *Local Government Municipal Structures Act*, 1998 (Act 117 of 1998). Box (1998) regards local government as the context of the everyday lives and the only level of government that has continuous impact on the physical and human social environment within which humans live. South African local government is the context of the everyday lives of South Africans and impacts on their daily lives.



University of Fort Hare
Together in Excellence

2.5.3 INTEGRATED DEVELOPMENT PLAN

According to the Local Government Municipal Systems Act (32 of 2000), an Integrated Development Plan is one that rationalizes the system of municipal planning into a single, comprehensive five year plan linked to the political term of office of councils, subject to annual monitoring and review. It is a legal requirement for all municipalities to plan, draft, adopt and local economic development is encompassed in those plans. Integrated Development Plans are planning and strategic frameworks to help municipalities fulfil their developmental mandate (White Paper on Local Government, 1998). An Integrated Development Plan is a plan aimed at the integrated development and management of the area of jurisdiction of the municipality concerned in terms of its powers and duties, and which has been compiled having regard to the relevant legislation (van Wyk, 1999: 153).

According to Ceasar and Theron (1999: 60), an IDP involves a process through which local government observes issues and sectors in relation to each other and

encompasses all efforts to address the needs of its residents, especially the poor. It implies a process of holistic planning, taking into account and integrating all aspects of local government-including economic issues, social issues, spatial issues and/or institutional issues.

2.6. THEORETICAL FRAMEWORK

The New Public Governance (NPG) which has been suggested as an alternative model to the traditional Public Administration and the New Public Management (NPM) strongly builds upon Governance Network Theory (GNT). It is, therefore, assumed that the governance network approach has advanced into a theoretical approach, theoretically and in practice, and that it has developed as an answer to the New Public Management.

Again, the NPG which is strongly built on the NGT might deal with the intricacies, inter-dependencies and the changing aspects of public problem solving and service delivery which the NPM has been unable to do. It, therefore, indicates that the governance network has fully-grown its theoretical viewpoint and is complemented by mature organizational and managerial practice.



University of Pohnpei
Together in Excellence

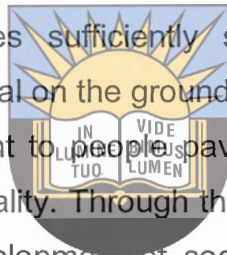
The evolving theory on (governance) networks is characterized by the use of the following core concepts and assumptions: Actors, interdependency and Policy and service delivery. These are designed and applied in a system of co-dependent players, interactions and complexity. As a consequence of the interdependencies between actors and the variety of perceptions and strategies that they rely on, complex interaction and negotiating patterns emerge in problem solving, policy implementation and service delivery. The governance network method emphasizes that effects of policy and public services are results of the interface of numerous players rather than of the action of one single actor (Mandell, Agranoff & McGuire, 2003; Kickert et al., 1997). Communication forms cause institutionalization of relations between players; these can be understood as patterns of social relations (interactions, power relations etc.) and patterns of rules (Lauman & Knoke, 1987; Provan et al., 2009; Lewis, 2011).

The Governance Network Theory is the most appropriate one for this study as this study is taking place in the field of Public Administration. Secondly, the study deals

with different role players (partners) that are interacting in the arena of public administration with the purpose of resolving a problem on policy implementation (improving the livelihoods of communities through LED), thereby improving service delivery. In this study, we see the coming together of people (actors) rather than one single actor.

2.7. LEGISLATIVE FRAMEWORK

All municipalities have an obligation to acknowledge the developmental mandate of local government as enshrined in Section 53 of the *Constitution of the Republic of South Africa* (Act 108 of 1996). Despite the clear Constitutional mandate for municipalities to maintain the social economic development in a sustainable manner, it is still arguable if municipalities sufficiently strategize for Local Economic Development as the impact is minimal on the ground. The fact that local government is the closest sphere of government to people paves a way for close interactions between the locals and the municipality. Through this, a platform for communities to contribute meaningfully in the development of socio-economic conditions of their lives gets created. The Integrated Development Planning (IDP) was introduced as a means of guiding municipalities on how to solve their challenges (Local Government Transition Act 209 of 1993).



University of Fort Hare
Together in Excellence

Chapter 7 of the *Constitution of the Republic of South Africa* (1996), section 152, mandates the municipalities to:

- a) promote social and economic development; and
- b) encourage the involvement of communities and community organizations in the matters of local government.

The White Paper on Local Government (1998) presents the conception of developmental local government which is defined as: Local Government that is devoted to functioning with inhabitants and collections within the municipal area to discover viable means to meet their social, economic and material needs, and advance the quality of their lives. The same document clarifies the fact that: Local Government is rather responsible for ensuring that the general economic and social circumstances of a locality are favourable for creation of employment opportunities rather than directly creating jobs.

The Municipal Systems Act (**Act 32 of 2000**) requires municipalities to formulate annual and five year Integrated Development Plans (IDP) with the intention of developing objectives with comprehensive projects and programmes. The Integrated Development plan is a process that allows municipalities to formulate five year strategic development plans. This process involves the entire municipality in coming up with greatest answers for effective sustainable development (SALGA, 2011).

The failure of municipalities to render services efficiently to their communities is catered for by the introduction of service delivery agreements between municipalities and service providers (White Paper on Municipal Service Partnerships, 2000). Moreover, the Municipal Systems Act 32 (2000) allows use of external and internal agreements which can be taken within the municipal authority for the provision of service. The agreements can be made with other spheres of government, on-governmental organizations, community-based organizations and any other entity or persons that are legally competent to do business.



Furthermore, the White Paper on Local Government (1998) commends use of partnerships between municipalities, private sector, public sector, communities, non-governmental organizations (NGOs and CBOs) as the crucial decision to be considered by municipalities in order to remedy the infrastructure shortfalls and inconsistencies within the municipalities.

University of Fort Hare
Together in Excellence

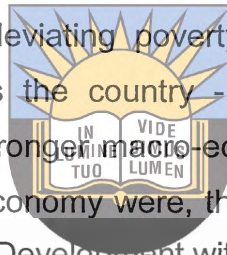
The Local Government Municipal Structures Act (117 of 1998) requires each municipality to 'develop mechanisms to consult the community and community organizations in performing its and exercising its powers' (Section 19(3). Section 19(2) of this Act provides that each municipal council shall annually review:

- The needs of its community;
- Its priorities for meeting these needs;
- Its processes for involving the community; and
- The organizational and delivery mechanisms for meeting the needs of the community.

2.7.1 RECONSTRUCTION AND DEVELOPMENT PROGRAMME

The Reconstruction and Development Programme (RDP) is a South African socio-economic policy framework implemented by the African National Congress (ANC) government of Nelson Mandela in 1994 after months of discussions, consultations and negotiations between the ANC, its Alliance partners the Congress of South African Trade Unions and the South African Communist Party, and organizations in the wider civil society. The ANC's chief aim in developing and implementing the Reconstruction and Development Programme was to address the immense socio-economic problems brought about by the consequences of the struggle against its predecessors under the Apartheid regime.

Specifically, it set its sights on alleviating poverty and addressing the massive shortfalls in social services across the country – something that the document acknowledged would rely upon a stronger macro-economic environment. Achieving poverty alleviation and a stronger economy were, thus, seen as deeply inter-related and mutually supporting objectives. Development without growth would be financially unsustainable, while growth without development would fail to bring about necessary structural transformation within South Africa's deeply inequitable and largely impoverished population.



University of Fort Hare
Together in Excellence

2.8. DEFINITION OF IMPORTANT TERMS

2.8.1 Cooperatives (Co-Ops)

This is a group of people coming together to meet their social economic, cultural and social through a jointly owned and democratic enterprise (Cooperatives Act, 2005).

2.8.2 Non-Governmental Organizations (NGOs)

NGOs are non-profit organizations, non-membership intermediary organizations that are not governed by the state and assume a range of activities to further the development objectives (Development Update, 2001)

2.8.3 Community Based Organizations (CBOs)

CBOs are formal delegated organisations that champion the concerns of their members. Their functions are defined in relation to a specific geographical area within which they reside (Pieterse, 2000; Venter, 2007).

2.8.4 Public participation

Municipalities are required to facilitate the participation of the local community in integrated development planning and performance management (Municipal Systems Act). In the issues of governance, the cornerstone of democratic government in South Africa is Public Participation. The three tiers of government have the responsibility to deliver for public participation in their legislative and other processes (DPLG, 2008). The direct interaction between government and communities is catered through ward committees, through IDP processes as well as through the engagement of Community Development Workers (CDWs). Both Parliament and Provincial Legislatures have a constitutional mandate to facilitate public involvement in their processes. The Constitution also places a particular obligation on municipalities to involve civil society in local government matters. The Municipal Systems Act states that the role of a ward committee is to enhance participatory democracy in local government.



University of Fort Hare
Together in Excellence

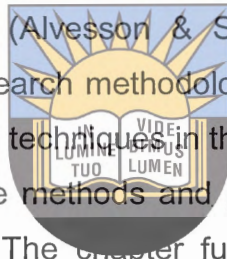
2.9. CONCLUSION

This chapter gave an explanation on the literature review as a logical search of published work to review what is already known about the research topic. The chapter discussed the concept of partnerships in detail and cited the different forms of partnerships giving more focus on the PPPs and CPPP. Further to that, LED is discussed as a concept. Provision is made for the definition of important terms on the study. The theoretical, conceptual and legal framework for LED and partnerships are discussed in detail in this chapter. The chapter also discussed the developmental local government, development and the developmental states. The chapter strongly motivated for the special inclusion of communities in existing CPPP. The dynamics of power, powerlessness and empowerment were discussed in detail as they are the integral part of partnerships. Lastly, the different levels of community participation were discussed in detail.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter deals with the research methodology used in conducting this research. Methodology is described as the process to collect information and data for the purpose of making business decision. Whilst there are different definitions that are given to methodology, for the purposes of this study, few definitions have been cited. Strauss and Corbin (2000:1) state that research methodology can be described as a scientific process that seeks to provide answers to questions through a systematic approach with the support of credible data. The methodology may include publication research, interviews, surveys and other research techniques and could include both present and historical information (Alvesson & Skoldberg, 2009). According to Babbie and Mouton (2001: 35), research methodology involves the application of a variety of standardized methods and techniques in the quest of valid knowledge, and is committed to the use of objective methods and procedures that have increased the likelihood of attaining validity. The chapter further presents the sample and sampling method, data collection methods and procedure, data gathering and analysis of data. The research design used, analysis, interpretation and processing of data in this study is also discussed in detail.



University of Fort Hare
Together in Excellence

3.2 RESEARCH DESIGN AND METHODOLOGY

Research design is a strategy of how one aims to conduct the research. Welman et al. (2005: 52) define research design as, “the plan according to which we obtain participants (subjects) and collect information from them. Maree (2007:70) simplifies the definition of research design as, “a plan or strategy which moves from the underlying philosophical assumptions to specifying the selection of respondents, the data gathering techniques to be used and the data analysis to be done. Bless and Higson-Smith define the research design as a programme to guide the researcher in collecting, analyzing, interpreting and observing facts. Strauss and Corbin (2000: 1) writes that research methodology can be described as a scientific process that seeks to provide answers to questions through a systematic approach with the support of credible data.

Mouton (2001:55) defines research design as a plan or blue print of how the researcher intends conducting the research. Babbie and Mouton (2001:104) add that a research design is a plan or structured framework of how the researcher intends conducting research problem. This study was conducted using the single case study method of Keiskamahoek Dairy Enterprise. Welman et al. (2006) state that in order to understand the complexity, uniqueness and peculiarity of a particular case, a case study must be used. Therefore, the case study was central to this research. This research is, thus, an exploratory study aimed at gaining an initial understanding into Keiskamahoek Dairy Enterprise from the Community Public Private Partnership perspective. The researcher used the above-mentioned case study in order to discover the following: the implementation of sustainable LED programmes through the use of partnerships between Local government, Private sector and the communities (CPPP).

The intended outcomes for use of the exploratory case study were to reveal the levels of community participation and involvement in the foresaid type of partnerships as opposed to the normal PPPs. Whilst there is more literature on the Public Private Partnerships, there is limited information on the Community Public Private Partnership model, and that, therefore, places the topic on the virgin field of research.



University of Fort Hare
Together in Excellence

3.3 QUALITATIVE AND QUANTITATIVE RESEARCH METHODS

Kumar (2005:17) indicates that there two types of research methodologies: quantitative and qualitative methodologies. These are discussed below.

3.3.1 QUANTITATIVE RESEARCH METHOD

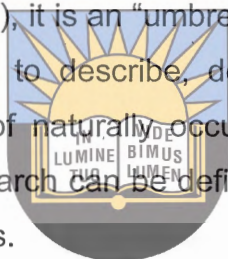
According to Bless and Higson (2002: 86), quantitative research method utilises quantifying data to record aspects of society. It, therefore, makes the collected data to be condensed to numerical representation of what is being measured.

The above research methodology would not have been suitable for this study as this research focused on highlighting the importance of treating the communities as pertinent members of the partnerships. The Community Public Private Partnership (CPPP) model allows for the community partners to act as independent members

with decision making powers as partners, as opposed to having them consumed under the PPP for compliance reasons. Thus, to determine the levels of the community partnership and participation, referencing to Pretty's (1994) seven incremental levels of participation in development efforts, (passive participation to self-mobilisation) was made. Added to that, Arnstein's (1969) typology of eight levels of assessing participation using a ladder technique was also used for the development of interview guide. The exploratory nature of the study conducted necessitated for the qualitative approach to be used.

3.3.2. QUALITATIVE RESEARCH METHOD

According to van Maanen (1979:520), it is an "umbrella" phrase "covering an array of interpretive techniques which seek to describe, decode, translate and otherwise come to terms with the meaning of naturally occurring phenomena in the social world. Theoretically, qualitative research can be defined as a method as opposed to a specific design or set of techniques.



In this study, a qualitative method of enquiry was applied because it allowed the researcher freedom to explore the views of both the community partners, government partners and the private partners on the operations of the Keiskamahoek Dairy Enterprise. Due to the limited information on the research topic, a qualitative approach provided more opportunities for exploration on the topic. The qualitative approach has, according to the researcher, enriched the study because it did not limit the respondents' input to pre-determined responses. This is due to the fact that it helps towards a thicker description of the situation from the viewpoint of the partakers in a location or situation. Its key purpose is to collate information on many facets of a situation and the creation of a comprehensive picture of the situation (Mouton & Marais, 1985).

University of Fort Hare
Together in Excellence

3.4 CRITERIA FOR JUDGING QUALITATIVE RESEARCH

According to Creswell (2014: 201), "procedures for validating the findings must be undertaken in any study". He further asserts that one of the strengths of qualitative research is validity, and it is centred on determining the accuracy of findings from the perspective of the researcher, participants or the readers of the research. Four

criteria can be used to judge Qualitative research, Transferability, Dependability, Credibility and Conformability.

3.4.1 Transferability

Transferability refers to the level to which the outcomes of qualitative research can be generalized or conveyed to other contexts or settings. In the context of qualitative research, transferability is mainly the responsibility of the one doing the generalizing. In the study, the researcher has improved transferability by describing the research context and the expectations that were central to the research.

3.4.2 Dependability

This has to do with the fact that whether the same outcomes would be achieved if one could observe the same thing twice. Dependability places emphasis on the need for the researcher to account for the ever-changing context within which research occurs.



University of Fort Hare
Together in Excellence

3.4.3 Credibility

The credibility is about confirming the credibility of qualitative research outcomes and also to establish whether they are authentic from the perspective of the participant in the research. The purpose of qualitative research is to understand the phenomena of interest from the participant's eyes. Only participants can reasonably judge the credibility of the research results.

3.4.4 Confirmability

Confirmability refers to the level in which the outcomes can be confirmed or substantiated by others. Numerous strategies can be used for enhancing confirmability. The researcher can either file the procedures for checking and re-checking the data throughout the study whilst another researcher can take a devil's advocate role with respect to the outcomes, and this process can be documented.

3.5 DATA COLLECTION INSTRUMENTS

Data collection instrument refers to all those instruments used to collect data for the research study (Welman et al., 2000:130). The main instruments used for this study were the structured interview questions. The second instrument used was the focus group. The researcher obtained permission to conduct interviews on the targeted population by sending a letter that was sorting permission to do so, and the permission was granted. Bak (2004: 28) states that any research that involves people must show an awareness of the ethical considerations and an agreement to conduct the research in accordance with ethical procedures.

The researcher contacted the interviewees telephonically to set up appointments and follow up emails confirming appointments were sent thereof. Subsequent to that, interview questions were emailed before the interview dates. The emailed questions allowed the interviewees time to browse through the questions before the actual interviews take place. The following people participated in the interviews: one councillor from Amahlathi municipality, one government representatives, one private sector representatives, two municipal officials, 3 board members of the CPPP enterprise and one private partner.



University of Fort Hare
Together in Excellence

3.5.1 STRUCTURED INTERVIEWS

These are referred to as fixed format interviews wherein all questions are prepared in advance and are structured and standardised for all interviewees. The researcher prepared interview questions, and the questions were sent to all the participants via the email. The participants were asked the same set of questions which were prepared in the exact manner. The structured interviews proved to be appropriate for this study in that the manner in which they were done provided a level of reliability and validity. The researcher personally visited both the community partners and private partners to conduct interviews. The local government partners, provincial Department of Rural Development and Land Reform and representatives from Amahlathi Local municipality were asked to complete the questions and were interviewed telephonically.

3.5.2 FOCUS GROUPS

A focus group is a form of qualitative research whereby a group of people are asked about their perceptions, opinions, beliefs and attitudes towards a particular concept, idea or service. Questions were asked in an interactive group setting where participants were free to talk with other group members. The focus group enriched the study in that the researcher was able to observe and ask follow up questions. The researcher experienced some challenges with this group in that she had anticipated interviewing a focus group with six community members. However, only 3 were made available since the community members felt those were key representatives as they were both the shareholders and also working part-time at the enterprise due to their past experience; therefore, there was no need for six members.



3.5.3 DATA ANALYSIS

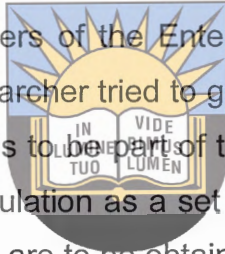
Neuman (2011:507) asserts that the analysis of data refers to the systematic organization, integration and examination of data, whilst doing that, the search for patterns and relationships among the specific details is accomplished. To analyse, one needs to connect particular data to concepts, advance generalizations, and identify broad trends or themes. Analysis allows us to improve understanding, expand theory and advance knowledge. The data can be analysed in an inductive (for quantitative) and deductive (qualitative) mode.

University of Fort Hare
Toga Er in Exeet, Aee

For this study, the analysis of data was premised on deductive analysis, which, methodologically, is ideal for a qualitative research study. Vithal and Jansen (1997:27) write that a researcher can only make sense of data they collect through organising and arranging the data into a manageable format. The data was coded by categorizing and breaking it into broad sections in order to make sense of the accumulated information. It was also collected, recorded and arranged systematically for interpretation. Responses were summarised and grouped together into three sections, namely: Community Partners, Private Partners and Government. Deductions were made at the end of each section and summarised in the conclusion at the end of the category.

3.6 POPULATION AND SAMPLING

The research population refers to the study objects, which may be individuals, groups, organisations, human products or the condition to which they are exposed (Welman & Kruger, 2002:460). Neuman (2011: 241) argues that a selected small collection of cases that closely reproduce or represent features of interest in a larger collection of cases are called population. The target population chosen for this study included municipal employees who are employed by Amahlathi local municipality in different positions in their LED section, municipal councillors, members of the community who are participating in the Enterprise and also acting as beneficiaries, officials from the Provincial Government, Board Members of the Enterprise and representatives from the Private Sector partners. The researcher tried to get all different participants of the Dairy Enterprise in their different levels to be part of the sampling. Bless and Higson-Smith (1995: 87) explain a target population as a set of elements that the researcher focuses upon and to which the results are to be obtained by testing the sample should be generalised. This study focused at the Amahlathi local municipality, Keiskamahoe Dairy Enterprise. Therefore, the study was mainly focused at Keiskammahoek where the dairy enterprise is operating.



University of Fort Hare
Together in Excellence

3.6.1 SAMPLING

Judgement sampling was used for this study. This is a non-probability method which occurs when the researcher uses his/her own sound judgement to select the population that is going to participate in the study (Black, 2010). It is also a cost saving method and saves time. For the purposes of this study, the community as beneficiaries, private sector partners, government, municipal officials, workers on the CPPP, and a councillor, were interviewed in order to ascertain their knowledge and understanding of the Keiskamahoe Dairy Enterprise operations. The leadership of the enterprise was contacted to seek permission for contacting some of the enterprise workers for questioning and for the participation of the board members. The Amahlathi municipal office was also contacted for the participation of the LED officials and councillors.

The participants that appear in the table below were probed for more insight on the CPPP

TARGET POPULATION

POPULATION	DESIGNATION	SAMPLE	COLLECTION METHOD
Government Rep	Director Agriculture	1	Interviews
	Director Water Affairs	1	Interviews
Private Sector Rep	Chief Executive Officer	1	Interviews
Portfolio Councillor	LED section	1	Interview
Ward Councillor			
Municipal Official	Director LED	3	Interviews
Community Members		6	Focus Group
Beneficiaries		6	Focus Group



University of Fort Hare
Together in Excellence

3.7 ETHICAL CONSIDERATIONS

According to Babbie (2007), “voluntary participation is a basic ethics rule of social research”. All individuals who participated in this research were notified of the following:

- The aims, methods, anticipated benefits and potential hazards of the research;
- Their right to abstain from participation in the research; and
- The confidential nature of his/her responses.

No pressure or inducement of any kind was applied to encourage individual/group participation in the research. Furthermore, the participants were informed that there will be no monetary reward for their participation and that the participation is voluntary.

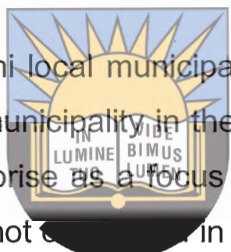
3.7.1 The following ethical considerations were strictly adhered to:

- a) Privacy: the full details of participants were confidentially kept;
- b) Intimidation: respondents were not forced to disclose any confidential evidence;

- c) Freedom of choice: respondents freely participated in the research and their consent to partake in the research was obtained. At any given time respondents were allowed to withdraw from the research;
- d) Honesty: the researcher adhered to reporting the findings with decency at all times, and without any prejudices, irrespective of circumstances;
- e) Plagiarism: where citations and quotations have been made, all sources have been acknowledged through referencing; and
- f) The application for ethical clearance application was submitted to the Faculty Research Ethics Committee of the University of Fort Hare and was approved.

3.8 DELIMITATION OF THE STUDY

This study focused on the Amahlathi local municipality, which is one of the 7 local municipalities of Amathole District municipality in the Eastern Cape. The researcher chose Keiskammahoek Dairy Enterprise as a focus area, which is one of the small towns of Amahlathi. The study was not conducted in all the small towns of Amahlathi Local municipality even though some of them have similar enterprises of a similar nature. This is a qualitative study as opposed to quantitative as the study sought to explore the existing Dairy Enterprise CPPP. The study is done in the field of Public Administration, particularly focusing on Local Economic Development as one of the Constitutional mandates of municipalities.



Un ver ity of For Hare
Together in Excellence

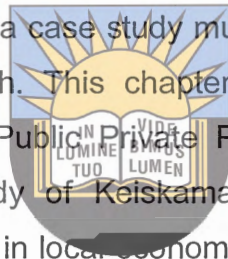
3.9 CONCLUSION

The chapter, in addition to the introduction and conclusion, consists of four different sections. The chapter dealt with the methodology, research design, data collection instruments and the data analysis and discussed the issue of obtaining permission to conduct the research. Lastly, adherence to ethical conduct and behaviour was explained in detail.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The study sought to research an alternative model to assist in the planning and execution of the sustainable Local Economic Development programmes within the municipalities. In so doing, the Community Public Private Partnerships (CPPP) was examined as an option for introducing and activating large scale programmes which can generate viable jobs, skills transfer and creation of community wealth. The study was conducted using a single case study method of Keiskamahoek Dairy Enterprise. Welman et al. (2006) state that in order to understand the complexity, uniqueness and peculiarity of a particular case, a case study must be used. Therefore, the case study was central to this research. This chapter critically explored theory and practice examples of Community Public Private Partnerships in Local Economic Development using the case study of Keiskamahoek Dairy Enterprise. Lastly, recommendations for future CPPPs in local economic development programmes will be given.



University of Fort Hare
Together in Excellence

4.2 DATA ANALYSIS AND INTEPRETATION

Bless, Higson-Smith and Kagee (2006:163) state that the process of data analysis happens in various diverse forms and is subject to the nature of the research question, research design and the nature of the data itself. Quantitative data is usually analysed using a variety of expressive and inferential statistical procedures. Qualitative data is analyzed with methods that are specifically designed for this form of data. Usually, both quantitative and qualitative methods of data analysis play complementary roles in the data analysis process. For the purposes of this study, the qualitative method was used.

The discussion in this chapter has been arranged based on the pre-determined themes. The purpose of having pre-determined themes was to assist the researcher to be able to gain insight from the operations up to the levels of community member participation and roles in the CPPP. Moreover, pre-determined themes have assisted in the development of the interview questions.

4.3 FINDINGS OF THE STUDY

This section details findings from the different partnership members, namely: Community, Private Partner, Government and the municipality. Questions asked to the different members were aimed at establishing the following pre-determined themes: establishment of the CPPP, contribution of the different partners, key steps followed when forming the successful CPPP, building trust amongst the members, challenges and successes faced by the CPPP, examining the levels of community partners participation in the CPPP, the benefits of the CPPP and general operations of the CPPP.

Additionally, in order to determine the levels of the community partners' levels of participation, reference was made to Pretty's (1994) seven incremental levels of participation in development efforts, which are from passive participation to self-mobilization. Added to that, Arnstein's (1969) typology of eight levels of assessing participation using a ladder technique was also used for the development of interview guide. Both have been discussed in detail in the literature review. As such, whilst probing for information, the extent of the level of participation of the community partners in the operations of the CPPP became a central theme.



University of Fort Hare
Together in Excellence

4.3.1 ESTABLISHMENT OF THE COMMUNITY PUBLIC PRIVATE PARTNERSHIP

The Keiskamahoek Dairy Enterprise, also known as the 7Stars Co-op, comprises e Community members, Private sector, provincial Government and the local municipality. The community members are shareholders in the CPPP and are also working as part time workers. The researcher discovered that the establishment of the Keiskamahoek Dairy Enterprise CPPP is as a result of community based farmers who grouped themselves and formed different co-operatives. Initially, the farmers were relying on the funding from the government for their operations, and this had its own challenges which eventually led to some farms closing down and getting depilated while others were operated more on a survival basis.

The farmers decided to farm together as a group with standardized land use procedures and farming systems. Some of the farms had title deeds and were therefore involved in their own right as land owners, whilst others leased their land

parcels from the land owners. According the information gathered from the field workers, the establishment of the cooperatives was driven by the desire to address common problems that were faced by farmers. Some of the farmers were involved in the Keiskamahoek dairy before and had reasonable farming experience. Six cooperatives were established, both as primary and secondary co-ops. The group was practicing subsistence farming instead of commercial farming; therefore, the businesses were not self-sustained.

The support of government did not stop their business from reaching unfavourable stages of closing down. A representative from the community members indicated that even though the farmers had combined their farms for business purposes, the farmers lacked the understanding of costing and packaging their land parcels. The community partners / farmers on their own were unable to produce bankable business plans and business concepts which could be used to engage with the state for the development of their areas. This, therefore, means that farmers had their own limited business management skills and could not sustain their businesses despite the resources they had. They had constrained ability to service their business in terms of reliable supply volume, quality standards and the day-to-day operations of the business. They also did not have the operating capital. There was absence of bankable business plans, and they also a lacked the business strategy to trade as a group.

Government needed to resuscitate the farms but realized that it could not revive the Keiskamahoek Dairy Enterprise alone and, therefore, saw a need to involve the private sector in order to complement its work and that of the community involved. A call for a private sector partner to bid was made around year 2000. Amadlelo responded and won the bid. The private sector participation brought additional management and technical skills and access to markets. The involvement of the private partner assisted in many ways in that even though the farmers had combined their land/ farms, they could not define what volumes of the land owned should be packaged for which purposes. One of the community members indicated, "*we were using our land as we saw fit, the private partner was able to make the necessary business analysis of our land*".

Looking at the involvement of the private partners in the CPPP, the private sector representative (chairperson) at the interviews gave some background which revealed they were players long before the formation of the CPPP. Prior to 1994, the private partner initially was working for government as advisors to the milking farmers in the Keiskamahoe area. They were giving guidance and advice on the problems that were encountered by the farmers then. The farmers then were experiencing many challenges which led to their infrastructure deteriorating and some farms closing down. When interviewing the representative from government, she said: *“we as government, for accountability, minimized risk and sustainability purposes we become keener to work with organized communities that have partnered with their local municipalities and the private sector”*.



According to the information gathered, it became clear that government has a strong view that the partnering of communities with the private sector helped to put the government at ease when considering funding them, as it meant that the issues of governance and accountability will be taken care of. The government partner further stated that in many instances, the communities lacked certain skills towards the implementation and sustainability of the projects, and this has often led to the death of many government initiatives. Government prefers working with communities than implementing programmes on its own. Community involvement enhances a sense of ownership, and communities become enabled to defend what they are part of. They also become enabled to empower one another with information on development that is taking place in their area.

University of Fort Hare
Together in Excellence

In terms of how the CPPP is funded, the initial funding was provided by the Provincial Government and contributions from the funders, but now the entity is self-sustained and they have their own funding. Whilst engaging with the government partners, the researcher checked under which government legislation is the CPPP being supported from? The researcher discovered that the programme was implemented under the Recapitalization and Development policy and the Revitalization of Irrigation Schemes programmes. The two policies got reviewed with the change of leadership. This becomes a worrying factor and puts these initiatives at risk in that even though they have proved to be some of the best sustainable

government initiatives, their continuity remains with the interest of the new leadership. Also noted was that other than those two policies, there is no clear legislation that backs these kinds of partnership. In the interest of ensuring continuity and sustainability, the researcher probed further to also check if there was any succession plan in place. The response from the community was that currently, the youth from the village are being ear-marked, mentored in the field of agriculture and also supported through bursary funding for training towards agricultural careers.

4.3.2 CRITICAL STEPS TO BE FOLLOWED IN FORMING AND SUSTAINING THE CPPP

In trying to check the critical steps towards building a successful CPPP, transparency, trust and honesty emerged as the key elements for sustaining the community partnership. The issues cited below emerged from interviews with respondents as critical steps and principles to be followed when forming the Community Public Private Partnerships:



University of Fort Hare
Together in Excellence

- Community must first organize themselves;
- Common mission established based on the vision that defines the outcomes that are to be achieved, and that should be the central focus of the partnership;
- Clarification of roles, responsibilities and relations amongst the partners;
- Developing and implementing policies of governance and accountability;
- Trust and honesty;
- Transparency; and
- Respect for each other's views.

Moreover, the researcher checked the key contributing factors that were strengthening the relationship between the community partner and the other partners. The community partners responded that the sharing of a common vision was the key pillar of their relationship with their partners. Furthermore, their plans are reviewed on a yearly basis, and this assists in keeping their business abreast of changing time and the alignment with the government plans whilst remaining responsive to the current needs of today. Lastly, honesty, trust and transparency,

accountability and respect for each other's views were the key attributes to their sustained relationship.

4.3.3 CONTRIBUTIONS AND ROLES OF PARTNERS

The researcher sought to gain more insight on the contributions and roles of the different partners in the CPPP. The determination of the different contributions was also meant to assess if there were no power games due to the different contributions by each partner, this was done to also see if the other partners were not getting any leverage due to what they are bringing to the table. Below each member's contribution and role is discussed in detail.

(a) *Community Partners*



The community partners brought land, ~~availed~~ labour and also brought their goodwill to help attract the government grants. Some members of the cooperatives also brought their farming ~~experience~~. Members who were previously involved in leadership positions provided local knowledge to help guide the private sector on the suitability of certain approaches.

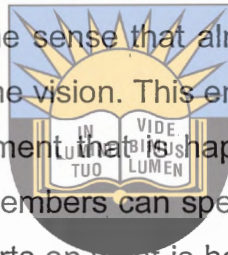
University of Fort Hare
Together in Excellence

According to the information gathered on the role and involvement of the community members in the CPPP, the researcher discovered that the community members are participating as shareholders, and some of them are part time employees in the CPPP. Further to that, they are responsible for the management, governance, liaison and communication in the CPPP. Likewise, by virtue of being shareholders, the community partners at Board level represent both the secondary and the primary cooperatives by regulating their functionality. They also play a liaison role between the community partners, private and government partners through being part of the operating structure. The existence of the Board and the Secondary cooperatives makes it easy for the private sector to deal with a single structure. This also allows the farmers to have one voice. This makes it easy for the farmers to syndicate land use, production standards and to meet the market requirements. This means that the partnership has also been able to change the socio-economic profile of the people of

Keiskamahoek and the surrounding areas. The community partners sit and partake in the highest decision making platform of the Enterprise.

This type of arrangement is very rare in partnerships where the private partner and government are involved. In some instances where these partnerships exist, the community members are involved for compliance purposes and have minimal or no role in terms of decision making. The status of community partner involvement in this initiative differentiates it from the other existing Public Private Partnerships.

In terms of the involvement of the community, they are participating with full decision making powers. They are also independent as the other partners found them already organized and operating. The fact that the communities took an initiative of grouping themselves has liberated them in the sense that already they were organized and speaking in one voice and shared one vision. This enhances the levels of community ownership in terms of the development that is happening in their area. This also helps in the sense that the CPPP members can speak from an informed view point, thereby empowering their counterparts on what is happening. Furthermore, chances of community riots are minimized as the information is shared by people they know.



University of Fort Hare
Together in Excellence

- *Levels of the community member participation*

From an analysis point of view, community participation was dealt with from an operational and decision making angle. Whilst probing on the operations of the CPPP, the researcher checked whether there were any decision-making mechanisms in place and also explored the role of the community partners in such structures. The researcher was informed that there are decision making structures in place. These are:

1. Monthly meetings with representatives from the different partners; and
2. Quarterly meetings with representatives from the different co-ops wherein the community partners become part of the decision making process.

The powerlessness of communities in partnerships calls for the need for empowerment interventions, as powerless individuals lose their ability to make choices and are more subjected to external prescriptions of others (Albertyn et al., 2002)

Based on the elaboration of Pretty's (1994) seven incremental levels of participation in development efforts, (ranging from passive participation to self-mobilization), the involvement of the community members can be argued to be at both the sixth and seventh levels of participation for Pretty and the sixth and seventh for Arnstein. The two levels depict the highest levels of participation in both Pretty's seven incremental levels of participation and Arnstein's ladder technique.

Pretty's (1994) sixth level refers to the **Interactive Participation**. The findings showed that **the community partners** participate in joint analysis, development of action plans and formation or strengthening of local institutions. The Community partners know that it is their right to participate. They take control over local decisions and determine how available resources are used so they have a stake in maintaining structures or practices.



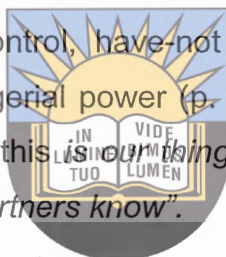
In terms of the seventh stage, **Self-Mobilization**, the researcher can also argue that community partners were noted to also engage at that stage. For instance, there was a practical example provided by community partners where community partners had to stand against their other partners when they wanted some litres of milk to be sold to the local people, and their suggestion ended up being implemented. One of the community partners serving in the board said: *"we stood up as community partners and told our business partners that we wanted our community to feel that this a local initiative and they must therefore benefit from it"*. This indicates that community partners are able to take initiatives independently of their partners and convince the other partners. This kind of partnership allows for an enabling framework for Self-mobilization. Such self-initiated mobilization may or may not challenge existing distributions of wealth and power.

Furthermore, Arnstein (1969) as cited in the Community Participation Strategies journal, argues that in order to assess the types of participation and non-participation, a typology of eight levels of participation using a ladder technique should be used:

The bottom rungs of the ladder are (1) Manipulation and (2) Therapy. These two rungs describe levels of "non- participation" that have been contrived by some to

substitute for genuine participation. Rungs (3) Informing and (4) Consultation, progress to levels of 'tokenism' that allow the have-nots to hear and to have a voice.

Judging from the information gathered on the levels of the community member participation using Arnstein's ladder technique, it can be argued that their involvement placed them between the sixth to the eighth levels of the ladder technique. In this sense, level six (6) represents partnership that enables them to negotiate and engage in trade-offs with traditional power-holders. At the topmost rungs, (7) delegated power; these are the highest levels of participation and decision making powers and therefore depict the activeness of the community partners in this form of partnership. (8) Citizen Control, have-not citizens obtain the majority of decision-making seats or full managerial power (p. 217). When interviewing one of the community partners, she said: *"this is our thing and we are hands on, nothing happens without us agreeing, our partners know"*.



This is very important for this study as it shows that in initiatives where the community members have been given a different status than that of working in these initiatives, they turned to be sustainable than in cases where they have been used as workers. The self-pride of the previously disadvantaged people gets restored and the communities feel obliged to protect what they are part of. Lastly, the role of government to include people in the business of local government gets fulfilled. Furthermore, during the interviews with the government partner, it became evident that government also prefers working with organized communities. This differentiates them from the normal representation in the normal Public Private Partnership.

University of Fort Hare
Together in Excellence

(b) Private partners

On the role and the contribution of the private partner, the researcher discovered that they added value on the enterprise in that they came in with their expertise and imparted skills on the community members. The researcher learnt that when the community was operating on its own without the involvement of the private partners, there was no sense of business, and their businesses were not sustainable. The community partners only knew the traditional way of farming - not the modern way.

Community partners lacked the financial planning skills, and the private partner introduced them into financial planning. Community partners were unable to commercialize their land uses in a manner that creates jobs and community wealth, and the private partner came in handy again. Community partners did not have the technical capacity to access funding from institutions, and the private partner assisted through their well-planned and well thought out business plans.

The private sector made the transactions viable and bankable by guaranteeing success. They have the ability to negotiate loans, access operating capital and help the business to relate to the demands of the market in terms of the volume reliability of supply, quality and pricing. All this was done in a participatory manner without side-lining the communities. This made the transactions attractive to government support, and the community partners greatly appreciated it. The community members, in a way, were mentored by their private partners into running a self-sustained business which generates real community wealth on a long-term basis. The private partner contributed infrastructure funding and its expertise. Lastly, the private partner contributed by bringing machinery and cows. The farmers had land, and the private partner used their expertise in terms of quantifying the land parcels, and they further made bankable business proposals.

The community partners commended the involvement of the private partners in that they benefitted a lot as business skills were imparted on them. The analytic expertise of the private sector had assisted them a lot. The researcher discovered that at the centre of it all was the transfer of skills. Lastly, partnering with the Private sector reduces the risk profile of each transaction entered into by the enterprise and renders targeted land parcels attractive to potential funders.

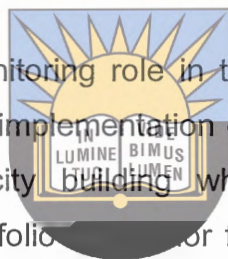
(c) Government

The Government partner involvement happened at both the local government level and the Provincial government level. Details of the different yet complimentary roles are given below.

- ***Local Government (Municipality)***

Another crucial role which has been played by the local municipality is the provision of the commonage land which constitutes about 500 hectares. This land is a central component of the business and is provided to the community on a nominal rental per annum. Added to that, the local municipality in the CPPP also coordinated the stakeholders to participate in meetings and other programmes and ensured that the land leases that relate to the municipality are signed on time. The representative of the local municipality had strong views on the implementation of similar programmes as the CPPP in the near future, and he said: *"this is one of the sustainable LED projects in the municipality and it has played an important role in the growth of the economy within the municipality"*.

The municipality also played a monitoring role in that they needed to ensure the sustainability of the project and the implementation of programme. The municipality also assisted by providing capacity building when needed. On the political involvement in the CPPP, LED portfolio was formed part of the stakeholders meeting in order to inform the council of the progress in the programme.



University of Fort Hare
Together in Excellence

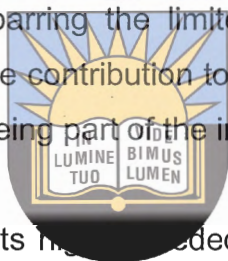
- **Provincial Government**

According to the information gathered on the role of government in the CPPP, the researcher discovered that the government, through the facilitation of the local municipality, came on board. Different government departments have also supported this initiative, for example, Water Affairs, provided a water license and a subsidy for certain period. They also contributed by funding the bulk water supply to the scheme. The Department of Rural Development and Land Affairs funded the revival of the in-field infrastructure, renovations and the building of millers and equipment.

In order to ensure value for money, government got monitoring mechanisms in place, which helped in ensuring that the funds were used for what they were aimed for. The researcher discovered that for monitoring the project, government held monthly meeting with the community partners and private sector partners. The meetings were held on site in order to monitor progress and to check if there are any challenges where their intervention will be needed. Internally, quarterly set targets were measured against the deliverables on the ground and against the quarterly

projections on expenditure. The government funding of the infrastructure component of the project made the transaction to be attractive to the private sector and viable to operate. It could have been difficult and almost impossible for the community partners alone to raise the loan to fund the infrastructure

Judging from the information gathered from all the partners involved, it is evident that neither one of the partners could have managed to pull this initiative alone. All four partners are interdependent - they complement each other. Whilst the local municipality played its facilitation role between the government and the organized community, the provincial government needed to play an intergovernmental role by working together with the local sphere of government as compelled by the Constitution and also effectively sparring the limited government resources. The community partners brought a unique contribution to the project which included their goodwill and past experience from being part of the initiative before.

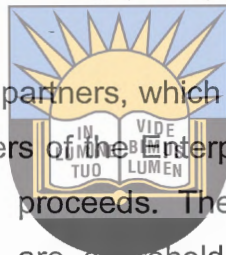


The private sector partner brought its needed business skills, minimized the risk of trading with the communities and ensured that there were governance and accountability mechanisms in place. Through interviews with the government and private partners of the CPPP, the researcher learnt that funders, including government, are keener to fund land that is owned by the community in support of a clearly defined land use proposal which has been properly planned and investigated.

4.3.4 SUCCESSES/BENEFITS OF PARTNERSHIP

Thriving business has been established in the Keiskamahoe area and has created sustainable job opportunities for the local communities. The business is producing milk every day and supplying to the communities, Clover and other big companies. The community has benefited in terms of jobs, skills transfer and income to farmers. Seven Stars Co-op is now a brand that shows stability and is able to attract economic opportunities with ripple effects. Unemployed graduates from the community are getting opportunities of employment, and learning opportunities are availed for those that are ready for tertiary education. There is also a bursary fund that is available from the CPPP for the benefit of the youth needing assistance. The bursary assists youth from struggling families. Furthermore, there are sessions that

are aimed at mentoring and coaching the youth towards considering agriculture as a career path. This gives hope to the youth that have studied agriculture in that they know that on completion of their studies, they will be employed at the CPPP. Moreover, as a way of ensuring that the legacy remains, there are programmes that are aimed at mentoring the youth into the agricultural field. The researcher also checked if there were any skills that have been obtained by community members from being the partners of the CPPP, and if so, have these affected their business sense effectively and efficiently? The researcher discovered that both formal and informal training has been received by the CPPP partners. The provision of training was done in various fields as and when the need arose, and partnerships have been forged with the institutions of higher learning in the province for this course.



Through the partnership community partners, which are equal to 34 families in total, are earning dividends as shareholders of the Enterprise. During each financial year end, they are entitled to business proceeds. The proceeds are shared equally amongst the family members who are shareholders. The Enterprise has a big contract with Clover. There are also benefits from this operation because over and above, the milk supplied to Clover, the Enterprise is also selling the milk to locals, who also buy and sell to others. This is a good benefit for the community members and the local businesses as the prices that are paid by the community are not the same as those of the main business contractor.

University of Fort Hare
Together in Excellence

4.3.5 CHALLENGES

According to the information gathered the project is currently being implemented as isolated to the broader local economic development initiatives of the area. There are no formal links that have been created with the local farming systems of the area. The spread of diseases from the neighbouring communities remain a serious threat for the business. This requires serious attention from both the local municipality and the government itself. The project needs to be replicated or extended to the neighbouring villages, and this is crucial for this kind of an initiative. Other threats are generic and relate to issues such as security and prevention of diseases from the dairy cows. Besides that, the challenges are in relation to the community partners. They tend not to trust one another, especially where one of them is placed into a

leadership position. Other challenges pertain to shortage of funding and also where government will visit the site and make some commitments and never honour them. The local municipality cited lack of establishment of strong working relationship with the people that are inside the CPPP and the surrounding communities as one of the challenges.

4.3.6 IMPACT OF THE CPPP

According to the information gathered on the impact of the CPPP, the programme has affected the community partners and members of the community at large positively. The programme has contributed both socially and economically, jobs have been created for the community members, trading opportunities have been opened in that even hawkers from the surrounding area are able to buy the milk in bulk and sell to other areas. The community members were able to turn their old farms, which could have remained idle land, into an economic resource. The CPPP is creating permanent and temporary jobs that are benefiting the community. Business networks have been created with big companies, such as Clover, and communities have access to fresh cow milk.



University of Fort Hare
Together in Excellence

The CPPP is a self-sustained business and no longer getting any funding from government. The community partners are treated with respect by their other partners and are able to operate freely in the business. The community partners have full decision making powers and are serving in the highest structures of the Enterprise. The Enterprise is creating jobs for the local youth, and community partners are earning dividends as Shareholders. Since there is succession planning in place, programmes are aimed at ensuring that the legacy stays. The CPPP gives bursaries to the needy. All of these have given a positive impact in the Keiskamahoek and the surrounding areas.

5. CONCLUSION

The chapter presented and analysed the data that was captured from the interviews of all the above-mentioned participants. The participants included representatives from the community partners, private partners, Government

partners and officials from the Amahlathi local municipality. The study only used the qualitative data. Recommendations will be given in the next chapter.



University of Fort Hare
Together in Excellence

CHAPTER FIVE: RECOMMENDATIONS AND CONCLUDING REMARKS

5.1 INTRODUCTION

The municipalities are obligated by the Constitution of the Republic of South Africa (1996) to manage the process of Local Economic Development (LED) in order to stimulate social and economic development. Failure by municipalities to include communities as contributors and beneficiaries, in local initiatives and utilizing them as workers rather than members of the local initiatives has resulted to the failure of numerous government initiatives that were aimed at supporting LED initiatives.

Largely, literature has a lot of information on Public Private Partnerships (PPP); however, this dissertation focused on an additional layer of organized communities as members/shareholders of PPP (Community, Public Private Partnerships) rather than them being mere participants in the implementation of PPP projects. This study argued for a special inclusion of communities in the LED projects as this, in the end, helps municipalities to graduate from executing small scale projects that are not sustainable, but to rather focus on large scale programmes that are sustainable and have multiple effects such as skills transfer, wealth creation and sustainable job creation.

The study was aimed at researching an alternative model that will assist in the planning and execution of sustainable local economic development programmes which will benefit the locals of a particular area. The study sought to explore the Community Public Private Partnerships (CPPP) as a feasible method for achieving such an outcome. A single case study of Keiskamahoek Dairy Enterprise, in Amahlathi was used.

This chapter, therefore, presents the recommendations and conclusions based on the findings of the research which was conducted at the Keiskamahoek Dairy Enterprise, also known as the *7 Stars Co-Op*. These recommendations are meant to provide guidelines and are the views of the researcher based on the research findings and discussion in Chapter four.



University of Fort Hare
Together in Excellence

5.2. RECOMMENDATIONS

Based on the discoveries made by the researcher in the study, focusing on the uniqueness and the strides of the proposed model, the study suggests various interventions as indicated below.

5.2.1. RECOMMENDATION 1: REGULATE THE IMPLEMENTATION OF AGRICULTURAL PROJECTS BY LOCAL GOVERNMENT

Whilst there is legislation that encourages partnerships between the municipalities, communities and the private sector for sustainability and improved service delivery, there is a policy gap when it comes to the implementation of agricultural programmes by municipalities. Although this approach has worked for the Keiskamahoek case study, the implementation of this project by local government may have implications. This is due to the fact that it is an agricultural programme. The Constitution of the Republic, section 156 and 129, stipulates the functions and powers that are assigned to a municipality. Whilst Agriculture is one of the mechanisms that are aimed at reducing poverty, it is not a mandated function for local government, rather a delegated function by provincial departments. Therefore, it is an unregulated function for local government; thus, there is a policy gap. The study recommends for government to come up with means that will regulate or formalize the implementation of agricultural projects in municipalities.

5.2.2. RECOMMENDATION 2: INVOLVEMENT OF THE LOCAL STAKEHOLDERS

Municipalities should embark on initiatives that are aimed at promoting, coordinating and supporting the involvement of key stakeholders in local economic development. The involvement of local people through the Integrated Development Plan in formulating a local vision will assist to ensure the commitment of local residents, whilst in the process, they will commit their time and resources. In this regard, the key stakeholders include community-based organizations (CBOs), non-governmental organizations (NGOs), traditional leaders, business, parastatals, cooperatives, trade unions, politicians (ward

councillors) and the communities themselves.

As with the case of the findings, the Keiskamahoek Dairy Enterprise was not operating in a vacuum but is fully integrated within the local structures of the area. The municipality is responsible for coordinating the Stakeholders' Forum which encompasses all the key stakeholders in the area. The involvement of local stakeholders improved the protection of this initiatives and promoted a sense of ownership as communities are involved. This has also helped in improving the sales as there are local hawkers who are buying from the enterprise and sell to the locals of the area. The involvement of the key stakeholders is very important for local economic development. Therefore, all LED projects should be fully integrated within the local structures of the locality.

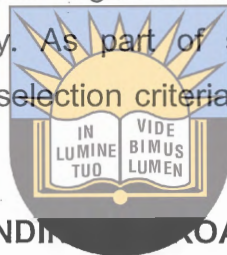
5.2.3. RECOMMENDATION 3: COMMUNITY SUPPORT AND CAPACITY BULIDING



According to the information gathered, the local municipality provided capacity building to the members of the cooperatives. Similarly, the private sector invested on a lot training in order to ensure that Enterprise members were well equipped with the business etiquette. With regards to the community capacitation, there is a programme that is currently running aimed at grooming the youth of the area in Agriculture by allowing them to have a practical experience of what is happening. This can be seen as a way of ploughing back to the community. Lack of knowledge can be one of the hindrances that can inhibit growth and stop the poor from enjoying the benefits of local economic development within municipalities.

Municipalities need to make a significant contribution in ensuring that the disadvantaged communities are capacitated in ways that can help improve their livelihoods. This can be done through provision of training to their employees to improve the effectiveness and efficiency of the limited government resources. Furthermore, municipalities can make it a requirement for all the companies contracted to the municipality to provide a minimum level of training to their employees in whatever the company has been contracted for.

In terms of community support, a lot can be done. Municipalities can, whenever there is a development initiative planned for the area, ensure that they conduct social facilitation meetings to create awareness and certainty. Municipalities need to prioritise their support to the developmental role of communities groups within their localities. This can be done through various interventions such as provision of technical support and training. The most effective way of doing this is by entering into partnerships which mobilize local government or private sector resources for projects to be jointly managed by community groups. Lastly, municipalities are some of the largest purchasers of goods and services in their localities. Therefore, their Integrated Development Plans (IDPs) must include social and economic objectives, which might be used as the basis for a more progressive tender selection policy. As part of support, municipalities can develop clearly stated policies and selection criteria would benefit the localities of the area on a preference basis.



5.2.4. RECOMMENDATION 4: FUNDING APPROACH

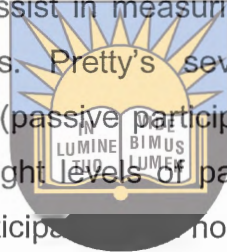
The interactions with the Keskamaheek Daily Enterprise have indicated that the funding for this project was erratic. Even though plans with clear time frames were submitted to government for funding, at the time of implementation, not all the promised resources were availed on time. This has crippled the implementation of the project in way. Therefore, the study recommends for a coordinated funding approach that is informed by the targeted outcomes of project being funded. This should be informed by joint planning between government and the implementers to ensure the budget allocation and the set targets of the project are aligned.

5.2.5 RECOMMENDATION 5: ENCOURAGE 'EMPOWERED' COMMUNITY PARTNERSHIPS

The information gathered proved that Government cannot succeed in providing services and promoting social and economic development if it attempts to act alone. Neither will the communities nor private sector do it on their own. All Eastern Cape municipalities have an important role to play in mobilizing communities, business, labour and civil society for their local economic

development initiatives. Therefore, it is recommended that government needs to encourage “empowered community partnerships” wherein communities partner with the relevant stakeholders for the success of the implementation of local economic development programmes. According to the information gathered, partnering of the community with the private sector has benefited the Keiskamahoe communities enormously. Also noted from the observations was that partnerships cannot be imposed to people as they need to be based on the willingness of the parties to work together.

The researcher also recommends that in cases where communities have partnered with the private sector and any other key stakeholders, there should be mechanisms in place that will assist in measuring the levels of community participation in those partnerships. Pretty's seven incremental levels of participation in development efforts (passive participation-self mobilization) and Arnstein's (1969) typology of the eight levels of participation using the ladder technique to assess the types of participation and non-participation can be used.



University of Fort Hare
Together in Excellence

The information gathered from the case study, proved that community participation was dealt with from an operational and decision making perspective. The researcher discovered the participating community partners were playing a significant role in the CPPP. Their role included participation in decision making structures such as the Board meetings and monthly committee meetings, wherein they were representing different cooperatives.

Therefore, making reference to Pretty and Arnstein measurement methods, as with the case study of Keiskamahoe Dairy Enterprise, the involvement of the community members can be argued to be at both the sixth and seventh levels of participation for Pretty and the sixth and seventh for Arnstein. The two levels depict the highest levels of participation in Pretty's seven incremental levels of participation. Therefore, this level of participation is very crucial for the study as it will demonstrate that the powerless have been afforded an opportunity to be empowered and liberated from self-pity and have their confidence and dignity restored.

5.2.6. RECOMMENDATION 6: REPLICATING THE COMMUNITY PUBLIC PRIVATE PARTNERSHIP MODEL (CPPP)

According to the information gathered, prior to the formation of the CPPP, the community had an asset which they were not able to use. Moreover, the CPPP model is a win-win approach because the information gathered proved that all partners benefited from it. The government has realized its objective of community empowerment and municipal land has been utilized for a good cause in benefiting the communities. From the LED perspective, this Keiskamahoe Dairy Enterprise benefitted the community by creating sustainable jobs for the participating community members within the local area.

New Small and Medium Enterprises (SMMEs) have emerged within the area as there are hawkers who are buying milk in books to sell to the others. The participating community partners are active participants in the partnership with full decision making powers. This, therefore, means that with more work done on localizing the procurement expenditure of the operations, the project has a potential to catalyse the emergence of a broader base of SMMEs in the area. Above all, government involvement is curtailed in going forward as the community and the private sector will sustain the programme on their own.

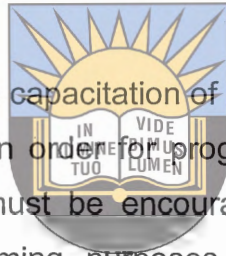
Therefore, in view of the above, the operations and successes of the CPPP have proven that it is an effective and sustainable approach which when replicated across all EC municipalities, can improve the socio-economic and livelihoods of the local inhabitants of the municipalities. This approach addresses a significant number of issues such as:

- Relieving poverty;
- Liberating communities;
- Restoring the dignity of the previously disadvantaged;
- Creating jobs and wealth; and
- Enhancing community participation

5.2.7. Local Economic Development in Rural Areas

The Eastern Cape comprises mostly the rural areas which are poverty stricken. An approach like the one proposed by the study can assist a lot to address rural economic challenges. Most importantly, the land reform will play a pivotal role in enabling the rural people to become economically productive. The new White Paper (1997) on Land Policy stipulates some ways in which municipalities can support land reform, including (i) providing information and support to communities applying for settlement planning, settlement, or land acquisition grants, (ii) acquiring land to create a municipal commonage, (iii) establishing land development objectives (LDOs) in terms of the Development Facilitation Act.

Rural municipalities can invest in the capacitation of the youth and women in the area to start their local initiatives. In order for programmes to succeed in the rural areas, communities/villages must be encouraged to group themselves, especially for agricultural and farming purposes. The most important key stakeholder that must not be left out when dealing with rural municipalities are the Traditional Leaders. Rural municipalities must be encouraged to form partnerships with both government and the private sector. Partnerships provide means by which a municipality may attain a service goal by getting another member on board who can provide either technological or capital expertise, which the municipality does not have and cannot accomplish. According to the information gathered, it is evident that whilst the community farmers had land and experience, they lacked the technical capacity to run their business and quantify the land parcels for business purposes. Lastly, rural municipalities can support rural enterprise development by providing training and sharing information.



University of Fort Hare
Together in Excellence

5.3 Concluding remarks

Local government structures need to profile community land parcels according to the land use potential. In the case of Keiskamahoe, the land was already developed by the then homeland government, with some infrastructure already in place. The implementation of these projects will require the identification,

profiling and promotion of land parcels as a way of attracting the private sector and government interest. One of the things that came out strongly is that there is a benefit for organized communities as the private sector prefers working with them. Lastly, communities like Keiskamahoek should be used as learning sites.



University of Fort Hare
Together in Excellence

UNIVERSITY OF FORT HARE
HOWARD PIM LIBRARIE
PRIVATE BAG X1322
ALICE 5700



University of Fort Hare
Together in Excellence

5.4 REFERENCES

Aitcheson, C. 1998. *Research Methods: The literature review conducting interviews and collection of statistical information.*

Arnstein, S.R. 1969. *Community Participation Strategies Journal*

Babbie, E. 2007. *The Practice of Social Research* (7th edition). Belmont: Thomson Learning Inc.

Babbie, E. & Mouton, J. 2001. *The Practice of Social Research.* Cape Town: Oxford University Press.

Babbie, E. 2004. *The practice of Social Research.* United States of America: Thomson Learning.

Bailey, K. D. 1982. (2nd edition). *Methods of social research.* London: Collier Macmillan.

Bak, N. 2004. *Completing thesis: A practical guide.* Pretoria: Van Schaik.

Bless, C. & Higson-Smith, C. 1995. *Fundamentals of Social Research Methods: An African Perspective.* Kenwyn: Juta & Co.

Black, K. 2010. *Business Analysis and Contemporary Decision Making* (6th edition). John Wiley & Sons (1179)

Creswell, J.W. 1994. *Research Design: Qualitative and quantitative.* London: Sage.

COGTA. 2009. *Strategic Overview of Local Economic Development in South Africa* www.cogta.gov.za/cgta_2016/wp.../COGTA-Annual-Report-2013-14.pdf

De Vos, A. S., Strydom, H., Fouché, C.B. & Delport, C.S.L. 2005. *Research at grass roots: For the Social Sciences and Human Services professions* (3rd edition). Pretoria: Van Schaik.

Du Plooy, G.M. 2002. *Communication Research: Techniques, Methods and Applications* (1st edition). Lansdowne: Juta.

Fox, W. & Meyer, I.H. 1995. *Public Administration Dictionary.* Cape Town: Juta.

International Republic Institute. 1998. *The Local Authority's Role in Economic Development.* Durban: Artworks.

Kumar, R. 2005. *Research Methodology: A Step by Step Guide for Beginners* (2nd edition). London, Thousand Oaks, New Delhi: Sage Publications.

Lindlof, T.R. & Taylor, B.C. 2002. *Qualitative Communication Research Methods* (2nd edition). Thousand Oaks, CA: Sage.

Local Agency, (1997). *Progress with Public-Private Partnership Projects in developing countries*

Maree, K. 2007. *First steps in research*. Pretoria. Van Schaik.

Mouton, J. 1996. *Understanding Social research*. Pretoria: Van Schaik.

Mouton, J. & Marais, H.C. 1985. *Basic Concepts in the Methodology of Social Science*, Pretoria.

Nel, E. 2007. *Reflections on the Evolving Nature and Prospects of Local Economic Development in South Africa: 1990-2007*. South Africa. Rhodes University.

Nel, E.L & Lindie, N.M. 1996. *Local Economic Development in South Africa: Recent Developments and Strategies*. Johannesburg: Friedrich Ebert Stiftung and the South African National Civic Organisation.

Posner, P., Ryu, S.K. and Tkachenko, A. 2009. *Public-Private Partnerships*. Published by the National Council for Public Private Partnerships, Academies Journal, Sweden

Pretty, JN, 1995. *Participation in strategies for sustainable development*

Rogerson, C.M. 1997. *Local Economic Development and Post-Apartheid Reconstruction in South Africa*.

SALGA Councillor Handbook, 2011.

South Africa (Republic): *Local Government Municipal Systems Act, 2000* (Act No 32 of 2000). Government Printers.

South Africa (Republic): *Local Government Municipal Structures Act, 1998* (Act No 117 of 1998). Government Printers.

South Africa (Republic): *Constitution of the Republic of South Africa of 1996*,

Cape Town: Government Printers.

South Africa (Republic): *National Framework for Local Economic Development (LED) in South Africa of 2006.*

South Africa (Republic): *Development Facilitation Act, 1995 (Act 67 of 1995).*

South Africa (Republic): *Municipal Finance Management Act, 2003 (Act 56 of 2003).*

South Africa (Republic): *Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).* Government Printers.

White Paper on Local Government, 1998. Pretoria: Government Printers.

Statistics South Africa Census report. 2001.

South Africa (Republic). *Development Facilitation Act, 1995 (Act 67 of 1995).*

South Africa (Republic), *Municipal Finance Management Act, 2003 (Act 56 of 2003).*

South Africa (Republic). *Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005).* Government Printers.

Statistics South Africa Census report. 2001.

Strauss, A. & Corbin, J. 2000. *Basics of Quantitative Research Techniques and Procedures for developing grounded theory.*

Thirlwall, A.P. 2006. *Growth & Development.* New York: Palgrave Macmillan.

Turnham, D. 2000. *African Perspectives: Practices and Policies Supporting Sustainable Development.* Scandinavian Seminar College, Denmark.

White Paper on Local Government. 1998. Pretoria: Government Printers.

Welman, J.C. 2005. (3rd ed). *Research Methodology.* Cape Town: Oxford University.

Van Maanen, J. 1984. *Qualitative Methodology.* Sage Publication, Beverly Hills



University of Fort Hare

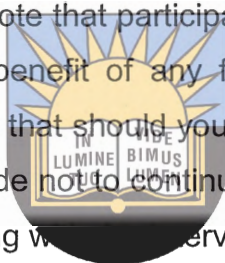
Together in Excellence

APPENDICIES

TOPIC: AN EXPLORATION OF THE ROLE OF COMMUNITY PUBLIC PRIVATE PARTNERSHIPS (CPPP) IN LOCAL ECONOMIC DEVELOPMENT IN KEISKAMAMHOEK

INTERVIEW QUESTIONS:

You are kindly requested to take part in a research study titled: **“AN EXPLORATION OF THE ROLE OF COMMUNITY PUBLIC PRIVATE PARTNERSHIPS (CPPP) IN LOCAL ECONOMIC DEVELOPMENT IN KEISKAMAMHOEK”** for a Masters in Public Administration thesis carried out at the University of Fort Hare. Please note that participation in this study is voluntary, and there is no compensation or benefit of any form that will be provided to respondents for this study. Also note that should you feel uncomfortable to answer certain questions or should you decide not to continue with the study, you are free to do so even if it means discontinuing with the interview. Any information collected from you will be treated in confidence and used for the academic purpose of the study, hence no names will be mentioned on this questionnaire or the research report.



University of Fort Hare
Together in Excellence

Filling in the questionnaire will not take more than 30 minutes of your time.

SECTION A: PERSONAL INFORMATION

Please complete the table below by filling in the right hand side column

GENDER	
AGE	
POSITION	

KINDLY ANSWER THE QUESTIONS BELOW:

B. PARTICIPANTS/ COMMUNITY MEMBERS

1. What was the motive behind the information of CPPP?

.....
.....
.....



University of Fort Hare
Together in Excellence

2. How did you become members of the CPPP?

.....
.....
.....

3. What is your role in the CPPP?

.....
.....
.....

4. What is the extent of your involvement in decision making of the CPPP?

.....

.....
.....

5. What is your contribution in the CPPP?

.....
.....
.....

5. How are the proceeds distributed amongst the participating community members?



.....
.....

.....
University of Fort Hare.....
Together in Excellence

6. Has the CPPP changed the living conditions of the community participants in any way? If yes, please give the details.

.....
.....
.....

7. What sustains the relationship between you and the other partners?

.....
.....
.....
.....

8. Is everyone in the village participating in the CPPP? If the answer is no, kindly explain the feelings of the non-participating community members towards the

participating villages?

.....
.....
.....

9. Has there been any training/ transfer of skills obtained from the CPPP?

.....
.....
.....



10. Is there any succession plan in place? if yes, give details.

.....
.....

University of Fort Hare
Together in Excellence

11. How has the involvement of the private partner assisted the CPPP?

.....
.....
.....

12. Is the participating community able to take other initiatives independent of the private partner?

.....
.....
.....

13. What risks or threats are associated with CPPP?

.....
.....
.....

14. Have you experienced any challenges since the start of CPPP?

.....
.....
.....

15. What decision making process are being followed in the CPPP? and what is the community role in these?



.....
.....
.....

16. How is the CPPP funded?
University of Fort Hare
Together in Excellence

.....
.....
.....

17. How are the proceeds distributed amongst the CPPP members?

.....
.....
.....

18. How are community views accommodated in the CPPP, if they are?

.....
.....
.....

19. What are the critical steps to be followed in the formation of a successful

CPPP?

.....

.....

.....

.....

20. Under which policy framework is CPPP implemented?

.....

.....

.....

21. What kind of monitoring mechanism is involved in the implementation of the CPPP?



.....

.....

University of Fort Hare
Together in Excellence

22. What has been the Economic Impact of the CPPP in Amahlathi local Municipality?

.....

.....

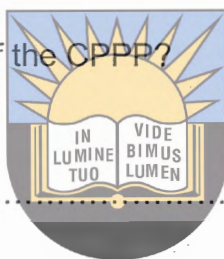
.....



1. What was the motive behind the information of CPPP?

.....
.....
.....

2. How did you become members of the CPPP?



.....

University of Fort Hare
Together in Excellence

3. What is your role in the CPPP?

.....
.....
.....

4. What is the extent of your involvement in decision making of the CPPP?

.....

5. What is your contribution to the CPPP?

.....
.....
.....

6. Has the CPPP changed the living conditions of the community participants in any way? If yes, please give the details

.....
.....
.....



7. What sustains the relationship between you and the other partners

.....
.....

.....University of Fort Hare.....

Together in Excellence

8. Is everyone in the village participating in the CPPP? If the answer is no, kindly explain the feelings of the non-participating community members regarding the participating villages?

.....
.....
.....

9. Has there been any training/ transfer of skills obtained from the CPPP?

.....
.....
.....

10. Is there any succession plan in place? if yes give details.

.....

.....
.....

11. How has the involvement of the private partner assisted the CPPP?

.....
.....
.....

12. Is the participating community able to take other initiatives independent of the private partner?



.....
.....

.....
.....
.....
University of Fort Hare.....
Together in Excellence

13. What risks or threats are associated with CPPP?

.....
.....
.....

14. Have you experience any challenges since the start of CPPP?

.....
.....
.....
.....

15. What decision making process are being followed in the CPPP? and what is

the community role in these?

.....

.....

.....

16. How is the CPPP funded?

.....

.....

.....

17. How are the proceeds distributed amongst the CPPP members?



.....

.....

.....

University of Fort Hare
Together in Excellence

18. How are community views accommodated in the CPPP, if they are?

.....

.....

.....

19. What are the critical steps to be followed in the formation of a successful CPPP?

.....

.....

.....

20. Under which policy framework is CPPP implemented?

.....

.....
.....

21. What kind of monitoring mechanism is involved in the implementation of the CPPP?

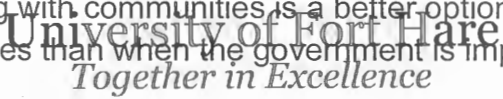
.....
.....
.....

22. What has been the Economic Impact of the CPPP in Amahlathi local Municipality?



.....
.....
.....

23. Do you think partnering with communities is a better option for the sustainability of programmes than when the government is implementing them exclusively?



.....
.....
.....

24. Would you recommend the CPPP model for the implementation of other government programmes?

.....
.....

D. GOVERNMENT

1. What was the motive behind the information of CPPP?

.....
.....
.....



2. How did you become members of the CPPP?

.....
University of Fort Hare
Together in Excellence
.....
.....

3. What is your role in the CPPP?

.....
.....
.....

4. What is the extent of your involvement in decision making of the CPPP?

.....

5. What is your contribution to the CPPP?

.....
.....
.....

6. Has the CPPP changed the living conditions of the community participants in any way? If yes, please give the details

.....
.....
.....



7. What sustains the relationship between you and the other partners

.....
.....
.....

University of Fort Hare

8. Is everyone in the village participating in the CPPP? If the answer is no, kindly explain the feelings of the non-participating community members regarding the participating villages?

9. Has there been any training/ transfer of skills obtained from the CPPP?

.....
.....
.....

10. Is there any succession plan in place? if yes, give details.

.....
.....
.....

11. How has the involvement of the private partner assisted the CPPP?

.....
.....
.....

12. Is the participating community able to take other initiatives independent of the private partner?

.....
.....
.....



13. What risks or threats are associated with CPPP?

University of Fort Hare
Together in Excellence

.....
.....
.....

14. Have you experience any challenges since the start of CPPP?

.....
.....
.....
.....

15. What decision making process are being followed in the CPPP? and what is the community role in these?

.....

.....
.....

16. How is the CPPP funded?

.....
.....
.....

17. How are the proceeds distributed amongst the CPPP members?

.....
.....



18. How are community views accommodated in the CPPP, if they are?

.....
University of Fort Hare
Together in Excellence
.....

19. What are the critical steps to be followed in the formation of a successful CPPP?

.....
.....
.....

20. Under which policy framework is CPPP implemented?

.....
.....
.....

21. What kind of monitoring mechanism is involved in the implementation of the

CPPP?

.....

.....

.....

22. What has been the Economic Impact of the CPPP in Amahlathi local Municipality?

.....

.....

.....



23. Do you think partnering with communities is a better option for the sustainability of programmes than when the government is implementing them exclusively?

.....

University of Fort Hare
Together in Excellence

.....

24. Would you recommend the CPPP model for the implementation of other government programmes?

.....

.....

E GOVERNMENT

1. What was the motive behind the information of CPPP?

.....
.....
.....



2. How did you become members of the CPPP?

.....**University of Fort Hare**.....
.....*Together in Excellence*.....
.....

3. What is your role in the CPPP?

.....
.....
.....

4. What is the extent of your involvement in decision making of the CPPP?

.....

5. What is your contribution to the CPPP?

.....

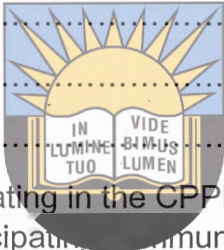
.....
.....

6. Has the CPPP changed the living conditions of the community participants in any way? If yes, please give the details

.....
.....
.....

7. What sustains the relationship between you and the other partners

.....
.....
.....



8. Is everyone in the village participating in the CPPP? If the answer is no, kindly explain the feelings of the non-participating community members regarding the participating villages?

University of Fort Hare
Together in Excellence

.....
.....
.....

9. Has there been any training/ transfer of skills obtained from the CPPP?

.....
.....
.....

10. Is there any succession plan in place? if yes, give details.

.....
.....
.....

11. How has the involvement of the private partner assisted the CPPP?

.....
.....
.....

12. Is the participating community able to take other initiatives independent of the private partner?

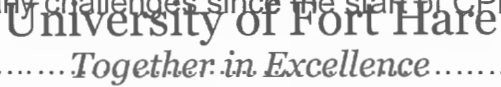
.....
.....
.....

13. What risks or threats are associated with CPPP?



.....
.....
.....

14. Have you experience any challenges since the start of CPPP?



.....
.....
.....

15. What decision making process are being followed in the CPPP? and what is the community role in these?

.....
.....
.....

16. How is the CPPP funded?

.....
.....
.....

17. How are the proceeds distributed amongst the CPPP members?

.....
.....
.....

18. How are community views accommodated in the CPPP, if they are?

.....
.....
.....

19. What are the critical steps to be followed in the formation of a successful CPPP?



.....
.....
.....

University of Fort Hare
Together in Excellence

20. Under which policy framework is CPPP implemented?

.....
.....
.....

21. What kind of monitoring mechanism is involved in the implementation of the CPPP?

.....
.....
.....

22. What has been the Economic Impact of the CPPP in Amahlathi local Municipality?

.....
.....
.....

23. Do you think partnering with communities is a better option for the sustainability of programmes than when the government is implementing them exclusively?

.....
.....
.....

24. Would you recommend the CPPP model for the implementation of other government programmes?

.....
.....



University of Fort Hare
Together in Excellence