Sustainable development of rural areas is one of the greatest challenges that face the South African government. Despite the government initiatives, rural people still suffer from real problems of inadequate development. This book provides great insight and profundity to a topic that received scant attention in construction literature. Utilising the unique management skills of Project Management Firms to support the government in achieving its sustainable development objectives for rural areas is a new area of research. This book presents an innovative framework, developed by the authors, to create a partnership between government & project management firms as an approach to sustain the government efforts towards overcoming the problems of rural areas development which haunted South Africa for many decades to date. This book is imperative for government authorities, officials, decision makers, project management firms and any other parties that are concerned with Public-Private Partnerships and sustainable development of rural areas in general and South Africa in particular.

Neil Sirbadhoo, Ayman Ahmed Ezzat Othman
Mr. Neil Sirbadhoo (B.Sc. Construction Management, SA) is a Project Manager who worked on many construction projects in South Africa. Dr. Ayman Othman (Ph.D. Construction Management, UK) is an Associate Professor at the British University in Egypt. Jointly they published a number of papers in refereed academic journals & conferences.

Neil Sirbadhoo
Ayman Ahmed Ezzat Othman

Public–Private Partnerships for Sustainable Development of Rural Areas

An Investigation into the Role of South African Project Management Firms

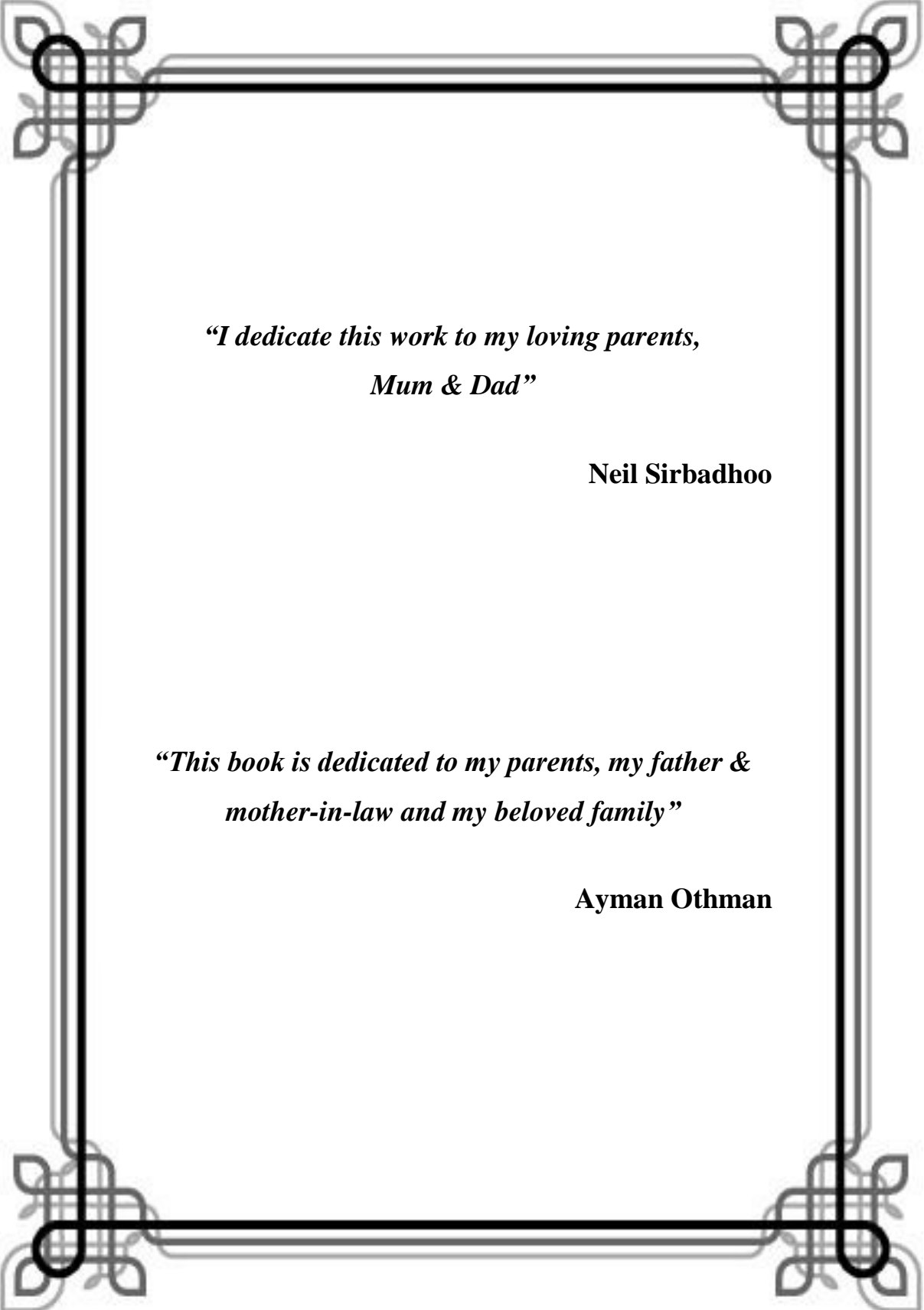Neil Sirbadhoo, Ayman Ahmed Ezzat Othman

PPP for Rural Areas Development

Summary

T he evolution of South Africa from apartheid to a democrat state unlocked a vast array of strategic plans by government to enhance the denied development of rural areas. Despite government initiatives to implement these strategies, rural people still face real problems.

The research work presented in this book aims to investigate the role that South African Project Management Firms (SAPMF) can play towards supporting government initiatives for sustainable development of rural areas. A research methodology is designed to achieve this aim. Firstly, literature is used to review the concepts of public-private partnership (PPP), sustainable development of rural areas, government legislations, project management and the relationship between these four areas of concern. Secondly, semi-structured interviews are used to identify the obstacles that hinder implementing the development plans for rural areas and investigate government's perception of creating partnership with the private sector. Finally, survey questionnaires are used to identify the role that SAPMF can play in assisting government to achieve its plans for rural areas development and investigate SAPMF perception of creating a partnership with the public sector.

This research identifies the obstacles that hinder government's implementation of rural development strategies and identifies the role of SAPMF in supporting government to overcome these obstacles. In addition, the research also brings to light SAPMF and government's perceptions on formulating a partnership towards rural areas development. It puts the partnership between the two sectors in a practical way through the development of an innovative framework that portrays the relationship between government and SAPMF. Finally, by SAPMF and government adopting the framework developed by the research, will help create a partnership between the two sectors towards sustainable development of rural areas. This research resulted in publishing two papers in refereed academic journals and conferences, contributing in a positive way to the original body of knowledge.

"I dedicate this work to my loving parents,
Mum & Dad"

Neil Sirbadhoo

"This book is dedicated to my parents, my father &
mother-in-law and my beloved family"

Ayman Othman

Table of Contents

Chapter 1	**Introduction**

Chapter 2	**Research Methodology**

Chapter 3	Literature Review

Chapter 4 | Data Analysis

Chapter 5 | The Rural Areas Development Partnership Framework

Chapter 6   Conclusions and Recommendations

Table of Contents

List of Figures

Table of Contents

List of Tables

List of Terms

AIPM	Australian Institute for Project Management
ANC	African National Congress
APM	Association of Project Management
APM HK	Association for Project Management Hong Kong
APMP	APM Project Management Professional
APM Partnering SIG	Association for Project Management Partnering Specific Interest Group
CAPM	Certified Associate Project Management
CEASA	Cost Engineers Association of SA
CIOB	Chartered Institute of Building
CSS	Central Statistical Service
CSSA	Computer Society of SA
ETQA	Education and Training Quality Assurance
GEAR	Growth Economic Advancement and Reconstruction
IDT's	Independent Development Trusts
IPMA	International Project Management Association
IRDPs	Integrated Rural Development Projects
ISRDS	Integrated Sustainable Rural Development Strategy
KPIs	Key Performance Indicators
KZN	Kwa-Zulu Natal

Table of Contents

NEC	New Engineering Contract
NGOs	Non Governmental Organisations
MTRC	Mass Transit Railway Corporation
PCM	Project Cost Management (PCM)
PCommM	Project Communication Management
PHRM	Project Human Resources Management
PIM	Project Integration Management
PMBOK	The Project Management Body of Knowledge
PMI	Project Management Institute
PMP	Project Management Professional
PMSA	Project Management South Africa
PPM	Project Procurement Management
PPP	Public-Private Partnership
PQM	Project Quality Management
PRINCE 2	Projects in Controlled Environments
PRM	Project Risk Management
PSM	Project Scope Management
PTM	Project Time Management
RDP	Reconstruction and Development Program
RDP's	Rural Development Programmes
SACPCMP	South African Council for Project and Construction Management Professions
SARDF	South African Rural Development Framework
SAPMF	South African Project Management Firms
SAQA	South African Qualifications Authority
SACQSP	South African Council for the Quantity Surveying Profession
SDIs	Spatial Development Initiatives
SETA	Sector Education and Training Authority
SGB	Standards Generating Body
UK	United Kingdom
US	United States
USA	United States of America

CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter introduces the research work conducted in this study by providing an overview entailing the research background and problem statement, the research question and hypothesis. The chapter then discusses the motivation and rationale behind the research as well as the aim and objectives of the research. The research approach and methodology adopted as well as the limitations of the research are then highlighted. In addition, the research originality and achievements, the research findings, output and recommendations and a guide to the dissertation are presented.

1.2 Research Background and Problem Statement

South Africa is a rich country with diverse and unique resources. The sensitive history of South Africa consists of a past plagued by racial discrimination inflicted upon by the apartheid regime. Despite the richness of the country, many of its people are poor. Rural dwellers in particular that were forced into taking refuge during the apartheid era are the ones feeling the burden of poverty the most. Among the main drivers behind these inadequacies is the lack of sustainable development in rural areas (South Africa Info, 2008).

In South Africa poverty and inequalities are concentrated in rural areas despite some improvements in the provision of infrastructure and services since 1994. Over 70% of the country's poorest people reside in rural areas, and over 70% of all rural people are poor (May and Roberts 2000). The apartheid era designed rural areas so that the majority of people (non-whites) lived away from cities, they were vastly populated and that these areas were neglected to such an extent that not many programmes were designed to bring about growth in these areas (Wikipedia, 2008a).

The evolution of South Africa from apartheid to a democrat state unlocked a vast array of new beginnings for the oppressed people of the country. With these new beginnings came the healing process, not only emotional healing but the healing of the "poor land" of the country. The transitions creating democracy lead to the creation of strategic plans by the post apartheid government to enhance the denied development of rural areas. The main strategy created by government to address the development of rural areas is the Integrated Sustainable Rural Development Strategy (ISRDS).

According to the ISRDS (2000), the strategy is designed to realise a vision that will:

"Attain socially cohesive an stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who equipped to contribute to growth and development."

A strategic objective of the ISRDS is to ensure that by the year 2010 rural areas would attain the internal capacity for integrated and sustainable development. To achieve this vision, the ISRDS proposes that government leads in the consolidation, formulation, implementation, monitoring and evaluation of well coordinated programmes and projects, which will allow for participation of all spheres of government and civil society.

Regardless of government initiatives to implement these strategies, visual evidence indicates that rural people still face real problems, (South Africa Info, 2008). Government cannot solve the problems of rural areas alone. It requires help, and the private sector has the capabilities to provide support. As highlighted by RICS (2004) despite the commitment of the private sector towards sustainable development, it is clear that it is unlikely to be delivered without a partnership with government and the support of an appropriate fiscal and regulatory framework. The broad menu of exceptional management skills of project manager's PMBOK (2004), place them in an opportune position to utilise their capabilities, expertise and experience to aid government in delivering successful sustainable development to the rural poor in South Africa.

The research topic investigates the role that South African Project Management firms (SAPMF) can play towards supporting government achieving their objectives regarding sustainable development of rural areas. Sustainable development is a vast topic that has been discussed and researched for many years not only in South Africa, but around the world. More concisely sustainable rural development has become one of the key areas of concern in South Africa.

The South African Rural Development Framework (SARDF) document defines a rural area as a sparsely populated area in which people farm or depend on natural resources, including the villages and small towns that are dispersed through these areas and also includes large settlements in the former homelands that were created by apartheid removals (SARDF, 1997).

Sustainable development is defined as "development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs" (Bruntland, 1987).

Therefore, according to the South African Rural Development Framework (1997), rural development can be defined as:

"Helping rural people set the priorities in their own communities through effective and democratic bodies, by providing the local capacity; investment in basic infrastructure and social services. Justice, equity and security; dealing with the injustices of the past and ensuring safety and security of the rural population, especially that of women."

Numerous studies in this field have uncovered the endless problems in rural areas such as insufficient housing, services and poverty (Carter and May 1999), poor infrastructure, the lack of clinics and schools (Ardington and Lund 1996). A study by Kole, (2004) highlighted that government's failures towards helping rural areas are due to the inadequate implementation of past strategies. He mentioned that one of the solutions was to involve local communities and private organisations with the public sector to improve sustainable development in rural areas.

Hauptfleisch and Sigle (2004) explain that the operation of public – private sectors is determined by the source of finance for the particular project. The private sector employs risk capital, consisting of its own capital and loan capital while public sector employs funds obtained from taxation. They went further in describing the private sector as being mainly profit driven through investment, returns from rent and capital growth. Whereas the public sector normally does not invest with a profit motive but rather to provide "service" buildings, infrastructure and essential community facilities. Public-Private Partnership (PPP) in this research refers to a partnership between the South African Government and South African Project Management Firms.

Sustainable development and solving the problems of poor communities lead to investigating how the Built Environment can influence these problems in a positive way. According to the Royal Institute of Charted Surveyors (RICS, 2004) key actors in the property process such as developers, investors, occupiers and architects can have an important influence on design and specification of buildings. The delivery of sustainable development requires the engagement of investors and developers and their principal advisors, architects, engineers and agents - most especially in the earliest stages of development and the acquisition of planning consent, as well as in the ongoing management and operation of buildings.

This highlighted that construction professionals can play a role in assisting government towards solving these problems. Research conducted in these specific areas uncovered methods in which each individual profession could use their unique skills to contribute towards sustainable development (RICS 2004). However, the literature review showed that little research was conducted on the role of the project manager in assisting the government towards sustainable development of rural areas.

According to the PMBOK (2004), "Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. Project management is accomplished through the integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. The project manager is the person responsible for accomplishing the project objectives."

This research suggests that project managers can play a role in supporting government initiatives towards sustainable development of rural areas. More specifically the research focuses on the key obstacles preventing the implementation of government strategies and identifies the areas that project managers can apply their skills to support government in addressing these problems regarding sustainable development of rural areas.

1.3   Research Question

How can South African Project Management Firms (SAPMF) play a role in supporting government initiatives towards sustainable development of rural areas?

1.4   Research Hypothesis

Creating a partnership between South African Project Management Firms and the public sector will not support government initiatives towards sustainable development of rural areas.

1.5   Research Motivation and Rationale

The motivation and rationale behind the research is emerged from:

➢   The need for rural areas to be developed.

➢   The need to support government initiatives towards rural areas development in a positive way.

➢   The need to investigate the obstacles that face government in implementing its programmes regarding the development of rural areas.

➢   The need to create a partnership between SAPMF and government.

➢   The need to utilise project manager's skills to support government.

➢   The need to use these skills in a practical way.

➢   Scant attention paid to this area in construction literature in South Africa.

1.6   The Aim and Objectives of the Research

This research aims to investigate the role that South African Project Management Firms can play towards supporting government initiatives for sustainable development of rural areas. In order to achieve this aim, four objectives are to be accomplished:

1.   Reviewing the concept of public-private partnerships, sustainable development of rural areas, government strategies for developing rural areas, the project management profession and the relationship between these four areas of concern.

2.   Identifying the obstacles that hinder implementing the development plans for rural areas and investigate the government's perception of creating a partnership with the private sector.

3.   Identifying the role that SAPMF can play in assisting government achieve sustainable development in rural areas and investigate SAPMF perception of creating a partnership with the public sector.

4.   Developing an innovative partnership framework between government and SAPMF towards sustainable development of rural areas.

1.7   Research Approach and Methodology

1.7.1   Research Approach

Due to the nature and characteristics of this research, the research approach adopted in this dissertation was the descriptive and applied approach. The descriptive approach seeks to describe the research topic accurately and in detail, through reviewing previous research done in this area, it focuses on the how question and uses qualitative and quantitative techniques. The applied approach attempts to solve a specific problem and helps accomplish a task, it focuses on a specific situation and answers a particular question, it is frequently descriptive research, and its main strength is its immediate practical use and helping people take decisions. In this research the problem that the applied approach addresses is the inadequate development of rural areas in South Africa.

1.7.2   Research Methodology

The research methodology designed to achieve the research aim and objectives consists of a literature review, semi-structured interviews and survey questionnaires. The literature review investigates the concept of public-private partnership, sustainable development of rural areas, government legislation for developing rural areas, the project management profession and the relationship between these four areas of concern. This entailed a critical review of academic journals, text books, conference proceedings, government publications, professional magazines, past dissertations, theses and internet related web sites. Semi-structured interviews were conducted with government officials to identify the obstacles that hinder implementing development plans for rural areas and investigated government's perception of creating a partnership with the private sector. Survey questionnaires were used to identify the role that SAMPF can play in supporting government towards achieving sustainable development of rural areas and investigated SAPMF perception of creating a partnership with the public sector.

The framework that this research developed was accomplished by analysing the literature review and more importantly the results achieved from both the semi-structured interview and survey questionnaire. This allowed a mesh to be drawn between theoretical knowledge from the literature review and practical knowledge from both the semi-structured interview and survey questionnaire.

The hypothesis of research is structured in the negative form, as this allows for a stronger and more conclusive test for the research. The hypothesis was tested and analysed quantitatively through the survey questionnaires and semi-structured interviews, as well as qualitatively through the literature review, open-ended questions in the semi-structured interview.

The use of the semi-structured interview and survey questionnaire as data collection techniques as well as conducting an in-depth critical literature review prior to the formulation of these data collection techniques contributes to the reliability and validity of the research findings by comparing and verifying data from one source to another.

1.7.3   Sampling

Due to the nature of this research as it is area specific, purposive sampling was used to identify and select the population for representation. The reason for using purposive sampling stems from the nature of the population to be sampled. Since the research only deals with SAPMF and government officials that have direct relations to rural areas development, samples from these areas were only required. Purposive samples were selected from Durban based project management firms and government officials. This allowed for an in depth analysis on the survey questionnaires and semi-structured interviews to be conducted due to limitations on the geographical area covered. The semi-structured interview sample was selected from a list of local government officials in Durban who have direct relations with rural areas development concerns within the province and that could give insight on their perception towards formulating a partnership with SAPMF. The survey questionnaire sample was selected from the Professionals and Projects Register (2007) pertaining to only those project management firms registered as professional companies within the Durban area.

1.8   Research Limitations

The limitations and constraints on the research are:

➢   Durban based project management firms and government officials.

➢   Sustainable development of rural areas.

1.9   Research Originality and Achievements

This research establishes a link between the public and private sectors in an attempt to enable government to utilise project manager's skills to help overcome the obstacles of rural areas development. It puts the partnership between the two sectors in a practical way through developing an innovative framework that portrays the relationship between government and SAPMF.

➢   This research discusses an area which was not covered well in construction literature in South Africa.

➢   It deals with important issues which face government initiatives towards sustainable development of rural areas.

➢   The research aims to identify obstacles that hinder government initiatives towards rural areas development.

➢ It highlights the roles that SAPMF can play towards supporting government initiatives regarding sustainable development of rural areas.

➢ The research led to the development of a framework to create a partnership between SAPMF and government towards rural areas development.

➢ A paper has been published in the SACQSP Quantity Surveying Conference 2008, Midrand, South Africa, in October 2008.

➢ A journal paper is developed to be published in academic journal.

1.10   Research Findings, Output and Recommendations

1.10.1 The Research Findings

➢ Rural areas in South Africa still suffer from past burdens regarding inadequate development that government needs to be aware of.

➢ Government has sufficient strategies in place governing the development of rural areas but lacks the ability to successfully implement these strategies alone, government therefore requires assistance.

➢ SAPMF have the knowledge and expertise as well as unique skills and techniques to assist government towards improving the development of rural areas in South Africa.

➢ SAPMF and government both identify that the formulation of a partnership between both sectors can assist in improving the sustainable development of rural areas.

1.10.2 The Research Output

The research output is summarised as follows:

➢ Raising awareness to government that rural areas in South Africa still face real problems regarding sustainable development.

➢ Understanding the concept of public-private partnerships by SAPMF.

➢ Developing a framework to formulate a partnership between SAPMF and government to assist in improving the sustainable development of rural areas in South Africa.

➢ Producing a research paper and informing others of the importance of the research.

1.10.3 The Research Recommendations

➢ **Recommendations to government**

- Initiate a public-private partnership with SAPMF as well as other construction professionals towards improving rural areas development.

- Encourage public and private sectors to adopt the framework developed from this research and to initiate it.

➢ **Recommendations to SAPMF**

- SAPMF must initiate a link between themselves and government.

- Improve their skills and techniques.

- SAPMF should play a pro-active role towards sustainable development of rural areas by showing government initiative towards improvement.

➢ **Recommendations for Further Research**

- Further research should be conducted in the area of investigating the effectiveness of construction professional's support towards government in the development of rural areas.

- The same study should be conducted after a fair period of time has elapsed and the results should be compared with this study.

1.11   Guide to the Dissertation

Chapter 1: Introduction

This chapter will introduce the research covered in this dissertation and cover the following areas:

➢   Research Background and Problem Statement

➢   Research Question

➢   Research Hypothesis

➢   Research Motivation and Rationale

➢   The Aim and Objectives of the Research

➢   Research Approach and Methodology

➢   Research Limitations

➢   Research Originality and Achievements

➢   Research Findings, Output and Recommendations

➢   Guide to the Dissertation

Chapter 2: Research Methodology

Chapter 2 describes the methodology adopted for this research. It explains the methods used to conduct the research and entails:

➢ Research Process and Approach

➢ Research Methodology and Methods

➢ The Relationship between the Research Methods and Objectives

➢ Data Collection

➢ Sampling Methodology

➢ Hypothesis Testing

➢ Data Analysis

➢ Credibility, Reliability and Validity

Chapter 3: Literature Review

This chapter covers the core components of the research, describing the research topic and background in deep detail, highlighting the important characteristics of the research.

➢ Public-Private Partnerships

➢ Sustainable Development for Rural Areas

➢ Government Legislation

➢ Project Management

➢ The Relationship between Public-Private Partnerships, Sustainable Development for Rural Areas, Government Legislation and Project Management

Chapter 4: Data Analysis

The data collected for the research is analysed in this chapter and presented in the form of diagrams, graphs and pie charts. This chapter includes:

➢ Analysing Data

➢ Response Rate

➢ Data Analysis of the Survey Questionnaires

➢ Data Analysis of the Semi Structured Interviews

➢ Summary of Data Findings

Chapter 5: Rural Areas Development Partnership Framework

This chapter presents the unique contribution to the existing body of knowledge and includes:

➢ The Rural Areas Development Partnership Framework

➢ The Need for the RADPF

➢ Aims and Objectives of the RADPF

➢ The Description of the Rural Areas Development Partnership Framework

➢ The Conceptual Description of the RADPF

➢ The Functional Description of the RADPF

➢ Benefits of the RADPF

➢ Limitations on the Framework

Chapter 6: Conclusions and Recommendations

The final chapter concludes the research by presenting the research work done in a summary and includes:

➢ Conclusions and Contribution to the Original Body of Knowledge

➢ The Research Output

➢ Research Publications

➢ Findings of the Research

➢ The Research Hypothesis Revisited

➢ Research Recommendations

➢ Closing Comments

1.12 Conclusion

This chapter provided a holistic view of the research conducted in this study. It presented the research background and problem statement, the research question and hypothesis. The chapter then discussed the motivation and rationale behind the research as well as the aim and objectives of the research. Furthermore, the research approach and methodology adopted as well as the limitations of the research were highlighted. In addition, the research originality and achievements, the research findings, output and recommendations and a guide to the dissertation was presented.

CHAPTER 2

RESEARCH METHODOLOGY

2.1 Introduction

This chapter presents the research methodology designed to achieve the research aim and objectives. The chapter explains the research process and approaches used. In addition, the research methodology and methods are discussed. Furthermore, the relationship between the research methods and objectives, data collection, sampling methodology and the hypothesis testing are highlighted. In addition, the data analysis techniques used are discussed and finally the credibility, reliability and validity of the research findings are presented.

2.2 Research Process and Approach

2.2.1 Research and the Research Process

Research is defined as, "a systematic process of enquiry aimed at increasing the sum of human knowledge" (Leedy, 1997). The term "Research" normally refers to the way in which data is collected (Saunders, *et al.*, 2003). Most research textbooks represent research as a multi-stage process that must be followed in order to undertake and complete a research project. The research process could be defined as, "a systematic investigation to establish facts or principles or to collect information on a subject using defined methods or series of actions" (Leedy, 1997). The precise number of stages varies, but usually includes formulating and clarifying a topic, reviewing the literature, choosing a strategy, collecting data, analysing data and writing up the research (Saunders, *et al.*, 2003), these were the stages that formed the research process in this dissertation.

2.2.2 Research Approach

A research project will more than likely involve the use of theory. This theory may or may not be made explicit in the in the design of the research, although it will usually be made explicit in the presentations of the findings and conclusions. The extent to which the researcher is clear about the theory at the beginning of the research raises an important question concerning the design of the research project (Saunders, *et al.*, 2003). The deductive approach involves the development of a theory that is subjected to a rigorous test. As such, it is the dominant research approach in the natural sciences, where laws provide the basis of explanation, permit the anticipation of phenomena, predict their occurrence and therefore allow them to be controlled (Hussey and Hussey, 1997).

Due to the nature and characteristics of this research the deductive approach was used, which required the development of a theory, a hypothesis and a research strategy to test the hypothesis. The theory was developed through the literature review and the hypothesis was tested through the semi-structured interviews and survey questionnaires.

Robson (1993) indicates that there are five sequential stages that are used through which the deductive approach progresses. This research used these five stages as follows:

1.   Deducing a hypothesis (a testable proposition about the relationship between two or more events or concepts) from the theory.

2.   Expressing the hypothesis in operational terms (that is, ones indicating exactly how the variables are to be measured), which propose a relationship between the two specific variables.

3.   Testing this operational hypothesis (by using the survey questionnaire and semi structured interview).

4.   Examining the specific outcome of the inquiry (it will either tend to confirm the form of empirical inquiry).

5.   If necessary, modifying the theory in the light of the findings.

One of the important characteristics with using the deductive approach was that first the casual relationships between the variables had to be explained and then the hypothesis was tested utilising the collection of quantitative data (Saunders, *et al.*, 2003).

2.2.2.1 Descriptive Approach

Since this research involved an in-depth critical literature review regarding four main areas of concern, namely PPP, sustainable development of rural areas, government legislation, the project management profession and the relationship between theses four areas, one of the research approaches adopted was the descriptive approach. The objective of descriptive research is to portray an accurate profile of persons, events or situations (Robson, 2002). This may be an extension of, or a forerunner to, a piece of exploratory research. It is necessary to have a clear picture of the phenomena on which to collect data prior to the collection of the data. The descriptive approach requires in depth research to be provided and to draw conclusions from the data. It encourages the researcher to develop skills of evaluating data and synthesising ideas (Saunders, *et al.*, 2003). In this research, the descriptive approach was used to

describe the topic accurately and in detail through the literature review which required large amounts previous knowledge to be researched. This was accomplished through a critical literature review of related material in the areas concerned. Finally it focused on the how question and used qualitative and quantitative techniques.

2.2.2.2 Applied Approach

Another approach adopted in this research was the applied approach. This approach attempts to solve a specific problem and helps accomplish a task, it focuses on a specific situation and answers a particular question, it is frequently descriptive research, and its main strength is its immediate practical use and helping people take decisions. In this research, the problem that the research seeks to solve is government concerns facing sustainable development of rural areas. The research seeks to solve this problem through the formulation of a partnership between South African Project Management Firms and government.

2.3   Research Methodology and Methods

2.3.1   Research Methodology Definition

Research methodology is defined as, "the philosophy, system of methods and principles used in a particular discipline" and it is the branch of philosophy concerned with the science of methods (Leedy, 1997).

2.3.2   Research Methods Definition

Methods are defined as," the way, techniques, tools or arrangement of processing or doing something especially systematic or regular one for a particular field or subject" (Leedy, 1997). In this dissertation, methodology may be perceived as the overall methods to satisfy the aim of the investigation. Choosing the research methodology used in this dissertation was primarily evolved from two factors and are highlighted by Leedy (1997) as:

1.   The specific research aim and objectives and how they could be achieved.
2.   The research nature and characteristics.

2.3.3   The Research Aim and Objectives

This research aims to investigate the role that South African Project Management Firms can play towards supporting government initiatives for sustainable development of rural areas. In order to achieve this aim, four objectives are to be accomplished:

1.   Reviewing the concept of public-private partnerships, sustainable development of rural areas, government strategies for developing rural areas, the project management profession and the relationship between these four areas of concern.

2.   Identifying the obstacles that hinder implementing the development plans for rural areas and investigate the government's perception of creating a partnership with the private sector.

3.   Identifying the role that SAPMF can play in assisting government achieve sustainable development in rural areas and investigate SAPMF perception of creating a partnership with the public sector.

4.   Developing a Rural Areas Development Partnership Framework (RADPF) to aid in the formulation of a partnership between government and SAPMF towards sustainable development of rural areas.

The first objective is achieved through conducting an in-depth literature review, a semi-structured interview is used to achieve the second objective and the third objective is accomplished through the use of survey questionnaires. Finally, analysing the data collected from the semi-structured interview and survey questionnaire and integrating the knowledge gained from the literature review is used develop the framework.

2.3.4   The Nature and Characteristics of the Research

This research is an investigative study and attempts to answer whether SAPMF and government can formulate a partnership towards improving the development of rural areas in South Africa. In addition, the research focuses on highlighting the role that SAPMF can play towards supporting government achieve its objectives regarding rural areas development.

This emphasises the need to design a research methodology, to collect ample and pertinent, quantitative and qualitative data in order to develop a concise understanding of the research topic, identify and formulate the research problem, establish the research aim and objectives and develop the innovative

framework for formulating a partnership between SAPMF and government towards improving the development of rural areas.

2.4   The Relationship between the Research Methods and Objectives

One of the most crucial aspects is to understand the relationship between the research methods and objectives. In this research each objective was assigned to a research method, with the intention of meeting that objective. This relationship can be seen in Table (2.1).

Table (2.1): The Relationship between the Research Methods and Objectives

Research Methods		Research Objectives			
		1	2	3	4
Data Collection Methods	Literature Review	√			√
	Semi-Structured Interviews		√		√
	Survey Questionnaires			√	√
Data Analysis Methods	Quantitative		√	√	√
	Qualitative	√	√		√

2.5   Data Collection

Data collection is a principal activity in the research process. Data is usually collected from different sources, using different methods to achieve certain objectives. This process is known as "Triangulation" which increases the reliability and validity by verifying findings of data from one source with other sources. Triangulation refers to the use of different data collection methods within one study in order to ensure that the data is providing related, concise and accurate information (Saunders, *et al.*, 2003). This strategy reduces the risk and bias associated with using specific methods. Selecting a method or methods to collect data was based on what kind of information was sought to achieve the research objectives, from whom, and under what circumstance. Each method, tool or technique has its unique strengths and weaknesses (Smith, 1975). This research used quantitative and

qualitative data collection techniques to gather information from various sources. More specifically, in this research data was collected through conducting an in depth literature review, survey questionnaires and semi-structured interviews.

2.5.1   The Literature Review

Literature review is defined as, "the compilation and assimilation of as much information as can be discovered with respect to a given topic. It forms an important part of conducting academic research" (Leedy, 1997). Two major reasons exist for reviewing literature (Sharp and Howard, 1996). First, the preliminary search helps the researcher generate and refine potential research ideas. The second reason is referred to as the critical review. Literature review assessment criteria usually require the researcher to demonstrate awareness of the current state of knowledge in the sub-project, its limitations, and how the research fits in this wider context (Gill and Johnson, 1997).

This means that the researcher's work and findings will be significant only to the extent that they're the same as or different from, other people's work and findings. Therefore the researcher needs to establish what research has been published in their chosen area and try to identify any other research that might currently be in progress. The items read by the researcher will enhance his/her subject knowledge and help clarify the research subject further, this process is called critically reviewing the literature (Jankowicz, 2000).

Considering that there may be unlimited variations as to the process and procedures to follow when going about carrying out a critical literature review, the literature review process used in this research, that are highlighted by Leedy (1997), followed six stages which required:

1.   Defining the research topic.
2.   Defining research keywords.
3.   Selecting data resources.
4.   Scanning available materials.
5.   Examining relevant materials.
6.   Recording and classifying selected materials.

A critical literature review forms the foundation on which the research is built (Saunders, *et al.*, 2003). The critical literature review adopted and implemented in this research entailed the following:

➢   An in depth review on the concept of Public-Private Partnerships (PPP), discussing the importance of partnership and its application in forming PPP in South Africa.

➢   A detailed breakdown on Sustainable Development for Rural Areas, shedding light on the various terminology definitions and an in depth discussion on rural development in South Africa.

➢   A review of Government Legislation, entailing an analysis of past policies intended to address rural development as well as current policies, with the intention of bringing to light the flaws in these policies.

➢   A review of the Project Management profession and its status of maturity, as well a discussion of the profession around the globe and in South Africa.

➢   A detailed discussion entailing the relationship between Public-Private Partnerships, Sustainable Development of Rural Areas, Government Legislation and the Project Management profession.

2.5.2   The Semi-Structured Interview

According to Leedy (1997) an interview is defined as, "a piece of social interaction with one person asking another a number of questions and the other person is giving answers." One of the real methodological differences between the use of questionnaire and interview is the interaction, which takes place between the researcher and the interviewee.

An interview is a purposeful discussion between two or more people (Khan and Cannell, 1957). The use of interviews helps the researcher gather valid and reliable data that is relevant to the research questions and objectives. The nature of any interview conducted should be consistent with the research question and objectives, the purpose of the research and the research strategy adopted (Saunders, *et al.*, 2003). There are three types of interviews namely structured interviews, semi-structured interviews and unstructured interviews. This research will make use of the semi-structured interview as it is not a standardised interview.

The reason for using a semi-structured interview stems from the practicality of data collection accomplished through this method as it consists of a list of themes and questions to be covered. This means that some questions may be omitted in particular interviews, given the specific organisational context that is encountered in relation to the research topic. The order of questions may also be varied depending on the flow of the conversation. The nature of the questions and the ensuing discussion mean that data will be recorded by note-taking, or tape recording the conversation (Saunders, *et al.*, 2003).

In this research the semi-structured interview had a list of themes and questions that were covered. No questions were omitted as the particular organisations encountered were specific to the research topic and objectives. However the orders of the questions were varied depending on the flow of conversation. Finally to ensure data enrichment, the data collected from the conversations during the interviews were recorded using a digital recording device and by note-taking.

The types of questions used in the semi-structured interview were:
➢   Open questions as these encouraged the interviewee to reply as they wish and allowed participants to define and describe a situation or event. They was designed to encourage the interviewee to provide and extensive developmental answer, and was used to reveal attitudes or obtain facts (Grummitt, 1980).
➢   Closed questions as these questions were used to obtain specific information or to confirm a fact or opinion.

In this research semi-structured interviews were conducted with government officials on a one to one basis by face-to-face and telephonic interviews to identify the obstacles that hinder implementing development plans for rural areas and to investigate government's perception of creating a partnership with the private sector. A copy of the semi-structured interview is attached in appendix (D).

2.5.3   The Survey Questionnaire

The greatest use of questionnaires is made by the survey strategy. There are various definitions of the term "questionnaire" (Oppenheim, 2000). Some authors such as Kervin (1999) reserve it exclusively for surveys where the person answering the question actually records their own answers. Others such

as Bell (1999) use it as a more general term to include interviews that are administered either face to face or by telephone. A more diversified definition of a questionnaire is exhibited by Leedy (1997) as, a set of written questions for respondents to complete themselves. It is a data gathering device that elicits from a respondent the answers or reactions to (pre-arranged) printed questions presented in a specific order.

The questionnaire is one of the most widely used survey data collection techniques. Because each respondent is asked to respond to the same set of questions, it provides an efficient way of collecting responses from a large sample. However care must be taken when conducting a questionnaire, as the researcher needs to ensure that it will collect the precise data that is required to answer the research question and achieve the desired objectives. This is of paramount importance as the researcher is unlikely to be able to go back to respondents and collect additional data using another questionnaire (Bell, 1999).

When preparing the survey questionnaire for this research, there were a variety of influencing factors related to the research question and objectives that had to be considered. In particular, these were brought to light by Saunders, *et al.,* (2003) as the:

➢ Characteristics of the respondents from whom the researcher wishes to collect data.

➢ Importance of reaching a particular person as respondent.

➢ Importance of respondents' answers not being contaminated or distorted.

➢ Size of sample the researcher requires for analysis, taking into account the likely response rate.

➢ Types of question the researcher needs to ask to collect data.

➢ Number of questions the researcher need to ask to collect data.

In this research the types of questions included in the survey questionnaire were:

➢ Open questions and closed-ended questions.

➢ Dichotomous questions as these were questions with only two possible answers, such as Yes or No.

➢ Declarative questions, with these types of questions the question offered one statement and seeked a qualitative response (rating type question).

Survey questionnaires were used to identify the role that SAMPF can play in supporting government towards achieving sustainable development of rural areas. The questionnaires were delivered and collected on completion to those firms located within the eThekweni municipality and those firms located throughout KwaZulu Natal had the questionnaires e-mailed to them and all responses were returned via e-mail. A copy of the survey questionnaire is attached in appendix (C).

2.6   Sampling Methodology

2.6.1   Definition

Key (1997) defines sampling as "the process of selecting a number of individuals for a study in such a way that the individuals represent the larger group from which they were selected." The purpose for sampling is to gather data about the population in order to make an inference that can be generalised to the population. Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data needed to be collected by considering only data from a subgroup rather than all possible cases or elements (Saunders, *et al.*, 2003).

It is possible to survey an entire population as it is of a manageable size. However, in this research it is not appropriate to sample the entire population which is project management firms and government officials in South Africa, but to sample a specific part of the population such as SAPMF and government officials in KwaZulu Natal only. In this research, Saunders, *et al.,* (2003) brings to light the reasons for sampling a specific part of the population as:

➢   It would be impractical to survey the entire population.

➢   Budget and time constraints prevent the entire population from being sampled.

➢   When all the data is collected, results will be needed quickly.

There are two main sampling techniques available, namely:

1.   Probability or Representative Sampling: with probability samples the chance, or probability, of each case being selected from the population is known and is usually equal for all cases. This means that it is possible to answer research questions and to achieve objectives that require the researcher to estimate statistically the characteristics of the population from the sample (Saunders, *et al.*, 2003). Sampling techniques used in probability sampling are Simple Random, Systematic, Stratified Random and Cluster Sampling.

2.   Non-probability or Judgmental Sampling: non-probability sampling does not involve random selection. With non-probability samples, the researcher may or may not represent the population well, and it will often be hard for the researcher to know how well he/she has done so. However, in applied research there may be circumstances where it is not feasible, practical or theoretically sensible to do random sampling (William, 2006). Sampling techniques used in non-probability sampling are Quota, Purposive, Snowball, Self-selection and Convenience sampling.

"The power of purposive sampling lies in selecting information rich-cases for in-depth analysis related to the central issues being studied" (Cemca, 2008).

In this research, the non-probability technique was adopted entailing purposive sampling to identify and select the population for representation. In purposive sampling, the researcher samples with a purpose in mind. There are usually one or more specific predefined groups the researcher is seeking. Purposive sampling can be very useful for situations where the researcher needs to reach a targeted sample quickly and where sampling for proportionality is not the primary concern (William, 2006). Purposive samples were selected from Durban based project management firms and government officials.

Reasons for using purposive sampling in this research were:
➢   It allowed for validation of a test or instrument with a known population.
➢   Exploratory data was collected from an unusual population.
➢   It's used in qualitative studies to study the lived experience of a specific population.
➢   Purposive restricted the sample population to a very specific population and then tended to use all of the subjects available (Patton, 1990).

2.6.2   Semi-Structured Interview Sampling

Purposive sampling was used to select the interview sample (which was 5 local government officials) because this technique helped to fully ensure that specific elements were included. The high degree of selectivity accompanying this technique guarantees that all relevant strata are represented. In this research, judgment was exercised to select who can provide the best information to achieve the objectives of the study.

2.6.3   Survey Questionnaire Sampling

The Yellow Pages (2007/2008) lists 63 project management firms in Durban. However, the Professionals and Projects register (2007) lists only 17 firms. Due to the nature of the research and because the research investigates SAPMF that have a professional status the sample size for the questionnaire was 17 project management firms (Professionals and Projects Register, 2007). Purposive sampling was used as it did not involve any random selection process. Hence it was less costly and was more readily accessible, as well as it satisfied the research objectives more adequately (Patton, 1990).

2.7   Hypothesis Testing

The hypothesis in this research was structured in the negative form, as this allowed for a stronger and more conclusive test for the research. The hypothesis was tested and analysed using quantitative methods through the survey questionnaire, and semi-structured interview, as well as using qualitative methods through the literature review, open-ended questions in the semi-structured interview.

2.8   Data Analysis

Data analysis is concerned with analysing and interpreting the collected data (Leedy, 1997). There are two types of data usually collected, namely quantitative data, which deals with numbers, and qualitative data, which deals with words.

2.8.1   Quantitative Data Analysis

Quantitative data refers to numerical and statistical data and can be a product of all research strategies. It can range from simple counts such as the frequency of occurrences to more complex data such as test scores or prices. To be useful these data need to be analysed and interpreted.   Quantitative analysis techniques assist this process. These range from creating tables or diagrams that show frequency of occurrence through establishing statistical relationships between variables to complex statistical modeling (Saunders, *et al.*, 2003). In this research quantitative analysis entailed describing data seen as common, middling or average. This is termed measures of central tendency and there are three ways of measuring it.   The mode, which is defined as the most frequently occurring score among the participants in a given condition (Coolican, 1994), the median refers to the middle value or mid-point after the data have been ranked (Saunders, *et al.*, 2003) and the mean which is the sum of a set of values divided by the number of the values in the set (Blaikie, 2003). In this research, quantitative

analysis used measures of central tendency which are designed to indicate the middle or most typical point of distribution and therefore confirm the homogeneity and quality of the data. Microsoft Excel was used in order to represent the data in the form of tables and graphs.

2.8.2   Qualitative Data Analysis

Qualitative data consist of data represented in the format of words, fieldwork notes, interview transcripts, and texts. The nature of qualitative data has implications for both its collection and analysis. To be able to capture the richness and fullness associated with qualitative data they cannot be collected in a standardised way. During analysis the non-standardised and complex nature of the data collected will need to be classified into categories before they can be meaningfully analysed (Saunders, *et al.*, 2003). Thus there are many qualitative research traditions with the result that there are different strategies to deal with the data collected (Dey, 1993). The collected data was analysed by firstly ensuring only data relevant to the research was analysed, followed by assimilating and categorising similar data responses, and lastly summarising and presenting the responses.

2.9   Credibility, Reliability and Validity

2.9.1   The Credibility of Research Findings

This is based on how the researcher goes about perceiving that his/her research is actually able to stand up to the closest scrutiny, that in fact the conclusions drawn from the research are actually reliable and valid. How does the researcher know whether their work produced is credible? The answer is neatly expressed by Raimond (1993), in the literal sense of the question that the researcher cannot know, all the researcher can do is reduce the possibility of getting the answer wrong. By reducing the possibility of getting the answer wrong means that attention has to be paid to two particular emphases on research design: reliability and validity.

2.9.2   Reliability

Reliability is defined as, the extent to which a test would give consistent results if applied by a different researcher more than once to the same people under standard conditions, (Hall and Hall, 1996). The reliability of this research project was assessed by posing three simple questions. These questions are highlighted by Easterby-Smith, *et al.*, (2002) as:

1.   Will the measures yield the same results on other occasions?

2.   Will similar observations be reached by other observers?

3.   Is there transparency in how sense was made from the raw data?

2.9.3   Validity

Validity is defined as another word for truth. It refers to the correctness or credibility of a description, conclusion, explanation, interpretation or other sort of account (Hammersley 1992). Hall and Hall (1996) mentioned that validity means the extent to which a test, questionnaire or other method is really measuring what it is intended to measure. Thus, validity is concerned with whether the findings are really about what they appear to be about (Saunders, *et al.*, 2003).

2.9.4   Reliability and Validity of the Research Methods

The following strategies were adopted in this dissertation to increase the reliability and validity of the research methods:

➢ **Literature Review:** a critical review of the literature was conducted by using more than one data source by referring to recognised experts, discussing opposing points of view, making reasoned judgements, supporting arguments with valid references and distinguishing between facts and opinions (Dees, 2000).

➢ **Semi-Structured Interviews:** were conducted ensuring that appropriate appointment times for interviews were scheduled, media was used to record interviews to increase data capture, participating during interviews by playing a pro-active role, ensuring respondents co-operation did not wane, and assuring respondents anonymity and confidentiality. Prior to conducting interviews, the interviewer's competence needed to be addressed. This required areas where the researcher needed to develop and demonstrate competence in relation to the conduct of semi-structured interviews which helped in overcoming interviewer and interviewee bias. These areas as highlighted by Saunders, *et al.,* (2003) were:

  ❖ Opening the interview.
  ❖ Using appropriate language.
  ❖ Questioning.
  ❖ Listening.
  ❖ Testing and summarising understanding.
  ❖ Behavioural cues.
  ❖ Recording Data.

➢   **Survey Questionnaires:** the response rates, validity and reliability were maximised by presenting questionnaires with a covering letter to introduce the questionnaire to the respondents, explaining its objectives, assuring that all information would be treated in confidence and thanking them for responding to the questionnaire. Furthermore:

     ❖ Clear instructions were given at the outset of each question on how to complete it.
     ❖ Questionnaires were designed to achieve the intended objectives.
     ❖ The questions were simple, clear, and brief as possible.
     ❖ Questionnaires were pre-tested by carrying out a pilot study.
     ❖ Lastly, the selected sample was used for the questionnaires.

2.9.5   Reliability and Validity of the Research Findings

The following strategies were used in this research project to increase the reliability and validity of the research findings:

➢   Triangulating research findings with other sources of data.

➢   Allowing the research to be reviewed by professionals in the field and academics and listening to their feedback.

➢   Publishing two papers in refereed academic journal and conference. Details of the research publications are as follows, copies of the papers are attached in Appendix (A):

- Sirbadhoo, N. and Othman, A.A.E. (2008) Public–Private Partnership for Sustainable Development of Rural Areas: Investigating the Role of South African Project Management Firms. Proceedings of the Quantity Surveying Conference, Midrand, South Africa, 10 October 2008, pp. 207-218.

- Othman, A.A.E. and Sirbadhoo, N. (2009). An Innovative Partnership Framework For Sustainable Development of Rural Areas on South Africa: The Role of Project Management Firms**.** *Journal of Engineering, Design and* Technology, Vol. 7 No. 3, pp. 243-263.

2.10   Conclusion

This chapter provided and insightful view on the structure and design of the methodology designed to achieve the research aim and objectives. The chapter discussed the research process and approach as well as the research methodology and methods. In addition, the data collection and sampling methodology used was then presented. Furthermore, the chapter discussed the hypothesis testing and data analysis and finally the credibility, reliability and validity of the research findings were presented.

CHAPTER 3

LITRETURE REVIEW

3.1   Introduction

This chapter provides an in depth review of the literature review carried out for this research. It will cover five topics:

➢   Public-Private Partnership (PPP)

➢   Sustainable Development for Rural Areas

➢   Government Legislation

➢   Project Management

➢   The Relationship between Public-Private Partnerships, Sustainable Development for Rural Areas, Government Legislation and Project Management

The chapter builds the foundation for understanding the research topic and brings to light the important issues related to the research highlighting the research problem.

3.2   Public – Private Partnership (PPP)

3.2.1   Partnership Defined

The New Choice English Dictionary (1999) defined partner as one of two or more persons jointly owning a business who share the risks and profits. Partnership in the field of construction has been defined in a number of ways (Synergy, 2004). Korte (2003) defined partnership as the method of establishing good working relations and building trust between project stakeholders such as the owner, designer and contractor. It calls up the parties involved in a contract to form a relationship of teamwork, cooperation and good faith performance. The primary objectives involved in partnership include facilitating improved contract performance through enhanced communications, effective conflict management, and avoidance of disputes and litigation.

The Association of Project Management (APM) (2003) defined partnership as a commitment between two or more organisations to achieve specific business objectives by maximising the effectiveness of each part's capability through cooperation. Partnership means trust, communication and sharing (Housing Conference, 2000). Partnership is a process to establish productive working relationships among all parties on a project. While a contract establishes legal relationships and obligations, the partnership process establishes working relationships among the parties through a mutually developed

formal strategy based on cooperation. It attempts to create an environment where joint problem solving prevents disputes and the parties truly work as a single team towards the goals of a successfully completed project and continuous improvement (APM, 2003).

While Larry, *et al.,* (1995) conceptually defines partnership as an organisation formed through the implementation of a cooperative strategy by modifying and supplementing the traditional boundaries that separate companies in a competitive climate. In this way partnering wraps the major project participants into an alliance, creating a cohesive atmosphere for open interaction and cooperative project performance.

Partnership is an attempt to create closer collaboration in the construction industry, whereby clients, design consultants, contractors and supplier alike commit themselves to closer working relationship to improve buildability and performance, with the emphasis on collaboration, rather that confrontation (Wai, 2004).

3.2.2   Essentials for Successful Partnership

There are two important elements that must be present throughout the duration of a partnership, they are trust and commitment. Trust is an element that is difficult to be established in construction (Hawke, 1994). Understanding, trust, respect and commitment are vital to build a successful relationship (Locke, 2004). Good communication in a partnership helps each partner better understand their expectations, attitudes, working styles, strengths and weaknesses. In the construction context, through partnering relationships there will be lines of communication to better understand about each others risk, goals and objectives. All these processes will help to identify clear roles and responsibilities of the parties that will help to achieve the objectives of partnering.

Good communication will also improve the day to day dissemination and access of information within the company because the responsibilities of the people in construction are better defined (Leon, 1994). Effective communication in the construction industry is not easy since this industry involves different trades of people, skilled, semi-skilled, professional, direct labours and foreign workers. Therefore, in the first place, improved relationships between employees-employers and between employees-employees should be emphasised to create a better environment for the project success.

Carmack (1993) states that a partnership relies on proven principles of communication and team building to accomplish three objectives:

1.   Identifying common goals and anticipate possible obstacles.

2.   Creating a spirit and process beneficial to both parties in meeting their individual and shares goals.

3.   Avoiding the development of hostile or adversarial relations during the course of a contract.

Partnership requires the parties involved to agree on how they will make decisions, including how they will seek to resolve problems and specific improvement to their normal performance that they will seek to achieve (Bennett and Peace, 2002). People and their relationships will have the greatest influence on the success of the project, so great care should be taken in the appointment of the key staff in the client and contractor organisations. Technical competence and the experience on which to base sound judgment in the absence of factual information, together with decisiveness, a determination to succeed, enthusiasm, flexibility and both management and leadership ability are all important characteristics. In practice it is rarely possible to select the best people for all roles on a particular project and an integrated team approach is recommended in which everyone is able to contribute to the limit of their capability and the team as a whole covers for any short comings of individuals (Ismail, *et al.*, 2004).

Coming together is a beginning, staying together is progress, and working together as a team is success (Miller and Brown, 1993). Teamwork in partnership is essential because it encourages the immediate exchange of support and information. In a construction workplace, in order for any completion of work, teamwork is very important as no part of the job can be completed by a lone ranger. Therefore, employees must have the ability to work in teams as it can help to improve the success of a project.

Successful partnership not only ensures a good start for the project, but also develops attitudes and mechanisms by which the entire project can be completed amicably and to the profit of each party (Carmack, 1993). Partnership is not a contract, but recognition that every contract includes an implied "covenant of good faith" (Ulzelac, 2004). Many projects are adopting partnership as a key strategy. People in the business are starting to think differently, focusing on getting better results, not by doing what they had always done, by blaming each other and doing all the other things that lead to an adversarial deadlock. They are starting to talk to each other and are starting to develop the competence

of building good relationships by changing their behaviours, (Maxwell, 2004). Partnership can operate with any form of contract, what is fundamental to successful partnership is to adopt cooperative attitudes and behaviours (Coates, 2004).

Partnership is applicable to all projects, even those that are very straight forward and limited in scope. However, partnership is particularly appropriate when the project is complex and business requirements are difficult to specify. It is also recommended when construction conditions are uncertain, solutions are difficult to foresee and joint problem solving is essential (Ismail, *et al.*, 2004).

The project success is not only to do with the development procedures, techniques, concepts or standards, but also the influence of the attitude, the mentality and the equality of human resources (Ismail, *et al.*, 2004). The Association for Project Management Partnering Specific Interest Group (APM Partnering SIG) promotes views on what makes a successful partnership project and these are further brought to light by Coates (2004) as:

➢ **Attitudes:** partnership is about people, their attitudes and behaviour. The most important factors in ensuring a successful project outcome are selecting a partner that you can trust and a partner that can be trusted.

➢ **Management Approach:** the contract is only a tool to support a management approach. It does not provide the management for you. Parties still need to address the principles of partnership in the management approach throughout the project lifecycle. The principles of partnership should underpin the whole design and construction process. There should ideally be early involvement of relevant parties at each stage of the project, from project definition, programming and budgeting, through to design, procurement, construction and commissioning.

➢ **Risk Allocation:** in a successful partnership project, risk is shared and managed jointly. This means that the employer should not pass all the risk to the contractor. Collaborative working means cooperating to manage risk and to address the effects of a risk event.

➢ **Involving all Project Participants/ Sharing the Financial Benefits:** partnership works best when it involves all project participants. Some contractors are guilty of talking up partnership with their clients, but do little to promote partnership throughout the supply chain. An example of involving all project participants in partnership is sharing the financial benefits gained through incentive schemes.

3.2.3   Partnership Workshops

Partnership workshops can be initiated either by public or private sector. A public-private partnership (PPP) as mentioned by Fung (2004) is facilitated through introducing partnering workshops to the participants (project team members as well as customers) to:

➢   Understand the concepts of partnering and how the partnering process fits in with the contract provisions

➢   Clarify and understand different parties' objectives and project requirements

➢   Focus on creative cooperation and avoid adversarial confrontation

➢   Build working relationships based on mutual respect, trust and integrity

➢   Establish a more dynamic organisational structure and clear line of communication

➢   Develop a formal problem solving and dispute avoidance mechanism.

Partnership workshops are held at the beginning of the contract to initially acquaint participants with the concept and at the various stages to review performance of each project according to its objectives. A partnering consultant is also engaged to help plan the workshop and provide facilitation services. The workshops are also used as the means to achieve better project value through mutual recognition and development of improvement opportunities, enhance effectiveness by preventing unnecessary cost and time escalations, and identify opportunities for simplifying procedures and potential savings in time or costs (Wai, 2004).

The workshop starts off by the facilitator welcoming the participants. Then key members of the department and the main contractor give a brief introduction about the objectives of the workshop and inform participants of their expectations. The participants will then be informed on how to build up a close working relationship without breaking the law. This is an important session for the participants as not all of them may truly understand the requirements of the law and the integrity standard required of them. Afterwards, the facilitator will initiate an exercise to break the ice and help participants to understand the concept of partnership and co-operation. This will lead to the identification of common concerns and objectives, key concerns and obstacles as well as establish communication channels, brainstorm ways to tackle problems, establish a mechanism to monitor partnering performance and agree on an action check-list and a partnership charter.

A team compromising members of the department and contractors will be formed to take follow up actions and drive partnership initiatives. The workshop concludes by the signing of a partnership charter and the taking of group photos (Fung, 2004).

Figure (3.1) shows the structure of a public-private partnership (PPP) between the government and private enterprise, depicting the typical lines of relation with regard to the partnership.

```
┌─────────────────────────────┐
│    Government Institution    │
└─────────────────────────────┘
┌─────────────────────────────┐
│        PPP Agreement         │
└─────────────────────────────┘
┌─────────────────────────────┐
│        Private Party         │
└─────────────────────────────┘
        ┌──────────────────┐
        │   Sub Contracts   │
        └──────────────────┘
            ┌──────────────────────────────┐
            │  E.g. Design and Construction │
            │         Sub contract          │
            └──────────────────────────────┘
            ┌──────────────────────────────┐
            │  E.g. Operations sub contract │
            └──────────────────────────────┘
```
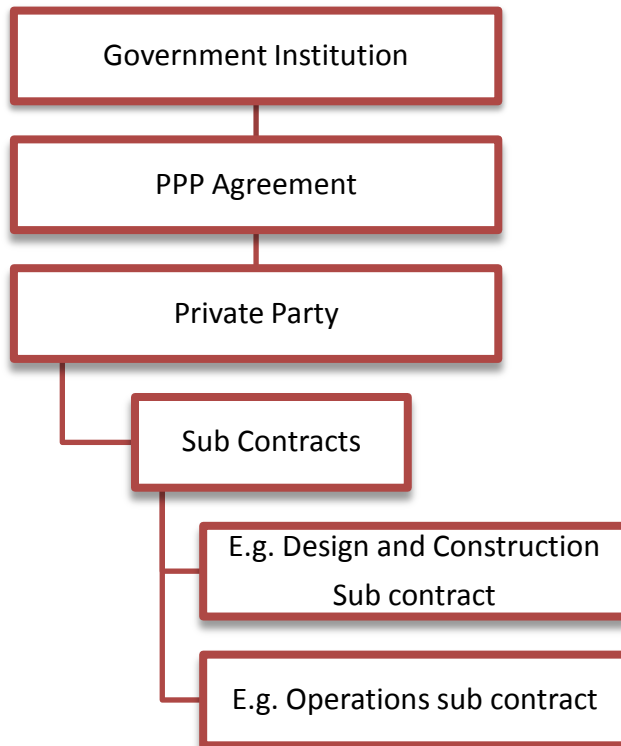
Figure (3.1): PPP Structure (PPP Unit, 2003)

3.2.4   Benefits of Partnership

➢   Normally, the partnership process is designed to create and maintain this attitude of cooperation and trust between contractors and the project owners, which ensures the efficient, safe, timely and mutually beneficial completion of construction contracts (Carmack, 1993).

➢   Partnership if properly implemented could enhance communication, cooperation and team working between the contracting parties. In order to reap the benefits of the approach, the parties involved must reach agreement on their common objectives, establish a method for problem resolution and work together on continuous improvement (Wai, 2004).

➢   According to Climas and Kam (2004), the major benefits to date, and anticipated, arising from the successful partnership and completion on-time, or ahead of time, under budget, with few significant claims and with high quality end products.

3.2.5   Partnership Drawbacks

Partnership may help to address some of the problems faced by the construction industry, but it is not a solution to all problems. For example, partnering has led several UK private and public sector clients to enter into strategic long-term arrangements, which may have helped to bring about a less adversarial environment and improved collaboration between the contracting parties. However, such a procurement strategy tends to favour bigger contractors and suppliers (Wai, 2004). As a result, small and medium sized contractors and suppliers have alleged that they have been slowly driven out of the markets. The allegations are being investigated by the Office of Fair Trading in the UK (Contract Law, 2004). Partnership in the construction industry is leading to a dramatic cultural change amongst the parties involved. Maxwell (2004) stated that it was recognised by the strategic team, that behavioural change was going to be a challenge and needed a considerable amount of individual and team development. On-sing (2004) states that culture changes cannot occur overnight, there are a lot of reasons affecting the change and these are:

➢   Adopting traditional procurement methods by simply adding a clause to implement partnering workshops and the like.

➢   The team is not committed to partnering

➢   The team does not believe partnering will work, which is perceived as being an excuse for contractors/ sub-contractors to gain more profit.

➢   Mistrust amongst the team.

➢   Lack of teamwork.

➢   Single skill/ single discipline mentality rather than multi-disciplinary approach.

➢   The lowest will win.

Maxwell (2004) further mentions that relationships with regulators and government departments are a general cause of frustration to project managers in delivering the programme/ partnership workshops, resulting in one of the major drawbacks to the partnership process.

3.2.6   Partnership around the Globe

The concept of partnership was found in the ancient Chinese culture. In modern day construction industry, the concept of partnership was first used in the USA with Arizona State Highways and the US Army Corps of Engineers in 1980's. It was claimed that the use of partnership had resulted in some 9% reduction in cost and 8% improvement in time for completion in some projects (Wai, 2004).

When partnership was first introduced to the UK and Australian construction industry, a non-contractual partnering approach was typically adopted as the first step, whereby parties entered into a partnering relationship after a traditional contract had been awarded through competitive tendering. Studies indicated that such arrangements could achieve cost savings of 2-10%, comparing with the expenditure of 1% or less used on facilitation and in managing the partnership process (Wai, 2004). Partnership in the UK is now becoming the norm in civil contracts in both private and public sectors. Projects are performing much better in meeting their time, budget and quality objectives. Clients are happier and contractors have started to make money (Maxwell, 2004).

In response to the success with partnership in the UK construction industry, a more collaborative from a contract such as New Engineering Contract (NEC) had been developed embracing the concept of partnership and incorporating the "pain-share gain-share" contractual agreements. The use of this new form of contract is also gaining popularity in South Africa. In Hong Kong, the Hospital Authority and Mass Transit Railway Corporation (MTRC) were probably the first clients to embrace the concept of partnering. Partnership was first used in hospital projects in the mid 1990's with some notable success. Partnership was also adopted by the MTRC in its Tseng Kwan O Extension project, which opened ahead of schedule with construction cost sustainability below budget. MTRC has attributed such success to the use of partnership (Wai, 2004).

Spain embarked on its motorway program in the mid-1960s as the national budget was considered inadequate to meet the demands of a booming tourist industry. The solution adopted was to use the private sector financing. The new Spanish motorway companies were all private entities, although they were subjected to a high degree of state monitoring and control. The energy crisis of the 1970s led to the collapse of most PPP companies in Italy, Spain, and France. In France, the state had to intervene and take over some of the companies and assimilate them into the public system of infrastructure. A

similar development in Spain in 1983 led to the collapse of three companies representing about 15% of the motorway sector. Changed economic conditions saw the reverse process in the 1980s. Today, PPP projects in Italy and Spain are profitable, with some of them traded and quoted on the local stock exchanges (Nyagwachi and Smallwood, 2007).

In June 2003 the Association for Project Management Hong Kong (APM HK) published partnering guidelines for construction projects in Hong Kong. This document was prepared by the Association for Project Management Partnering Specific Interest Group (APM Partnering SIG). The APM Partnering SIG is an initiative of the APM HK to support best practice in partnership within the Hong Kong construction industry. Coates (2004) highlights the objectives of the APM Partnering SIG which are to:

➢   Promote the practice and development of partnership to all who can benefit.

➢   Educate, providing guidelines and tools for practitioners and facilitators of partnering.

➢   Measure performance, providing demonstration projects and evidence of success in partnership.

➢   Coordinate the activities of the APM Partnering SIG with initiatives taken by other bodies.

In the recent past, many countries have seen a tremendous increase in cooperation between the public and private sectors for the development and operation of infrastructure. Such PPP arrangements have been driven by limitations in public funds to cover desired investments and the need to leverage expertise from the private sector, in order to improve the quality and efficiency of public services (Grimsey and Lewis, 2004).

3.2.7   Partnership in South Africa

PPPs are relatively new in South Africa and to date have attracted limited investigation. This is notable as significant financial and other resources are involved and according to Khosa (2000), the perception exists that service delivery in most parts of the country is still poor. Nyagwachi and Smallwood (2007) state that an effective, credible and sustainable, legal and regulatory framework is essential for promoting and fostering successful PPPs in South Africa for the implementation of PPP projects.

The government is committed to private sector participation in local economic development through PPPs and existing policy framework environment supports open market access, however a lack of PPP

training and awareness hampers PPP growth and development. But, Nyagwachi and Smallwood (2007) mention that the level of PPP awareness and training within the public and private sectors in South Africa is sufficient for PPP development and growth. This highlights that initiatives are being put forward to encourage the use of PPPs in South Africa.

3.2.8   PPP in South Africa towards Sustainable Development for Rural Areas

Public-Private Partnerships (PPPs) are being used increasingly widely in South Africa to implement national and provincial government's infrastructure and service delivery commitments, rural areas should be no exception. In rural areas, the "private sector" consists mainly of white commercial farmers. In small towns it consists of banks, agricultural-input suppliers, small retail firms and large retail chains and various machinery and building contractors (SARDF, 1997). It is fair to say that these participants can only provide limited assistance towards the sustainable development of rural areas. What is needed is for the well established construction side of the private sector (SAPMF) to be brought in by government through the formulation of a partnership, with the intention of solving the burden that has haunted rural dwellers for decades as an initiative towards improving rural development.

3.3   Sustainable Development of Rural Areas

3.3.1   Sustainable Development

There are as many definitions and explanations of sustainable development. Listed below are three of the most commonly cited definitions:

1.   Sustainable development is the, development which meets the needs of the present without compromising the ability of future generations to meet their own needs (Bruntland, 1987).

2.   Giddings, *et al.*, (1999) states that at its heart is the simple idea of ensuring a better quality of life for everyone, now and for generations to come. This means achieving four objectives simultaneously:

    •   Social progress which recognises the needs of everyone.

    •   Effective protection of the environment.

    •   Prudent use of natural resources and

    •   Maintenance of high and stable levels of economic growth and employment.

3.   Sustainable development is a dynamic process which enables all people to realise their potential, and to improve their quality of life, in ways which simultaneously protect and enhance the Earth's life support systems (Walton, 2000).

The information gleaned from the various definitions above highlight a number of common characteristics and RICS (2004) mention that it seems that any sensible definition of sustainable development needs to at least recognise the following points:

➢   Development needs to occur within the limits of the long-term carrying capacity of the earth - that is the ability to balance the use and production of resources, deal with waste and provide environmental services such as a stable climate and fresh water in perpetuity.

➢   Development should be equitable, both between individuals within a given generation and across generations overtime.

➢   Development needs to take account of the relationships between the economic, the environmental and the social.

In considering the various definitions of sustainable development, it is important to remember that the term 'sustainable development' represents an intellectual framework. As such, it does not in itself provide the solution to particular problems; rather it requires the application of a common set of principles to derive a most sustainable outcome. At its best, therefore, sustainable development enables the continuing resolution of conflicting priorities with the ultimate aim of balancing the economic, environmental and social credentials of a particular situation. As no two situations can ever be exactly the same, this intellectual process needs to be repeated time and time again (RICS, 2004).

RICS (2004) indicate that the key attributes of a sustainable built environment, whilst clearly dependent upon location, would appear to include some, if not all, of the following:

➢   Public participation in decision making.

➢   Planning to reduce the need for travel and its related impacts.

➢   Effective and efficient uses of land – including land re-use.

➢   Use of sustainable sourced building materials.

➢   Efficient use of energy and water in the production, manufacture and transportation of materials, in the construction process and in the operation and management of buildings.

➢   Integration of biodiversity plans in layout and design.

➢   Encouragement of diversity (i.e. mixed uses, different age groups, different ethnic groups and religions etc.)

➢   Promotion of local employment and economic development.

➢   Provision of healthy, safe and secure environments.

➢   Equitable access to facilities and services.

➢   Sufficient size, scale, density and the right layout to support basic amenities.

➢   Provision of public open spaces including some green spaces.

➢   A balance and mix of uses to support social, economic and environmental objectives.

➢   Design for sustainable flexibility.

3.3.2   Rural Areas

Estimates of the proportion of the population who live in rural areas in South Africa vary widely because there is no accepted definition of the term 'rural'. In other countries, 'rural' is often used either to indicate low density of population or dependence on farming or forestry and the manufacturing and commerce directly associated with it. All censuses and official surveys in South Africa until 1995 were based on a definition of 'rural' which is now recognised to be flawed. This included all households not living in formally declared towns. Thus, many peri-urban households and many single migrants in hostels were classified as rural. This led to an overstatement of the income of genuinely rural people and an underestimation of the contribution of agriculture to their incomes (SARDF, 1997). Figure (3.2) provides a look at a rural area in South Africa.

Figure (3.2): A Rural Area in South Africa (Google Images, 2008)

In apartheid South Africa, many areas, defined as rural, were in reality urban areas without services. As they had high concentrations of people who sought work in some distant city, such places were, in effect, displaced urban. There are also areas of relatively high population density with no local economic base whose inhabitants are sustained through pensions and/or remittances from migrant workers. These are sometimes called rural clusters, the term "rural" indicating the lack of economic support and services (Motebang, 2005). A definition is required to ensure consistency for the collection of statistics. However, historical complexities and cultural perceptions cannot easily be simplified into a definition that suits all purposes. The Central Statistical Service (CSS) is working to categorise South Africa's settlements, using central place theory and a functional analysis based only on population density and existing services. The South African Rural Development Framework (SARDF) document defines a rural area: "as a sparsely populated area in which people farm or depend on natural resources, including the villages and small towns that are dispersed through these areas, also includes large settlements in the former homelands, created by apartheid removals" (SARDF, 1997).

3.3.3   Characteristics of Rural Areas

Rural areas throughout the world tend to have similar characteristics. Populations are spatially dispersed. Agriculture is often the dominant, and sometimes the exclusive economic sector and opportunities for resource mobilisation are limited. These characteristics mean that people living in rural areas face a set of factors that pose major challenges to development. The spatial dispersion of rural populations often increases the cost and difficulty of providing rural goods and services effectively. The specific economic conditions in rural areas result in fewer opportunities than in non-rural locations (ISRDS, 2000). Figure (3.3) displays the typical landscape of rural areas in South Africa.

Figure (3.3): Typical Rural Landscape in South Africa (Google Images, 2008)

Consequently, the tax base is limited, so rural areas are rarely able to mobilise sufficient resources to finance their own development programmes, leaving them dependent on transfers from the centre. Factor markets in rural areas often operate imperfectly, rendering the search for efficient outcomes an extremely challenging one. Furthermore, rural areas are often politically marginalised, leaving little opportunity for the rural poor to influence government policies. In many developing countries, policies have also consistently discriminated against agriculture through high levels of taxation and other macroeconomic policies that have adversely affected agricultural performance and the rural tax base. A

net transfer of resources out of rural areas has resulted (ISRDS, 2000). Figure (3.4) illustrates the conditions of agriculture with regard to rural farming in South Africa.

Figure (3.4): Rural Farming in South Africa (Google Images, 2008)

3.3.4   Poverty Levels in Rural Areas

"To be poor is to be hungry, lack shelter and clothing, to be sick and not be cared for, to be illiterate and not be schooled. But for poor people, poverty is more than this. They are particularly vulnerable to adverse events outside their control. They are often treated badly by the institutions of state and society and excluded from voice and power in those institutions" (World Bank 2000).

The rural landscape embraces mountains and plains, semi-deserts and humid savannas and also more temperate climes. It includes the former homelands and the large farm areas, all bearing the scars of past injustices. Throughout the rural areas, there is deep poverty and deprivation, especially - but not only - in the former homelands. The commercial farms, in the freehold areas, provide wealth to their owners, but relatively little to their employees who have the lowest incomes and standard of living of all the groups of workers in the country. Rural towns too show great differences in prosperity and in their interaction with their hinterlands (SARDF, 1997).

Poverty is a defining characteristic of South Africa and has a clearly racial, geographic and gender element. It has been argued that this is a direct result of segregationist policies employed by the colonial regimes. Therefore, the main thrust of post-apartheid African National Congress (ANC) government was to eradicate the massive poverty amongst the black population and make the distribution of income more equitable. However, the problem proved to be far more tenacious than the government assumed and in 2003 the issue of poverty regained importance. The opposition rallied behind the slogan "Life is no better now than in 1994", the government was faced with a stark reality; poverty indicators remained alarming (World Bank 2000).

In South Africa, as elsewhere, people are much poorer in rural areas than in the cities. Almost three quarters of the poor live in the rural areas. Of these, rural children less than five years, youths and the elderly are particularly vulnerable; women more so than men. The distribution of poverty goes beyond the rural-urban divide. It has a sub-regional context. The incidence of poverty also differs markedly among the different population groups. The poorest 10% of South Africans, of whom 77% are Africans living in rural areas, are responsible for just 1% of consumer spending in the country. The highly skewed distribution of incomes in rural South Africa goes hand in hand with highly inequitable levels of literacy, education, health and housing, and lack of access to water and fuel. Rural areas have far fewer services than the towns. All of these factors limit the ability of rural households to improve their standard of living (Kepe and Cousins 2002).

3.3.5   History of Rural Development in South Africa

Between 1948 and 1976, South Africa's economic development is argued to have been influenced by the Group Areas Act of 1950, the Promotion of Bantu homelands Citizens Act of 1970 and the general Grand Apartheid Policy (Bannister, 2000). Due to the accelerating industrialisation and mechanisation at that time, the implantation of the "Bantustan" policy was facilitated (Aspirant, 2004). This was caused by developments drastically reducing the labour requirements of agriculture and industry. These Acts assigned the ownership and occupation of land and buildings according to racial divisions and compelled all black people to become citizens of a homeland that corresponded to their ethnic group. However, in some cases, people (in particular farm workers and labour tenants) were forced to move from "black spot" rural farm areas to undeveloped designated areas. These Acts, amongst others, resulted in an increase in the population of undeveloped rural areas (Kole, 2004).

Another factor that contributed to the development of rural areas during this period was the industrial decentralisation process of the 1970s. Through the process, industries located in or near the zones reserved for "Blacks" were highly subsidised. These "balancing growth poles" (Cobbett, *et al.*, 1987) were used to draw investment away from established industrialised metropolitan centres to potential "White" towns which were surrounded by rural homeland areas. These institutions led to superficial rural development. Employment levels increased at the expense of sustainable economic development.

Although people were employed, they spent most of their earnings on transport to their places of work, as the Group Areas Act determined that they were not allowed to live near these industries. After the repeal of certain pieces of legislation regulating residential rights, the 1980s and 1990s was characterised by an influx of people to urban areas. This resulted in the creation of what was termed "urban poverty pockets", thus creating the need for improved sustainable rural development efforts so as to balance the urban-rural divide (Kole, 2004). Figure (3.5) shows common housing used in rural areas known as rural huts.

Figure (3.5): Rural Huts (Google Images, 2008)

3.3.6   Rural Development

During the 1970s, in an effort to extend the benefits of development to rural people, a regional or area-based approach was developed and adopted by many countries and by many international agencies. The approach aimed to tackle rural poverty in a cross-sectoral manner through integrated rural development projects (IRDPs). But the mixed experience with IRDPs led to the development of a detailed critique, which, among other things, highlighted the failure to involve local people properly in a participatory process and the failure to build capacity as major shortcomings. In addition, an overly centralised, blueprint approach to programmes design left implementation agencies unable to respond to the demands of local people (ISRDS, 2000).

The subsequent retreat of national governments and the development agencies from an integrated approach back to more traditional, single -sector approaches left development practitioners looking for new opportunities to support rural development. Recent experience from a number of developing countries suggests that programmes of decentralisation accompanied by parallel efforts to promote greater power and autonomy in decision making for local communities can offer genuine opportunities to improve outcomes (ISRDS, 2000).

Rural development is the business of everyone in rural areas. This statement captures the multi-sectoral nature of the undertaking and the notion that, because rural development greatly affects the lives of the people, they should have a strong hand in setting the agenda and the priorities. A dynamic process of combined government action, with the participation of people in rural areas, must be set in motion to realise a rapid and sustained reduction in absolute poverty. According to the South African Rural Development Framework (SARDF, 1997), rural development can be defined as:

"Helping rural people set the priorities in their own communities through effective and democratic bodies, by providing the local capacity; investment in basic infrastructure and social services. Justice, equity and security; dealing with the injustices of the past and ensuring safety and security of the rural population, especially that of women." Figure (3.6) shows some of the rural people of South Africa.

Figure (3.6): Rural People of South Africa (Google Images, 2008)

3.3.6.1 Requirements for Rural Areas Development

The SARDF (1997) highlights the following requirements that are needed for rural areas development:

➢ Institutional development: helping rural people set the priorities in their own communities, through effective and democratic bodies, by providing the local capacity and access to funds for them to plan and implement local economic development;

➢ Investment in basic infrastructure and social services: the provision of physical infrastructure (e.g. housing, water and power supplies, transport) and social services (e.g. basic health care and schools);

➢ Improving income and employment opportunities and by broadening access to natural resources (e.g. arable and grazing land, irrigation water, woodland and forests);

➢ Restoration of basic economic rights to marginalised rural areas by establishing periodic markets as the organising spatial and temporal framework for development;

➢ Resource conservation: investing efforts in the sustainable use of natural resources; and

➢ Justice, equity and security: dealing with the injustices of the past and ensuring the safety and security of the rural population, especially that of women.

3.3.6.2 Methods of Achieving Rural Areas Development

Adams, *et al.,* (1999) brings to light the following methods for achieving rural areas development:

➢ Helping rural people set the priorities for development in their own communities, through effective and democratic bodies, by providing access to discretionary funds, by building the local capacity to plan and implement local economic development.

➢ The provision of physical infrastructure and social services (e.g. water and sanitation, transport, health services, and schools).

➢ Wider access to productive resources in the rural areas, especially through:

• Land tenure reform, land redistribution and land restitution.

• Extension of water supplies and the reform of water laws to protect the rights of down-stream users.

• Rural financial services for investment in rural livelihoods.

• Periodic systems as the organising and coordinating framework for rural activities (spatial and temporal) for investment in trade, service delivery, transport and information.

➢ Raising incomes for rural men and women by providing opportunities for increasing farm and non-farm production in poor areas.

➢ Ensuring the safety and security of the rural population.

3.3.7   Approaches to Rural Development: The Developmental Role of Small Towns

Since the socio-economic trends and realities, in terms of population shifts, and in terms of configurations created by past polices, suggest quite strongly that the environs of small towns and the peri-urban fringe, rather than relatively remote rural areas, might be positive contexts for land reform initiatives, the role of small towns in rural development demands consideration. There is considerable potential for growing and processing vegetables, sub-tropical fruits and niche crops like herbs and cut flowers in proximity to urban markets. This is because marketing strategies could be fairly easily developed (Vaughn, 1993). Also, it would be possible to concentrate support services in urban centres, rather than to attempt to provide such services over wide areas, as has been done with little success in the past. Production opportunities could include contract arrangements assuring guaranteed markets. The development of small business opportunities in the marketing of vegetables produced for local and niche markets would be an important aspect of the strategy (Mclntosh and Vaughan, 1996).

Not only can small towns play a role in land reform programmes, but the relationship between the towns and such initiatives could be symbiotic. Agricultural revitalisation in the vicinity of some towns might be linked to the revitalisation of the towns themselves. An important point is that not all small towns have potential for growth and development (Vaughn, 1993). While locally-driven entrepreneurial approaches will be successful in some towns, others will continue to have a welfare distribution function, and will need to survive on that basis. It is thus of utmost importance in defining realistic and appropriate roles for small towns in the rural development process (Vaughn, 1993).

3.3.8   Incorporating Sustainability Concerns in Rural Development

Sustainable development is development that delivers basic environmental, social and economic services without threatening the viability of natural, built and social systems upon which these services depend. Above all, concern for the sustainability of rural development in South Africa should be a socio-economic concern. Its principal goal should be the preservation of people and the enhancement of their standard of living. It is about improving the quality of life of poor people in rural settlements and creating long term income from even the most barren of surroundings (SARDF, 1997).

A wide range of possible sustainable impacts must be taken into account. Sustainable management should not be restricted to conservation of natural resources, the preservation of ecosystems, and the maintenance of biological diversity. It should also include: measures to help the poor to use and manage the environment sustainably; the management of the human living environment; and the understanding of the cultural, social and economic forces that define our relationship to the environment. Sustainability concerns therefore embrace concern for human rights. In many parts of South Africa, the natural resource base is overexploited because of extreme poverty, lack of access to land, water and energy sources. Structural economic change is therefore a basic requirement for sustainable development. The new democratisation of the state and of local government provides an ideal opportunity for the implementation of local integrated sustainable management (SARDF, 1997).

3.3.9   Obstacles Preventing Rural Development

Most of the constraints to rural development stem from the long period of apartheid with its discriminatory policies and neglect of the majority black population. Forced removals led to over-population of the 'reserves' and deprivation of basic needs. High population growth put pressure on

family income, social services and on natural resources. Structural and legal obstacles were raised to marketing and thereby to production. The major obstacles to be overcome in rural areas as highlighted by Adams, *et al.,* (1999) are:

➢ Landlessness and overcrowding in the former homeland areas and inappropriate farming methods on commercial farms have given rise to severe land degradation and soil erosion. Environmental management policies and practices remain sectoral and fragmented.

➢ Current land ownership and land development patterns strongly reflect the political and economic conditions of the apartheid era. Racially-based land policies were a cause of insecurity, landlessness and poverty amongst black people, and of inefficient land administration and land use.

➢ Apartheid spatial planning created a rural landscape devoid of economic opportunities for the disadvantaged majority, especially women; devoid of local markets and dependent on distant cities and towns for employment, goods and services.

➢ In the predominately white commercial farming areas, past government policies have led to an over-capitalised, over-mechanised farm system. The opening up of the system to African farmers faces many obstacles. These obstacles are a result of decades of discrimination and oppression, lack of skills and experience and rural finance; lack of markets where small farmers can trade their produce; and a lack of support services for sustainable small-scale agriculture farmers.

3.3.10 The Developmental Role of the Private Sector towards Rural Development

The private sector in KwaZulu Natal has a multiplicity of roles in rural development. These include the creation of income-generating opportunities and employment in agricultural production and in the small business sector; human resource development and the building of capacity at a local level; and participation in, and management of rural development programmes like the Independent Development Trusts (IDT's) Relief and Development Programme, and the Rural Development Programmes (RDP's) community-based public works programme. Agribusiness has had an interest in rural development, not through a vague altruism, but through a need to extend and sustain a viable production base in the small-grower sector (Vaughn, 1993).

The sugar industry is the most experienced and significant private sector actor in the sphere of rural development, but sugar is not the only sector which has had a vested interest in expanding and supporting viable small-scale production. The timber industry has also played a role in small-holder development. However, the timber industry has not yet made significant rural development interventions which go beyond basic credit and extension support, and even at this level, the industry has limited capacity. It has relied on the expertise of Non-Governmental Organisations (NGOs) to carry forward some of the support programmes (MacDonald and Vaughan, 1995). The income-generating opportunities which have been created by agribusiness are significant. A land reform programme which addressed land demand in areas where agribusiness is prepared to support production could make a significant impact in enhancing and sustaining rural livelihoods (Vaughn, 1993).

There are currently various participants that are lending a helping hand to aid in improving the lives of the rural poor, such as providing agricultural production, human resource development and the building of capacity at a local level. But there is no mention of the aid being provided to assist in the constructional development of rural areas. This is where the creation of a partnership between government and SAPMF plays a crucial role in addressing the above mentioned predicament. It is fair enough to create job opportunities for rural dwellers, but they also need improvements in infrastructure, services and amenities. This is where the construction side of the private sector (SAPMF) can provide government with the professional aid they need to improve the development in rural areas.

3.3.11 Private Sector Finance for Rural Development

Rural development is funded by all three spheres of government, partly by rural people through payment for services and local taxes, and partly by the private sector through collaborative partnerships with government. The private sector may also invest in the construction and management of infrastructure and in service delivery (e.g. water supplies). Private-sector financing of state projects can transfer risk to the private sector, reduce budget deficits and improve value for money. At the same time local government can retain control of their assets while getting the benefits of private sector discipline and finance (SARDF, 1997).

New and restructured financial institutions followed the Strauss Commission report on rural finance. These institutions already play an important role in financing rural development programmes, and with better integration and synergy of public initiatives, private financial institutions will find additional opportunities for constructive involvement. Additional co-ordination and strategy will attract finance to rural areas and will create new opportunities to mobilise savings and enhance capital flows within rural areas. Private and financial institutions have a specific and crucial role to play (ISRDS, 2000).

3.3.12 Rural South Africa

South Africa is characterised by high levels of poverty, especially in rural areas. Approximately 70% of South Africa's poor people live in rural areas, and about 70% of the rural residents are poor. Their incomes are constrained because the rural economy is not sufficiently vibrant to provide them with remunerative jobs or self-employment opportunities. Their cost of living is high because they spend relatively more on basic social services such as food and water, shelter, energy, health and education, and transport and communications services. Moreover, the natural resource base to which they have access cannot provide rural people with the means of subsistence. As in many countries, much of South Africa's rural space is sparsely populated. The manufacturing base is weak due to poorly developed infrastructure. Local governments have little or no tax base and weak human capacity. Agriculture and other natural resource based activities provide the basis for many livelihoods. Traditional authorities retain more influence over the population than is the case in urban areas. Rural areas are diverse, however, with concentrations of poverty and relative prosperity. Not all are poor (ISRDS, 2000).

Although rural South Africa shares much in common with other countries, some features and development challenges are unique. The demographics of rural South Africa reflect past policies and the hurdles impeding efforts of rural people to maintain intact families. The legacy of the former homeland system is one of enduring planned and deliberate poverty. Because of the past policies, rural South Africa also has high-density population areas and dislocated settlements where people live in abject poverty. Many rural people live in these ghettos isolated from economic opportunities, necessitating high costs of transport for jobs and to accomplish basic tasks of daily life. Rural housing is often substandard or non-existent, and many people are migrants working in urban areas. Many of them are still living in urban dormitories with attendant difficulties maintaining family and social ties.

As a result, the rural-urban continuum takes a particular form in South Africa. The level of interdependence between rural communities and distant large cities is higher than elsewhere, but there is a less organic linkage between rural areas and the towns near them. Present settlement patterns reflect the distortions and discrimination of the past, but forced removals under the old regime have made people reluctant to move as part of an officially promoted program. At the same time, the population is still quite mobile in search of better living conditions and jobs (Adams, *et al.*, 1999).

The cost of living for poor rural people is generally higher than it need be because of their lack of access to transport and communications infrastructure, basic amenities such as water and electricity, and social services such as health and education. Rural people generally do not have access to natural resources to support their subsistence. More than 85% of the countryside is settled by commercial farmers, and the population pressure in the former homeland areas has depleted the natural resource base to an extent that only a few communities can provide for their subsistence needs in this way (ISRDS, 2000).

Also unique in South Africa is the existence of rural areas comprised of resettled communities, different types of people from former homelands, and people in mining towns. Around the mining towns are specific types of rural areas where migrant workers live in hostels with some facilities and others live around these areas with no facilities or jobs. In the former so-called white rural areas (mainly on farms) poverty is also rife. Farm labourers in particular suffer from lack of opportunities and access to some of the most basic services. As a result of the factors above, the relationship between the character and distribution of poverty in rural areas is very complex. There are many reasons for this state of affairs, but most of these reasons are rooted in policies implemented in the past. If rural areas now had a foundation that would support greater earning and spending power, the rural economy would be stronger, would grow, and would create more opportunities for wage and self-employment. Thus, it could be argued that if the South African economy had followed a different development path in the past, rural poverty would not have become such a pervasive feature of our present (ISRDS, 2000).

3.4   Government Legislation

Rural areas are plagued by poverty, with the most vulnerable sectors of the population being women, children and the elderly. Unlike many other countries, rural development in South Africa is influenced more by past politically motivated experiences than by rural-urban market economies. Rural development was and still is influenced by segregationist policies created during the apartheid era (Kole, 2004). With high unemployment in rural areas, the creation of sustainable rural livelihoods must be a major objective. To plan and implement local economic development, rural councils and communities need access to funding and to capacity building for planning and implementation, for which national and provincial support is essential. Without such help, local government in the poorer rural areas will not be able to meet its constitutional obligations to promote social and economic development. Government departments are keen to provide that support and are in the process of doing so, but their efforts are often poorly coordinated. Because there have been many recent policy developments, both the departments and the people themselves are often unaware of the incentives offered by the various government agencies (SARDF, 1997).

3.4.1   Past Policies Intended to Address Rural Areas

Rural areas throughout South Africa have been shaped and conditioned by past policies. These policies have influenced or determined settlement patterns and demographic profiles, access or lack of access to services and facilities, and the location and character of economic activity. Present interventions need to be informed by a clear understanding of the effects of past policies. Ironically, the multiple impacts of previous policies have created configurations within which livelihoods enhancing strategies could be deployed (Hart, 1996).

3.4.1.1 The South African Rural Development Framework (SARDF)

The SARDF, developed by the Department of Land Affairs in 1997, is a South African government initiative aimed at addressing rural poverty. It aims to involve the community in finding solutions to their problems. The SARDF document seeks ways to:

➢   Involve rural people in decisions that affect their lives through participation in rural local government.

➢   Increase employment and economic growth in rural areas.

➢   Provide affordable infrastructure.

➢   Ensure social sustainability in rural areas.

The Rural Development Framework describes how government, working with rural people, aims to achieve a rapid and sustained reduction in absolute rural poverty. Solutions according to the SARDF (1997) are sought to the following questions:

➢   How to involve rural people in decisions affecting their lives, through participation in rural local government?

➢   How to increase employment and economic growth in rural areas?

➢   How to provide affordable infrastructure and improve services in rural areas and resolve the problems posed by the remote, low-potential areas into which people were crowded during the apartheid era?

➢   How to ensure social sustainability in rural areas?

➢   How to increase rural local government capacity to plan and implement and assemble the essential information for planning, monitoring and evaluating both the process and progress of development?

3.4.1.2 The RDP and GEAR

The South African government created the Reconstruction and Development Program (RDP) and the Growth Economic Advancement and Reconstruction (GEAR) strategies to use in conjunction with the implementation of the SARDF, and these strategic policies were intended to address:

➢   Social development in areas such as education and health.

➢   Local democracy and development: to ensure service delivery.

➢   The role of national and provincial governments in defining the needs of the local rural people.

➢   Local economic development and rural livelihoods.

➢   Social sustainability by highlighting people's constitutional rights.

➢   Rural development in partnership with NGOs.

➢   Safety, security, welfare and legal issues and highlighting the rights of children.

3.4.2   The Integrated Sustainable Rural Development Strategy (ISRDS)

Many programmes in rural areas focused primarily on poverty alleviation through investment in infrastructure and provision of social services. No comprehensive analysis has yet been done on the impact of these interventions; to date attention has concentrated on the amount of money spent rather than on the efficiency or effectiveness of expenditure. The programmes given most notice have been those that can quantify the number of "deliverables" rather than those that achieve important qualitative impact on peoples' lives, such as programmes improving rural quality of life through democratic self-governance (ISRDS, 2000).

South Africa, like other African countries, is faced with several rural development challenges. Numerous rural development initiatives have been undertaken in South Africa. These include policy developments (SARDF and RDP, 1997), programmes (Land Reform Programme) as well as strategies (Rural Development Strategy, 1995). These initiatives were not efficiently implemented, hence the development of the Integrated Sustainable Rural Development Strategy (ISRDS) in 2000, which is the current legislation intended to address rural areas in South Africa (Kole, 2004).

The South African government, in consultation with a wide range of key stakeholders, launched a new stage of concerted effort to improve opportunities and well-being for the rural poor. In taking this step, government is building on six years of experience (1994-2000) with its own rural programmes, as well as assimilating key lessons from similar efforts worldwide. The resulting "Integrated and Sustainable Rural Development Strategy" is idealistic in its vision and practical in its focus on mechanisms of implementation.

The ISRDS is designed to realise a vision that will "attain socially cohesive an stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who equipped to contribute to growth and development" (ISRDS, 2000).

The approach outlined in the strategy is applicable and viable for the entire country, and looks toward a horison of 2010. It will be implemented initially in selected areas of concentration, or pilot areas, and subsequently expanded. The strategy in its totality presents an opportunity for South Africa's rural people to realise their own potential and contribute more fully to their country's future (ISRDS, 2000). Figure (3.7) shows the targeted rural nodes in Kwa-Zulu Natal for sustainable development of rural areas.
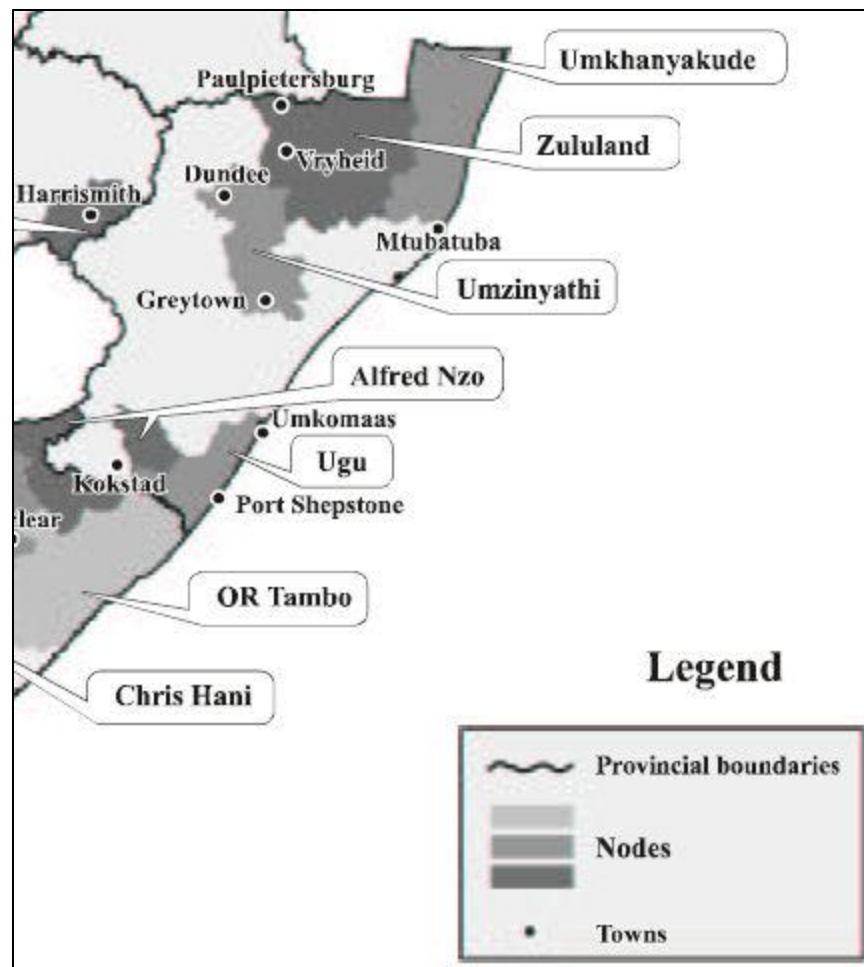
Figure (3.7): Rural Nodes in KZN targeted for Sustainable Development (Stats SA, 2002)

3.4.2.1 The Legal and Policy Framework for Rural Development

Parts of a rural strategy for South Africa are well articulated in separate government documents released since 1994, although the absence of a single, recent, and comprehensive statement has led some observers to argue inaccurately that South Africa does not have a rural development strategy. On the contrary, the country has a strategy, and need not reinvent the important groundwork already in

place. Attention can turn to redesign or revision of elements that have proven problematic in implementation (ISRDS, 2000). The implementation of rural development takes place in the context of specific legal framework consisting of many pieces of legislation. Important among these as highlighted by the ISRDS (2000) are:

➢   The Constitution of the Republic of South Africa, Act 108 of 1996

➢   Housing Act, 107 of 1997

➢   Restitution of Land Rights Act, 22 of 1994.

➢   Development Facilitation Act, 67 of 1995

➢   Extension of Security of Tenure Act, 62 of 1997

➢   Transformation of Certain Rural Areas Act, 94 of 1998

➢   Abolition of Racially-based Land Measures Act, 108 of 1991

A comprehensive analysis of all pieces of legislation and their possible impact on rural development similar to the recent exercise by the Department of Housing remains to be done (ISRDS, 2000).

3.4.2.2 Achievements of Rural Development from 1994-2000

Examples of achievements under the various departmental programmes are highlighted by the ISRDS (2000) as:

➢   Promotion of small-scale mining activity through managerial support, infrastructure investments and support services.

➢   Eskom completed 1.1 million electrical connections in rural areas between 1994 and 1999 and also providing electricity to 3 891 rural schools.

➢   Spatial Development Initiatives (SDIs) created spin-offs such as job opportunities, socio-economic upliftment, economic empowerment, upgrading of infrastructure.

➢   Community based public works programmes focused on poverty alleviation, job creation and infrastructure provision primarily in 3 provinces.

➢   Investment in Water infrastructure development projects to increase rural communities' access to water.

➢   Working for water project.

➢   Extension of telephone services to rural communities increased access from 20% to 40% of households.

➢   Cell phone network and TV signals have been extended to rural areas ensuring that most households in rural areas now receive a TV signal.

➢   Under the land reform programme 350 000 households gained access to 6.5 million hectares of land.

3.4.2.3 Towards an Integrated Rural Development Strategy

After the elections of 1999, the government renewed its commitment to rural development, as one of six presidential initiatives announced in the President's address at the opening of Parliament in June 1999. The intention to initiate an integrated and sustainable rural development strategy was to capitalise on potential synergies among the various government programmes in order to promote and support more rapid and equitable rural development in the country. The presidency initiated a broader process that involved national departments and various stakeholders to formulate the ISRDS and to identify pilot areas for targeted interventions. Since then government departments initiated projects and programmes that target identified areas in the three provinces. Many of these projects and programmes are in the process of being implemented. They were initiated, however, without a clear conception of how the implementation of these programmes would constitute a truly integrated strategy (ISRDS, 2000).

This strategy will target communities affected by retrenchments with inclusive programmes; target poverty pockets in labour sending and mining areas; cluster delivery into nodes and corridors of sustainable economic development; build on existing rural development work of role players; pursue land rights as a key ingredient for agricultural and other economic development in rural areas and promote the linkages between small-scale mining and tourism. On energy, the objective is to increase access to affordable energy services by rural household by 2010. This is strategic in empowering rural communities (ISRDS, 2000).

Several provinces also compiled rural development strategy documents in response to the June 1999 State of the Nation Address (ISRDS, 2000). These include:

- ➢   Eastern Cape
- ➢   KwaZulu-Natal
- ➢   Free State
- ➢   Northern Province
- ➢   North West Province

The ISRDS Secretariat of the Core Group of Ministers in March 2000 released a document contributing to formulation of the rural development strategy. The report, entitled "The development of an integrated sustainable rural development strategy," reflects the experience thus far in attempting to pursue an integrated rural development strategy and makes proposals on how to give effect to the President's commitment. These proposals refer amongst others to the main elements of an ISRDS and to a planning methodology for rural development. Each of these many documents generated since June 1999 contributes toward the design of the next stage of South Africa's strategy for rural development. The present document is intended to provide a synthesis of the many proposals and background papers prepared, and to elaborate on the mechanism for achieving integration in practice (ISRDS, 2000).

3.4.3   Towards the Formulation of a Rural Development Policy for KwaZulu Natal

In response to the RDP and GEAR in 1996 Vaughn (1996) describes the formulation of a rural development policy for KwaZulu Natal. Vaughn (1996) indicated that, despite the contradictions and shortcomings of existing sectoral policies, these will have to be used as a resource as the building blocks for the formulation of a rural development policy. This policy is as follows:

1. The first step towards a rural development policy is a critical review which identifies the complementarities and the contradictions of existing policies, which assesses these policies in the light of the socio-economic context, and which draws out the essential elements for a rural development policy.

2. The second step is to identify broadly the potential areas for intervention, and to prioritise these. In places with economic potential this will mean identifying small towns as nodes for agricultural and small business support, identifying possibilities for partnerships between government and the private sector, and identifying areas for Local Economic Development (LED) intervention. In

depressed places with little economic potential this will mean identifying small towns as nodes for welfare distribution, and identifying poverty alleviation projects.

3. The third step in the policy formulation process should thus be a critical review of the existing institutional framework. The starting point for an institutional review is recognition of the rigidities and shortcomings in the existing institutional framework.

4. The fourth step in formulating a rural development strategy is, therefore, to subject priorities to a reality check in terms of existing and potential institutional capacity. What should be drawn from the process which has been outlined is a set of detailed recommendations.

5. A fifth step in formulating a strategy will be broad consultation to shape the recommendations into a set of policy guidelines.

3.4.4   Limitations on Government Legislation

Eight years since the creation of the ISRDS has seen partial if not little improvement in rural areas. Poverty Levels in rural areas saw growth in terms of development, infrastructure and social amenities of 4.3 per cent from the year 1994 to 2000 (SA Report, 2007). Since the year 2001 to 2006 as reported in the Development Indicators Mid-Term Report (2006) poverty levels in rural areas have only achieved 6.9 per cent growth. Clearly the legislation is not effective in its application or government is not implementing it effectively.

Currently (2008), the goal of reaching specific bench marks by 2010 as highlighted by the ISRDS (2000) towards certain improvements in rural areas seems well of target. This emphasises the need for government to modify the legislation by implying a new set of goals and benchmarks or facilitating a different approach as to the implementation of the said goals and benchmarks. One of the solutions proposed by this research is for government to be motivated to formulate a partnership with SAPMF to help achieve their objectives. This can be accomplished by encouraging government to use the Rural Areas Development Partnership Framework developed in this research towards improving the development of rural areas.

3.5   Project Management

"We are witnessing a silent revolution – the transition from conventional functional management to project management" (Burke, 2003).

3.5.1   History of Project Management

The history of project management is often associated with the construction of the massive Egyptian Pyramids and the Great Wall of China. They are certainly large and complex structures, built to high standards that have stood the test of time and must have required an enormous workforce. But with no documented evidence the management techniques used can only be based on speculation. Modern day project management is associated with Henry Gantt's development of the bar chart (early 1900s), and special project management techniques developed during the military and aerospace projects of the 1950s and 1960s in America and Britain. It is these special distinctive project management tools and techniques which are referred to in the body of knowledge, used by the planning software and have been developed. Traditionally the management of projects was considered more of an art than science, but with the growing number of project management institutions, associations and academic establishments, project management has become more of a science and discipline as accepted practices are captured and formalised in the global body of knowledge and certificate programmes. Today, rapidly changing technology, fierce competitive markets and a powerful environmental lobby have all encouraged companies to change their management systems, in this sink or swim, adopt or die environment; project management and management-by-projects are offering real solutions (Burke, 2003).

3.5.2   Projects and Project Management

3.5.2.1 Projects

The main difference between project management and general management (or any other form of management) relates to the definition of a project and what the project intends to deliver to the client and stakeholders (Burke, 2003).

Tuner (1993) defines a project as, "an endeavour in which human, (or machine), material and financial resources are organised in a novel way, to undertake a unique scope of work, of given specification,

within constraints of cost and time, so as to deliver beneficial change defined by quantitative and qualitative objectives."

The PMBOK (2004) defines a project as, "a temporary endeavour undertaken to create a unique product, service, or result." There are various characteristics of projects:

➢ A project has a well-defined objective

➢ A project carried out through a series of interdependent tasks

➢ A project has a various resources

➢ A project has a timeframe

➢ A project may be unique or one-time endeavour

➢ A project has a customer

➢ A project involves a degree of uncertainty

3.5.2.2 Project Environment

The successful accomplishment of a project generally requires a significant sensitivity to, and appreciation of, the context in which it is based. Projects and their management both affect and are affected by their environment, often significantly. The project environment comprises both the internal and external environments in which the project is carried out. The project environment can be of various kinds – political, ecological (often termed environmental), economic, technological, regulatory, organisational, etc. These environments, or contexts, shape the issues that project management has to deal with and may assist or restrict the attainment of the project objective (APM PMBOK, 2000).

3.5.2.3 Project Management Processes

According to the PMBOK (2004), in order for a project to be successful, the project team must:

➢ Select the appropriate processes that are required to meet the project objectives.

➢ Use a defined approach to adapt the product specifications and plans to meet project and product requirements.

➢ Comply with requirements to meet stakeholders needs, wants and expectations.

➢ Balance the competing demands of scope, time, cost, quality, resources, and risk to produce a quality product.

3.5.2.4 Project Success Criteria

It is essential that the project's success criteria be clearly defined and agreed before significant development is initiated. These success criteria as highlighted by APM PMBOK (2000) may be defined in a number of ways:

➢   As a body of knowledge as business objectives (or goals),

➢   As "requirements",

➢   As Critical Success Factors or Key Performance Indicators, etc.

Key Performance Indicators (KPIs) describes those project management indicators that:

➢   Are determined at the beginning of the project

➢   Reflect directly on the key objectives (goals) of the project

➢   Provide the basis for project management trade-off decisions during the course of the project.

At completion of the project these KPIs:

➢   Will be the most relevant measures to confirm the acceptability of the project and its product by the project's stakeholders as being "successful"

➢   Can be measured in some way, at some time, on some scale.

The project's success criteria define what the project has to achieve and how its success will be evaluated. Key Performance Indicators and other metrics may be specified to define the measures by which this will be done. According to the APM PMBOK (2000), establishing the project's fundamental success criteria at the outset, however they are termed, is absolutely one of the most important things.

3.5.2.5 Project Management

Project management is the discipline of managing projects successfully (APM PMBOK, 2000). Typically projects involve several professionals working together and the project management expertise is spread across this team. According to the PMBOK (2004):

"Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. Project management is accomplished through the integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing. The project manager is the person responsible for accomplishing the project objectives."

There are two major aspects of project management. These are described by the PMBOK (2004) as the Art and Science:

➢   **The Art:** of project management relates to the fact that projects are really about people getting things done. Project management requires a keen knowledge of human behavior and the ability to skillfully apply appropriate interpersonal skills.

➢   **The Science:** of project management involves the knowledge, understanding, and skillful application of a prescribed project management process.

3.5.2.6 Project Management Area of Expertise

The PMBOK (2004) states that effective project management requires that the project management team understand and use knowledge and skills from at least five areas of expertise. These areas of expertise can be summarised as follows:

1.   **The Project Management Body of Knowledge (PMBOK):** the PMBOK describes knowledge unique to the project management field and that overlaps other management disciplines. Knowledge discussed in the PMBOK are, the project life cycle, the five project management processes and the nine knowledge areas of project management.

2.   **Application area knowledge, standards, and regulations:** the categories of projects that have common elements significant in such projects, but are not needed or present in all projects.

3.   **Understanding the project environment:** all projects are planned and implemented in a social, economic and environmental context and have intended or untended positive or negative impacts.

4.   **General management knowledge and skills:** general management encompasses planning, organising, staffing, executing, and controlling the operations of an ongoing enterprise.

5.   **Interpersonal skills:** the management of interpersonal skills includes effective communication, influencing the organisation, leadership, motivation, negotiation and conflict management, and problem solving.

3.5.2.7 The Project Life Cycle

Project managers or the organisation can divide projects into phases to provide better management control with appropriate links to the ongoing operations of the performing organisation. The project life cycle generally defines what technical work has to be done in each phase, when the deliverables are to be generated in each phase and how each deliverable is reviewed, verified, and validated, who is involved in each phase and how to control and approve each phase(PMBOK, 2004).

The PMBOK (2004) mentions that the characteristics of the project life cycle are:
➢   It defines the beginning and the end of the project.
➢   Phases are generally sequential and are usually defined by some form of technical information transfer or technical component handoff.
➢   Cost and Staffing levels are low at the start, peak during the intermediate, and drop rapidly as the project draws to a conclusion.
➢   Probability of successful completion is lower at the start, higher toward the end.
➢   Risk and uncertainty is higher at the start, lower towards the end.
➢   The ability of stakeholder to influence the project product is higher at the start, lower towards the end.

3.5.2.8 The Five Project Management Processes

Processes are a series of actions bringing about a result (PMBOK, 2004). Project processes are performed by people and generally fall into one of two major categories:

The project management processes are represented as discrete elements with well defined interfaces. However in practice they tend to overlap and interact with one another. Most experienced project management practitioners recognise there is more than one way to manage a project. The specifics of a project are defined as objectives that must be accomplished based on complexity, risk, size, time frame, project team's experience, access to resources, amount of historical information, and the organisations

project management maturity and industry and application are. The required processes are guides to apply appropriate project management knowledge and skills during the project (PMBOK, 2004). More specifically these processes are:

1.   **Initiating:** Defines and authorizes the project or a project phase.

2.   **Planning:** Defines and refines objectives and plans the course of actions required to attain the objectives and scope that the project was undertaking to address.

3.   **Executing:** Integrates people and other resources to carry out the Project Management plan.

4.   **Monitoring and Controlling:** Ensuring that the project objectives are met by monitoring and measuring processes regularly to identify variances from plan so that corrective action can be taken when necessary.

5.   **Closing and Evaluation:** Formalising acceptance of the project or phase and bringing it to an orderly end.

These five process groups have clear dependencies and are performed in the same sequence on each project. They are interdependent of application areas or industry focus. Project management process groups are linked by the objectives they produce. The output of one process generally becomes an input to another process or is a deliverable of the project. The process groups are seldom either discrete or one-time events, they are overlapping activities that occur at varying levels of intensity throughout the project. Figure (3.8) illustrates how these processes overlap during the project life cycle.
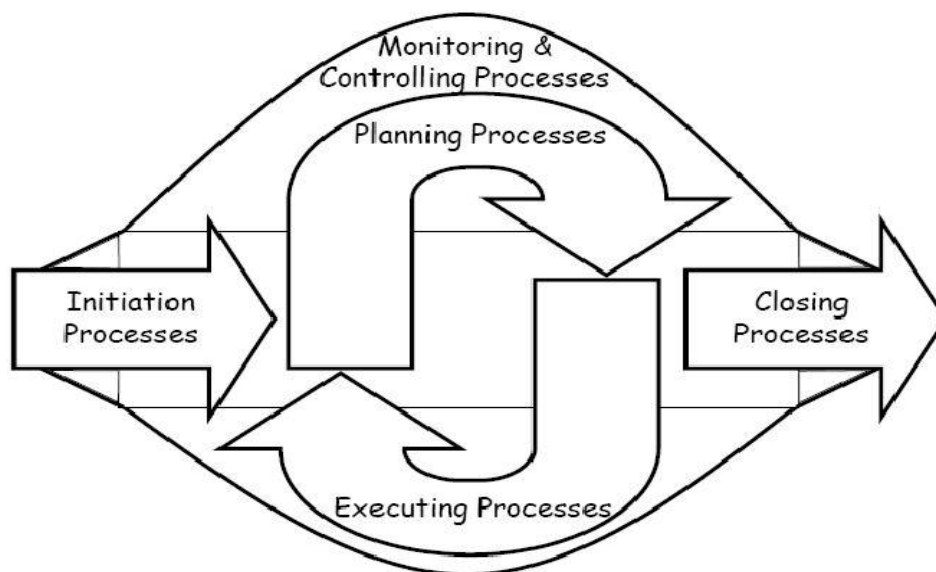
Figure (3.8): Overlapping Project Management Processes (PMBOK, 2004)

3.5.2.9 The Project Management Profession

Experience has shown that the selection of the project manager is a key appointment which can influence the success or failure of the project. As the single point of responsibility, it is the project manager who integrates and co-ordinates all the contribution, and guides them to successfully complete the project (Burke, 2003).

According to Burke (2003) a project manager should exhibit some of the following desirable attributes:

➢   Ability to select and develop an operational team from a standing start

➢   Leadership and management ability

➢   Ability to anticipate problems, solve problems and make decisions

➢   Ability to integrate project stakeholders

➢   Operational flexibility

➢   Ability to plan, expedite and get things done

➢   Ability to negotiate and persuade

➢   Understand the environment within which the project is being managed

➢   Ability to review monitor and apply control

➢   Ability to administer the contract, the scope of work and scope changes

➢   Ability to manage within an environment of constant change

➢   Ability to keep the client happy

The PMBOK (2004) states that project management requires the project manger to adopt and show expertise in the following areas of knowledge, commonly known as The Nine Project Management Knowledge Areas:

1.   **Project Integration Management:** is the heart of project management and is made up of the day-to-day processes the project manager relies on to ensure that all of the parts of the project work together. It is the art and science of ensuring that the project moves forward, that the project plan is fully developed and properly implemented and requires the project to mesh with the existing operations of the organisation.

2.   **Project Scope Management:** is the process required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.

3.   **Project Time Management:** is the process employed by using techniques and tools to schedule and use up time in the most effective way possible, so as to generate the maximum value for every second spent. It is required to accomplish timely completion of the project.

4.   **Project Cost Management:** is the process required to ensure that the project is completed within the approved budget. It is more than just calculating the cost of overall project. It also consists of creating budget (the cost of individual elements of work) and the time scaling of overall project expenditure.

5.   **Project Quality Management:** is the process necessary to ensure that the project will satisfy the need for which it was undertaken. It addresses both the management of the project and the product of the project. It improves project management as well as the quality of the product and ensures the delivery of both a high quality and a high grade of product.

6.   **Project Human Resources Management:** is the ability to lead, direct, and orchestrate the project team, the customers, project partners, contributors, and any other stakeholders to achieve the desired results for the project purpose.

7.   **Project Communication Management:** is the management of the transfer of information from one person to another person. Communication management aims to have the receiver understand the message as it was intended.

8.   **Project Risk Management:** the process comprises identification, analysis and response strategy to all significant project risks with the aim of reducing the opportunity for and consequence of loss.

9.   **Project Procurement Management:** is the process of purchasing the products necessary for meeting the needs of the project scope and involves: planning, soliciting sources, choosing a source, administering the contract, and closing out the contract.

Project management can and should be applied throughout the project lifecycle, from the earliest stages of concept definition into operations and maintenance, etc. It comprises the management of all that is involved in achieving the project objectives safely and within agreed time, cost, technical, quality and other performance criteria. Project management provides the "single point of integrative responsibility" needed to ensure that everything on the project is managed effectively to ensure a successful project deliverable. While projects should ideally be managed by a project manager this may not happen all the time. Whatever the title of the person, projects are most likely to be successful where someone has been clearly designated as accountable for its satisfactory accomplishment (APM PMBOK, 2000).

According to the APM PMBOK (2000) project management is widely regarded as the most efficient way of introducing unique change. Essentially, project management achieves this by:

➢   Defining what has to be accomplished, generally in terms of time, cost, and various technical and quality performance parameters;

➢   Developing a plan to achieve these and then working this plan, ensuring that progress is maintained in line with these objectives;

➢   Using appropriate project management techniques and tools to plan, monitor and maintain progress;

➢   Employing persons skilled in project management – including normally a project manager – who are given responsibility for introducing the change and are accountable for its successful accomplishment

3.5.2.10 The Downside of Project Management

Project management is often recognised only as high-salaried, highly challenging position whereby the project manger receives excellent training in general management. For projects that are done for external sources, the project manager is first viewed as starting out with a pot of gold and then as having to manage the project so that sufficient profits will be made for the stockholders. If the project

manager performs well, the project will be successful. But the personal cost may be high for the project manager. There are severe risks that are not always evident.

Some project management positions may require a sixty-hour workweek and extensive time away from home. When a project manager begins to fall in love more with the job than with his/her family, the result is usually a lack of friends, a poor home life, and possibly divorce. During the birth of the missile and space programs, companies estimated that the divorce rate among project managers and project engineers was probably twice the national average. Accepting a project management assignment is not always compatible with raising a young family (Kerzner, 2003). Kerzner (2003) goes further in mentioning some characteristics of the workaholic project manager:

➢ Every Friday he/she thinks that there are only two more working days until Monday.
➢ At 5:00pm he/she considers the working day only half over.
➢ He/she has no time to relax or rest.
➢ He/she always takes work home from the office.
➢ He/she takes work with them on vacations.

The PMBOK (2004) states some of the other disadvantages to project management, such as:
➢ It requires significant tolerance for politics.
➢ It requires significant tolerance for ambiguity and uncertainty.
➢ There's a lot of responsibility, but little or no authority.
➢ You may feel "disconnected" from your technical discipline.
➢ You may be perceived by some as not having "a real job."

3.5.2.11 Benefits of Project Management

The benefits of using a project management approach follows from addressing the needs of the project. The project manager is responsible for developing a plan through which the project can be tracked and controlled to ensure the project meets preset objectives. To do this effectively the project manager requires accurate and timely information. This information should be supplied by the planning and control system, which outlines the scope of work and measures performance against the original plan. Although planning and control systems will incur additional management costs, it should be

appreciated that lack of information could be even more expensive if it leads to poor management decisions, mistakes, rework and overrun (Burke, 2003). Listed below are some of the main benefits associated with a fully integrated project planning and control system:

➢   **Client:** the project manager is the single point of responsibility and the company's representative to the client. Clients prefer to deal with one person, the project manager, who is accountable. This gives them confidence that problems will be addressed and the project will be completed on time.

➢   **Single Point of Responsibility:** with the project manager responsible the complete project, this should limit scope overlap and under lap.

➢   **Project Integration:** co-ordinates and integrates the contribution of all project participants.

➢   **Response Time:** timely response on project performance is essential for effective project control.

➢   **Procedures:** the planning and control system enables the project manager to develop procedures and work instructions which are tailored to the specific needs of the project (Burke, 2003).

The PMBOK (2004) states some of the other advantages to project management and these are:

➢   It can often be a steppingstone to promotion.

➢   It provides a strong sense of accomplishment.

➢   There's considerable variety: no two days are alike.

➢   There's significant freedom of choice.

➢   It affords the opportunity to effect change across the organisation.

Although there are many benefits from using project management techniques, senior management should tread carefully if the project management culture is not already established within the company, because the resistance to change could derail the project (Burke, 2003).

3.5.2.12 Behavioural Characteristics of Project Management Professionals

The APM PMBOK (2000) states some of the characteristics of an individual's personality generally recognised as important in project management and these are:

- ➤ **Attitude:** an open positive "can do" attitude which encourages communication and motivation, and fosters co-operation.

- ➤ **Common sense:** the ability to spot sensible, effective, straight forward, least risky, least complex solutions i.e. 90% right on time is better than 100% far too late.

- ➤ **Open mindedness:** an approach where one is always open to new ideas, practices and methods and in particular gives equal weight to the various disciplines involved on the project.

- ➤ **Adaptability:** a propensity to be flexible where necessary and avoid rigid patterns of thinking or behaviour, to adapt to the requirements of the project, the needs of the sponsors, its environment and people working on it – to ensure a successful outcome.

- ➤ **Inventiveness:** an ability to discover innovative strategies and solutions from within oneself or by encouragement with other members of the project team, and to identify ways of working with disparate resources to achieve project objectives.

- ➤ **Prudent risk taker:** a willingness and ability to identify and understand risks but not to take a risky approach in an unwise or reckless fashion.

- ➤ **Fairness:** a fair and open attitude which respects all human values.

- ➤ **Commitment:** an over-riding commitment to the project's success, user satisfaction and team working. A strong orientation towards goal achievement.

3.5.3   The Importance of Project Management

As we enter the first decade of the twenty-first century, our perception of project management has changed. Project management, once considered nice to have, is now recognised as a necessity. Organisations that were opponents of project management are now advocates. Management educators of the past, who preached that project management could not work, are now staunch supporters. Project management is here to stay (Kerzner, 2003).

Project management offers a structured approach to managing projects. As the use of projects becomes more persuasive, so more managers are entering the field of project management. Their success will be helped by their ability to develop a fully integrated information and control system plan, instruct, monitor and control large amounts of data, quickly and accurately facilitate the problem solving and decision-making process. To achieve these goals the project manager needs a comprehensive toolkit (as a plumber works with a bag of tools) so the project manager works with a computer producing

organisation charts, work breakdown structures, bar charts, resource histograms and cash flow statements (Burke, 2003).

Projects have traditionally been managed through a classic functional hierarchical type organisation structure, but with the increase of multi-disciplines, multi-departments, multi-companies, and multi-national projects so there has been a move towards managing- by-projects, project teams and matrix organisation structures. As the project manager is the single point of responsibility, it is the project manager's job to set up a management structure which not only meets the needs of the project, but the needs of the organisation, the needs of the stakeholders and the needs of individuals working on the project as well (Burke, 2003).

The project management approach is relatively modern. It is characterised by methods of restructuring management and adopting special management techniques, with the purpose of obtaining better control and use of existing resources. Thirty years ago project management was confined to U.S. Department of Defense contractors and construction companies. Today, the concept behind project management is being applied in such diverse industries and organisations as defense, construction, pharmaceuticals, chemicals, banking, hospitals, accounting, advertising, law, state and local government and the United Nations (Kerzner, 2003). As project management has become more popular the need to train people in understanding the philosophy of project management as well as the tools and techniques used by project managers has also grown (Burke, 2003).

3.5.4   Project Management Maturity

Some executives consider gray hair to be a sure indication of maturity, but this is not the type of maturity needed for project management (Kerzner, 2003). The New Choice English Dictionary (1999) defines mature as, "mentally and physically well developed, grown up, and completely worked out", and thus defines maturity as, "full development".

Maturity in project management generally comes from exposure to several types of projects in a variety of project office positions. In aerospace and defense, it is possible for a project manager to manage the same type of project for ten years or more. When placed on a new project, the individual may try to force personnel and project requirements to adhere to the same polices and procedures that existed on

the ten-year project, thus the project manager may only know one way of managing projects. According to Kerzner, (2003) there are 16 points to project management maturity:

1. Adopt a project management methodology and use it consistently.
2. Implement a philosophy that drives the company toward management maturity and communicate it to everyone.
3. Commit to developing effective plans at the beginning of each project.
4. Minimise scope changes by committing to realistic objectives.
5. Recognise that cost and schedule management are inseparable.
6. Select the right person as the project manager.
7. Provide executives with project sponsor information, not project management information.
8. Strengthen involvement and support of line management.
9. Focus on deliverables rather than resources.
10. Cultivate effective communication, cooperation, and trust to achieve rapid project management maturity.
11. Share recognition for project success with the entire project team and line of management.
12. Eliminate non-productive meetings.
13. Focus on identifying and solving problems early, quickly, and cost effectively.
14. Measure progress periodically.
15. Use project management software as a tool, not as a substitute for effective planning or interpersonal skills.
16. Institute an all-employee training program with periodic updates based upon documented lessons learned.

3.5.5   Project Management around the Globe

Worldwide companies are accepting that alternative approaches to management are needed to help them meet objectives, develop new products, remain ahead of the competition or simply manage their organisations more effectively (Burke, 2003).

Project management is a simple, logical and easy to use management style and has been recognised as the most appropriate form of management for the new generation of managers. Companies such as

Wal-Mart, Otis Elevator Co and DHL (USA), Kodak and Toyota (Japan), and Jaguar (Britain), to mention but a few, are applying a new mind set to their approach of managing their organisation and defining tasks as projects. It is also interesting to note that over the last ten to fifteen years project management has moved out of the engineering and construction industry and has moved into most other sectors (Burke, 2003).

Standard development has been occurring internationally for many years, mostly driven by the different international associations, federations, interests groups and bodies. There are also many different professional and academic qualifications available from a variety of bodies. LJ Project (2008) highlights some of the key professional associations which have strong affiliations with South Africa:

➢   **PMI (Project Management Institute):** This is the largest association established in 1969 which has Chapters all over the world. They are responsible for the development of the PMBOK Guide (A Guide to the Project Management Body of Knowledge) and a range of standards and professional recognitions including the PMP (Project Management Professional) and the CAPM (Certified Associate Project Management) professional qualifications.

➢   **APM (Association for Project Management):** This is a UK-based project management association that began in 1975. They have developed their own Body of Knowledge and a range of professional qualifications including APMP (APM Project Management Professional).

➢   **AIPM (Australian Institute for Project Management):** This Australian association was established in 1976. It has worked with the Australian Government to develop their National Competency Standards for project management.

➢   **IPMA (International Project Management Association):** This is a federation of various project management associations, primarily in Europe. They were established in 1965 and have developed the IPMA Competence Baseline. They have an OPMA Certification Board and a model of certification that the member associations use.

➢   **IPMA (International Project Management Association):** This is a federation of various project management associations, primarily in Europe. They were established in 1965 and have developed the IPMA Competence Baseline. They have an OPMA Certification Board and a model of certification that the member associations use.

➢   **PRINCE 2 (Projects in Controlled Environments):** This is not a standard but a methodology. It was originally developed by the British Government for their IT projects in the early 1980's - it has since been expanded for a more generic market. There are qualifications associated with being a PRINCE practitioner.

3.5.6   Project Management in South Africa

The first "association" in South Africa was a Chapter of the PMI which was established in 1981 (LJ Project, 2008).

3.5.6.1 Project Management South Africa (PMSA)

PMSA was started in 1997 to provide a local, independent and affordable association for South African project management enthusiasts. It works closely with the PMI SA Chapter but also has strong affiliations with many other associations. PMSA members comprise of project practitioners, subject matter experts and project enthusiasts. Locally, PMSA has co-operative agreements with CEASA (Cost Engineers Association of SA), the SACPCMP (South African Council for Project and Construction Management Professions), the CSSA (Computer Society of SA), and CIOB (Chartered Institute of Building) (LJ Project, 2008).

PMSA is registered as a not for profit company and is managed by a board and national executive to represent project management professionals across all sectors in South Africa. Since 1997 the PMSA membership has increased from 400 to over 1300 members, who are drawn from a diverse cross section of industries and ethnic groups. The drive to create PMSA came from a need for a cross sector forum for practitioners to meet and work together and for a national body to work with local organisations and the South African government in developing effective project management within South Africa (PMSA, 2008).

An additional factor influencing the formation of PMSA was the declining value of the South African Rand against the US dollar. The PMI South Africa Chapter was formed in 1982 and has been a very active contributor to PMI since its formation. The PMI South Africa Chapter therefore nurtured the formation of PMSA and a very close working relationship occurs between the two organisations. PMSA also has a co-operative agreement with PMI and maintains close ties with PMI activities (LJ Project, 2008).

South Africa covers a large geographic area, has 11 official languages and a foot in both the first and third worlds. The election of the ANC in 1994 led to major change in the country and the start of many international aid funded projects to assist in achieving our dreams. In 1997 the Minister of Public Works challenged PMSA to assist government and the country to develop effective project personnel, practices and results. PMSA took up that challenge. PMSA (2008) describes some of the results of the key government projects since 1997:

➢   Formation of a Project Management Standards Generating Body (SGB)

➢   Contribution to and communication of the local Project Management standards and national qualifications

➢   Contribution to the development of the Construction Professions Act

➢   Liaison and observer status on the Project Management Chamber in the Services SETA

➢   Discussions on the establishment of an Education and Training Quality Assurance (ETQA) for project management under the Services SETA.

3.5.6.2 Project Management Standards Generating Body (PMSGB)

The PMSGB was formed in 1999 and formally gazetted by the South African Qualifications Authority (SAQA) in 2000. It is a voluntary body comprising of subject matter experts from both academic and practitioner backgrounds who donate their time and expertise to standards development with operational funding provided by the services Sector Education and Training Authority (SETA). Unfortunately, due to the voluntary nature of this body, standards development has been much slower than anticipated. The PMSGB has drawn on the various international standards, bodies of knowledge and best practice in developing the South African qualifications and standards.

3.5.6.3 Government Projects Failing as a Result of Poor Project Management

South Africa's economy continues to exceed the expectations of economists and with this growth comes greater demands on the construction industry. Continued growth of any economy requires a well developed infrastructure that is capable of expanding in order to meet ever increasing demand across all sectors of a country's output. It is therefore crucial for government and its private sector partners, namely, the built environment professionals and construction companies to address these challenges. It should also be recognised that government needs to apply a much broader form of project management (Samuel, 2008).

An interesting comment was made at a project management seminar held at the University of the Free State in 2005 where the presenter made a statement in favour of the much broader form of project management. "A construction project should never be called a construction project since the term project is limited to that phase of a much bigger programme" (Gareis, 2005). Gareis (2005) further explained "that project managers should investigate the objective of the facility being constructed, e.g. a hotel where the project manager should in addition to completing the project successfully also be concerned about the sales and marketing of the rooms during the first six months of operation of the hotel". Some of the challenges faced by government as highlighted by Samuel (2008) in terms of government projects failing are:

➢   Poor project cost management
➢   Poor project time management
➢   Poor project quality management
➢   Poor project scope management
➢   Project human resources management

These failures highlight and emphasise the importance of government engaging in the formulation of a partnership with SAPMF, to provide them with the professional management they seek in construction projects, namely projects intended to address the improvement of rural areas, with the aim of improving the success rate of completed projects.

3.6   The Relationship Between: PPP, Sustainable Development for Rural Areas, Government Legislation and Project Management

The creation of rural areas in South Africa stemmed from the strict racial polices during the apartheid era. Since the transition of democracy in 1994, the post apartheid government sort to alleviate poverty and the inadequate development burden facing rural areas. Government has created various plans and strategies to tackle rural areas development and to date (2008, fourteen years later) rural areas have seen partial improvement but still face real problems. It is clear that the South African government cannot cope with the immense pressure building on them to improve rural areas development alone, they require help and the private sector can provide the support they need.

The construction industry in South Africa plays a major role in contributing towards the gross domestic product (GDP), highlighting its major role of adding to the growth of the country. Various professionals in the industry are already providing the government with support (within the confinements of their profession) towards alleviating poverty for the poor in South Africa. It is clear that the project management profession in the industry is one of the key roles and is the single point of contact between other professionals on a project and the client, therefore the success of the project ultimately rides on the unique management skills of the project manager.

This highlights the ability of SAMPF to provide government with the unique management skills they require to assist in improving the development of rural areas. This however can only be achieved through the formulation of a partnership. Government needs to create a partnership with SAPMF as an initiative towards improving sustainable development for rural areas. Figure (3.9) illustrates the relationship between PPP, RA, G and PM were PPP = Public Private Partnership, RA = Rural Areas, G = Government and PM = Project Management.
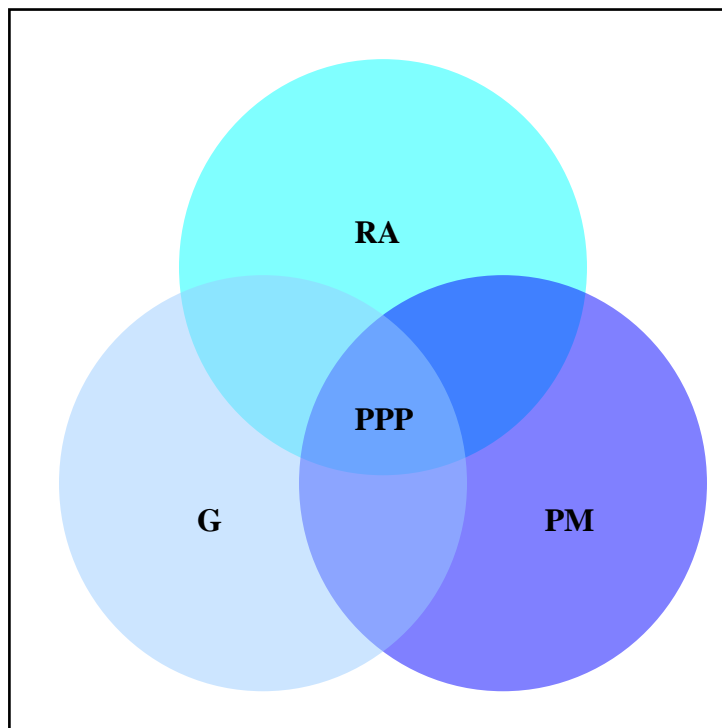
Figure (3.9): Relationship between PPP, RA, G & PM

3.7   Conclusion

This chapter provided an in depth review of the literature studied for this research. The chapter was made up of five sections and discussed the research topic, building a strong foundation to assist in the understanding of the important issues related to the research. The first section discussed Public-Private Partnerships (PPP), which was then followed by the second section which brought to light Sustainable Development of Rural Areas. Section three discussed Government Legislation pertaining to rural areas development and section four followed consisting of a discussion and analysis of Project Management. The chapter was brought to an end by a discussion entailing the relationship between PPP, sustainable development for rural areas, government legislation and project management.

CHAPTER 4

DATA ANALYSIS

4.1   Introduction

This chapter analyses the data collected from the survey questionnaire and the semi structured interview. The techniques used in analysing the quantitative and qualitative data are then discussed. The chapter then provides the response rate to the survey questionnaires and semi-structured interviews. With regard to the survey questionnaire, the aim and response followed by an in-depth analysis and graphical representation of the data findings for each question is provided to give insight to the issues of this dissertation, namely, SAPMF perception of partnership with government and the role they can play in supporting government achieve sustainable development for rural areas. The survey questionnaire has been designed to facilitate the ease of data collection and analysis of the questions. Responses to the semi-structured interview are also presented in this chapter and provide insight to the obstacles hindering the implementation of development plans for rural areas and government's perception of formulating a partnership with the private sector.

4.2   Analysing Data

Quantitative and qualitative approaches are utilised to facilitate the analysis of the data collected.

4.2.1   Analysing Quantitative Data

Quantitative data is based on meanings derived from numbers, it is a collection of results in numerical and standardised data and its analysis is conducted through the use of diagrams and statistics (Saunders, *et al.*, 2003). Measures of central tendency described how the data clustered together around a central point using the mean, the median and the mode. Quantitative analysis is used in evaluating the responses of close-ended questions in the survey questionnaire and semi-structured interview and is represented using tables, graphs and charts, etc through the use of Microsoft Excel.

4.2.2   Analysing Qualitative Data

Qualitative data is based on meanings expressed through words, it is a collection of results in non-standardised data requiring classification into categories and its analysis is conducted through the use of conceptualisation (Saunders, *et al.*, 2003). Qualitative analysis is used in analysing the data collected from the literature review and the open-ended questions in the semi-structured interview. The data was analysed by ensuring firstly that only data relevant to the research was analysed, followed by categorising similar responses and lastly summarising and presenting the responses.

4.3   Response Rate

Out of 17 professional project management firms that were selected in the research sample, 15 firms responded to the survey questionnaire. This represents an 88% response rate that supports the research findings and recommendations. A total of 5 semi structured interviews were planned to be achieved, but due to the limited time schedules of government officials and to the unwillingness of some officials to participate in the research, only 3 were conducted. Although this does not represent the intended sample, the interviews conducted still provide rich and valuable data to the research.

4.4   Data Analysis of the Survey Questionnaires

The survey questionnaire analysis has been presented in the same format as the original questionnaire completed by the respondents, followed by the aim of the question, the response and an analysis of the data findings. A summary of the findings is presented after the analysis of the survey questionnaire.

<u>**Question 1 (a)**</u>

The Association of Project Management (2003) provides the following definition of the term partnership and best describes this concept. Please read it and tick the applicable box.

Partnership is defined as a commitment between two or more organisations to achieve specific business objectives by maximising the effectiveness of each part's capability through cooperation. Partnership means trust, communication and sharing. It is a process to establish productive working relationships among all parties on a project. It attempts to create an environment where joint problem solving prevents disputes and the parties truly work as a single team towards the goals of a successfully completed project and continuous improvement.		
Does your company perceive this concept?	**YES**	**NO**

Aim:

This question introduces the respondent to the concept of partnership. It is a simple "Yes/ No" question which provides immediate clarification as to whether the respondent perceives the concept of partnership.

Response:

The data collected reveals that out of 15 respondents:

➢   100% perceives the concept of partnership.

This indicates that 100% of SAPMF perceive the concept of partnership.

Question 1 (b)

How well would you rank your firms perception and understanding of the concept explained above? Please select the appropriate rank where 1=Poor Understanding and 5=Excellent Understanding				
1 (Poor)	**2 (Moderate)**	**3 (Good)**	**4 (Very Good)**	**5 (Excellent)**

Aim:

This question evaluates the SAPMF perception and understanding of the concept of partnership.

Response:

The responses indicate that:

➢   9 out of 15 SAPMF chose "5" or excellent.

➢   5 out of 15 respondents chose "4" or very good to rank their firm's perception and understanding of partnership.

➢   1 respondent indicated that their firm's perception and understanding of partnership was good, or "3".

The mean was calculated to be 4.53, which complemented the median and mode which were calculated to be 5.   This indicates the typical central tendency of the values and confirms the quality and homogeneity of the data. Figure (4.1) represents the response rate.
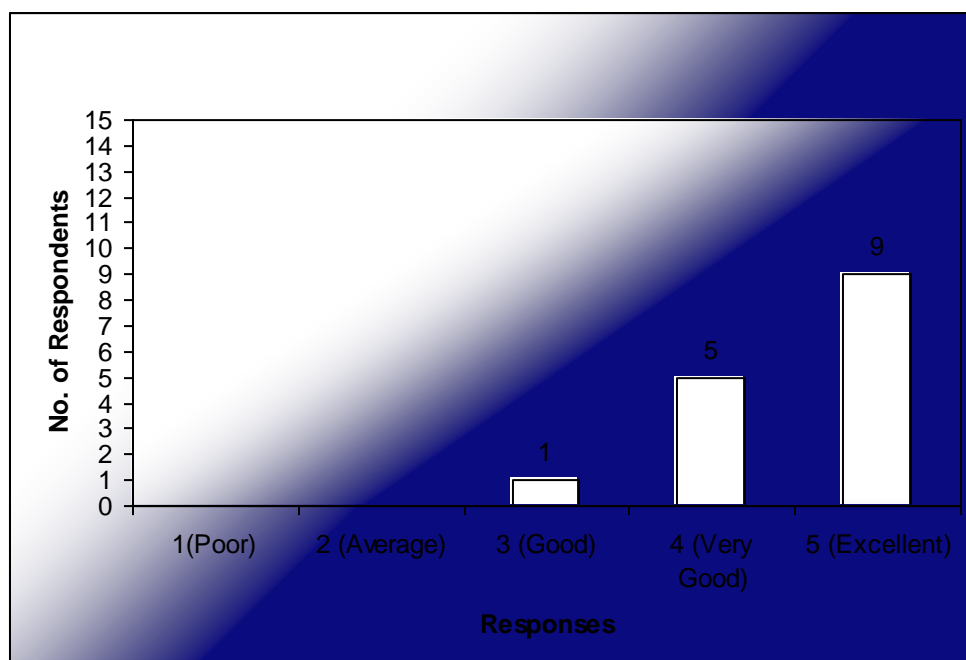
Figure (4.1): SAPMF Perception and Understanding of the Partnership Concept

Question (2)

Has your company ever been involved in a joint venture partnership with government using your experience and expertise for the upliftment of rural development?
If **YES**, please give brief details of the processes and procedures used.

Processes	
Procedures	

If **NO**, please explain why?

Aim:

This question seeks to identify if SAPMF have been involved in a partnership with government before, for the upliftment of rural development. It also explores the processes and procedures used by those respondents who have partnered with government for rural areas development. The question is an open ended "Yes/ No" question, which seeks to gain an explanation for the respective answer chosen.

Response:

Out of 15 firms, 10 respondents indicated "YES" they have been involved in a partnership with government and of these ten respondents, 3 indicated "YES" they have been involved in a partnership

with government for the upliftment of rural areas development. A total of 2 respondents stated that they have not been involved in a partnership with government.

Therefore:

➢   20% of the 15 respondents have been in partnership for the development of rural areas.

➢   66% have been involved in partnerships for other developmental concerns.

➢   14% have not been in partnership.

Figure (4.2) illustrates the response rate.
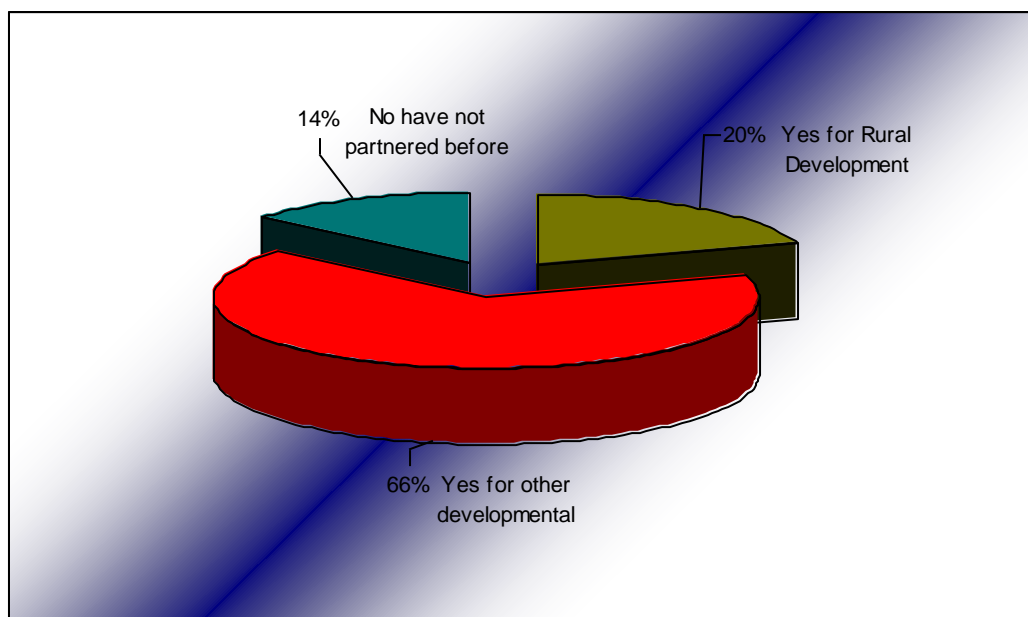
Figure (4.2): SAPMF Involvement of Partnership with Government

Those respondents that have partnered with government before for the upliftment of rural development have provided the following processes and procedures used and can be summarised as follows:

➢   Government provides a budget and land for development.

➢   A project that falls within the budget and takes into consideration the rural people's needs must be established, which is discussed between both enterprises.

➢   Training programs are facilitated six months prior to the start of the project for both enterprises.

➢   This enables both parties to facilitate the different processes and to gain understanding of the contract.

➢   The next step is to kick off the project and lines of communication must remain open throughout the duration of the project, as information sharing and transparency are two crucial

factors which must be adhered to in order for the partnership to work efficiently. At completion, lessons learned documents are prepared so as to improve future partnerships.

➢ Those respondents who indicated that they have not partnered with government before have not explained why.

Question (3)

In your opinion do rural areas need a partnership to achieve government objectives?
If **YES**, how can you support this according to the following nine project management areas of expertise, what role can SAPMF play? (Please fill out, in brief but to the point, the roles you can play in assisting government towards sustainable development for rural areas under each area of expertise)

1	**Project Integration Management**

2	**Project Scope Management**

3	**Project Time Management**

4	**Project Cost Management**

5	**Project Quality Management**

6	**Project Human Resources Management**

7	**Project Communication Management**

8	**Project Risk Management**

9	**Project Procurement Management**

If **NO**, please explain why?

Aim:

This question aims to identify whether SAPMF believe that rural areas development requires the use of partnership to achieve government objectives. It is an open ended "Yes/ No" question which seeks to facilitate an explanation for the chosen response. The question also aims to identify how SAPMF can support government achieve its objectives with relation to the nine project management areas of expertise.

Response:

In response to this question, out of 15 respondents:

➢   87% believes that YES, rural areas do need a partnership to achieve government objectives.

➢   13% indicates that NO, rural areas do not need a partnership to achieve government objectives.

This indicates that 87% of SAPMF believe that rural areas development needs a partnership to achieve government objectives and that they can provide support with regard to the nine project management areas of expertise. Figure (4.3) exemplifies the response rate.
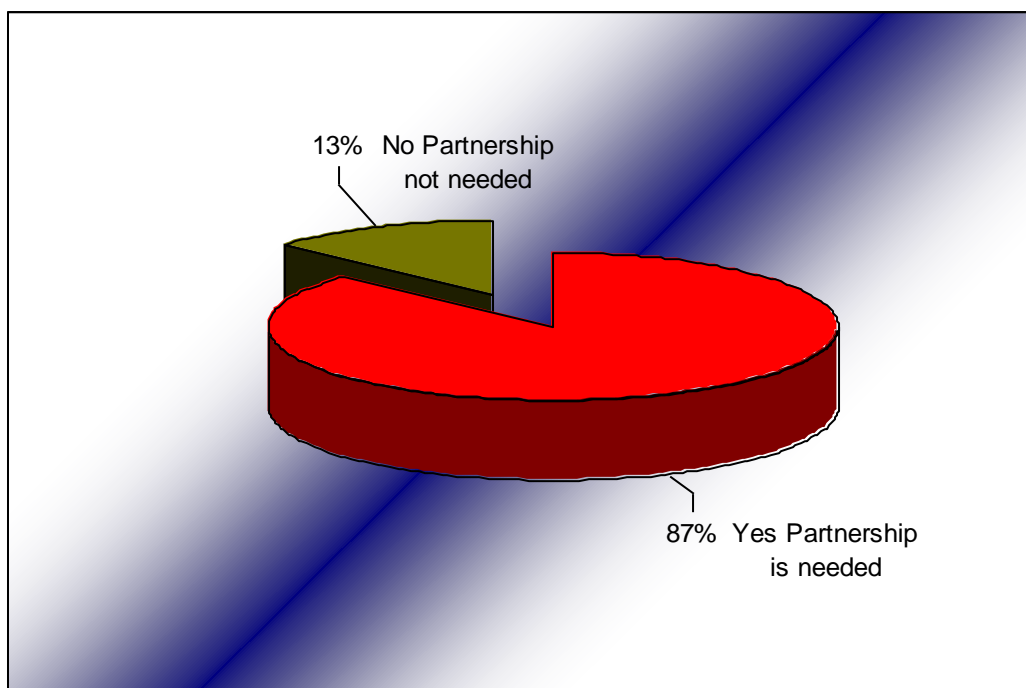
Figure (4.3): The Need for Partnership to Achieve Government Objectives

With regard to the nine project management areas of expertise, SAPMF provided the following summaries of each area of expertise highlighting their contribution to supporting government achieve its objectives.

1.   **Project Integration Management:** SAPMF have the knowledge and expertise needed by government to identify, define, unify, combine and coordinate the various processes and activities of a project.   This highlights their capability to provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion. SAPMF have the capacity to implement government policies and thus fast track rural development. This will allow government to improve and make policies for implementation in other rural areas. With regard to managing project integration, they are able to make choices on where to concentrate resources, anticipate potential issues before they become critical and coordinate work for the overall success of the project.

2.   **Project Scope Management:** with regard to scope management, SAPMF can support government by ensuring that the projects for rural areas development include all the work required, and only the work required to complete the project successfully. This can be achieved by project management firms creating a project scope definition which provides the outlines/ boundaries for the project. This involves SAPMF defining and controlling what needs to be and what does not need to be included in the project. SAPMF can ensure that the scope of works has various levels of community involvement from rural areas by allowing rural members to be part of training programs which will enable them to contribute towards the development of their geographical area.

3.   **Project Time Management:** one of the three most important aspects of project management as viewed by SAPMF, the other two being cost and quality management. Project time management can be employed by SAPMF to enable government objectives towards rural areas development to be accomplished in timely completion. The underlying principle being that SAPMF have better accountability, staff management and time management to deliver within its own organisation. This means project management firms have a more stringent sense of time management as opposed to government. SAPMF can ensure, with regard to assisting government that:

➢   Activities are defined: identifying the activities that need to be performed to produce the required project deliverables.

➢   Activities are sequenced: activities are deployed in a logical manner without conflict.

➢   Activity resources are estimated: ensuring activities have the correctly estimated type and quantity of resources.

➢   Activity durations are estimated accurately.

➢   A schedule is developed to manage the above mentioned processes.

4.   Project Cost Management: SAPMF are able to provide government with professional cost management by ensuring the costs of the project are planned, estimated, budgeted and controlled effectively and accurately so that the project can be completed within the approved budget. This involves SAPMF aiding government by:

➢   Estimating Costs: by SAPMF developing an accurate approximation of the costs of resources needed to complete project activities.

➢   Budgeting Costs: summating the estimated costs of individual activities to establish a cost baseline.

➢   Controlling Costs: monitoring the factors that create cost variances and controlling changes to the project budget.

5.   Project Quality Management: it is viewed by SAPMF that private enterprise usually provides higher quality products opposed to government. SAPMF have the expertise to ensure that in supporting government achieve its objectives, rural areas development is executed and completed to quality. It requires SAPMF to ensure that the project will satisfy the needs for which it was undertaken and this involves SAPMF ensuring they provide government with support in:

➢   Quality planning: identifying which quality standards are relevant to the project and how to meet them.

➢   Quality assurance is performed which includes: applying the planned quality activities to ensure that the project employs all processes needed to meet the desired requirements.

➢   Quality control is performed by monitoring project results to determine if they comply with the planned quality standards and identifying ways to eliminate causes of inadequate performance.

6.   Project Human Resources Management: human resource management is viewed by SAPMF as better managed by private enterprise opposed to government. Project management firms have closer working relations amongst each other as opposed to government. This is because private firms have smaller staff and are better equipped which make human resource control easier and efficient. They can ensure that team members are involved in much of the projects planning and decision making as early involvement of team members will add expertise during the planning of the project and strengthens commitment. More specifically SAPMF can assist government by providing expertise in the following ways:

➢ Human resource planning which involves identifying project roles and responsibilities and creating a staffing management plan.

➢ Help government acquire the project team needed to complete the project.

➢ Developing the project team by improving the competencies and interactions of team members to enhance performance on the project.

➢ Managing the project team by tracking team members' performance, resolving issues, providing feedback and facilitating changes to enhance project performance.

7.   **Project Communication Management:** this is a very important management area as in most cases the inadequate transfer of information from one individual to another can result in total project failure. It is therefore crucial for government to ensure that communication channels are opened and managed to facilitate information sharing between both parties. SAPMF have the knowledge and expertise to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information. Thus they can aid government by ensuring:

➢ Communication is planned by determining the information and communications needs of the projects stakeholders.

➢ Information is distributed and making needed information available to project participants in a timely manner.

➢ Performance reporting is coordinated and facilitated by ensuring status reporting, progress measurement and forecasting.

➢ Project participants are managed by managing communication to satisfy the requirements of and resolve issues with project participants.

8.   **Project Risk Management:** SAMPF view risk management in private enterprises as being on a more stricter and efficient level opposed to government. They indicate that it is difficult for government to control, maintain and minimise project risks due its lack of expertise and strict management control. SAPMF have the expertise in conducting risk management planning, identification, analysis, responses, and monitoring and control on a project. More specifically SAPMF can support government in the following areas regarding risk management:

➢ Providing government with risk management planning which involves deciding how to approach, plan and execute the risk management activities of a project.

➢ Identifying risks and determining which risks might affect the project and documenting these.

➢   Analysing risks by prioritising them and analysing their probability of occurrence and impact.

➢   Risk response planning which involves developing actions to reduce risks that threaten the project objectives.

➢   Monitoring and controlling risks by tracking identified risks, identifying new risks and executing risk response plans.

9.   Project Procurement Management: SAPMF have the required expertise to provide government with professional assistance in procuring the products and services needed from outside the project team to perform the desired work. The areas in which SAPMF can assist government can be summarised as follows:

➢   Aiding government with regard to planning purchases and acquisitions by determining what to purchase or acquire and determining when and how.

➢   Requesting seller responses by obtaining information, quotations, bids, offers and proposals as appropriate.

➢   Selecting sellers which involves reviewing offers, choosing among potential offers and negotiating a written contract with each seller.

➢   Managing the contracts between each buyer and seller and recording performances to provide a basis for future relationships with the seller.

➢   Closing contracts by completing and settling each contract applicable to the project or project phase.

4.5   Data Analysis of the Semi-Structured Interviews

The analysis of the semi-structured interviews is presented by explaining the questions and providing a summary of the answers. A summary of the findings is presented after the analysis of the semi structured interview.

<u>Section 1: Obstacles Hindering Implementing Government Legislation</u>

1.   **"Do you see the current legislation (ISRDS, 2000) assisting in the development of rural communities in South Africa?"**

Out of 3 interviewees, one interviewee indicated "yes" and stated that, "It is an important piece of legislation, our rural development work, including support for subsistence farmers, farm workers and farm dwellers require significant support and intervention. However, the strategy requires active participation and support from rural and farming communities – this means buy-in and ownership"

Another interviewee mentioned, "Yes it will help provided it is not bureaucratic and has layers of compliance that makes the lives of rural people more difficult. It must ensure sustainable livelihoods for self improvement."

All interviewees felt that the current legislation is sufficient in assisting in the development of rural areas.

2.   **"Does this legislation make the development for rural areas easier or more difficult?"**

Out of 3 interviewees response to this question, one interviewee indicated that "this legislation should be made more known to rural dwellers by holding education workshops to inform them of their rights and duties so that they can provide aid in the development of rural areas, and that they must see the benefit of this legislation."

While another interviewee stated "This is a difficult question to respond to, as legislation generally tends to provide guidance, whilst not actually assisting in the implementation of activities. Legislation can also be prohibitive in nature, thereby eliminating opportunities which could have previously assisted these communities."

One interviewee was not sure and indicated that "this would be determined by the actual implementation and outcomes."

However the ISRDS is seen by all interviewees as a strategy which tends to provide guidance rather than actually assisting in the implementation of activities. Therefore it is not seen as making rural areas development easier or difficult, but rather provides guidelines which need to be physically implemented in order to develop rural areas.

3.   **"Are the residents of rural areas involved in the establishment of the ISRDS?"**

With regard to the involvement of rural residents in the establishment of the ISRDS one interviewee emphasised that "focus groups and where utilised in the preparation of this strategy, which consisted of senior members/ leaders of rural communities."

Another interviewee indicated that "If they are not involved, then they should be in order to ensure adequate and sufficient community participation in developing a rural strategy within their geographical area." The interviewee went further by stating, "I think that if we require a successful ISRDS, this would require a programme driven locally and not from above", with emphasis that the ISRDS should be predominately controlled by government only.

All interviewees felt that rural people have been incorporated with regards to the establishment of the ISRDS.

4.   **"Do you believe that the ISRDS has any room for improvement?"**
•   If YES, what would you like to add to improve this legislation?
•   If NO, why is there no room for improvement?

With regard to the ISRDS having any room for improvement, one interviewee stated that legislation needs to be revisited on a regular basis, "in terms of local economic development, a suggestion of every three years, as factors affecting the development of the rural environment will change as time goes on."

Another interviewee indicated that any policy position should always allow improvements and changes if the policy intervention provides no success. "Improvements or changes will depend on lessons we have learnt from previous rural strategies", the interviewee went further in providing a current problem which was "the failure to better support rural farm workers who continue to be evicted and non-compliance of rural farm owners to basic conditions of employment", the interviewee then mentioned that "realistic and practical support needs to be given to subsistence and black commercial farmers amongst others."

Government agrees and recognises that the ISRDS has room for improvement. They indicate that improvements or changes will depend on lessons that have been learnt from previous rural strategies and that legislation for rural areas development should be updated on a regular basis. No interviewees felt that there was no room for improvement.

5. **"How do you evaluate the achievement of your objectives regarding rural area development on a rank from 1 – 5?" (Where 1= Very Poor and 5=Excellent)**
• **If you ranked the objectives as Poor/ Very Poor, what the obstacles hindering achieving these objectives?**

In response to this question out of the three interviewed government officials:
➢ 2 interviewees evaluated the objectives of rural areas achievements in terms of development as average or "3".
➢ 1 interviewee evaluated the governments' objectives as "2", or poor.

The mean was calculated to be 2.67, which complemented the median and mode which were calculated to be 3. This indicates the typical central tendency of the values and confirms the quality and homogeneity of the data. Figure (4.4) illustrates the response.
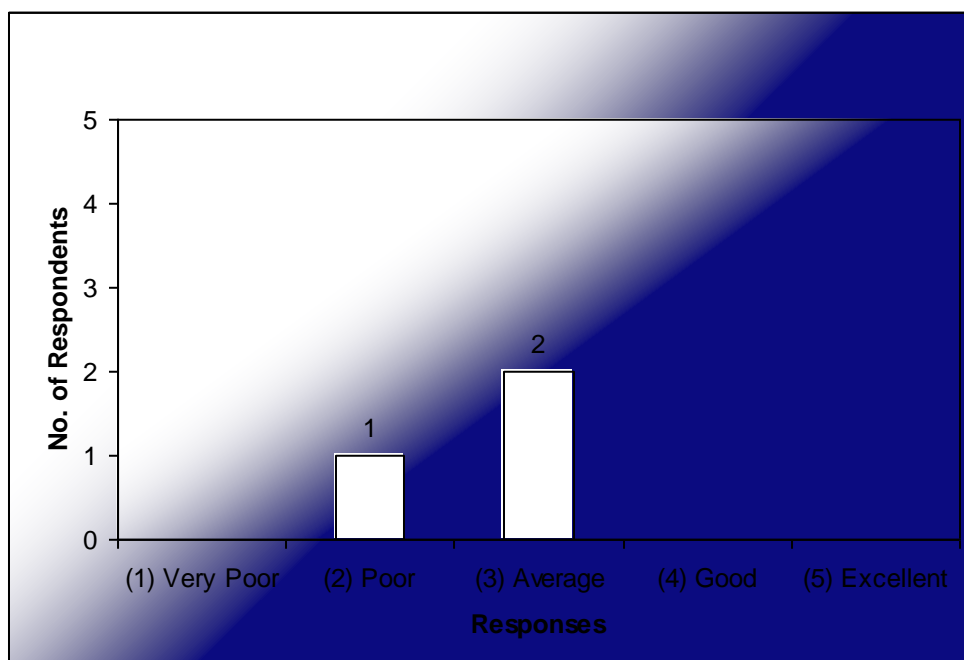
Figure (4.4): Governments' Evaluation of Rural Areas Development Objectives

Key development challenges highlighted by interviewees impacting on the ability of local governments to implement rural areas development in South Africa have been identified and summarised as follows:

➢ Most cities do not have adequate economic growth strategies in place and therefore are unable to tackle poverty.

➢ Cities cannot develop local economic and rural strategies in isolation from national economic policy.

➢ There is a decline in levels of professional employment.

➢ Unemployment and low skills levels are major barriers.

➢ Cities make a key contribution to social and economic life in the country but they are also the greatest concentrations of poverty.

Despite these challenges, government recognises that whilst city authorities cannot influence economic fundamentals, "they can direct the nature of responsiveness of city services, prioritise city infrastructure and lead local economic and rural development partnerships".

Section 2: Governments Perception of Creating a Partnership with Private Sector

1.   "Is the current legislation (ISRDS) applicable for partnerships with private enterprise", i.e.:

•   **Private Companies**

•   **Financial Institutes**

•   **Professional Organisations, i.e. (SAPMF)**

With regard to this question, 2 interviewees felt that they were not entirely familiar with the ISRDS 2000 and could not provide a substantially concrete answer as to whether the legislation was applicable for partnerships with private enterprise.

However one interviewee provided the following synopsis:

➢ "It is precarious to enter into private-public partnerships in the context of service delivery and rural development,

➢ The fact that PPP is seen as a new model for delivery cannot be seen as a panacea for delivery,

➢ This in itself creates a number of contradictions. Invariably, bids the questions whether service delivery and development becomes a commodity or a public good,

➢ There is no doubt that when a private partner enters the fray of public service delivery, service delivery becomes a private good where the private entity requires a profit to be made and thus the only way to make a profit would be through passing the cost onto households and in particular poor households,

➢ It is common cause that private entities are there to make profit and this cannot be merged, in my view, with the broader development and social objectives of government,

➢ Generally where PPP's exist this has increased the cost of service delivery on households and people,

➢ From some examples, not related to rural development, I have seen where partnerships with Health NGO's have worked this has seen tremendous improvements in service delivery. An example of this is the HIV/AIDS support work in a number of community hospitals in Soweto."

2.   **"What initiatives have been made by your organisation to encourage partnerships with the above and explain the steps and procedures followed to create a partnership with the private sector?"**

Out of 3 interviewees, 2 interviewees indicated that the district municipality has established a regional development agency, known as "Enterprise iLembe" to engage with attracting and retaining inbound investments to the region.

One interviewee also mentioned that this agency "ensures that second economies are identified and assisted in such a manner that they are able to take advantage of the investment opportunities that presents itself to the region." Furthermore, the interviewee went on to explain that the District Council has established the "Ilembe Growth Coalition", which is a link between the district municipality and private business. This grouping meets on a quarterly basis to discuss developments in a region, and to provide assistance to each other regarding economic and rural development.

3.   **"What are the positive and negative impacts of creating a partnership between you and the private sector?"**

The information provided by interviewees highlight that the positive aspects to creating a partnership have been that communication channels had been opened, which has dramatically improved in respect to information sharing amongst both sectors. One interviewee mentioned that in the past, "there has been a large amount of disinformation which did not make the development easy for both sets of parties."

Another interviewee indicated that "trust" and "commitment" from both sectors have shown tremendous improvement and stated that "people's attitudes and perceptions in business are starting to change, they are starting to build on mistakes made in the past by learning to cooperate and changing their behavioural patterns."

All interviewees agreed that the formulation of a partnership between public and private enterprise has the potential to enable projects to achieve on time completion, run under budget and sustain a higher quality end product.

The negative impacts of creating a partnership of this nature, as explained by one interviewee is that "there is a greater expectancy from business for governments to disregard legislation in order to assist them in engaging in private sector activities, which now creates a problem. First and foremost, the government needs to strictly adhere to the required legislation before moving forward on any matter."

Another interviewee highlighted that "there are not many positive aspects in Private-Public Partnerships, arguments that the private sector has expertise are not sufficient evidence to provide government with support towards rural areas development. This is simply not true since many private companies are in themselves inefficient."

The overall results established by all interviewees highlight that PPP has indeed provided dramatic improvements between both sectors and have agreed that the positive aspects simply out way the negatives. As commented by one interviewee "we can only benefit from partnering with private

enterprise, but this new relationship like any other requires time to develop and mature so as to enhance the assimilation of rural areas development."

4.   **Do you believe that public-private partnerships should be a legislative or a voluntary process?**

All interviewees indicated that PPPs should be a voluntary process. Interviewees also highlighted that "private sector do not take kindly to being dictated to by government", thus it would be in both parties best interests for private sector to volunteer rather than being pushed by legislation. One interviewee mentioned that should PPPs be legislative, "we could predict inadequate participation and performance on projects from private enterprise which could indirectly affect the objectives and outcomes of government."

5.   **Do you have any framework for establishing a partnership between you and SAPMF?**
        •   **If Yes, what the procedures?**
        •   **If No, explain why?**

All interviewees indicated that there is no framework specifically formulated for partnership between government and SAPMF, however they identified that the District Council has the "Ilembe Growth Coalition" available as a channel through which business may communicate with the government sector. One interviewee stated that "this seems to work extremely well, and it has been found that the best co-operation can be received through using this channel of communication."

The procedures followed are summarised by one interviewee as follows:
➢   A quarterly meeting is held, whereby matters are discussed in an open forum around development issues.
➢   There is also a representative forum which meets on a more regular basis, and in the case of extraordinary matters.
➢   This forum would then feedback to the quarterly meeting on what discussions had been held on what decisions have been made.

4.6   Summary of Data Findings

4.6.1   Summary of the Survey Questionnaires Findings

1. (a)   All SAPMF perceives the concept of partnership.

1. (b)   Most SAPMF have an excellent perception and understanding of the partnership concept.

2.   Majority of SAPMF have utilised a partnership with government, however only a few firms have partnered with government towards rural areas development.

3.   Most SAPMF believe that rural areas development needs a partnership to achieve government objectives and can assist government achieve its objectives with regard to the nine project management areas of expertise.

The survey questionnaire findings complement the research by supporting the literature review.

4.6.2   Summary of the Semi-Structured Interviews Findings

➢ Current legislation (ISRDS, 2000) is seen by government as being sufficient for assisting in the development of rural areas.

➢ Government sees the ISRDS as a strategy which tends to provide guidance rather than actually assisting in the implementation of activities, therefore not making rural areas development easier or difficult, but rather providing guidelines which need to be physically implemented.

➢ Government agrees that rural dwellers should be made more aware of this legislation which can be accomplished by facilitating educational workshops to educate rural people about the ISRDS.

➢ Senior members/ leaders of rural communities are involved in the establishment of the ISRDS; however community participation within their geographical areas is crucial to develop rural strategies.

➢ Government indicates that legislation for rural areas development does have room for improvement and should be updated on a regular basis.

➢ Objectives of rural areas development achievements have been evaluated as average by government.

➢ Key development challenges highlighted by government impacting on the ability to implement rural areas development in South Africa have been identified.

➤   Government has established a regional development agency which provides a link between the district municipality and private business as an initiative regarding partnerships with private enterprise.

➤   Formulating partnerships with private sectors opens channels of communication which enhances information sharing amongst both parties. However greater expectancy is put on private enterprise as government disregard legislation in order to assist them in engaging in private sector activities, thus creating a problem.

➤   Government indicates that PPP should be a voluntary process.

➤   There is no framework specifically formulated for partnership between government and SAPMF, but government has the "Ilembe Growth Coalition" which facilitates the communication between private and public sectors.

The semi-structured interview findings support the literature review and complement the research.

4.7   Conclusion

The data collected and analysed in this chapter provides a valuable contribution and insight to the research and helps in developing the RADPF. This chapter presented the responses which were collected from the survey questionnaire and semi-structured interview. An analysis of the collected data was then presented which provided valuable information on the issues of this dissertation, SAPMF perception of partnership with government and the role they can play in supporting government achieve sustainable development for rural areas, the obstacles hindering the implementation of development plans for rural areas and governments perception of formulating a partnership with the private sector and finally the Rural Areas Development Partnership Framework.

CHAPTER 5

THE RURAL AREAS DEVELOPMENT PARTNERSHIP FRAMEWORK

5.1 Introduction

The Rural Areas Development Partnership Framework developed through this research represents the unique contribution to the original body of knowledge. This chapter brings to light the need for the framework as well as its aims and objectives. The framework is created through the theoretical and practical knowledge and information gathered through this research, enabling a conceptual and functional description of the framework to be presented in this chapter. In addition, the benefits of the framework as well as the limitations are also presented in this chapter.

5.2 The Rural Areas Development Partnership Framework

A framework as defined by the New Choice English Dictionary (1999) is the basic supporting structure to achieve an objective. A framework should outline possible courses of action or to present a preferred approach to an idea or thought (Wikipedia, 2008b). The Rural Areas Development Partnership Framework (hereinafter referred to as "the framework" or the "RADPF") that is proposed by this research is an innovative tool to formulate a partnership between the South African government and SAPMF as an approach towards improving sustainable development for rural areas. It describes the functions and activities that SAPMF can provide government with in order to effectively improve initiatives towards rural areas development.

5.2.1 The Need for the RADPF

The South African government since 1994 has longed to alleviate the poverty and developmental burden that still haunts rural dwellers of the country (South Africa Info, 2008). Despite their initiatives to address the real problems in rural areas such as formulating the ISRDS 2000, government still seeks help. The private sector in South Africa has the capacity, professional knowledge and expertise to provide government with the assistance they seek (Vaughn, 1993). The ISRDS (2000) agrees with this by highlighting the need for private sectors to become involved in assisting the government towards the development of rural areas.

The need for an effective framework for SAPMF to formulate a partnership with government stems from the necessity to support government efforts towards rural areas development. The results from the survey questionnaires highlight that 87% of SAPMF believe that rural areas development requires a partnership to achieve government objectives. This is further reinforced by the results from the semi-

structured interviews which bring to light that government does share a mutual feeling regarding the formulation of partnerships with private sector towards improving rural areas development in South Africa. The development of rural areas in South Africa is a huge challenge for government alone and it requires the unified effort of all sectors of society (South Africa Info, 2008). In order for the development of rural areas to be sustainable, contributions are needed from all segments of society including public and private sectors (ISRDS, 2000).

This view is supported by Sirbadhoo and Othman (2008) who underline the dominant role played by SAPMF in the construction industry meshed with their incomparable and unique management skills used in construction projects called for utilising their expertise in improving sustainable development for rural areas. This highlights the need to formulate a partnership between SAPMF and government as the project management professions' contribution towards assisting in the development of rural areas.

5.2.2   Aims and Objectives of the RADPF

The Rural Areas Development Partnership Framework is an innovative tool designed to assist in the formulation of a partnership between SAPMF and government. It aims to be used as an aid to formulate this partnership between public and private sector as an approach to improving government initiatives towards sustainable development for rural areas. The objective of the framework is to improve the development of rural areas through its application.

Essentially the RADPF is a unique and innovative tool designed to formulate a partnership between SAPMF and government, as an approach to support government efforts towards sustainable development for rural areas.

5.3   The Description of the Rural Areas Development Partnership Framework

5.3.1   The Conceptual Description of the RADPF

The RADPF is based on formulating a partnership between SAPMF and government through the five project management processes. Partnership in this respect is viewed as a project between SAMPF and government, and consists of five processes:

1.   Initiating Phase

2.   Planning Phase

3.   Executing Phase

4.   Monitoring and Controlling Phase

5.   Closing and Evaluation Phase

Within these five processes there are nine knowledgeable areas of expertise which are:

1.   Project Integration Management (PIM)

2.   Project Scope Management (PSM)

3.   Project Time Management (PTM)

4.   Project Cost Management (PCM)

5.   Project Quality Management (PQM)

6.   Project Human Resources Management (PHRM)

7.   Project Communication Management (PCommM)

8.   Project Risk Management (PRM)

9.   Project Procurement Management (PPM)

The RADPF aims to establish what SAPMF can do in each process with regard to the nine knowledgeable areas of expertise, towards creating a successful partnership between the two sectors, see figure (5.1) and table (5.1).
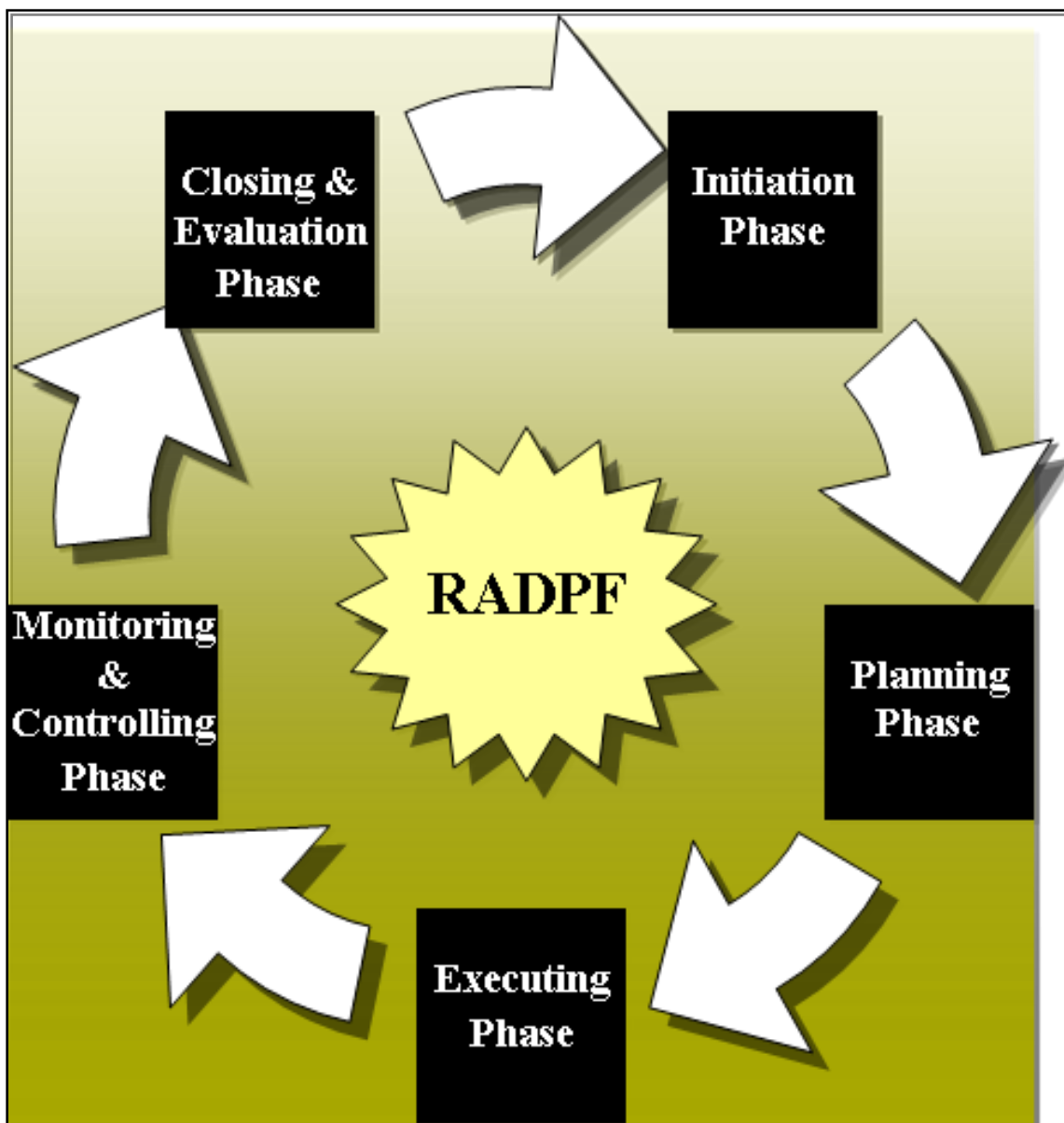
Figure (5.1): The Rural Areas Development Partnership Framework

(Sirbadhoo and Othman, 2008)

Figure (5.1) above shows in an illustrative way, how the RADPF establishes formulating a partnership between SAPMF and government through the five project management processes of a project. It illustrates how a partnership between the two sectors is viewed as a project, and thus utilises the five project management processes.

Table (5.1): The Partnership Matrix (Sirbadhoo and Othman, 2008)

Knowledgeable Management Areas	Partner	Partnership Phase				
		Initiating Phase	Planning Phase	Executing Phase	Monitoring & Controlling Phase	Closing & Evaluating Phase
1. PIM	SAPMF					
2. PSM	SAPMF					
3. PTM	SAPMF					
4. PCM	SAPMF					
5. PQM	SAPMF					
6. PHRM	SAPMF					
7. PCommM	SAPMF					
8. PRM	SAPMF					
9. PPM	SAPMF					

Table (5.1) above exemplifies the Partnership Matrix which is used to build the RADPF. It shows how, as a partner, SAPMF can assist government in each project management process with respect to the nine knowledgeable areas of expertise. The aim of this Partnership Matrix is to highlight what SAPMF can do, with regard to the formulation of a partnership with government, towards supporting government efforts for sustainable development of rural areas.

5.3.2   The Functional Description of the RADPF

This section aims to break down the RADPF by first discussing partnership and partnership boundaries between SAPMF and government. Then an in-depth explanation of each project management process of a project is presented, entailing the nine knowledgeable areas and how SAPMF can provide government with support in each area of expertise.

5.3.2.1 Partnership between SAPMF and Government

In order to facilitate a partnership between SAPMF and government, a systematic process is required to implement the partnership. This is supported by Cowan (1991) and provides the following steps for implementing a partnership:

1. Establish top level relationships between the participants (in this respect, SAPMF and government).
2. Identify problems that might be expected during the project.
3. Build a project team that responds quickly to critical issues.

5.3.2.2 Partnership Boundaries between SAPMF and Government

A partnership requires two or more participant organisations (SAPMF and government) to merge together. This involves the partnering organisations (SAPMF and government) boundaries to be broken as the two respective partners amalgamate to work as one joint organisation.

A boundary is defined by Wikipedia (2008c) as a physical, arbitrary or imaginary line of demarcation acting as a barrier to segregate one's territory and define the limits of a common culture and jurisdiction. Boundaries can be further classified as flexible or impermeable.

➢ Flexible boundaries are those which can be repositioned, allowing an organisation to decentralise, reorganise, or restructure its resources in keeping with specific objectives.

➢ Permeable organisational boundaries allow resources to actively communicate and interact through these boundaries to facilitate the exchange of ideas and information.

Larry, *et al.*, (1995) mentions that, boundary flexibility is central in a public-sector agency that is partnering with a private-sector organisation. Organisational boundaries within government agencies are typically rigid and impermeable. In these agencies, employees and their departments have well-defined jurisdictions, responsibilities, and a hierarchy of authority. In order to allow government to partner effectively with SAPMF, this traditional bureaucratic system of organising must be overcome.

Larry, *et al.*, (1995) also mentions that in contrast, private-sector organisations have boundaries that are more flexible and permeable. This corporate climate is ideal for the inter-organisational co-operation necessary in partnering. This highlights that SAPMF boundary permeability along with a minimum of

internal regulations allows for the open communication and exchange of ideas with external organisations (in this respect government).

Figures 5.2(a), 5.2(b) and 5.2(c) which follow illustrate how the boundaries between SAPMF and government are merged during the formulation of a partnership.

In Figure 5.2(a), partnership participants SAPMF and government are shown with rigid and impermeable boundaries under a traditional business relationship.

By establishing trust these companies begin to develop confidence in each other, which gradually influences them to merge their boundaries, as shown in Figure 5.2(b). This boundary groups resources of SAPMF and government into a collective partnership.

Trust encourages these companies to make their merged boundary more permeable, allowing for the formation of a partnering organization, as shown in Figure 5.2(c). Over time this united boundary becomes even more permeable as a result of long-term commitment and shared vision.

The merging of boundaries between the two sectors, through the formulation of a partnership, enhances the overall efficiency of the partnering technique by defining the objectives, segregating the resources, and establishing a territory for the participants Larry, *et al.*, (1995).
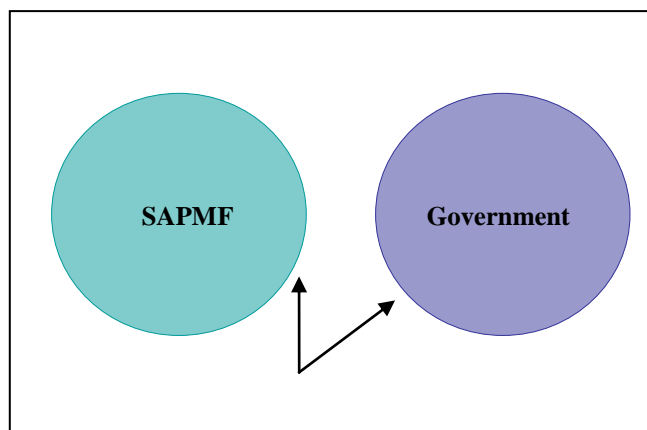
Figure 5.2(a): Impermeable Boundaries
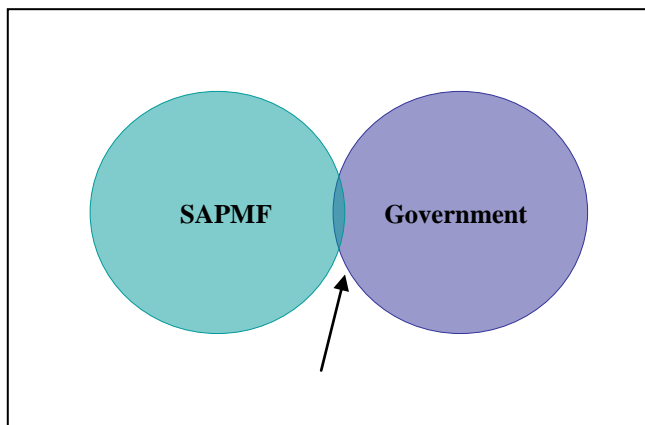
Figure 5.2(b): Formative Partnering Stage
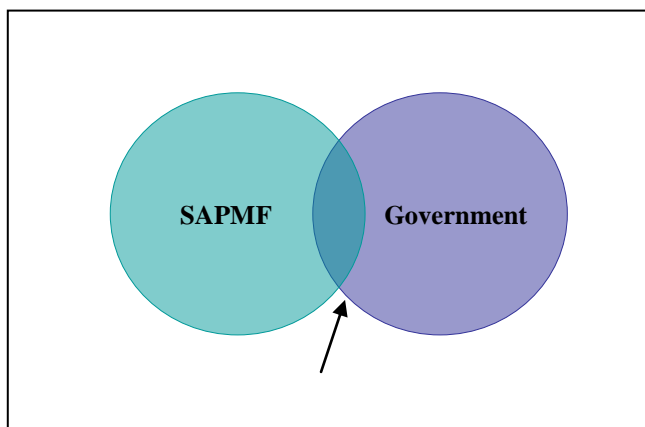
Figure 5.2(c): Permeable Boundaries

Figure (5.2): Merging of Boundaries through Partnership

5.3.2.3 The Partnership between SAPMF and Government towards Rural Areas Development

The new partnering organisation formed between SAPMF and government must aim to implement a cooperative strategy towards rural areas development by modifying and supplementing the traditional boundaries that normally separate companies in a competitive climate. In this way, partnering wraps SAPMF and government into a coalition that creates an interconnected atmosphere for the project team members to openly interact and perform.

During the partnering process, both sectors interface their traditional boundaries. With the formation of the new partnering organisation, two distinct changes to the partners' traditional boundaries take place:

1.   SAPMF and government boundaries interface through the formulation of a PPP, as shown in Figure (16).

2.   Through the formulation of this partnership, they interface as one new organisation towards improving rural areas development, as shown in Figure (5.3).
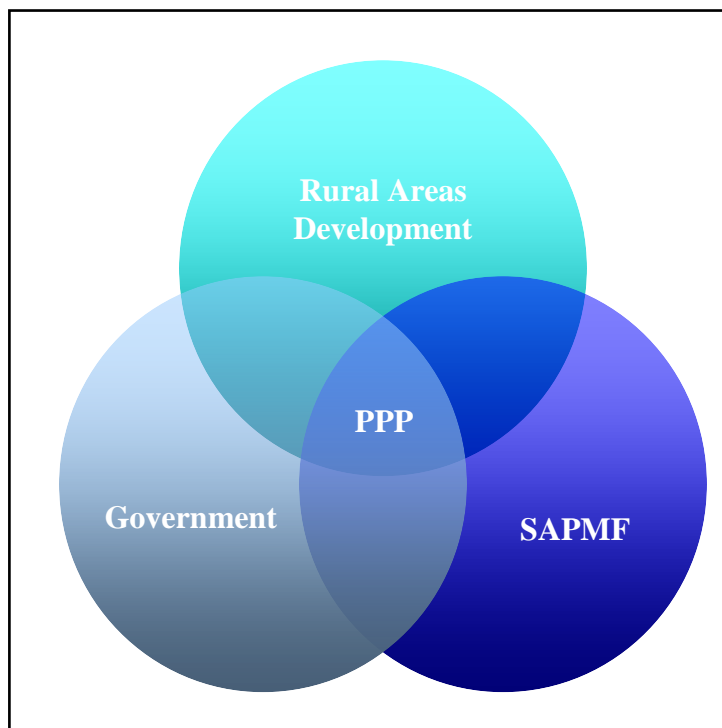
Figure (5.3): The Interfacing of Boundaries

This partnership now allows the participants to wrap their resources in a joint alliance and collectively define team working toward common goals, in this respect, towards the development of rural areas. Larry, *et al.*, (1995) highlights that this permeability of boundaries eases interaction, enhances communication, encourages trust, and permits each partner to directly interact with his or her counterpart in sharing operational-level ideas to resolve problems while working to accomplish common goals.

5.3.2.4 The Initiating Phase

This phase defines and authorises the partnership between government and SAPMF. It aims to establish grounds and draw the basis between the two parts of this relationship by agreeing and understanding the partnership vision, goals and objectives. The problems facing rural areas development should be identified. This will enable SAPMF to identify the roles that they can play within the nine knowledge areas towards supporting the government initiatives for rural areas development. Practical working

relations, communication lines, decision making process between partners have to be established. Table (5.2) provides an in depth description of SAPMF support in each area of expertise.

5.3.2.5 Planning Phase

This phase defines and refines partnership objectives and plans the course of actions required to attain these objectives. The necessary resources required should be identified and secured. A needs analysis of the rural community in question must be undertaken prior to execution and the community is part of the project. SAPMF should apply the relevant planning tools required and identify and organise the tasks to be undertaken within the nine knowledgeable areas. Both parties should put the partnerships organisational arrangements in place as well as the arrangements for monitoring progress and future evaluation. Table (5.3) on page 125 provides an in depth description of SAPMF support in each area of expertise.

5.3.2.6 Executing Phase

This phase integrates people and other resources to undertake the tasks in accordance with the agreed plan. SAPMF play a major role by ensuring that they control the entire management of the project and to ensure the smooth execution of the project by applying their expertise in the nine knowledgeable areas. Both parties should maintain working arrangements and communications with each other. Table (5.4) on page 127 provides an in depth description of SAPMF support in each area of expertise.

5.3.2.7 Monitoring and Controlling

In this phase, both parties have to ensure that the project objectives are met by monitoring and measuring processes regularly to identify variances from plan so that corrective action can be taken when necessary. It is vital that government uses the professional expertise of SAPMF to manage the budget, quality and quantity control and other areas related to the nine knowledgeable areas. Table (5.5) on page 128 provides an in depth description of SAPMF support in each area of expertise.

5.3.2.8 Closing & Evaluation

The final phase involves formalising acceptance of the project or phase and bringing it to a successful conclusion. SAPMF should ensure that the project is completed and handed over to the satisfaction of the client. They should also ensure that they have exercised all nine knowledgeable areas to the fullest

extent in providing government with the professional assistance they required. Targeted aims and objectives of the government must have been met. A lesson learned document should be created to evaluate and measure what was achieved in the partnership exercise. This document should identify and define any issues that were incurred by either of the partners with the aim of allowing the partnering parties to learn from the evaluation and use this to develop and improve future partnerships. Table (5.6) on page 129 provides an in depth description of SAPMF support in each area of expertise.

Table (5.2): Initiating Phase

Initiating Phase	
Knowledgeable Management Area	**Support Provided by SAPMF**
1. PIM	➢ SAPMF to identify, define, unify, combine and coordinate the various processes and activities of a project.
2. PSM	➢ SAPMF provide support government by ensuring that the projects for rural areas development include all the work required, and only the work required to complete the project successfully. ➢ Create a project scope definition which provides the outlines/ boundaries for the project.
3. PTM	➢ Activities are defined: identifying the activities that need to be performed to produce the required project deliverables. ➢ Activities are sequenced: activities are deployed in a logical manner without conflict. ➢ Activity durations are estimated.
4. PCM	➢ The costs of the project are planned, estimated and budgeted effectively and accurately so that the project can be completed within the approved budget.
5. PQM	➢ SAPMF to ensure that the project will satisfy the needs for which it was undertaken in terms of the desired quality finish.
6. PHRM	➢ SAPMF must ensure that team members are involved in much of the projects planning and decision making as early involvement of team members will add expertise during the planning of the project and strengthens commitment.
7. PCommM	➢ It is crucial for SAPMF to ensure that communication channels are opened and managed to facilitate information sharing between both parties. ➢ SAPMF have the knowledge and expertise to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information.
8. PRM	➢ SAPMF have the expertise in conducting risk management planning, identification, analysis, responses, and monitoring and control on a project regarding rural areas development.
9. PPM	➢ SAPMF have the required expertise to provide government with professional assistance in procuring the products and services needed from outside the project team to perform the desired work.

Table (5.3): Planning Phase

Planning Phase	
Knowledgeable Management Area	**Support Provided by SAPMF**
1. PIM	➢ SAPMF to make choices on where to concentrate resources, anticipate potential issues before they become critical and coordinate work for the overall success of the project.
2. PSM	➢ SAPMF provide support government by ensuring that the projects for rural areas development include all the work required, and only the work required to complete the project successfully. ➢ Implement the project scope definition which provides the outlines/ boundaries for the project. ➢ SAPMF define and control what needs to be and what does not need to be included in the project.
3. PTM	➢ Activities are defined: identifying the activities that need to be performed to produce the required project deliverables. ➢ Activities are sequenced: activities are deployed in a logical manner without conflict. ➢ Activity resources are estimated: ensuring activities have the correctly estimated type and quantity of resources. ➢ Activity durations are estimated accurately. ➢ A schedule is developed to manage the above mentioned processes.
4. PCM	➢ SAPMF to estimate costs by developing an accurate approximation of the costs of resources needed to complete project activities. ➢ Costs to be budgeted by summating the estimated costs of individual activities to establish a cost baseline.
5. PQM	➢ SAPMF to provide government with quality planning by identifying which quality standards are relevant to the project and how to meet them.
6. PHRM	➢ SAPMF need to implement human resource planning which involves identifying project roles and responsibilities and creating a staffing management plan. ➢ SAPMF must help government acquire the project team needed to complete the project. ➢ SAPMF need to develop the project team by improving the competencies and interactions of team members to enhance performance on the project.

7. PCommM	➤ Communication is planned by SAPMF determining the information and communications needs of government and other project participants.
8. PRM	➤ SAPMF must provide government with risk management planning which involves deciding how to approach, plan and execute the risk management activities of a project. ➤ SAPMF can identify risks and determine which risks might affect the project and document these risks. ➤ SAPMF can analyse risks by prioritising them and analysing their probability of occurrence and impact. ➤ SAPMF must implement risk response planning which involves developing actions to reduce risks that threaten the project objectives.
9. PPM	➤ SAPMF must aid government with regard to planning purchases and acquisitions by determining what to purchase or acquire and determining when and how. ➤ SAPMF must request seller responses by obtaining information, quotations, bids, offers and proposals as appropriate for the project. ➤ SAPMF can select sellers for the project which involves reviewing offers, choosing among potential offers and negotiating a written contract with each seller.

Table (5.4): Execution Phase

Execution Phase	
Knowledgeable Management Area	**Support Provided by SAPMF**
1. PIM	➢ Provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion.
2. PSM	➢ SAPMF to ensure that only the defined work is being executed.
3. PTM	➢ SAPMF ensuring that defined activities are sequenced & they are deployed in a logical manner without conflict. ➢ Activity durations that were estimated are being executed accurately.
4. PCM	➢ SAPMF must control costs by monitoring the factors that create cost variances and control changes to the project budget.
5. PQM	➢ SAPMF need to ensure that quality assurance is performed which includes applying the planned quality activities to ensure that the project employs all processes needed to meet the desired requirements.
6. PHRM	➢ SAPMF must manage the project team by tracking team members' performance, resolving issues, providing feedback and facilitating changes to enhance project performance.
7. PCommM	➢ SAPMF must ensure that information is distributed and that they make needed information available to government and other project participants in a timely manner. ➢ SAPMF must keep information channels open with government at all times throughout the project duration.
8. PRM	➢ SAPMF must ensure risk response planning is adhered to which involves implementing actions to reduce risks that threaten the project objectives. ➢ SAPMF must monitor and control risks by tracking identified risks, identifying new risks and executing risk response plans.
9. PPM	➢ SAPMF must manage the contracts between each buyer and seller during the execution of the project and record performances to provide a basis for future relationships with the seller.

Table (5.5): Monitoring and Controlling Phase

Monitoring and Controlling Phase	
Knowledgeable Management Area	**Support Provided by SAPMF**
1. PIM	➤ Provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion**.**
2. PSM	➤ SAPMF to ensure that only the defined work is being executed.
3. PTM	➤ SAPMF ensuring that defined activities are sequenced and that they are deployed in a logical manner without conflict. ➤ Activity durations that were estimated are being executed accurately.
4. PCM	➤ SAPMF must control costs by monitoring the factors that create cost variances & control changes to the project budget.
5. PQM	➤ Quality control is performed by SAPMF which entails monitoring project results to determine if they comply with the planned quality standards and identifying ways to eliminate causes of inadequate performance.
6. PHRM	➤ SAPMF must manage the project team by tracking team members' performance, resolving issues, providing feedback and facilitating changes to enhance project performance.
7. PCommM	➤ SAPMF must ensure that performance reporting is coordinated and facilitated by ensuring status reporting, progress measurement and forecasting is being implemented. ➤ SAPMF must ensure that government and other project participants are managed by managing communications to satisfy the requirements of and resolve any issues with government and project participants. ➤ SAPMF must keep information channels open with government at all times throughout the project duration.
8. PRM	➤ SAPMF must monitor & control risks by tracking identified risks, identifying new risks & executing risk response plans.
9. PPM	➤ SAPMF must manage the contracts between each buyer and seller and record performances to provide a basis for future relationships with the seller.

Table (5.6): Closing and Evaluation Phase

Closing and Evaluation Phase	
Knowledgeable Management Area	**Support Provided by SAPMF**
1. PIM	➢ Provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion.
2. PSM	➢ SAPMF to ensure that the defined works were completed successfully.
3. PTM	➢ SAPMF ensuring that government projects are accomplished and successfully completed within the estimated time.
4. PCM	➢ SAPMF must ensure that the costs of the project that were planned, estimated, budgeted and controlled were done so effectively and accurately so that the project is completed within the approved budget.
5. PQM	➢ SAPMF to ensure that in supporting government achieve its objectives, rural areas development is executed and completed to quality.
6. PHRM	➢ By SAPMF tracking team members' performance throughout the duration of the project, rich and valuable data will be able to be gathered for the lessons learned document. ➢ This allows for a track record of performance to be documented which will aid in the facilitating of other partnerships for future rural areas development projects.
7. PCommM	➢ SAPMF must ensure that information distribution, performance reporting and all other means of communication were implemented effectively throughout the duration of the project. ➢ SAPMF must ensure that information sharing was not bias throughout the duration of the project.
8. PRM	➢ SAPMF must document all risks incurred during the project as this will form a basis for future projects towards rural areas development, with regard to working around the identified risks.
9. PPM	➢ SAPMF can close contracts by completing and settling each contract applicable to the project or project phase. ➢ SAPMF must record performances of each buyer and seller to provide a basis for future relationships with the seller.

5.3.2.9 The Partnership Learning Tool

A learning tool facilitates the development of knowledge and skills (Larry, *et al.*, 1995). The RADPF serves this function with respect to partnering, by enhancing the knowledge and partnering skills of the participants. This framework graphically illustrates a partnership, modified company boundaries, joint alliances within the project organisation, and means to improve partnering relationships towards improving the development of rural areas in South Africa.

Partnering brings about a dynamic change in project-management methods by fostering a shared culture in lieu of a traditional project-management culture (Larry, *et al.*, 1995). This shared culture creates a synergistic atmosphere to blend the objectives of government with SAPMF into a greater whole and to incorporate their ideas and resources.

In partnering, successful communication between parties is necessary (Larry, *et al.*, 1995). The RADPF illustrates the improved avenues to communication enabled between SAPMF and government by partnering. The merged boundary between the two sectors allows for the relatively free flow of information.

Essentially, the RADPF increases the autonomy of SAPMF and government to partner more effectively and efficiently.

5.4   Benefits of the RADPF

The RADPF benefits three mentioned targeted areas, namely, SAPMF, South African government and the development of rural areas.

The framework enables SAPMF, through the formulation of a partnership to:
- Improve their relationship with government.
- Enhance their management skills and techniques.
- Contribute to the upliftment of rural areas development.

The RADPF provides a stepping stone for government to be assisted by private enterprise in a systematic way as an attempt towards supporting initiatives regarding the development of rural areas. Rural dwellers can be seen as the targeted beneficiaries of the framework as the RADPF is an attempt, through the formulation of the partnership between SAPMF and government towards improving the development of rural areas in South Africa.

5.5   Limitations on the Framework

The RADPF is designed for the sole purpose of aiding in the formulation of a partnership between SAPMF and government towards the development of rural areas.

The framework may not suite every SAPMF with regard to formulating a partnership with government, as it would depend on whether the respective firm perceives the concept of partnership and if the firm has partnered with government before, utilising other partnership frameworks.

The adaptability and functionality of the framework is limited in the sense that, it depends on the initiatives of SAPMF and government to make positive attempts in facilitating the use of the RADPF, towards the development of rural areas in South Africa.

The application of the RADPF is a long term strategy to improve the development of rural areas, through the formulation of a partnership between SAPMF and government. This requires commitment from both enterprises over a long term and may not be perceived or adopted by some firms.

5.6   Conclusion

This chapter presented the RADPF which was created from this research as a direct approach to assist government to achieve its objectives regarding rural areas development. The need for the RADPF as well as the aims and objectives were discussed in this chapter.   The chapter then presented the theoretical and practical descriptions of the framework. In addition, the benefits and limitations of the framework were discussed. The RADPF is an innovative tool, developed to aide in formulating a partnership between SAPMF and government as an approach to supporting government efforts towards rural areas development.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The concluding chapter of this dissertation presents a summary of the research work done. It presents the research work which was undertaken to create a framework to help formulate a partnership between SAPMF and government as an attempt to support government efforts towards sustainable development for rural areas. The chapter presents the conclusions of public-private partnerships, sustainable development for rural areas, government legislation, project management and the relationship between these four aspects. The contribution to the original body of knowledge is then discussed by highlighting the RADPF developed through the research. The research output, research publications and findings of the research are also presented. This chapter also revisits the research hypothesis and presents the recommendations to government, SAPMF and finally discusses areas for further research.

6.2 Conclusions and Contribution to the Original Body of Knowledge

A conclusion is a proposition, which is arrived at after the consideration of evidence, arguments or premises (Wikipedia, 2008d). The proposition is arrived at by logical reasoning, such as the proposition that must follow from the major and minor premises of a syllogism (Wordnet, 2008). The conclusion to this dissertation highlights the important issues which were discussed in this research and gives a comprehensible description of the research embarked on. The conclusion of this research, Public – Private Partnerships for Sustainable Development of Rural Areas: Investigating the role of South African Project Management Firms, underlines the important aspects which were brought to light and gives new insight to SAPMF partnering with government towards improving development of rural areas in South Africa.

This research provides a rich contribution to the original body of knowledge by studying the obstacles hindering government plans for rural areas development and highlighting the areas that SAPMF can contribute towards supporting government initiatives for rural areas development by means of formulating a partnership between the two sectors. The conclusions and contribution to the original body of knowledge can be summarised under the following headings:

6.2.1 Public-Private Partnerships

Partnership has been defined in a number of ways. However, each definition draws the same conclusion on the concept. PPPs are relatively new in South Africa and to date have attracted limited

investigation. Public-private partnerships are being used increasingly widely in South Africa to implement national and provincial government's infrastructure and service delivery commitments, rural areas should therefore be no exception. Government does however need an effective, credible and sustainable, legal and regulatory framework for promoting and fostering successful PPPs in South Africa for the implementation of PPP projects. Initiatives are being put forward to encourage the use of PPPs in South Africa as government highlight that the level of PPP awareness and training within the public and private sectors in South Africa are sufficient for PPP development and growth.

The literature review highlights that the well established construction side of the private sector (SAPMF) needs to be brought in by government via the formulation of a partnership, with the intention of solving the development burden that has haunted rural areas for decades as an initiative towards improving rural areas development. The survey questionnaire brought to light that all SAPMF perceives the concept of partnership and most SAPMF have an excellent perception and understanding of the partnership concept.

6.2.2   Sustainable Development for Rural Areas

The literature review has revealed that sustainable development aims to deliver basic environmental, social and economic services without threatening the viability of natural, built and social systems upon which these services depend. Above all, concern for the sustainability of rural development in South Africa should be a socio-economic concern, which is ultimately an issue of social justice. Its principal goal should be the preservation of people and the enhancement of their standard of living. It is about improving the quality of life of poor people in rural settlements and creating long term income from even the most barren of surroundings.

Results from the research have shown that rural areas in South Africa require SAPMF and government to formulate a partnership as an attempt to improve the development of rural areas throughout the country.

6.2.3   Government Legislation

South Africa is faced with several rural development challenges. Numerous rural development initiatives by government have been undertaken. These included policy developments, programmes as

well as strategies. These initiatives were not efficiently implemented, hence the development of the Integrated Sustainable Rural Development Strategy (ISRDS) in 2000, which is the current legislation intended to address rural areas in South Africa. Regardless of government initiatives to implement these strategies, visual evidence indicates that rural people still face real problems. This highlights the government's need for assistance from the private sector to achieve its goals regarding the improvement of development in rural areas.

The research revealed that, eight years since the creation of the ISRDS there has been partial improvement in rural areas. Poverty Levels in rural areas saw growth in terms of development, infrastructure and social amenities of 4.3 per cent from the year 1994 to 2000. Since the year 2001 to 2006 poverty levels in rural areas have only achieved 6.9 per cent growth. This highlighted that clearly the legislation is not effective in its application or government is not implementing it effectively. Currently (2008), the goal of reaching specific bench marks by 2010 as highlighted by the ISRDS towards certain improvements in rural areas seems well of target.

The application of the semi-structured interview emphasised the need for government to modify its legislation by implying a new set of goals and benchmarks or facilitating a different approach as to the implementation of the said goals and benchmarks. One of the solutions proposed by this research is for government to be motivated to formulate a partnership with SAPMF to help achieve their objectives. This can be accomplished by encouraging government to use the Rural Areas Development Partnership Framework developed in this research.

6.2.4   Project Management

Project management is the discipline of managing projects successfully. Typically projects involve several professionals working together and the project management expertise is spread across this team. The project management profession consists of five project processes. These processes are uniform to the project management profession and are followed in any project. However within these five processes, there are nine areas of expertise that are offered by project managers with regard to the management of a project.

It was gleaned from the literature review that this broad spectrum of management skills offered puts the project manager in an opportune position to provide government with unique management techniques towards improving sustainable development of rural areas. However, government has to allow the project management profession to influence rural development in a positive way by creating a partnership with SAPMF to help alleviate the endless burdens that rural areas in South Africa are faced with.

Through the application of the survey questionnaire it was discovered that the majority of SAPMF have utilised a partnership with government, however only a few firms have partnered with government towards rural areas development. It also revealed that most SAPMF believe that rural areas development needs a partnership to achieve government objectives and can assist government achieve its objectives with regard to the nine project management areas of expertise.

6.2.5   The Relationship between Public-Private Partnerships, Sustainable Development for Rural Areas, Government Legislation and Project Management

The inadequate development burden facing rural areas in South Africa is a reality. Government has created various plans and strategies to tackle rural areas development and to date (2008, fourteen years later) rural areas have seen partial improvement but still face real problems. The South African construction industry is a major contributor towards the countries growth and many professionals in the industry are already supporting government towards alleviating poverty in South Africa. The project management profession has been highlighted a key role in the industry and that the success of the project ultimately rides on the unique management skills of the project manager.

The research has revealed that the South African government cannot cope with improving rural areas development alone, they require help and the private sector can provide the support they need. This highlights the ability of SAMPF to provide government with the unique management skills they require to assist them in improving the development of rural areas. This however can only be achieved through the formulation of a partnership. The government needs to create a partnership with SAPMF as an initiative towards improving sustainable development for rural areas.

This research highlights that there is a distinct relationship between Public-Private Partnerships, Sustainable Development for Rural Areas, Government Legislation and Project Management and reinforces this by highlighting the need for SAPMF and government to formulate a partnership as an initiative towards improving the development of rural areas in South Africa.

6.2.6   The Rural Areas Development Partnership Framework

The RADPF developed through this research is an innovative tool to formulate a partnership between the South African government and SAPMF as an approach towards improving sustainable development for rural areas. The framework describes the functions and activities that the South African government and SAPMF have to adopt in order to effectively improve initiatives towards rural areas development.

The RADPF is based on formulating a partnership between SAPMF and government through the five project management processes of a project. The partnership is viewed as a project between SAMPF and government consists of five processes, the five project management processes. Within these five processes there are nine knowledgeable areas of expertise, the nine project management knowledgeable areas of expertise. The RADPF aims to establish what SAPMF can do in each process towards creating a successful partnership between the two sectors as an attempt towards supporting government initiatives for improving the development of rural areas.

The RADPF is a direct contribution to the original body of knowledge as an innovative tool that can be used by SAPMF and government to formulate a partnership towards improving the development of rural areas.

6.3   The Research Output

The research output is summarised as follows:

- ➢ Raising awareness to government that rural areas in South Africa still face real problems regarding sustainable development.
- ➢ Understanding the concept of PPP by SAPMF.
- ➢ Developing a RADPF to formulate a partnership between SAPMF and government to assist in improving the sustainable development of rural areas in South Africa.

6.4   Research Publications

A research paper was completed through this research and was presented at the SACQSP Quantity Surveying Conference, QS + 20/20 Vision Beyond 2010, Midrand, South Africa, in October 2008. In addition, a second research paper was developed to be published in academic journal. Details of the papers are presented below and a copy of the published and presented paper is attached in appendix A.

(1)   Sirbadhoo, N. and Othman, A.A.E. (2008) Public – Private Partnerships for Future Sustainable Development of Rural Areas: Investigating the role of South African Project Management Firms, *Proceedings of the SACQSP Quantity Surveying Conference, QS + 20/20 Vision Beyond 2010, 9-10 October 2008, Midrand, South Africa. pp 207-218*

(2)   Othman, A.A.E. and Sirbadhoo, N. (2009). An Innovative Partnership Framework For Sustainable Development of Rural Areas on South Africa: The Role of Project Management Firms. *Journal of Engineering, Design and* Technology, Vol. 7 No. 3, pp. 243-263.

6.5   Findings of the Research

6.5.1   The Literature Review

The findings from the literature review are summarised as:

➢   Public-Private Partnerships are an attempt to create closer collaboration in the construction industry, whereby clients, design consultants; contractors and supplier alike commit themselves to closer working relationship to improve buildability and performance, with the emphasis on collaboration, rather that confrontation.

➢   Rural areas in South Africa still suffer from past burdens regarding inadequate development that government needs to be aware of.

➢   Government has sufficient strategies in place governing the development of rural areas but lacks the ability to successfully implement these strategies alone.

➢   SAPMF have the knowledge and expertise as well as unique skills and techniques to assist government towards improving the development of rural areas in South Africa.

➢   Public-private partnerships, sustainable development for rural areas, government legislation and project management share an inter-relationship which highlights that formulating a partnership between SAPMF and government can assist in improving the sustainable development of rural areas.

6.5.2   The Survey Questionnaires

The findings deduced from the survey questionnaires are summarised as:

➤   Out of the 15 SAPMF that responded all perceived the concept of partnership.

➤   From the 15 firms that responded, 60% of SAPMF have an excellent perception and understanding of the partnership concept, 34% have a very good perception and 6% indicated they have an average perception of the concept. Therefore most SAPMF have an excellent perception and understanding of the partnership concept.

➤   Out of 15 firms, 10 respondents indicated that they have been involved in a partnership with government and of these 10 respondents, 3 indicated they have been involved in a partnership with government for the upliftment of rural areas development and 2 respondents stated that they have not been involved in a partnership with government.

➤   From the 15 respondents, 87% believe that rural areas do need a partnership to achieve government objectives. While 13% stated that rural areas do not need a partnership to achieve government objectives. This indicates that 87% of SAPMF believe that rural areas development needs a partnership to achieve government objectives and that they can provide support with regard to the nine project management areas of expertise.

6.5.3   The Semi-Structured Interviews

The findings drawn from the semi structured interviews are summarised as:

➤   Current legislation (ISRDS, 2000) is seen by government as being sufficient for assisting in the development of rural areas.

➤   Government sees the ISRDS as a strategy which tends to provide guidance rather than actually assisting in the implementation of activities, therefore not making rural areas development easier or difficult, but rather providing guidelines which need to be physically implemented.

➤   Government agrees that rural dwellers should be made more aware of this legislation which can be accomplished by facilitating educational workshops to educate rural people about the ISRDS.

➤   Senior members/ leaders of rural communities are involved in the establishment of the ISRDS; however community participation within their geographical areas is crucial to develop rural strategies.

➤ Government indicates that legislation for rural areas development does have room for improvement and should be updated on a regular basis.

➤ Objectives of rural areas development achievements have been evaluated as average by government.

➤ Key development challenges highlighted by government impacting on the ability to implement rural areas development in South Africa have been identified.

➤ Government has established a regional development agency which provides a link between the district municipality and private business as an initiative regarding partnerships with private enterprise.

➤ Formulating partnerships with private sectors opens channels of communication which enhances information sharing amongst both parties. However greater expectancy is put on private enterprise as government disregard legislation in order to assist them in engaging in private sector activities, thus creating a problem.

➤ Government indicates that PPP should be a voluntary process.

➤ There is no framework specifically formulated for partnership between government and SAPMF, but government has the "Ilembe Growth Coalition" which facilitates the communication between private and public sectors.

6.6   Testing the Research Hypothesis

The research hypothesis, 'Creating a partnership between South African Project Management Firms and the public sector will not support government initiatives towards sustainable development for rural areas' proves fictitious, as the data collected from the literature review, survey questionnaire and semi-structured interview indicate that formulating a partnership between SAPMF and government will assist government initiatives towards sustainable development for rural areas in South Africa.

6.7   Research Recommendations

The research has contributed an immense amount of knowledge with respect to SAPMF and PPP with regard to improving sustainable development of rural areas. The study has also brought to light other areas which require further research.

This research proposes recommendations for further contributions to the existing body of knowledge. The first recommendation is directed at government, the second at SAPMF and the third for further research.

6.7.1 Recommendations to Government

➢ Initiate a public-private partnership with SAPMF through adopting the framework developed by this research to improve sustainable development for rural areas in South Africa.

➢ Government should consider facilitating similar partnerships with other construction professionals towards improving the development of rural areas in South Africa.

6.7.2 Recommendation to SAPMF

➢ SAPMF should play a pro-active role towards sustainable rural development by encouraging a partnership with government.

➢ Improve their relationship with government by adopting the framework developed through this research to contribute towards the development of rural areas.

➢ Enhance their management skills and techniques with regard to the formulation of a partnership with government.

6.7.3 Recommendations for Further Research

➢ Further research should be conducted in the field of sustainable development of rural areas and public-private partnerships with regard to other construction professionals' contributions in this respective area, so as to add value to the original body of more knowledge.

➢ The same study should be conducted after a fair period of time has elapsed to establish whether rural areas development in South Africa has improved as a result of SAPMF partnering with government towards improving the development problem.

6.8   Closing Comments

The research presented in this dissertation has provided great insight and profundity to a topic that had previously received scarce attention in construction literature. Using the broad spectrum of unique management skills of SAPMF as an approach to support government in achieving its objectives towards sustainable development for rural areas is an idea not previously researched. Therefore the concept of formulating a public-private partnership between SAPMF and government as an attempt to aid government towards improving sustainable development for rural areas is an innovative and beneficial concept in the South African context.

This research is imperative as it deals with a severe issue that has haunted South Africa for many decades to date. The research conducted in this dissertation proposes that SAPMF play a powerful role in the construction industry and that by government utilising SAPMF unique management skills through the formulation of a partnership, can aid in alleviating a serious development burden that has gripped the poverty stricken rural areas of South Africa for many years.

APPENDICES & BIBLIOGRAPHY

References

Adams, M., Cousins, B. and Manona, S. (1999), <u>Land Tenure and Economic Development in Rural South Africa: Constraints and Opportunities</u>, Overseas Development Institute, Portland House, Stag Place, London.

APM PMBOK, (2000), <u>Association for Project Management – Project Management Body of Knowledge</u>, 4th Ed, Association for Project Management, A1 Parkway, Southgate Way, Orton Southgate, Peterborough, UK.

Ardington E.M. and Lund F. (1996), Questioning rural livelihoods. In: Michael Lipton, Frank Ellis and M. Lipton, Editors, <u>Land, Labour and Livelihoods in Rural South Africa</u>, Volume 2, University of Natal Indicator Press, Durban (1996), pp. 31–58.

Aspirant, K.H. (2004), <u>The Internally Displaced in South Africa</u>, Online, Available: www.law.kuleuven.ac.be, [14 March 2008].

Association for Project Management (2003), <u>Partnering Guidelines for Construction Projects in Hong Kong</u>, published by the Association for Project Management, Hong Kong.

Bannister, S. (2000), <u>Rural Development Planning: Context and Current Status</u>, Unpublished.

Bell, J. (1999), <u>Doing Your Research Project</u>, 3rd Ed, Buckingham, Open University Press.

Bennett, J. and Peace, S. (2002), <u>How to Use a Partnering Approach for a Construction Project: A Client Guide</u>, The Charted Institute of Building, Englemere.

Blaikie, N. (2003), <u>Analysing Quantitative Data: From Description to Explanation</u>, Sage Publications, London.

Bruntland, (1987), <u>United Nations World Commission on Environment and Development</u>, The Bruntland Report 1987.

References

Burke, R. (2003), <u>Project Management Planning & Control Techniques</u>, 4th Ed, Burke Publishing, Tokai, Cape Town, South Africa.

Carmack, W. (1993), <u>Partnering Agreement Guideline</u>, Consulting Network, Inc., Cincinnati, USA.

Carter M.R and May J. (1999), <u>Poverty, livelihood and class in rural South Africa</u>, abstract, University of Wisconsin, Madison, USA and University of Natal, Durban, RSA, Available online 3 March 1999.

Caulcutt, R. (1995), <u>Achieving Quality Improvement</u>, Chapman & Hall, Londonn, UK.

Cemca, (2008), <u>Sampling</u>, Online, Available: http://www.cemca.org/books/chap13.htm, [25 February 2008].

Climas J. and Kam C.W. (2004), <u>HKSAR Government's Experience of Partnering on Two Major Highway Projects</u>, CII – HK Conference 2004, Construction Partnering, New Territories East Development Office, Civil Engineering and Development Department, Tsim Sha Tsui, Kowloon, Hong Kong SAR, China.

Coates M.E. (2004), <u>Practical Support for Partnering in Hong Kong</u>, CII – HK Conference 2004, Construction Partnering, Association for Project Management Partnering Specfic Interest Group Legal Counsel, CLP Power Hong Kong Ltd.

Cobbett, W., Glaser, D., Hindson, D. and Swilling, M. (1987), <u>Regional Restructuring under Apartheid: Urban and Regional Policies in Contemporary South Africa</u>, South Africa's Regional Political Economy: A Critical Analysis of Reform Strategy in the 1980s, Raven Press, Johannesburg.

Coolican, H. (1994), <u>Research methods and statistics in psychology</u>, 2nd Ed, Hodder & Stoughton, London.

Contract Law, (2004), <u>Government Procurement Probed</u>, Vol. 15, Issue 2, March 2004.

References

Cowan, C. E. (1991), <u>A strategy for partnering in the public sector</u>, Preparing for construction in 21st Century, L. M. Chang, ed., ASCE, New York.

Dees, R. (2000), <u>Writing in Modern Research Paper</u>, 3rd Ed, Boston, MA, Allyn and Bacon.

Development Indicators Mid-Term Report (2006), <u>Poverty and Inequality</u>, the Presidency Republic of South Africa.

Dey, I. (1993), <u>Qualitative Data Analysis</u>, London, Routledge.

Easterby-Smith, M., Thorpe, R. and Lowe, A. (2002), Management Research: An Introduction, 2nd Ed, London, Sage.

Fung Y.S. Ada. (2004), <u>Project Partnering: The Housing Authority's Experience</u>, CII – HK Conference 2004, Construction Partnering, Assistant Director, Development and Procurement, Housing Development, HKSAR.

Gareis, R. (2005), <u>Presentation delivered at Project Management Seminar</u>, University of the Orange Free State.

Geringer, J.M. and Hebert, L. (1991, Second Quarter), <u>Measuring Performance of International Joint Ventures</u>, Journal International Business Studies, 22(2), 249-264.

Giddings, B., Hopwood, B. and O'Brien, G. (1999), <u>A Better Quality of Life: the Strategy for Sustainable Development for the UK</u>, The Stationery Office, London.

Gill, J. and Johnson, P. (1997), <u>Research Methods for Managers</u>, 2nd Ed, London, Paul Chapman.

Google Images, (2008), <u>Pictures of Rural Areas</u>, Online, Available: www.google.co.za/picturesofruralareas, [20 March 2008].

References

Grimsey, D. and Lewis, M.K. (2004), <u>Public Private Partnerships, The Worldwide Revolution in Infrastructure Provision and Project Finance</u>, Cheltenham, U.K.

Grummit, J. (1980), <u>Interviewing Skills</u>, London, Industrial Society.

Hall, D. and Hall, I. (1996) Practical Social Research: Project Work in the Community. London: Macmillan Press Ltd.

Hammersley, M. (1992) What's Wrong With Ethnography?: Methodological Explorations. London: Routledge.

Hart, G (1996), <u>The agrarian question and industrial dispersal in South Africa: agro-industrial linkages through Asian lenses</u>, Journal of Peasant Studies, 23(2).

Hawke, M. (1994), <u>Mythology and Reality – The Perpetuation of Mistrust in the Construction Industry</u>, Construction Papers of the Chartered Institute of Building, (41), 3-6.

Hong Kong Housing Authority (January 2000), <u>Quality Housing: Partnering for Change</u>, CII – HK Conference 2004, Construction Partnering, Consultative Document published by the Hong Kong Housing Authority, Hong Kong.

Hussey, J. and Hussey, R. (1997), <u>Business Research: A Practical Guide for Undergraduate and Postgraduate Students</u>, Basingstoke, Macmillan Business.

Hauptfleisch & Sigle (2004), <u>Structure of the Built Environment in South Africa</u>, 3rd Ed, CONQS Publishers, Hatfield.

Ismail S, Rahman A, Akmal H, Danuri M.M.S and Rahim M.A.F. (2004), <u>Success Criteria of a Private Joint Venture: A Case Study on the Construction of the Bahrain International Circuit</u>, CII – HK Conference 2004, Construction Partnering, Faculty of Built Environment and Engineering, University of Malaya, Kuala Lumpur, Malaysia.

References

ISRDS, (2000), <u>Integrated Sustainable Rural Development Strategy</u>, 17 November 2000, South Africa.

James, P. K. (1997), <u>Research Design in Occupational Education</u>, Oklahoma State University, Online, Available: http://www.okstate.edu/ag/agedcm4h/academic/aged5980a/5980/newpage15.htm, [25 February 2008].

Jankowicz, A.D. (2000), <u>Business Research Projects</u>, 3rd Ed, London, Thompson Learning.

Kepe, T. and Cousins, B. (2002), <u>Radical Land Reform is key to Sustainable Rural Development in South Africa</u>, Volume 3, August 2002, School of Government, University of Western Cape.

Kervin, J.B. (1999), <u>Methods for Business Research</u>, 2nd Ed, Reading, MA, Addison-Wesley.

Kerzner, H. (2003), <u>Project Management A System Approach to Planning, Scheduling and Controlling</u>, 8th Ed, John Wiley & Sons, Inc., Hoboken, New Jersey.

Key, J.P. (1997), <u>Research Design in Occupational Education</u>, Module R7-Sampling, Oklahoma State University, Online, Available: http://www.okstate.edu/ag/agedcm4h/academic/aged5980a/5980/newpage15.htm, [25 February 2008].

Khan, R. and Cannell, C. (1957), <u>The Dynamics of Interviewing</u>, New York and Chichester, Wiley.

Khosa, M. (2000), <u>Empowerment through Infrastructure and Service Delivery In: M. Khosa (eds) Empowerment through Service Delivery</u>, Pretoria: Human Sciences Research Council, South Africa.

Kole, N.M. (2004), <u>An Evaluation of The Integrated Sustainable Rural Development Programme Highlighting Stakeholder Mobilisation and Engagement</u>, unpublished B.Sc dissertation, University of Pretoria.

References

Korte, E. (2003), <u>Partnering for Success</u>, U.S. Army Material Command, Alexandria, VA, USA.

Larry, G., Crowley and Karim, A. (1995), <u>Conceptual Model of Partnering, Journal of Management in Engineering</u>, September/ October 1995.

Leedy, P.D. (1997), <u>Practical research: Planning and Design</u>, Prentice Hall Inc.

Leon, P. (1994), <u>A New Age of Quality Management Paradigm for Construction</u>, Conference on toward quality in construction, Kuala Lumpur, Malaysia, 3-4 May 1994.

LJ Project, (2008), <u>Background to Project Management Qualifications and Standards Development</u>, Online, Available: http://www.ljproject.co.za/page.asp?pg=faq&id=2, [07 April 2008].

Locke, M. (2004), <u>Successful Partnering – Like a Good Marriage</u>, Builders Convention 2004, MBAM Convention, Kuala Lumpur, 11-12 June 2004.

MacDonald, C. and Vaughan, A. (1995), <u>Small Holder Production and Land Demand in KwaZulu Natal - Case Studies in the Mhlatuze Catchment</u>, Land Reform Research Project Institute for Social and Economic Research (UDW) and Department of Sociology (UNP).

Maxwell D.A. (2004), <u>Alliancing – The Future: A Case Study of a UK Utility on its Journey through Partnering to Alliancing</u>, CII – HK Conference 2004, Construction Partnering, JCP Consulting Ltd, Blades Enterprise Centre, Bramall Lane, Sheffield, S24SW, United Kingdom.

May J & Roberts, B. (2000), <u>Monitoring and evaluating the quality of life of land reform beneficiaries 1998/99</u>. Unpublished report. Pretoria: Department of Land Affairs.

Mclntosh, A. and Vaughan, A. (1996) <u>Enhancing Rural Livelihoods in South Africa: myths and realities</u>, Rural Livelihoods Project, Development Bank of Southern Africa.

Miller, J.B. and Brown, P.B. (1993), <u>The Corporate Coach</u>, Golden Books Center, Kuala Lumpur, Malaysia.

References

Motebang, M. (2005), <u>Developing Rural Economies in South Africa</u>, Presented at INCA Summer School, Litsebi Consultants (Pty) Ltd.

Nyagwachi, J. and Smallwood, J. (2007), <u>South African Public Private Partnerships (PPP) Projects</u>, Department of Construction Management, Nelson Mandela Metropolitan University, South Africa.

On-sing T.H. (2004), <u>Partnering in Success</u>, CII – HK Conference 2004, Construction Partnering, Gammom Construction Limited, Quarry Bay, Hong Kong.

Oppenheim, A.N. (2000), <u>Questionnaire Design, Interviewing and Attitude Measurement</u>, (new Ed), London, Continuum International.

Patton, M. Q. (1990), <u>Qualitative evaluation and research methods,</u> 2nd Ed, Newbury Park, CA: Sage Publications.

PMBOK, (2004), <u>A Guide to the Project Management Book of Knowledge</u>, 3rd Ed, Project Management Institute, Inc. Newton Square Pennsylvania.

PMSA, (2008), <u>Project Management South Africa</u>, Online, Available: http://www.pmisa.org.za/page.aspx?Id=15&CateId=2&Category=About%20Us&SubCateId=15&SubCategory=Profile, [April 6, 2008].

PPP Unit, (2003), <u>Code of Good Practice for Black Economic Empowerment in Public Private Partnerships</u>, National Treasury draft for public comment December 2003, Online, Available: www.treasury.gov.za [18 February 2008].

Professionals and Projects Register, (2007).

Raimond, P. (1993), <u>Management Projects</u>, London, Chapman & Hall.

RICS (2004), <u>Sustainability and the Built Environment, an Agenda for Action</u>, 2004 Upstream, 70 Cowcross Street, London.

References

Robson, C. (1993), <u>Real World Research: A Resource for Social Scientists and Practioners-researchers</u>, Oxford, Blackwell.

Robson, C. (2002), <u>Real World Research</u>, 2nd Ed, Oxford, Blackwell.

S.A Glance, History, (2006) [Online], Available: http://www.southafrica.info/ess_info/sa_glance/history/history.htm [18 February 2008].

SA Report, (2007), <u>Country Review Report Republic of South Africa</u>, APRM Country Review Report No. 4, African Peer Review Mechanism.

Samuel, R. (2008), <u>Effective and Efficient Project Management on Government Projects</u>, Department of Quantity Surveying and Construction Management, University of Free State, Bloemfontein, South Africa.

SARDF (1997), <u>South African Rural Development Framework</u> [Online], Available: http://www.anc.org.za/rdp/rdevframe.html, [Monday 21 January].

Saunders M, Lewis P. and Thornhill A. (2003), <u>Research Methods for Business Students</u>, 3rd ed, Pitman Publishing 1997, Pearson Education Limited, Edinburgh Gate, Harlow, England.

Sebake T.N., Gibberd J.T. (2008), <u>Assessing the Sustainability Performance of the 2010 FIFA World Cup Stadia Using the Sustainable Building Assessment Tool (SBAT) for Stadia</u>, CSIR, Built Environment, Architectural Sciences.

Sharp, J.A. and Howard, K. (1996), <u>The Management of a Student Research Project</u>, 2nd Ed, Aldershot, Gower.

Sirbadhoo, N. and Othman, A.A.E. (2008), <u>Public – Private Partnerships for Sustainable Development of Rural Areas: Investigating the role of South African Project Management Firms</u>, Proceedings of the SACQSP Quantity Surveying Conference, QS + 20/20 Vision Beyond 2010, Midrand, South Africa. pp 207-218

References

Smith, H. (1975), Strategies of Social Research: The Methodological Imagination, Englewood Cliffs, NJ, Prentice-Hall.

South Africa Info, (2008) [Online], Available: http://www.southafrica.info/doing_business/investment/oppurtunities/public-private.htm [13 february 2008].

Stats SA, (2002), Measuring rural development, Baseline statistics for the integrated sustainable rural development strategy, Statistics South Africa, Pretoria.

Synergy Builders, (2004), Project Partnering-Overview, [Online], Available: http://home.austin.rr.com/synergybuilders/builders/page4.html [25 February 2008].

The New Choice English Dictionary, (1999), Peter Haddock Publishing, United Kingdom.

Turner, R. (1993), Handbook of Project-Based Management, McGraw-Hill 1993.

Ulzelac, S. (2004), The Partnering Workshop, [Online], Available: http://enhancementteam.com/partnerworkshop.html [25 February 2008].

Vaughn, A. (1993), An Integrated Rural Development Strategy for KwaZulu Natal Towards the Formulation of an Effective Policy, KwaZulu Natal Department of Local Government and Housing 1993.

Wai C.S. (2004), Adoption of Partnering in Public Works, CII – HK Conference 2004, Construction Partnering, Deputy Sectary for the Environment, Transport and Works Bureau.

Walton, J. (2000), Sustainable Development, Forum for the Future Annual Report, 2000.

Wikipedia, (2008a), South Africa Under Apartheid, [Online], Available: http://en.wikipedia.org/wiki/South_Africa_under_apartheid [18 February 2008].

References

Wikipedia, (2008b), <u>Framework Defined</u>, [Online], Available: http://en.wikipedia.org/wiki/Framework, [19 June 2008].

Wikipedia, (2008c), <u>Defining Boundaries</u>, [Online], Available: http://en.wikipedia.org/wiki/Boundaries, [3 August 2008].

Wikipedia, (2008d), <u>Conclusion</u>, [Online], Available: http://en.wikipedia.org/wiki/Conclusion, [18 August 18, 2008].

William M.K. (2006), <u>Research Methods Knowledge Base</u>, 3rd Ed, Trochim, Online, Available: http://www.socialresearchmethods.net/kb/sampprob.php, [17 April 2008].

Wordnet, (2008), <u>Defining Conclusions</u>, [Online], Available: http://wordnet.princeton.edu/pearl/webwn, [18 August 18, 2008].

World Bank, (2000), <u>Defining Poverty in South Africa</u>, Online, Available: http://ravi.lums.edu.pk/rwes/sa.html, [15 April 2008].

Yellow Pages, (2007/2008), Telkom SA Ltd, Springfield Park, Durban

Bradshaw, D and Steyn, K. (2001), <u>Poverty and chronic diseases in South Africa</u>, Online, Available: http://www.mrc.ac.za/bod/povertyfinal.pdf, [09 April 2008].

Ellis F. and Freeman H.A. (2004), <u>Rural Livelihoods and Poverty Reduction Strategies in Four African Countries</u>, Journal of Development Studies, Volume 40, Issue 4, April 2004.

Everrat, D. (2000), <u>Politics of Poverty</u>, Online, Available: http://www.sarpn.org.za/documents/d0000613/P636_Politics-Poverty.pdf, [09 April 2008].

Hart, G (1995), <u>Clothes for next to nothing: rethinking global competition</u>, KwaZulu-Natal Focus, 19(6).

Haupt, T.C. and Bester, A. (2007), <u>The Role of the CEO in Construction Information Systems (IS): A Pilot Study</u>, Faculty of Infomatics and Design, Cape Peninsula University of Technology, South Africa.

Lehohla, P. (2006), <u>Business Report: Rural South Africa</u>, Stats SA, originally published in the Business Report on 04 May 2006, Online, Available: http://www.statssa.gov.za/news_archive/04May2006_1.asp, [21 April 2008].

May, J. (1998), <u>Poverty and inequality in South Africa</u>, Online, Available: http://www.polity.org.za/html/govdocs/reports/poverty2.html#7, [09 April 2008].

Sangonet, (2008), A Development Information Portal for NGOs in South Africa, Online Available:http://www.sangonet.org.za/portal/index.php?option=com_content&task=section&id=42&Itemid=325 [7 April 2008].

Van Vyk, L.V. (2008), Open Standard Building in South Africa: New Concepts, Strategies and Technologies, Built Environment Unit, CSIR.

Verster, J.J.P. and Hauptfleisch, A.C. (2007), <u>Project Management Maturity in the South African Construction Industry</u>, ASOCSA and CBE, The Second Built Environment Conference 2007, University of the Free State, Bloemfontein, South Africa.

Vithal, R. and Jansen, J. (1997), Designing Your First Research Proposal: A Manual for Researchers in Education and the Social Sciences, 1st Ed, Juta & Co. Ltd, Creda Communications.

Weich, G.A. and Cloete, C.E. (2007), <u>PPPs in Social Housing</u>, Department of Construction Economics, University of Pretoria, South Africa.

WSU, (2008), <u>Meaning of Rural Development and Sustainable Development</u>, Online, Available: <u>http://cbdd.wsu.edu/kewlcontent/cdoutput/TR501/page59.htm</u> [7 April 2008].

APPENDICES

SACQSP2008-18

PUBLIC-PRIVATE PARTNERSHIPS FOR FUTURE SUSTAINABLE DEVELOPMENT OF RURAL AREAS: INVESTIGATING THE ROLE OF SOUTH AFRICAN PROJECT MANAGEMENT FIRMS

Sirbadhoo, N[1], Othman, AAE[2]

School of Civil Engineering, Surveying & Construction, Faculty of Engineering, University of KwaZulu-Natal, Durban, South Africa. E-mail[1]: 204509335@ukzn.ac.za, Tel: 031 2602687; E-mail[2]: Othman@ukzn.ac.za, Tel: 031 2602821

ABSTRACT

Purpose of this paper
This paper aims to investigate the role that South African Project Management Firms (SAPMF) can play towards supporting government initiatives for sustainable development of rural areas.

Methodology
A research methodology is designed to achieve this aim. Firstly, literature is used to review the concepts of public-private partnership (PPP), sustainable development of rural areas, government legislations, the project management professions and the relationship between these four areas of concern. Secondly, semi-structured interviews are used to identify the obstacles that hinder implementing the development plans for rural areas and investigate the government's perception of creating partnership with the private sector. Finally, Survey questionnaires are used to identify the role that SAPMF can play in assisting government to achieve its plans for rural areas development and investigate SAPMF perception of creating a partnership with the public sector.

Findings
This research identifies the obstacles that hinder government's implementation of rural development strategies and identifies the role of SAPMF in supporting government to overcome these obstacles. In addition, the research also brings to light SAPMF and government's perceptions on formulating a partnership towards rural areas development.

Research Implications
The research investigates the concept of public-private partnership, sustainable development of rural areas, government legislation, the project management profession and the relationship between these four areas of concern. The results of the survey questionnaire and semi structured interview are used develop a framework which highlights the role that SAPMF can play towards supporting government for sustainable development of rural areas.

Practical Implications
Adopting the framework developed by the research will help create a partnership between the government and SAPMF towards sustainable development of rural areas.

Value
This paper establishes a link between the private and public sectors in an attempt to enable government overcome the obstacles it faces regarding rural areas development. It puts the partnership between the two sectors in a practical way through developing an innovative framework that portrays the relationship between government and SAPMF.

Keywords: Partnership, South African Project Management Firms, Sustainable   Development, Rural Areas.

1.   RESEARCH BACKGROUND AND RATIONALE

The evolution of South Africa from apartheid to a democrat state in 1994 unlocked a vast array of strategic plans by government to enhance the denied development of rural areas (South Africa Info, 2008). Despite government initiatives to implement these strategies, rural people still face real problems. In particular, rural dwellers who were forced into taking refuge during the apartheid era are the ones feeling the burden of poverty the most. Among the main drivers behind these inadequacies is the lack of sustainable development in rural areas (Wikipedia, 2008). Rural areas throughout South Africa were shaped and conditioned by past policies during the apartheid regime. These past policies influenced settlement patterns and demographic profiles, access to services and facilities, and the location and character of economic activity. Present interventions need to be informed by a clear understanding of the effects of past policies. As a result of the effects of previous policies, government have created configurations within which rural development strategies could be deployed (Hart, 1996). In 2000, the South African Government launched a new stage of concerted effort to improve the development of rural areas. This concerted effort was a piece of legislation entitled the Integrated Sustainable Rural Development Strategy (ISRDS). The document was designed to address the problematic issues that surround and plague the deprived development of rural areas (ISRDS, 2000). The approach outlined in the strategy is applicable and viable for the entire country, and looks toward the horison of 2010. Although such legislation was created with the intention of supporting and improving rural areas, the reality is that it has been eight years since the launch of the ISRDS document, and with the horison of 2010 only two years away, rural areas development in South Africa has seen inadequate improvement. The endless problems in rural areas such as insufficient housing, services and poverty (Carter and May, 1999: 1), poor infrastructure, lack of clinics and schools (Ardington and Lund, 1996: 31) are still facing government. Government cannot solve the problems of rural areas alone. It requires help, and the private sector has the capabilities to provide support. Kole (2004: 42) stated that government has to involve local communities and private organisations with the public sector to improve sustainable development in rural areas. RICS (2004: 14) indicated that despite the commitment of the private sector to sustainable development, it is clear that it is unlikely to be delivered without a partnership with government and the support of an appropriate fiscal and regulatory framework. With public-private partnerships (PPP), partners attempt to create closer collaboration and commit themselves to improve performance (Wai, 2004: 2). Due to their unique and important role in the construction industry, this paper aims to investigate the role that South African Project Management Firms (SAPMF) can play towards supporting government initiatives for sustainable development of rural areas.

2.   RESEARCH METHODOLOGY AND SAMPLING

In order to achieve this aim a research methodology, consisting of a literature review, semi structured interviews and survey questionnaires, was designed to achieve four objectives.
   ❋ Firstly, the literature review is used for investigating the concepts of public-private partnership, sustainable development in rural areas, government legislation for developing rural areas, the project management profession and the relationship between these four areas of concern.
   ❋ Secondly, semi-structured interviews are conducted with government officials to identify the obstacles that hinder implementing development plans for rural areas and to investigate government's perception of creating a partnership with the private sector.
   ❋ Thirdly, survey questionnaires are used to identify the role that SAMPF can play in supporting government achieve sustainable development of rural areas and to investigate SAPMF perception of creating a partnership with the public sector.

✳ Finally, based on the data collected from literature review, interviews and questionnaires, a partnership framework between the government and SAPMF towards sustainable development of rural areas is developed.

Due to the nature of this research and the fact that it deals with public sector and SAPMF, purposive sampling was employed to select the semi-structured interview and survey questionnaire sample. The semi-structured interview sample was selected from a list of local government officials in Durban. They were selected on the basis of their direct relation with sustainable development of rural areas and their capability to give insight on their perception towards formulating a partnership with SAPMF. The semi structured interview sample was 5 government officials. The survey questionnaire sample was selected from a list of registered professional project management firms in Durban (Professionals and Projects Register, 2007: 99). The questionnaire sample was 17 firms.

3.   LITERATURE REVIEW

3.1   Public-Private Partnership (PPP)
3.1.1   Definitions
The New Choice English Dictionary (1999: 234) defines a partner as one of two or more persons jointly owning a business who share the risks and profits. Partnership in the field of construction has been defined in a number of ways (Synergy, 2004). The Association of Project Management (2003: 13) defines partnership as a commitment between two or more organisations to achieve specific business objectives by maximising the effectiveness of each part's capability through cooperation. Partnership means trust, communication and sharing. It is a process to establish productive working relationships among all parties on a project. It attempts to create an environment where joint problem solving prevents disputes and the parties truly work as a single team towards the goals of a successfully completed project and continuous improvement.

3.1.2   Partnership Objectives and Essentials
The importance of partnership relies on proven principles of communication and team building to accomplish three objectives:
1. To identify common goals and anticipate possible obstacles.
2. To create a spirit and process beneficial to both parties in meeting their individual and shared goals.
3. To avoid the development of hostile or adversarial relations during the course of a contract (Carmack, 1993: 126).

Partnership requires the parties involved to agree on how they will make decisions, including how they will seek to resolve problems and specific improvement to their normal performance that they will seek to achieve (Bennett and Peace, 2002). Many projects are adopting partnership as a key strategy. Partnership can operate with any form of contract, what is fundamental to successful Partnership is to adopt cooperative attitudes and behaviours (Coates, 2004: 60).

3.1.3   Partnership Concept Development
Partnership is not a new concept, it was found in the ancient Chinese culture (Wai, 2004: 2) and has been used throughout the globe successfully in many places. In the UK and Australian construction industry partnership is becoming the norm in civil contracts (Maxwell, 2004: 44). In Hong Kong, the Hospital Authority and Mass Transit Railway Corporation (MTRC) were probably the first clients to embrace the concept of partnering (Wai, 2004: 3). PPP projects in Italy and Spain are profitable, with some of them traded and quoted on the local stock exchanges (Nyagwachi and Smallwood, 2007: 418).

209

3.1.4   When to apply Partnership?

Partnership is applicable to all projects, even those that are very straight forward and limited in scope. However, partnership is particularly appropriate when the project is complex and business requirements are difficult to specify. It is also recommended when construction conditions are uncertain, solutions are difficult to foresee and joint problem solving is essential (Ismail, *et al.*, 2004: 126). In the recent past, many countries have seen a tremendous increase in cooperation between the public and private sectors for the development and operation of infrastructure. Such PPP arrangements have been driven by limitations in public funds to cover desired investments and the need to leverage expertise from the private sector, in order to improve the quality and efficiency of public services (Grimsey and Lewis, 2004: 417).

3.1.5   PPP in South Africa

Public-private partnerships are being used widely in South Africa to implement national and provincial government's infrastructure and service delivery commitments, rural areas should be no exception (SARDF, 1997: 39). Nyagwachi and Smallwood (2007: 426) state that an effective, credible and sustainable legal and regulatory framework is essential for promoting and fostering successful PPPs in South Africa for the implementation of PPP projects. In order for the South African government to overcome its obstacles facing rural development, a partnership with SAPMF might be the ideal mechanism that government should look for to help them achieve their objectives towards improving the development of rural areas.

3.1.6   The Role of other Construction Professionals towards PPP

Previous research has shown that there are many professionals in the construction industry that are already adopting PPPs as an avenue for supporting government towards reducing poverty and improving development for the rural poor in South Africa. RICS (2004: 14) highlight that the delivery of sustainable development requires the engagement of investors and developers and their principal advisors, architects, quantity surveyors, engineers and agents - most especially in the earliest stages of development and the acquisition of planning consent, as well as in the ongoing management and operation of buildings. In particular, the quantity surveying profession has engaged in numerous methods of supporting government towards improving the development of poverty stricken areas in South Africa. A research paper conducted by Mia and Othman (2007: 300) highlighted that it is the corporate social responsibility of South African quantity surveying firms to provide the government with assistance in providing low cost housing for the poor. This indicates that other construction professionals are using the concept partnership to aid government in alleviating the development burdens of the past. However, the literature review revealed that little research has been conducted in South Africa on the role of SAPMF towards supporting government in achieving its objectives for sustainable development for rural areas.

3.2   Sustainable Development of Rural Areas
3.2.1   Definitions

Sustainable development is a dynamic process, which enables all people to realise their potential, and to improve their quality of life, in ways, which simultaneously protect and enhance the Earth's life support systems (Walton, 2000: 14). Rural development is defined as helping rural people set the priorities in their own communities through effective and democratic bodies, by providing the local capacity; investment in basic infrastructure and social services, justice, equity and security; dealing with the injustices of the past and ensuring safety and security of the rural population, especially that of women (SARDF, 1997: 16).

3.2.2   Rural Areas Development in South Africa

In South Africa poverty and inequalities are concentrated in rural areas, despite some improvements in the provision of infrastructure and services since 1994. Over 70% of the country's poorest people reside in rural areas, and over 70% of all rural people are poor (May and Roberts 2000: 19).

The evolution of South Africa from apartheid to a democrat state unlocked a vast array of new beginnings for the oppressed people of the country. With these new beginnings came the healing process, not only emotional healing but the healing of the "poor land" of the country. The apartheid era designed rural areas so that the majority of people lived away from cities, they were vastly populated and that these areas were neglected to such an extent that not many programs were designed to bring about growth in these areas (South Africa Info, 2008).

Although rural South Africa shares much in common with other countries, some features and development challenges are unique. Most of the constraints to rural development in South Africa stem from the long period of apartheid with its discriminatory policies and neglect of the vast black population. Forced removals led to over-population of the 'reserves' and deprivation of basic needs. High population growth put pressure on family income, social services and on natural resources. Structural and legal obstacles were raised to marketing and thereby to production (Adams, *et al*, 1999: 17).

Sustainable development aims to deliver basic environmental, social and economic services without threatening the viability of natural, built and social systems upon which these services depend. Above all, concern for the sustainability of rural development in South Africa should be a socio-economic concern, which is ultimately an issue of social justice. Its principal goal should be the preservation of people and the enhancement of their standard of living. It is about improving the quality of life of poor people in rural settlements and creating long term income from even the most barren of surroundings (SARDF, 1997: 9).

3.3   Government Legislation

South Africa is faced with several rural development challenges. Numerous rural development initiatives have been undertaken. These included: policy developments (SARDF and Reconstruction and Development Programme, 1997), programmes (Land Reform Programme, 1997) as well as strategies (Rural Development Strategy of 1995). These initiatives were not efficiently implemented, hence the development of the Integrated Sustainable Rural Development Strategy (ISRDS) in 2000, which is the current legislation intended to address rural areas in South Africa (Kole, 2004: 21).

The ISRDS 2000 is designed to attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who equipped to contribute to growth and development (ISRDS, 2000: 1). A strategic objective of the ISRDS is to ensure that by the year 2010 the rural areas would attain the internal capacity for integrated and sustainable development. To achieve this vision, the ISRDS proposes that government leads in the consolidation, formulation, implementation, monitoring and evaluation of well coordinated programmes and projects, which will allow for participation of all spheres of government and civil society.

Regardless of government initiatives to implement these strategies, visual evidence indicates that rural people still face real problems (South Africa Info, 2008). Eight years since the creation of the ISRDS has seen partial if not little improvement in rural areas. Poverty levels in rural areas saw growth in terms of development, infrastructure and social amenities of 4.3 per cent from the year 1994 to 2000 (SA Report, 2007: 276). Since the year 2001 to 2006 as reported in the Development Indicators Mid-Term Report (2006: 23) poverty levels in rural areas have only achieved 6.9 per cent growth. Clearly the legislation is not effective in its application or government is not implementing it effectively. This highlights the government's need for assistance from the private sector to achieve its goals regarding the improvement of development in rural areas.

211

3.4   Project Management Professions

Traditionally the management of projects was considered more of an art than science, but with the growing number of project management institutions, associations and academic establishments, project management has become more of a science and discipline as accepted practices captured and formalised in the global body of knowledge and certificate programmes. The increasing competition in policy, economy, law and technology forced organisations to adopt project management as a tool to enable them remain in the market and compete for the future (Burke, 2003: 2). Project management is the discipline of managing projects successfully (APM PMBOK, 2000: 14). Typically projects involve several professionals working together and the project management expertise is spread across this team. The project management profession consists of five project processes which are: (1) Initiating, (2) Planning, (3) Executing, (4) Monitoring and Controlling, (5) Closing (PMBOK, 2004: 38). These processes are uniform to the project management profession and are followed in any project. Figure (1) shows how the five processes overlap each other throughout the duration of a project.
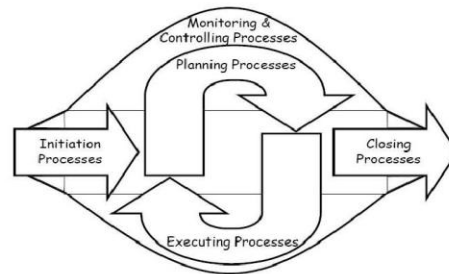
Figure 1   Overlapping Project Management Processes
Source: PMBOK, 2004: 40

However within these five processes, there are nine areas of expertise that are offered by project managers: (1) Project Integration Management, (2) Project Scope Management, (3) Project Time Management, (4) Project Cost Management, (5) Project Quality Management, (6) Project Human Resources Management, (7) Project Communication Management, (8) Project Risk Management and (9) Project Procurement Management (PMBOK, 2004). This broad spectrum of management skills offered puts the project manager in an opportune position to provide government with unique management techniques towards improving sustainable development of rural areas. Government has to allow the project management profession to influence rural development in a positive way by creating a partnership with SAPMF to alleviate the endless burdens that rural areas in South Africa are faced with.

3.5   The Relationship between Public-Private Partnerships, Sustainable Development for Rural Areas, Government Legislation and Project Management

The inadequate development burden facing rural areas in South Africa is a reality. Government has created various plans and strategies to tackle rural areas development and to date (2008, fourteen years later) rural areas have seen partial improvement but still face real problems. The South African construction industry is a major contributor towards the countries growth and many professionals in the industry are already supporting government towards alleviating poverty in South Africa. The project management profession has been highlighted a key role in the industry and that the success of the project ultimately rides on the unique management skills of the project manager. The South African government cannot cope with improving rural areas development alone, they require help and the private sector can provide the support they need. This highlights the ability of SAMPF to provide government with the unique management skills they require to

assist them in improving the development of rural areas. This however can only be achieved through the formulation of a partnership. The government needs to create a partnership with SAPMF as an initiative towards improving sustainable development for rural areas. This paper highlights that there is a distinct relationship between Public-Private Partnerships, Sustainable Development for Rural Areas, Government Legislation and Project Management and reinforces this by highlighting the need for SAPMF and government to formulate a partnership as an initiative towards improving the development of rural areas in South Africa. Figure (2) illustrates the relationship between PPP, RA, G and PM were PPP = Public Private Partnership, RA = Rural Areas, G = Government and PM = Project Management.
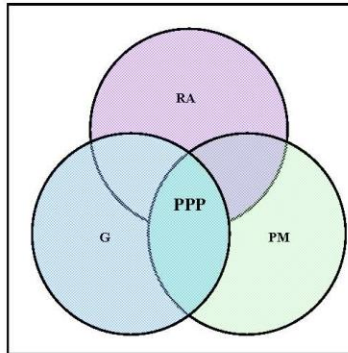

Figure 2   Relationship between PPP, RA, G & PM

4.   DATA ANALYSIS

Out of 17 professional project management firms that were selected in the research sample, 15 firms responded to the survey questionnaire. This represents an 88% response rate that supports the research findings and recommendations. A total of 5 semi structured interviews were planned to be achieved, but due to the limited time schedules of government officials and to the unwillingness of some officials to participate in the research, only 3 were conducted. Although this does not represent the intended sample, the interviews conducted still provide rich and valuable data to the research. Results of the questionnaires and interviews showed that:

4.1   Analysis of Questionnaires Responses

➤ Out of the 15 SAPMF that responded all perceived the concept of partnership.
➤ From the 15 firms that responded, 60% of SAPMF have an excellent perception and understanding of the partnership concept, 34% have a very good perception and 6% indicated they have an average perception of the concept. Therefore most SAPMF have an excellent perception and understanding of the partnership concept.
➤ Out of 15 firms, 10 respondents indicated that they have been involved in a partnership with government and of these 10 respondents, 3 indicated they have been involved in a partnership with government for the upliftment of rural areas development and 2 respondents stated that they have not been involved in a partnership with government.
➤ From the 15 respondents, 87% believe that rural areas do need a partnership to achieve government objectives. While 13% stated that rural areas do not need a partnership to achieve government objectives. This indicates that 87% of SAPMF believe that rural areas development needs a partnership to achieve government objectives and that they can provide support with regard to the nine project management areas of expertise.

4.2   Analysis of Interviews Responses

➢   Current legislation (ISRDS) is seen by government as being sufficient for assisting in the development of rural areas.

➢   Government sees the ISRDS as a strategy which tends to provide guidance rather than actually assisting in the implementation of activities, therefore not making rural areas development easier or difficult, but rather providing guidelines which need to be physically implemented.

➢   Government agrees that rural dwellers should be made more aware of this legislation which can be accomplished by facilitating educational workshops to educate rural people about the ISRDS.

➢   Senior members/ leaders of rural communities are involved in the establishment of the ISRDS; however community participation within their geographical areas is crucial to develop rural strategies.

➢   Government indicates that legislation for rural areas development does have room for improvement and should be updated on a regular basis.

➢   Objectives of rural areas development achievements have been evaluated on a scale of 1 to 5 as 3 (average) by government.

➢   Key development challenges highlighted by government impacting on the ability to implement rural areas development in South Africa have been identified:

•   Most cities do not have adequate economic growth strategies in place and therefore are unable to tackle poverty.

•   Cities cannot develop local economic and rural strategies in isolation from national economic policy.

•   There is a decline in levels of professional employment.

•   Unemployment and low skills levels are major barriers.

•   Cities make a key contribution to social and economic life in the country but they are also the greatest concentrations of poverty.

➢   Government has established a regional development agency which provides a link between the district municipality and private business as an initiative regarding partnerships with private enterprise.

➢   Formulating partnerships with private sectors opens channels of communication which enhances information sharing amongst both parties. However greater expectancy is put on private enterprise as government disregard legislation in order to assist them in engaging in private sector activities, thus creating a problem.

➢   Government indicates that PPP should be a voluntary process.

➢   There is no framework specifically formulated for partnership between government and SAPMF.

5.   THE RURAL AREAS DEVELOPMENT PARTNERSHIP FRAMEWORK (RADPF)

5.1   Definition
The New Choice English Dictionary (1999: 131) defined a framework as the basic supporting structure to achieve an objective.   The Rural Areas Development Partnership Framework (hereinafter referred to as "the framework" or the "RADPF") developed by this research is an innovative tool to formulate a partnership between the South African government and SAPMF as an approach towards improving sustainable development of rural areas. It describes the functions and activities that the South African government and SAPMF have to adopt in order to support government initiatives towards rural areas development.
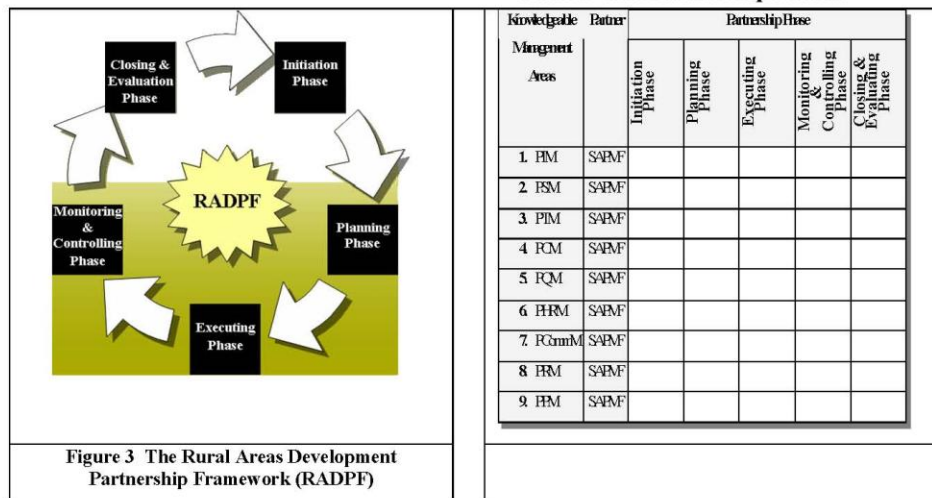
5.2   The Need for the RADPF
The need for an effective framework for SAPMF to formulate a partnership with government stems from the necessity to support government efforts towards rural areas development. The results from

214

the survey questionnaires highlight that 87% of SAPMF believe that rural areas development requires a partnership to achieve government objectives. This is further reinforced by the results from the semi structured interviews which bring to light that government does share a mutual feeling regarding the formulation of partnerships with private sector towards improving rural areas development in South Africa. The dominant role played by SAPMF in the construction industry meshed with their incomparable and unique management skills used in construction projects called for utilising their expertise in improving sustainable development of rural areas. In addition, the framework is an inventive idea which was not previously developed with respect to SAPMF.

5.3   The Conceptual Description of the RADPF

The RADPF is based on formulating a partnership between SAPMF and government through the five project management processes of a project. Partnership is viewed as a project between SAMPF and government consists of five processes: Initiating, Planning, Executing, Monitoring and Controlling, Closing. Within these five processes there are nine knowledgeable areas of expertise which are: Project Integration Management (PIM), Project Scope Management (PSM), Project Time Management (PTM), Project Cost Management (PCM), Project Quality Management (PQM), Project Human Resources Management (PHRM), Project Communication Management (PCommM), Project Risk Management (PRM) and Project Procurement Management (PPM). The RADPF aims to establish what SAPMF can do in each process towards creating a successful partnership between the two sectors, see Figure (2) and Table (1).

Table 1 The Partnership Matrix

Figure 3 The Rural Areas Development Partnership Framework (RADPF)

Knowledgeable Management Areas	Partner	Partnership Phase				
		Initiation Phase	Planning Phase	Executing Phase	Monitoring & Controlling Phase	Closing & Evaluating Phase
1. PIM	SAPMF					
2. PSM	SAPMF					
3. PTM	SAPMF					
4. PCM	SAPMF					
5. PQM	SAPMF					
6. PHRM	SAPMF					
7. PCommM	SAPMF					
8. PRM	SAPMF					
9. PPM	SAPMF					

5.3.1   Initiating Phase

This phase defines and authorises the partnership between Government and SAPMF. It aims to establish grounds and draw the basis between the two parts of this relationship by agreeing and understanding the partnership vision, goals and objectives. The problems facing rural areas development should be identified. This will enable SAPMF to identify the roles that they can play within the nine knowledge areas towards supporting the government initiatives for rural areas development. Practical working relations, communication lines, decision making process between partners have to be established.

5.3.2 Planning Phase

This phase defines and refines partnership objectives and plans the course of actions required to attain these objectives. The necessary resources required should be identified and secured. A needs analysis of the rural community in question must be undertaken prior to execution and the community is part of the project. SAMPF should apply the relevant planning tools required and identify and organise the tasks to be undertaken within the nine knowledgeable areas. Both parties should put the partnerships organisational arrangements in place as well as the arrangements for monitoring progress and future evaluation.

5.3.3 Executing Phase

This phase integrates people and other resources to undertake the tasks in accordance with the agreed plan. SAMPF play a major role by ensuring that they control the entire management of the project and to ensure the smooth execution of the project by applying their expertise in the nine knowledgeable areas. Both parties should maintain working arrangements and communications with each other.

5.3.4 Monitoring and Controlling

Both parties have to ensure that the project objectives are met by monitoring and measuring processes regularly to identify variances from plan so that corrective action can be taken when necessary. It is vital that government uses the professional expertise of SAPMF to manage the budget, quality and quantity control and other areas related to the nine knowledgeable areas.

5.3.5 Closing & Evaluation

Formalising acceptance of the project or phase and bringing it to a successful conclusion. SAPMF should ensure that the project is completed and handed over to the satisfaction of the client. They should also ensure that they have exercised all nine knowledgeable areas to the fullest extent in providing government with the professional assistance they required. Targeted aims and objectives of the government must have been met. A lesson learned document should be created to evaluate and measure what was achieved in the partnership exercise. This document should identify and define any issues that were incurred by either of the partners with the aim of allowing the partnering parties to learn from the evaluation and use this to develop and improve future partnerships.

6 CONCLUSIONS AND RECOMMENDATIONS

Sustainable development of rural areas is one of the greatest challenges facing the South African government. Despite government initiatives, rural people still face real problems regarding inadequate development. This calls for SAPMF to utilise their broad spectrum of unique management skills to support government initiatives towards improving rural areas. This paper focused on formulating partnership between SAPMF and the South African government as an approach for sustainable development of rural areas. This research investigated public-private partnerships, sustainable development of rural areas, government legislation, the project management profession and the relationship between these four areas of concern. An innovative framework was developed by the authors to put the partnership between these two parties in a practical way. Other disciplines in the construction industry such as architects, quantity surveyors, engineers and agents are requested to adopt the developed framework to create partnerships with the government towards rural areas development in the future.

REFERENCES

Adams, M., Cousins, B. and Manona, S. 1999. *Land Tenure and EconomicDevelopment in Rural South Africa: Constraints and Opportunities.* Overseas Development Institute, Portland House, Stag Place, London.

Ardington E.M. and Lund F. 1996. *Questioning rural livelihoods*. In: Michael Lipton, Frank Ellis and M. Lipton, Editors, *Land, Labour and Livelihoods in Rural South Africa* Volume 2, University of Natal Indicator Press, Durban, p 31–58.

APM PMBOK. 2000. *Association for Project Management – Project Management Body of Knowledge*. 4th Ed, Association for Project Management, A1 Parkway, Southgate Way, Orton Southgate, Peterborough, UK.

Association for Project Management. 2003. *Partnering Guidelines for Construction Projects in Hong Kong*. published by the Association for Project Management, Hong Kong.

Bennett, J. and Peace, S. 2002. *How to Use a Partnering Approach for a Construction Project: A Client Guide*. The Charted Institute of Building, Englemere.

Burke, R. 2003. *Project Management Planning & Control Techniques*. 4th Ed. Burke Publishing, Tokai, Cape Town, South Africa.

Carmack, W. 1993. *Partnering Agreement Guideline*. Consulting Network, Inc., Cincinnati, USA.

Carter M.R and May J. 1999. *Poverty, livelihood and class in rural South Africa*, Abstract. University of Wisconsin, Madison, USA and University of Natal, Durban, RSA, [online]. Available from: <http://www.ideas.repec.org/a/eee/wdevel/v27y1999> [Accessed 25 February 2008]

Coates M.E. 2004. *Practical Support for Partnering in Hong Kong*. CII – HK Conference 2004. Construction Partnering, Association for Project Management Partnering Specific Interest Group Legal Counsel, CLP Power Hong Kong Ltd.

Development Indicators Mid-Term Report (2006), Poverty and Inequality, the Presidency Republic of South Africa

Grimsey, D. and Lewis, M.K. 2004. *Public Private Partnerships, The Worldwide Revolution in Infrastructure Provision and Project Finance*. Cheltenham, U.K.

Hart, G. 1996. *The agrarian question and industrial dispersal in South Africa: agro-industrial linkages through Asian lenses*. Journal of Peasant Studies, 23(2).

Ismail S, Rahman A, Akmal H, Danuri M.M.S and Rahim M.A.F. 2004. *Success Criteria of a Private Joint Venture: A Case Study on the Construction of the Bahrain International Circuit*. CII – HK Conference 2004. Construction Partnering, Faculty of Built Environment and Engineering, University of Malaya, Kuala Lumpur, Malaysia.

ISRDS. 2000. *Integrated Sustainable Rural Development Strategy*. 17 November 2000, South Africa.

Kerzner, H. 2003. *Project Management A System Approach to Planning, Scheduling and Controlling*. 8th Ed. John Wiley & Sons, Inc., Hoboken, New Jersey.

Kole, N.M. 2004. *An Evaluation of The Integrated Sustainable Rural Development Programme Highlighting Stakeholder Mobilisation and Engagement*. unpublished B.Sc dissertation, University of Pretoria.

May J & Roberts, B. 2000. *Monitoring and evaluating the quality of life of land reform beneficiaries 1998/99*. Unpublished report. Pretoria: Department of Land Affairs.

Maxwell D.A. 2004. *Alliancing – The Future: A Case Study of a UK Utility on its Journey through Partnering to Alliancing*. CII – HK Conference 2004. Construction Partnering, JCP Consulting Ltd, Blades Enterprise Centre, Bramall Lane, Sheffield, S24SW, U.K.

Mia, B. and Othman, A.A.E. (2007) *Affordable Housing: An investigation into the Corporate Social Responsibility of South African Quantity Surveying firms*. Proceedings of the International Conference on Sustainable Human Settlements for Economic and Social Development, Zambezi Sun International Hotel, Livingstone, Zambia, 2-5 May 2007, pp.298-315.

Nyagwachi, J. and Smallwood, J. 2007. *South African Public Private Partnerships (PPP) Projects*. Department of Construction Management, Nelson Mandela Metropolitan University, South Africa.

PMBOK. 2004. *A Guide to the Project Management Book Of Knowledge*. 3rd ed. Project Management Institute, Inc. Newton Square Pennsylvania, p 8.

Professionals and Projects Register. 2007.

RICS. 2004. *Sustainability and the Built Environment, an Agenda for Action.* 2004 Upstream, 70 Cowcross Street, London EC1M 5EJ.

SARDF. 1997. *South African Rural Development Framework.* [online]. Available from: <http://www.anc.org.za/rdp/rdevframe.html> [Accessed 21 January 2008]

SA Report, (2007), Country Review Report Republic of South Africa, APRM Country Review Report No. 4, African Peer Review Mechanism

South Africa Info. 2008. [online]. Available from: <http://www.southafrica.info/doing_business/investment/oppurtunities/public-private.htm> [Accessed 13 February 2008]

Synergy Builders. 2004. *Project Partnering-Overview.* [online]. Available from: <http://home.austin.rr.com/synergybuilders/builders/page4.html> [Accessed 25 February 2008]

The New Choice English Dictionary. 1999. Peter Haddock Publishing, United Kingdom.

Wai C.S. 2004. *Adoption of Partnering in Public Works.* CII – HK Conference 2004. Construction Partnering, Deputy Sectary for the Environment, Transport and Works Bureau.

Walton, J. 2000. *Sustainable Development,* Forum for the Future Annual Report, 2000.

Wikipedia. 2008. *South Africa Under Apartheid.* [online]. Available from: <http://en.wikipedia.org/wiki/South_Africa_under_apartheid> [Accessed18 February 2008].

An innovative partnership framework for sustainable development of rural areas in South Africa
The role of project management firms

Ayman Ahmed Ezzat Othman

*School of Civil Engineering, Surveying and Construction,
University of KwaZulu-Natal, Durban, South Africa, and*

Neil Sirbadhoo

*School of Civil Engineering, Surveying and Construction,
University of KwaZulu-Natal, Durban, South Africa and
Singatha Afrika Management Services (Pty) Ltd,
Durban, South Africa*

Abstract

Purpose   The purpose of this paper is to investigate the role that South African Project Management Firms (SAPMF) can play towards supporting government initiatives for sustainable development of rural areas (RA).

Design/methodology/approach   A research methodology is designed to achieve three objectives. First, literature is used to review the concepts of public-private partnerships, sustainable development of RA, government legislations and the project management profession. Second, semi-structured interviews with government officials are used to identify the obstacles that hinder implementing the development plans for RA and investigate government's perception of creating a partnership with the private sector. Finally, survey questionnaires with SAPMF are used to identify the role that they can play in assisting government to achieve its plans for RA development and investigate SAPMF's perception of creating a partnership with the public sector.

Findings   Although there are government initiatives, RA still suffer from having inadequate development. Current legislation intended to address RA problems (Integrated Sustainable Rural Development Strategy) is not operational and needs to be updated on a regular basis. Government strategies and plans for RA development have to be supported by SAPMF through creating a partnership welcomed by Government and SAPMF, that utilises their knowledge and unique management skills. The RA development partnership framework is recommended to be used as an innovative tool to assist in overcoming the obstacles that hinders RA development.

Originality/value   This paper establishes a partnership between the public and private sectors which is put through the development of an innovative framework that portrays the relationship between government and SAPMF. Adopting the developed framework by both sectors will help the government utilise the unique expertise and skills of SAPMF towards sustainable development of RA. The developed framework represents a novel and creative synthesis that has not been previously done in the South African context.

Keywords Partnership, Rural areas, South Africa, Project management, Sustainable development

Paper type Research paper

JEDT
7,3

244

1. Introduction
The evolution of South Africa from apartheid to a democratic state in 1994 witnessed an enormous number of strategic plans directed towards enhancing the denied development of rural areas (RA). However, despite the government initiatives to implement these plans, rural people still face real problems, particularly rural dwellers that were forced into taking refuge during the apartheid era. Among the main drivers behind these inadequacies is the lack of sustainable development in RA (South Africa Info, 2008).

Throughout South Africa, RA were formed and conditioned by past policies during the apartheid regime. These policies influenced settlement patterns and demographic profiles, access to services and facilities, as well as the location and character of economic activity. The clear understanding of the effect of past policies directed the new government to create configurations within which rural development strategies could be deployed (Hart, 1996).

A new piece of legislation entitled the Integrated Sustainable Rural Development Strategy (ISRDS) was launched by the South African government in 2000 to improve the development of RA. The document was designed to address the problematic issues that surround and plague the deprived development of RA (ISRDS, 2000). The approach outlined in the strategy is applicable and viable for the entire country, and looks toward the horison of 2010.

Although such legislation was created with the intention of supporting and improving RA, the reality is that it has been nine years since the launch of the ISRDS document, and with the horison of 2010 only one year away, RA development in South Africa has seen inadequate improvement. The endless problems in RA such as insufficient housing, services and poverty (Carter and May, 1999), poor infrastructure, lack of clinics and schools (Ardington and Lund, 1996) are still facing government.

Government cannot solve the problems of RA alone. It requires help, and the private sector has the capabilities to provide support. Kole (2004) stated that government has to involve local communities and private organisations with the public sector to improve sustainable development in RA. RICS (2004) indicated that despite the commitment of the private sector to sustainable development, it is clear that it is unlikely to be delivered without a partnership with government and the support of an appropriate fiscal and regulatory framework.

Through public-private partnerships (PPPs), partners attempt to create closer collaboration and commit themselves to improve performance (Wai, 2004). Owing to their unique and important role in the construction industry, this paper aims to investigate the role that South African Project Management Firms (SAPMF) can play towards supporting government initiatives for sustainable development of RA.

2. Research methodology
In order to achieve the above-mentioned aim, a research methodology, consisted of literature review, semi-structured interviews and survey questionnaires, is designed to achieve four objectives:

(1) Literature review is used to investigate the concepts of PPPs, sustainable development in RA, government legislation for developing RA, the project

management (PM) profession and the relationship between these four areas of concern.

(2) Semi-structured interviews are conducted with government officials to identify the obstacles that hinder implementing development plans for RA and to investigate government's perception of creating a partnership with the private sector. The semi-structured interview sample was selected from a list of local government officials in Durban. They were selected on the basis of their direct relation with sustainable development of RA and their capability to give insight on their perception towards formulating a partnership with SAPMF. The semi-structured interview sample was five government officials.

(3) Survey questionnaires are used to identify the role that SAMPF can play in supporting government towards achieving sustainable development of RA and to investigate SAPMF's perception of creating a partnership with the public sector. The survey questionnaire sample was selected from a list of registered professional PM firms in Durban (Professions and Projects Register, 2007). The questionnaire sample was 17 firms.

(4) Based on the data collected from literature review, interviews and questionnaires, a partnership framework between the government and SAPMF towards sustainable development of RA is developed.

Owing to the nature of this research and the fact that it deals with public sector and SAPMF, purposive sampling was employed to select the semi-structured interview and survey questionnaire sample.

3. Literature review
3.1 Public-private partnerships
3.1.1 Definitions and objectives. The Association for Project Management (APM, 2003) defined partnership as a commitment between two or more organisations to achieve specific business objectives by maximising the effectiveness of each part's capability through cooperation, trust, communication and sharing. The Canadian Council for Public-Private Partnerships (CCPPP, 2009) defined a PPP as a cooperative venture between the public and private sectors, built on the expertise of each partner that best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards. Partnership aims to identify common goals, anticipate possible obstacles potential and establish productive working relationships among all involved parties. In addition, it attempts to create a collaborative environment where joint problem solving helps preventing disputes and the development of hostile or adversarial relations during the course of a contract. Furthermore, it allows parties to work as a single team towards successful completion of projects and continuous improvement (Carmack, 1993).

3.1.2 Development and application of partnership concept. Partnership is not a new concept; it was found in the ancient Chinese culture (Wai, 2004) and has been used throughout the globe successfully in many places. In the UK and Australian construction industry, partnership is becoming the norm in civil contracts (Maxwell, 2004). In Hong Kong, the Hospital Authority and Mass Transit Railway Corporation were probably the first clients to embrace the concept of partnering (Wai, 2004). PPP projects in Italy and Spain are profitable, with some of them traded and quoted on the

246

local stock exchanges (Nyagwachi and Smallwood, 2007). Partnership is applicable to all projects, even those that are very straight forward and limited in scope. However, it is particularly appropriate when the project is complex and business requirements are difficult to specify. It is also recommended when project conditions are uncertain, solutions are difficult to foresee and joint problem solving is essential (Ismail *et al.*, 2004).

3.1.3 PPP and construction professionals in South Africa. PPPs are being used widely in South Africa to implement national and provincial government's infrastructure and service delivery commitments, RA should be no exception (SARDF, 1997). Nyagwachi and Smallwood (2007) stated that an effective, credible and sustainable legal and regulatory framework is essential for promoting, fostering and implementing successful PPP projects in South Africa.

Previous research has shown that there are many professionals in the construction industry that are adopting PPP as an avenue for supporting government initiatives towards reducing poverty and improving development for the rural people in South Africa. RICS (2004) highlight that the delivery of sustainable development requires the engagement of investors, developers and their principal advisors, architects, quantity surveyors, engineers and agents throughout the project life cycle. However, literature review revealed that little research has been conducted in South Africa on the role of SAPMF towards supporting government in achieving its objectives for sustainable development of RA. Therefore, creating a partnership between the government and SAPMF might be the ideal mechanism that enables the government to accomplish its objectives towards the development of RA.

3.2 Sustainable development of RA

3.2.1 Definitions and objectives. Sustainable development is a dynamic process, which enables all people to realise their potentials, and to improve their quality of life, in ways, which simultaneously protect and enhance the Earth's life support systems (Walton, 2000). RA development aims to help rural people set the priorities in their own communities through effective and democratic bodies, by providing the local capacity; investment in basic infrastructure and social services, justice, equity and security; dealing with the injustices of the past and ensuring safety and security of the rural population, especially that of women (SARDF, 1997).

3.2.2 RA development in South Africa. The legacy of colonial and apartheid policies was extreme, structured, and racially defined poverty and inequality in South Africa. During the apartheid era, RA were designed so that the majority of people lived away from cities in heavily populated places which were neglected to such an extent that not many programmes were adopted to bring about growth in these areas (South Africa Info, 2008). Over 70 per cent of the South Africa's poorest people reside in RA, and over 70 per cent of all rural people are poor (May and Roberts, 2000).

Although RA in South Africa share much in common with other countries, some features and development challenges are unique. Most of the constraints to rural development in South Africa stem from the long period of apartheid with its discriminatory policies and neglect of the vast black population. Forced removals led to over-population of the "reserves" and deprivation of basic needs. High population growth put pressure on family income, social services and on natural resources (Adams *et al.*, 1999).

The transition of South Africa to a democratic state generated a new beginning for the oppressed people of the country. Sustainable development plans aim to deliver basic environmental, social and economic services through saving the environment, preserving people, enhancing their standard of living and creating long-term income from even the most barren of surroundings (SARDF, 1997).

3.3 Government legislation

South Africa is faced with several rural development challenges. Numerous rural development initiatives have been undertaken. These included: policy developments (SARDF and Reconstruction and Development Programme, 1997), programmes (Land Reform Programme, 1997) and (Rural Development Strategy of 1995). These initiatives were not efficiently implemented, hence the development of the ISRDS in 2000, which is the current legislation intended to address RA in South Africa (Kole, 2004).

The ISRDS (2000) is designed to attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who equipped to contribute to growth and development (ISRDS, 2000). A strategic objective of the ISRDS is to ensure that by the year 2010 the RA would attain the internal capacity for integrated and sustainable development. To achieve this vision, the ISRDS proposes that government leads in the consolidation, formulation, implementation, monitoring and evaluation of well coordinated programmes and projects, which will allow for participation of all spheres of government and civil society.

In spite of the government initiatives to implement these strategies, visual evidence indicates that rural people still face real problems (South Africa Info, 2008). Nine years since the creation of the ISRDS has seen partial if not little improvement in RA. Poverty levels in RA witnessed growth in terms of development, infrastructure and social amenities of 4.3 per cent from the year 1994 to 2000 (SA Report, 2007). Since the year 2001-2006 as reported in the Development Indicators Mid-Term Report (2006) poverty levels in RA have only achieved 6.9 per cent growth. Clearly the legislation is not effective in its application or government is not implementing it effectively. This highlights the government's need for assistance from the private sector to achieve its goals regarding the improvement of development in RA.

3.4 Project management profession

Traditionally the management of projects was considered more of an art than science, but with the growing number of PM institutions, associations and academic establishments, PM has become more of a science and discipline as accepted practices captured and formalised in the global body of knowledge and certificate programmes. The increasing competition in policy, economy, law and technology forced organisations to adopt PM as a tool to enable them remain in the market and compete for the future (Burke, 2003).

PM is the discipline of managing projects successfully (APM PMBOK, 2000). Because of their academic and professional acceptance worldwide, the PMBOK (2004) and the APM PMBOK (2000) are used as an approach to analyse management processes offered by project managers. Typically projects involve several professionals working together and the PM expertise is spread across this team.

JEDT
7,3

248

The PMBOK (2004) highlights five processes which are applied to a project in the PM profession, they are:

(1) initiating;
(2) planning;
(3) executing;
(4) monitoring and controlling; and
(5) closing.

These processes are uniform to the PM profession and are adapted in most projects. Figure 1 shows how the five processes overlap each other throughout the duration of a project.

However, within these five processes, the PMBOK (2004) further highlights nine areas of expertise offered by project managers:

(1) Project integration management (PIM).
(2) Project scope management (PSM).
(3) Project time management (PTM).
(4) Project cost management (PCM).
(5) Project quality management (PQM).
(6) Project human resources management (PHRM).
(7) Project communication management (PCOM).
(8) Project risk management (PRM).
(9) Project procurement management (PPM).
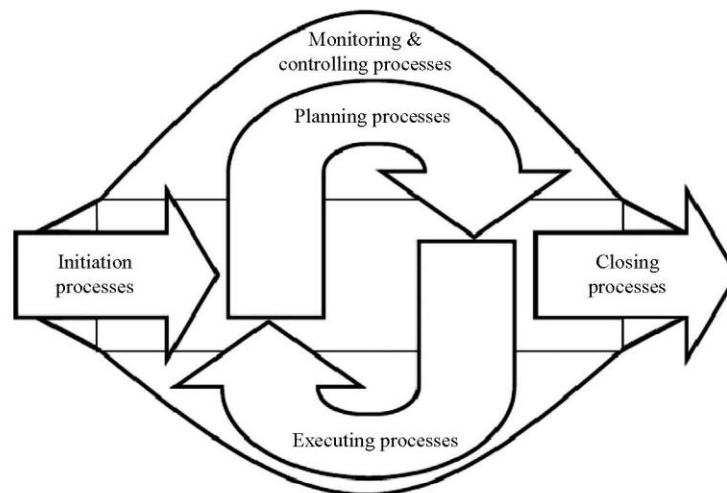
Figure 1.
Overlapping project management processes

Source: PMBOK (2004)

This broad spectrum of management skills offered puts the project manager in an opportune position to provide government with unique management techniques towards improving sustainable development of RA. Government is advised to allow the PM profession to influence rural development in a positive way by creating a partnership with SAPMF to alleviate the endless burdens that RA in South Africa are faced with.

3.5 The relationship between PPPs, sustainable development of RA and the PM profession
The inadequate development of RA in South Africa is a reality. Although the government has created various initiatives to tackle RA development, to date (2009, 15 years later) RA have seen partial improvement and still face real problems. RA need a sustainable development that saves the environment, improves society and prospers the economy. Being a major contributor to the country's growth, the construction industry and its professionals are already supporting government towards alleviating poverty in South Africa.

The PM profession has been highlighted as a key role player in the industry and that the success of the project ultimately depends on the unique management skills of the project manager. The South African government cannot cope with RA development alone, it requires help and the private sector can provide the support they need. This highlights the ability of SAMPF to provide government with the unique management skills required for improving the development of RA. This however can only be achieved through the formulation of a partnership as an initiative towards improving sustainable development for RA. Figure 2 shows and reinforces the relationship between PPP, RA, government (G) and PM profession.

4. Field study
4.1 Data collection
During this research different quantitative and qualitative techniques were used for collecting data from government officials and SAPMF. First, semi-structured interviews

Innovative
partnership
framework

249
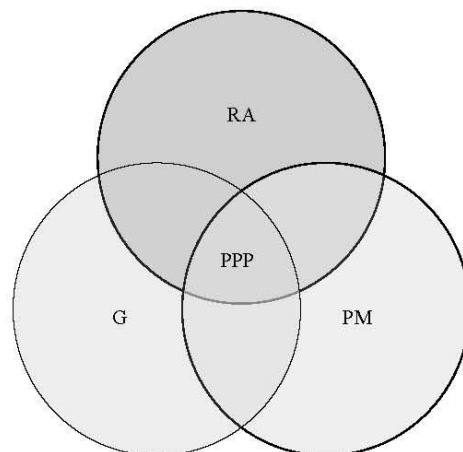
Figure 2.
Relationship between PPP,
RA, G and PM

250

were conducted with a sample of government officials in order to identify the obstacles that hinder the implementation of RA development plans and to investigate government's perception of creating a partnership with the private sector. Different types of questions ranging from open-ended, close-ended, specific and problem questions were asked either face-to-face or over the telephone. To ensure data enrichment, the collected data collected were recorded using a digital recording device and by note-taking.

Second, self administered survey questionnaires were used to identify the role that SAMPF can play in supporting government towards achieving sustainable development of RA and to investigate SAPMF's perception of creating a partnership with the public sector. The questionnaires were delivered and collected on completion to those firms located within the eThekweni municipality and those firms located throughout KwaZulu Natal had the questionnaires e-mailed to them and all responses were returned via e-mail. Different types of questions ranging from open-ended, close-ended, dichotomous and declarative questions were asked to achieve the survey objectives.

4.2 Data analysis
Out of 17 professional PM firms surveyed, 15 firms responded to the survey questionnaires. This represents 88 per cent response rate that supports the research findings and recommendations. A total of five semi-structured interviews were planned to be achieved, but due to the limited time schedules of government officials and to the unwillingness of some officials to participate in the research, only three were conducted. Although this does not represent the intended sample, the interviews conducted still provide rich and valuable data to the research. Results of the semi-structured interviews showed that:

(1) The current legislation (ISRDS), as stated by government officials, is theoretically sufficient and provides guidance towards assisting in the development of RA rather than actual implementation of activities. In addition, officials added that ISRDS has a room for improvement and should be updated on a regular basis.

(2) Although senior members and leaders of rural communities were involved in the establishment of the ISRDS, the successful achievement of development objectives necessitates raising the awareness, educating and participating of RA dwellers.

(3) Key challenges that hinder the implementation of RA development in South Africa are:
  • Lack of provincial adequate economic growth strategies in place to tackle poverty.
  • Insufficient coordination between rural development strategies and national economic policy.
  • Decline in the level of professional employment and skilled labour as well as high-unemployment rate.

(4) Government has established a regional development agency which provides a link between the district municipality and private business as an initiative regarding partnerships with private enterprise.

(5) No framework is currently prepared between government and SAPMF, hence formulating a partnership model will facilitate communication, enhance information sharing and exchange experience between both parties. Government officials indicated that PPP has to be a voluntary process.

Results of the survey questionnaires showed that:
- All SAPMF that responded to the survey questionnaires perceived the concept of partnership with varying degrees. On a scale of five (where 1 = poor and 5 = excellent), nine out of 15 respondents rated their perception as 5/5, where five firms rated their perception as 4/5 and one firm rated its perception of partnership as 3/5.
- Out of 15 firms responded to the survey questionnaires, only 13 firms indicated that they have been involved in a partnership with government. These firms believed that partnership with government is essential for achieving its objectives towards RA development and SAPMF have the knowledge and skills to support government initiatives.

5. The RA development partnership framework
5.1 Definitions and rationale
A framework is defined as a particular set of beliefs, ideas, or rules referred to in order to solve a problem (*Collins Essential English Dictionary*, 2006). It is the basic and logical structure for classifying and organising complex information (FEAF, 1999). The rural area development partnership framework (hereinafter referred to as "the framework" or the "RADPF") is an innovative tool, developed by the authors, to formulate a partnership protocol between the South African government and SAPMF as an approach for sustainable development for RA. It describes the functions and activities that the SAPMF can offer in order to support the government initiatives towards RA development.

The rationale of the framework stems from the necessity to assist the government in achieving its objectives for RA development. This could be achieved through creating a partnership with the private sector which has the capacity, professional knowledge and expertise to provide government with the assistance required (Vaughn, 1993). The ISRDS (2000) agreed with this view and highlighted the importance of private sectors involvement in RA development. In addition, this perspective is supported by Sirbadhoo and Othman (2008) who underlined the dominant role of SAPMF in the construction industry and the significance of utilising their unique management skills and expertise to help the government in accomplishing its initiatives for sustainable development for RA. Furthermore, results of the survey questionnaires and interviews reinforced the approach of formulating partnerships with SAPMF towards improving RA development in South Africa.

5.2 Description of the RADPF
5.2.1 The conceptual description of the RADPF. Within this paper, partnership is viewed as a project between government and SAPMF. Hence, the RADPF is based on the five PM processes of a project. These processes are:
- (1) initiating;
- (2) planning;

JEDT
7,3

252

(3) executing;

(4) monitoring and controlling; and

(5) closing and evaluation.

These processes are accompanied with nine knowledgeable areas of expertise which are:

(1) PIM.

(2) PSM.

(3) PTM.

(4) PCM.

(5) PQM.

(6) PHRM.

(7) PCOM.

(8) PRM.

(9) PPM.

The RADPF establishes the roles that SAPMF can perform in each process with regard to the nine knowledgeable areas of expertise, towards creating a successful partnership between the two sectors (Figure 3 and Table I).

5.2.2 Partnership boundaries between SAPMF and government. Partnership requires the boundaries between the two partners to be broken as they amalgamate to work as one joint organisation. Boundaries are classified as flexible and permeable:

- Flexible boundaries are those which can be repositioned, allowing an organisation to decentralise, reorganise, or restructure its resources in keeping with specific objectives.

- Permeable organisational boundaries allow resources to actively communicate and interact through these boundaries to facilitate the exchange of ideas and information.

Boundary flexibility is central in a public-sector agency that is partnering with a private-sector organisation. Organisational boundaries within government agencies are typically rigid and impermeable. In these agencies, employees and their departments have well-defined jurisdictions, responsibilities and a hierarchy of authority (Crowley and Karim, 1995). In order to allow government to partner effectively with SAPMF, this traditional bureaucratic system of organising must be overcome. In contrast, private-sector organisations have boundaries that are more flexible and permeable. This corporate climate is ideal for the inter-organisational co-operation necessary in partnering (Crowley and Karim, 1995). This highlights that SAPMF boundary permeability along with a minimum of internal regulations allows for the open communication and exchange of ideas with government.

Figure 4a-c shows how the boundaries between SAPMF and government are merged during the formulation of a partnership. In Figure 4a, partnership participants SAPMF and government are shown with rigid and impermeable boundaries under a traditional business relationship. In order for these two sectors to develop confidence in
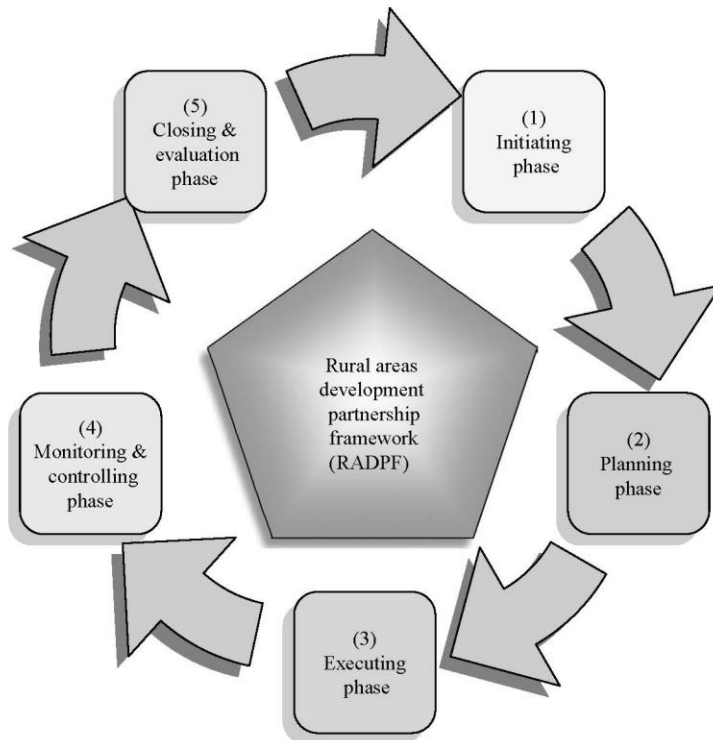
Innovative
partnership
framework

253

Source: Sirbadhoo and Othman (2008)

Figure 3.
The RADPF

Knowledge management areas	Partner	Partnership phase				
		Initiating phase	Planning phase	Executing phase	Monitoring and controlling phase	Closing and evaluation phase
1 PIM	SAPMF					
2 PSM	SAPMF					
3 PTM	SAPMF					
4 PCM	SAPMF					
5 PQM	SAPMF					
6 PHRM	SAPMF					
7 PCOM	SAPMF					
8 PRM	SAPMF					
9 PPM	SAPMF					

Source: Sirbadhoo and Othman (2008)

Table I.
The partnership matrix

each other, they need to acquire mutual trust through sharing the same vision, goals and objectives of improving sustainable development of RA in South Africa. By establishing trust these sectors can begin to develop confidence in each other, which will gradually influence them to merge their boundaries, as shown in Figure 4b.
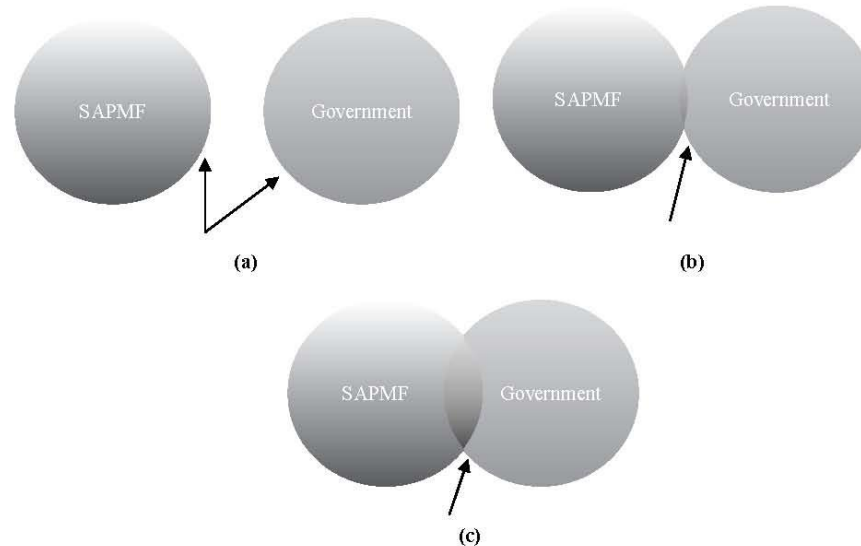
JEDT
7,3

254

Figure 4.

Notes: (a) Impermeable boundaries; (b) formative partnering stage; (c) permeable boundaries

This boundary groups resources of SAPMF and government into a collective partnership. Trust encourages these two sectors to make their merged boundary more permeable, allowing for the formation of a partnering organisation, as shown in Figure 4c. Over time this united boundary becomes even more permeable as a result of long-term commitment and shared vision.

The new partnering organisation formed between SAPMF and government must aim to implement a cooperative strategy towards RA development by modifying and supplementing the traditional boundaries that normally separate companies in a competitive climate. In this way, partnering binds SAPMF and government with a coalition that creates an interconnected atmosphere for the project team members to openly interact and perform (Figure 5).

This partnership now allows the participants to wrap their resources in a joint alliance and collectively define team working toward common goals, in this respect, towards the development of RA. Crowley and Karim (1995) highlight that this permeability of boundaries eases interaction, enhances communication, encourages trust, and permits each partner to directly interact with his or her counterpart in sharing operational-level ideas to resolve problems while working to accomplish common goals.

5.2.3 The contents of the RADPF. This section describes the five phases of partnership between SAPMF and explains the role that SAPMF can play to support the government initiatives for RA development.

5.2.3.1 Initiating phase. This phase defines and authorizes the partnership between government and SAPMF. It aims to establish grounds and draw the basis between the two parts of this relationship by agreeing and understanding the partnership vision, goals and objectives. The problems facing RA development should be identified.
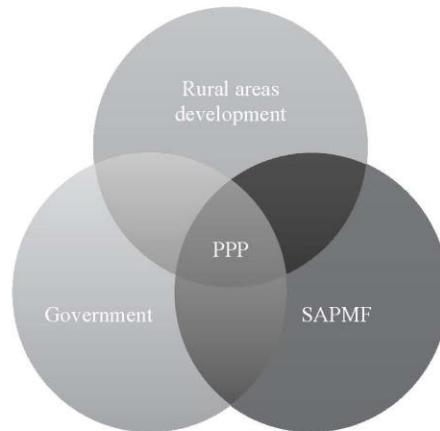
Innovative
partnership
framework

255

Figure 5.
The interfacing of
boundaries

This will enable SAPMF to identify the roles that they can play within the nine knowledge areas towards supporting the government initiatives for RA development. Practical working relations, communication lines, decision-making process between partners have to be established. Table II provides an in depth description of SAPMF support in each area of expertise.

5.2.3.2 Planning phase. This phase defines and refines partnership objectives and plans the course of actions required to attain these objectives. The necessary resources required should be identified and secured. A needs analysis of the rural community in question must be undertaken prior to execution as the community is part of the project. SAMPF should apply the relevant planning tools required and identify and organise the tasks to be undertaken within the nine knowledgeable areas. Both parties should put the partnerships organisational arrangements in place as well as the arrangements for monitoring progress and future evaluation. Table III provides an in depth description of SAPMF support in each area of expertise.

5.2.3.3 Executing phase. This phase integrates people and other resources to undertake the tasks in accordance with the agreed plan. SAMPF play a major role by ensuring that they control the entire management of the project and to ensure the smooth execution of the project by applying their expertise in the nine knowledgeable areas. Both parties should maintain working arrangements and communications with each other. Table IV provides an in depth description of SAPMF support in each area of expertise.

5.2.3.4 Monitoring and controlling phase. Both parties have to ensure that the project objectives are met by monitoring and measuring processes regularly to identify variances from plan so that corrective actions can be taken when necessary. It is vital that government uses the professional expertise of SAPMF to manage the budget, quality and quantity control and other areas related to the nine knowledgeable areas. Table V provides an in depth description of SAPMF support in each area of expertise.

5.2.3.5 Closing and evaluation phase. This phase aims to formalise acceptance of the project or phase and bring it to a successful conclusion. SAPMF should ensure that the project is completed and handed over to the satisfaction of the client. They should also ensure that they have exercised all nine knowledgeable areas to the fullest extent in

Knowledge management area	Support provided by SAPMF
1. PIM	SAPMF to identify, define, unify, combine and coordinate the various processes and activities of a project
2. PSM	SAPMF provide support government by ensuring that the projects for RA development include all the work required, and only the work required to complete the project successfully Create a project scope definition which provides the outlines/ boundaries for the project
3. PTM	Activities are defined: identifying the activities that need to be performed to produce the required project deliverables Activities are sequenced: activities are deployed in a logical manner without conflict Activity durations are estimated
4. PCM	The costs of the project are planned, estimated and budgeted effectively and accurately so that the project can be completed within the approved budget
5. PQM	SAPMF to ensure that the project will satisfy the needs for which it was undertaken in terms of the desired quality finish
6. PHRM	SAPMF must ensure that team members are involved in much of the projects planning and decision making as early involvement of team members will add expertise during the planning of the project and strengthens commitment
7. PCOM	It is crucial for SAPMF to ensure that communication channels are opened and managed to facilitate information sharing between both parties SAPMF have the knowledge and expertise to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information
8. PRM	SAPMF have the expertise in conducting risk management planning, identification, analysis, responses, and monitoring and control on a project regarding RA development
9. PPM	SAPMF have the required expertise to provide government with professional assistance in procuring the products and services needed from outside the project team to perform the desired work

Table II.
Initiating phase

providing government with the professional assistance they required. Targeted aims and objectives of the government must have been met. A lesson learned document should be created to evaluate and measure what was achieved in the partnership exercise. This document should identify and define any issues that were incurred by either of the partners with the aim of allowing the partnering parties to learn from the evaluation and use this to develop and improve future partnerships. Table VI provides an in depth description of SAPMF support in each area of expertise.

5.3 Benefits of the RADPF
The RADPF benefits three targeted areas, namely, SAPMF, South African government and RA. At the SAPMF level, the framework is expected to:

- Improve the communication between SAPMF and the government through sharing the vision and objectives of RA development.

Knowledge management area	Support provided by SAPMF
1. PIM	SAPMF to make choices on where to concentrate resources, anticipate potential issues before they become critical and coordinate work for the overall success of the project
2. PSM	SAPMF provide support government by ensuring that the projects for RA development include all the work required, and only the work required to complete the project successfully
	Implement the project scope definition which provides the outlines/ boundaries for the project
	SAPMF define and control what needs to be and what does not need to be included in the project
3. PTM	Activities are defined: identifying the activities that need to be performed to produce the required project deliverables
	Activities are sequenced: activities are deployed in a logical manner without conflict
	Activity resources are estimated: ensuring activities have the correctly estimated type and quantity of resources
	Activity durations are estimated accurately
	A schedule is developed to manage the above mentioned processes
4. PCM	SAPMF to estimate costs by developing an accurate approximation of the costs of resources needed to complete project activities
	Costs to be budgeted by summating the estimated costs of individual activities to establish a cost baseline
5. PQM	SAPMF to provide government with quality planning by identifying which quality standards are relevant to the project and how to meet them
6. PHRM	SAPMF need to implement human resource planning which involves identifying project roles and responsibilities and creating a staffing management plan
	SAPMF must help government acquire the project team needed to complete the project
	SAPMF need to develop the project team by improving the competencies and interactions of team members to enhance performance on the project
7. PCOM	Communication is planned by SAPMF determining the information and communications needs of government and other project participants
8. PRM	SAPMF must provide government with risk management planning which involves deciding how to approach, plan and execute the risk management activities of a project
	SAPMF can identify risks and determine which risks might affect the project and document these risks
	SAPMF can analyse risks by prioritising them and analysing their probability of occurrence and impact
	SAPMF must implement risk response planning which involves developing actions to reduce risks that threaten the project objectives
9. PPM	SAPMF must aid government with regard to planning purchases and acquisitions by determining what to purchase or acquire and determining when and how
	SAPMF must request seller responses by obtaining information, quotations, bids, offers and proposals as appropriate for the project
	SAPMF can select sellers for the project which involves reviewing offers, choosing among potential offers and negotiating a written contract with each seller

Table III.
Planning phase

JEDT
7,3

258

Knowledge management area	Support provided by SAPMF
1. PIM	Provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion
2. PSM	SAPMF to ensure that only the defined work is being executed
3. PTM	SAPMF ensuring that defined activities are sequenced and that they are deployed in a logical manner without conflict Activity durations that were estimated are being executed accurately
4. PCM	SAPMF must control costs by monitoring the factors that create cost variances and control changes to the project budget
5. PQM	SAPMF need to ensure that quality assurance is performed which includes applying the planned quality activities to ensure that the project employs all processes needed to meet the desired requirements
6. PHRM	SAPMF must manage the project team by tracking team members' performance, resolving issues, providing feedback and facilitating changes to enhance project performance
7. PCOM	SAPMF must ensure that information is distributed and that they make needed information available to government and other project participants in a timely manner SAPMF must keep information channels open with government at all times throughout the project duration
8. PRM	SAPMF must ensure risk response planning is adhered to which involves implementing actions to reduce risks that threaten the project objectives SAPMF must monitor and control risks by tracking identified risks, identifying new risks and executing risk response plans
9. PPM	SAPMF must manage the contracts between each buyer and seller during the execution of the project and record performances to provide a basis for future relationships with the seller

Table IV.
Execution phase

- Enhance the management skills and techniques of SAPMF through exchanging information with government and applying their skills for solving national problems.
- Contribute to the sustainable development of RA development.

At the government level, the RADPF provides a stepping stone for government to be assisted by private enterprises in a systematic way as an attempt towards supporting its initiatives regarding the development of RA.

At the RA level, rural dwellers are the targeted beneficiaries of the framework as the RADPF is an attempt towards achieving the plans designed for sustainable development of RA in South Africa.

5.4 Limitations of the framework
Although the above-mentioned benefits of the framework, it has some limitations. The framework may not suite every SAPMF with regard to formulating a partnership with government, as it depends on whether the respective firm perceives the concept of partnership and if the firm has partnered with government, before utilising other partnership frameworks. In addition, the adaptability and functionality of the

Knowledge management area	Support provided by SAPMF
1. PIM	Provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion
2. PSM	SAPMF to ensure that only the defined work is being executed
3. PTM	SAPMF ensuring that defined activities are sequenced and that they are deployed in a logical manner without conflict
	Activity durations that were estimated are being executed accurately
4. PCM	SAPMF must control costs by monitoring the factors that create cost variances and control changes to the project budget
5. PQM	Quality control is performed by SAPMF which entails monitoring project results to determine if they comply with the planned quality standards and identifying ways to eliminate causes of inadequate performance
6. PHRM	SAPMF must manage the project team by tracking team members' performance, resolving issues, providing feedback and facilitating changes to enhance project performance
7. PCOM	SAPMF must ensure that performance reporting is coordinated and facilitated by ensuring status reporting, progress measurement and forecasting is being implemented
	SAPMF must ensure that government and other project participants are managed by managing communications to satisfy the requirements of and resolve any issues with government and project participants
	SAPMF must keep information channels open with government at all times throughout the project duration
8. PRM	SAPMF must monitor and control risks by tracking identified risks, identifying new risks and executing risk response plans
9. PPM	SAPMF must manage the contracts between each buyer and seller and record performances to provide a basis for future relationships with the seller

Innovative
partnership
framework

259

Table V.
Monitoring and
controlling phase

framework is limited in the sense that, it depends on the initiatives of SAPMF and government to make positive attempts in facilitating the use of the RADPF, towards the development of RA in South Africa. Furthermore, the application of the RADPF is a long-term strategy to improve the development of RA. This requires commitment from both partners over a long term and may not be perceived or adopted by some firms.

6. Research findings and recommendations

Having reviewed the concepts of PPPs, sustainable development of RA, government legislation, the PM profession and keeping in mind the results of the semi-structured interviews and survey questionnaires, the research may come to the following findings and recommendations.

6.1 Research findings

- Although the PPPs are a relatively new concept in South Africa and attracted limited investigation, it has been used widely for implementing national and provincial development projects. Hence RA should have no exception.

JEDT
7,3

260

Knowledge management area	Support provided by SAPMF
1. PIM	Provide government with unification, consolidation, articulation and integrative actions that are crucial to project completion
2. PSM	SAPMF to ensure that the defined works were completed successfully
3. PTM	SAPMF ensuring that government projects are accomplished and successfully completed within the estimated time
4. PCM	SAPMF must ensure that the costs of the project that were planned, estimated, budgeted and controlled were done so effectively and accurately so that the project is completed within the approved budget
5. PQM	SAPMF to ensure that in supporting government achieve its objectives, RA development is executed and completed to quality
6. PHRM	By SAPMF tracking team members' performance throughout the duration of the project, rich and valuable data will be able to be gathered for the lessons learned document This allows for a track record of performance to be documented which will aid in the facilitating of other partnerships for future RA development projects
7. PCOM	SAPMF must ensure that information distribution, performance reporting and all other means of communication were implemented effectively throughout the duration of the project SAPMF must ensure that information sharing was not bias throughout the duration of the project
8. PRM	SAPMF must document all risks incurred during the project as this will form a basis for future projects towards RA development, with regard to working around the identified risks
9. PPM	SAPMF can close contracts by completing and settling each contract applicable to the project or project phase SAPMF must record performances of each buyer and seller to provide a basis for future relationships with the seller

Table VI.
Closing and evaluation phase

- In spite the government initiatives for RA development, rural people still face real problems. This highlighted the need to assist the government in achieving its plans and strategies through creating a partnership with the private sector. Since no framework is presently adopted between government and SAPMF, creating a partnership between the two sectors is an ideal mechanism to enable the government utilise the unique management knowledge and expertise of SAPMF to accomplish its objectives towards delivering environmental, social and economic services to RA. The establishment of the framework will be facilitated through the perception of partnership concept and its importance as well as the willingness of both sides.

- The current legislation adopted for RA development is not operational and the government needs assistance to implement it effectively. Government officials emphasised the need for government to modify its legislation by implying a new set of goals and adopting a different approach (i.e. partnership framework) to facilitate accomplishing development objectives.

- In order to succeed the development strategies of RA, rural inhabitants have to be educated and recognised the value of their role towards supporting government initiatives.
- Inadequate economic growth strategies; insufficient coordination between rural development strategies and national economic policy and decline of professional employment, skilled labour and high unemployment rate are the main challenges that hinder the implementation of RA development in South Africa.

6.2 Research recommendations
The research recommendations are directed to three categories, namely: government, SAPMF and further research.

6.2.1 Recommendations to government
- Initiating a PPP with SAPMF through adopting the framework developed by this research to achieve the government objectives for sustainable development of RA in South Africa.
- Facilitating the creation of similar partnerships with other construction professionals towards RA development of RA in South Africa.
- Establishing economic growth strategies, creating more job opportunities and coordinating between rural development strategies and national economic policy to overcome the obstacles to RA development.

6.2.2 Recommendation to SAPMF
- Playing a pro-active role towards sustainable development of RA through adopting the developed framework and improving communication with government authorities.
- Enhance their management skills and techniques with regard to the formulation of a partnership with government.

6.2.3 Recommendations for further research
- Investigating the role that other construction professionals can play towards supporting the government in achieving its plans for sustainable development of RA.
- Conducting an evaluation study, after a fair time of implementation, to examine the effectiveness of developed partnership frameworks towards assisting the government in accomplishing its development objectives and identifying corrective actions needed for performance improvement.

7. Conclusion
Sustainable development of RA is one of the greatest challenges facing the South African government. Despite government initiatives, rural people still face real problems of inadequate development. The research presented in this paper has provided great insight and profundity to a topic that had previously received scarce attention in construction literature. Using the broad spectrum of unique management skills of SAPMF as an approach to support government in achieving its objectives

towards sustainable development for RA is a new idea that has not previously researched.

Therefore, the concept of formulating a PPP between SAPMF and government as an attempt to aid government towards improving sustainable development for RA is an innovative and beneficial concept in the South African context. This research is imperative as it deals with a severe issue that has haunted South Africa for many decades to date. The research conducted in this paper proposes that SAPMF play a powerful role in the construction industry and government is advised to utilise SAPMF unique management skills to formulate a partnership that aid the in alleviating a serious development burden that has gripped the poverty stricken RA of South Africa for decades.

References

Adams, M., Cousins, B. and Manona, S. (1999), *Land Tenure and Economic Development in Rural South Africa: Constraints and Opportunities*, Overseas Development Institute, London.

APM (2003), *Partnering Guidelines for Construction Projects in Hong Kong*, Association for Project Management, Hong Kong.

APM PMBOK (2000), *Association for Project Management – Project Management Body of Knowledge*, 4th ed., Association for Project Management, Peterborough.

Ardington, E.M. and Lund, F. (1996), "Questioning rural livelihoods", in Lipton, M., Ellis, F. and Lipton, M. (Eds), *Land, Labour and Livelihoods in Rural South Africa*, Vol. 2, University of Natal Indicator Press, Durban, pp. 31-58.

Burke, R. (2003), *Project Management Planning & Control Techniques*, 4th ed., Burke Publishing, Cape Town.

Carmack, W. (1993), *Partnering Agreement Guideline*, Consulting Network, Cincinnati, OH.

Carter, M.R. and May, J. (1999), "Poverty, livelihood and class in rural South Africa, abstract", University of Wisconsin, Madison, WI (accessed 3 March 1999).

CCPPP (2009), *Definitions: The Canadian Council for Public-Private Partnerships*, available at: www.pppcouncil.ca/aboutPPP_definition.asp (accessed 7 May 2009).

Collins Essential English Dictionary (2006), 2nd ed. 2006, HarperCollins Publishers 2004, available at: www.thefreedictionary.com/framework (accessed 4 May 2009).

Crowley, L.G. and Karim, A. (1995), "Conceptual model of partnering", *Journal of Management in Engineering*, Vol. 11 No. 5, pp. 33-9.

Development Indicators (2006), Poverty and Inequality, Mid-Term Report, The Presidency Republic of South Africa, Cape Town.

FEAF (1999), *Federal Enterprise Architecture Framework*, available at: www.cio.gov/Documents/fedarch1.pdf (accessed 23 April 2007).

Hart, G. (1996), "The agrarian question and industrial dispersal in South Africa: agro-industrial linkages through Asian lenses", *Journal of Peasant Studies*, Vol. 23 No. 2, pp. 245-77.

Ismail, S., Abdul-Rahman, H., Akmal, H., Danuri, M.M.S. and Rahim, M.A.F. (2004), "Success criteria of a private joint venture: a case study on the construction of the Bahrain international circuit", *CII – HK Conference 2004, Construction Partnering, Faculty of Built Environment and Engineering, University of Malaya, Kuala Lumpur*, pp. 125-35.

ISRDS (2000), *Integrated Sustainable Rural Development Strategy*, 17 November 2000, South Africa, pp. iv-1.

Kole, N.M. (2004), "An evaluation of the integrated sustainable rural development programme highlighting stakeholder mobilisation and engagement", unpublished BSc dissertation, University of Pretoria, Pretoria.

Maxwell, D.A. (2004), "Alliancing – the future: a case study of a uk utility on its journey through partnering to alliancing", *Proceedings of the CII – HK Conference 2004, Construction Partnering*, JCP Consulting, Blades Enterprise Centre, Sheffield.

May, J. and Roberts, B. (2000), "Monitoring and evaluating the quality of life of land reform beneficiaries 1998/99", unpublished report, Department of Land Affairs, Pretoria.

Nyagwachi, J. and Smallwood, J. (2007), *South African Public Private Partnerships (PPP) Projects*, Department of Construction Management, Nelson Mandela Metropolitan University, Port Elizabeth.

PMBOK (2004), *A Guide to the Project Management Book of Knowledge*, 3rd ed., Project Management Institute, Newton Square, PA.

Professions and Projects Register (2007), Johncom Media Investments Limited, Saxonwold.

RICS (2004), "Sustainability and the built environment – an agenda for action", RICS, London.

SARDF (1997), South African Rural Development Framework, available at: www.anc.org.za/rdp/rdevframe.html (accessed 21 January).

SA Report (2007), *Country Review Report Republic of South Africa*, APRM Country Review Report No. 4, African Peer Review Mechanism, Midrand.

Sirbadhoo, N. and Othman, A.A.E. (2008), "Public-private partnerships for sustainable development of rural areas: investigating the role of South African project management firms", *Proceedings of the SACQSP Quantity Surveying Conference 2008, Midrand*, pp. 207-18.

South Africa Info (2008), available at: www.southafrica.info/doing_business/investment/oppurtunities/public-private.htm (accessed 13 February 2008).

Vaughn, A. (1993), *An Integrated Rural Development Strategy for KwaZulu Natal Towards the Formulation of an Effective Policy*, KwaZulu Natal Department of Local Government and Housing, Pietermaritzburg.

Wai, C.S. (2004), "Adoption of partnering in public works", *Proceedings of the CII – HK Conference 2004 on Construction Partnering*, Deputy Sectary for the Environment, Transport and Works Bureau, Hong Kong.

Walton, J. (2000), "Sustainable development", Forum for the Future Annual Report.

Innovative
partnership
framework

263

Corresponding author
Ayman Ahmed Ezzat Othman can be contacted at: aaeothman@gmail.com; Othman@ukzn.ac.za

University of Kwa-Zulu Natal
School of Civil Engineering, Surveying and Construction
Property Development Programme

Dear Sir/Madam

I am currently undertaking academic research in partial fulfillment of the requirements for the Honours Degree in Property Development (Construction Management) at the School of Civil Engineering, Surveying and Construction, Faculty of Engineering, University of Kwa-Zulu Natal, Durban, South Africa. This research aims to investigate the role that South African Project Management Firms (SAPMF) can play towards supporting government initiatives for sustainable development for rural areas.

Survey questionnaires are an imperative part of academic research. The questionnaire in hand, aims to understand South African Project Management Firms (SAMPF) perception of Partnership with the government, and the role that SAMPF can play in supporting government achieve sustainable development for rural areas. The proposed questionnaire is directed to a selected number of well established Project Management firms. Your firm has been selected to be surveyed. Dr Ayman Othman (Research Supervisor) and I would be very grateful if you answer the questionnaire to the best of your knowledge. Your reliable responses will effectively contribute towards the successful completion of my research.

As I appreciate your busy time schedule, I have ensured that the questionnaire has been made as simple as possible. Hoping that you wish to facilitate the successful completion of this academic research, I would like to ensure that your responses will be used confidentially, purely and strictly in academic studies and not for any other purposes.

Should you have any queries or you would like to discuss any question, please feel free to contact me via the contact information mentioned in the questionnaire.

Yours Sincerely

Neil Sirbadhoo   **Dr. Ayman Othman**
Honours Student   **Research Supervisor**

Public – Private Partnerships for Sustainable Development of Rural Areas: Investigating the role of South African Project Management Firms

An Academic Survey questionnaire intended to understand South African Project Management Firms (SAMPF) perception of Partnership with the government, and the role that SAMPF can play in supporting government achieve sustainable development for rural areas.

Thank you for taking the time to complete this questionnaire. Your input is of great value and will be used in understanding SAPMF perception towards creating a partnership with government as well as the role that SAPMF can play in assisting government towards sustainable development for rural areas.

Your anonymity is of utmost importance and therefore all responses in this questionnaire will remain completely confidential.

Please email the completed questionnaire to the following email address:
www.turin@ion.co.za

For Contact

Tel (Home)   : (031) 564 9830

Tel (Cell)   : 072 1124 620

Email   : 204509335@ukzn.ac.za

UNIVERSITY OF
KWAZULU-NATAL

Section 1 - General Information

This section requires you to provide general information of your company. Please fill out the following in detail and as accurately as possible.

Company Name			
Company Address			
Phone No.		Email Address	
Fax No.		Your Designation	

Section 2 - Partnership

Question 1 (a)

The Association of Project Management (2003) provides the following definition of the term partnership and best describes this concept. Please read it and tick the applicable box.

Partnership is defined as a commitment between two or more organisations to achieve specific business objectives by maximising the effectiveness of each part's capability through cooperation. Partnership means trust, communication and sharing. It is a process to establish productive working relationships among all parties on a project. It attempts to create an environment where joint problem solving prevents disputes and the parties truly work as a single team towards the goals of a successfully completed project and continuous improvement.		
	YES	**NO**
Does your company perceive this concept?		

Question 1 (b)

How well would you rank your firms perception and understanding of the concept explained above? Please select the appropriate rank where 1=Poor Understanding and 5=Excellent Understanding				
1 (Poor)	**2 (Moderate)**	**3 (Good)**	**4 (Very Good)**	**5 (Excellent)**

Question 2

Has your company ever been involved in a joint venture partnership with government using your experience and expertise for the upliftment of rural development?
If **YES**, please give brief details of the processes and procedures used.

Processes	

Procedures

If **NO**, please explain why?

Section 3 - The Role of South African Project Management Firms in assisting Government towards Sustainable Development for Rural Areas.

Question 3

In your opinion do rural areas need a partnership to achieve government objectives?	
If **YES**, how can you support this according to the following nine project management areas of expertise, what role can SAPMF play? (Please fill out, in brief but to the point, the roles you can play in assisting government towards sustainable development for rural areas under each area of expertise)	
1	**Project Integration Management**
2	**Project Scope Management**

3	**Project Time Management**

4	**Project Cost Management**

5	**Project Quality Management**

6	**Project Human Resources Management**

7	**Project Communication Management**

8	**Project Risk Management**

9	**Project Procurement Management**

If **NO**, please explain why?

Public – Private Partnerships for Sustainable Development of Rural Areas:

Investigating the role of South African Project Management Firms

A Semi-structured Interview identifying the obstacles that hinder implementing the development plans for rural areas and investigating the Governments perception of creating a partnership with the private sector.

Thank you for taking the time to conduct this interview. Your input is of great value and will be used in understanding the obstacles that hinder implementing the development plans for rural areas and investigate the Governments perception of creating a partnership with the private sector, as an approach towards sustainable development for rural areas.

Your anonymity is of utmost importance and therefore all responses in this interview will remain completely confidential.

For Contact

Tel (Home)   : (031) 564 9830

Tel (Cell)   : 072 1124 620

Email   : 204509335@ukzn.ac.za

UNIVERSITY OF
KWAZULU-NATAL

Section 1

Obstacles Hindering the Implementation of Government Legislation

This sub-section gives a brief description of the Integrated and Sustainable Rural Development Strategy (ISRDS).

The Integrated and Sustainable Rural Development Strategy 2000

> The South African Government, in consultation with a wide range of key stakeholders, has now launched a new stage of concerted effort to improve opportunities and well-being for the rural poor. In taking this step, the Government is building on six years of experience (1994-2000) with its own rural programmes, as well as assimilating key lessons from similar efforts worldwide. The resulting "Integrated and Sustainable Rural Development Strategy" is idealistic in its vision and practical in its focus on mechanisms of implementation.
>
> The ISRDS is designed to realize a vision that will "attain socially cohesive an stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who equipped to contribute to growth and development".
>
> The approach outlined in the strategy is applicable and viable for the entire country, and looks toward a horizon of 2010. It will be implemented initially in selected areas of concentration, or pilot areas, and subsequently expanded. The strategy in its totality presents an opportunity for South Africa's rural people to realize their own potential and contribute more fully to their country's future.

1.　　Do you see the current legislation (ISRDS, 2000) assisting in the development of rural communities in South Africa?

_____
_____
_____
_____
_____
_____

2.   Does this legislation make the development for rural areas easier or more difficult?

_____

_____

_____

_____

_____

_____

3.   Are the residents of rural areas involved in the establishment of the ISRDS?

_____

_____

_____

_____

_____

_____

4.   Do you believe that the ISRDS has any room for improvement?

     •   If YES, what would you like to add to improve this legislation?

_____

_____

_____

_____

_____

If NO, why is there no room for improvement?

_____

_____

_____

_____

_____

_____

5.   How do you evaluate the achievement of your objectives regarding rural area development on a rank from 1 – 5? (Where 1=Very Poor and 5=Excellent)

•   If you ranked the objectives as Poor/ Very Poor, what the obstacles hindering achieving these objectives?

_____
_____
_____
_____
_____
_____

Section 2

The Governments Perception of Creating a Partnership with the Private Sector

1.   Is the current legislation (ISRDS) applicable for partnerships with private enterprise, i.e.:

•   Private Companies

•   Financial Institutes

•   Professional Organisations, i.e. (SAPMF)

_____
_____
_____
_____
_____
_____

2.   What initiatives have been made by your organisation to encourage partnerships with the above and explain the steps and procedures followed to create a partnership with the private sector?

_____
_____
_____
_____

_____
_____
_____
_____

3.   What are the positive and negative impacts of creating a partnership between you and the private sector?

_____
_____
_____
_____
_____
_____

4.   Do you believe that public-private partnerships should be a legislative or a voluntary process?

_____
_____
_____
_____
_____
_____

5.   Do you have any framework for establishing a partnership between you and SAPMF?

   •   If Yes, what the procedures?

_____
_____
_____
_____
_____
_____

If No, explain why?

_____

_____

_____

_____

_____

_____