

**IMPLEMENTATION OF EXTENDED PUBLIC WORKS PROGRAMME IN SOUTH  
AFRICA: A CASE OF LABOUR ROUTINE MAINTENANCE IN EHLANZENI  
DISTRICT MUNICIPALITY, MPUMALANGA PROVINCE.**

By

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## DECLARATIONS

I declare that THE IMPLEMENTATION OF EXTENDED PUBLIC WORKS PROGRAMME IN SOUTH AFRICA: A CASE OF LABOUR ROUTINE MAINTENANCE IN EHLANZENI DISTRICT MUNICIPALITY, MPUMALANGA PROVINCE (mini dissertation) is hereby submitted to the University of Limpopo, for the degree of Master of Public Administration has not previously been submitted by me for a degree at this or any other University; that it is my work in design and in execution, and that all material contained herein has been duly acknowledged.

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**MATHE DD (MISS)**

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**DATE**

## **DEDICATION**

The study is dedicated to my family, Doctor and Wandisa Gininda, and to my late brother, Dan Zani Mathe, my late aunt and my late grandparents, who did not live to see my accomplishment.

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Firstly, I give special thanks to God the omniscient, who gave me strength and wisdom to complete this mini-dissertation and the divine protection He gave when I travelled the long distances to the University of Limpopo.

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## **ABSTRACT**

Recent changes in the Municipalities have brought transformation. Ehlanzeni district is not excluded from this process. Due to high levels of unemployment in Mpumalanga, the National Government implemented a development initiative known as the Extended Public Works Programme (EPWP) to alleviate poverty in various municipalities.

The study is concerned with the challenges faced by the officials in Ehlanzeni local Municipalities on the Management and Implementation of EPWP. Challenges such as lack of capacity building were cited by the officials in the department as a main obstacle to the implementation of EPWP in the area of the study.

To investigate the above problem, the researcher has used a qualitative and quantitative research design to achieve the intended objective of the study. Stratified random sampling was also used to collect data from the target population. The questionnaire was used to collect the quantitative data while the interviews were used to collect qualitative data.

The study revealed that a lack of capacity building in the implementation of the Extended Public Works Programme was caused by insufficient resources, equipment, clarity of policy guidelines, nepotism, inadequate training programmes and managerial skills, and a lack of alternative strategy. These factors were regarded as the main problems that hinder the implementation of EPWP in the Ehlanzeni district.

In conclusion, the study recommended the provision of capacity building and other related issues to enhance the implementation of EPWP at the Ehlanzeni Municipalities in Mpumalanga Province.

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## **ABBREVIATIONS AND ACRONYMS**

EPWP. Expanded Public Works Programme

RDP. Reconstruction and development

STATS. Statistical South Africa

NDP. National Development Plan

# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION

South Africa, like many other developing countries, has experienced dramatic changes in the implementation of Expanded Public Works Programme (EPWP).

EPWP has been introduced at the Municipalities to address socio, economic challenges. In this chapter, the background of the problem during the implementation of EPWP and the purpose of the study have been reviewed and presented.

### 1.2 BACKGROUND

Unemployment in South Africa poses serious challenges, especially in the rural communities of Ehlanzeni Local Municipality in Mpumalanga Province, where most of the people lack the necessary skills to find employment. In trying to curb this problem, the National government has, among other programmes, introduced the Expanded Public Works Programme (EPWP) which was formally announced by then-President of the Republic of South Africa, Thabo Mbeki, in his state of the Nations Address in February 2003. The EPWP is a national programme spear-headed by the Department of Public Works that draws significant numbers of unemployed people into productive work, so that workers gain skills through temporary employment and also increase their capacity to earn an income in order to alleviate poverty (Nyathi 2015:5).

The Department of Public Works takes the lead into the implementation of phase three of the programme towards achieving its target of creating six million work opportunities by 2019. The department also assists municipalities within the four districts in the province through the municipal support programme. The intervention by the department ensures that all municipal roads connecting or leading to public facilities like schools, clinics, cemeteries and public transport facilities are accessible. Support is provided to municipalities to implement projects in the infrastructure sector through this programme. (Mdluli 2015:35)

In terms of the Basic Conditions of Employment Act, 1997, reducing unemployment is one of the greatest challenges facing South Africa. Government has undertaken a number of initiatives to address unemployment and poverty, including the promotion of the labour-intensive EPWPs.

The Government's National Development Plan (NDP) seeks to eliminate poverty and reduce inequality by 2030 by drawing on the energies of the country's people, growing an inclusive economy, enhancing the capacity of the state, and promoting leadership and partnership throughout society. The plan emphasises the need for a strategy to address poverty and its impact by broadening access to employment, strengthening the social wage, improving public transport and raising rural income.

The Mpumalanga Department of Public Works, Roads and Transport implemented the *Siyatentela* labour-based routine maintenance programme as part of a much broader initiative that seeks to entrench the government's EPWP by way of outreach and mainstreaming rural households, particularly poor women and youth, in development activities.

The *Siyatentela* programme, which means 'doing it for ourselves' is an initiative by the Department of Public Works, Roads and Transport implemented by the EPWP which employs women from rural villages to work on roads close to their villages, and was started in 2005. The project intended to address and alleviate the challenges of poverty and also to play a vital role in the routine maintenance of the provincial road network Mavuso (2014:85). The programme was not only for the creation of job opportunities but also to create a sustainable road infrastructure. *Siyatentela* contracts women to maintain the drainage systems, put up road signs, maintain the road surface and clear roads of litter, and cut bushes that grow on the edge of the roads. Mawila (2014:5). The focus of the research will be to determine if the targets for employment were reached by the department.

Before 1994, people were grouped and classified, according to race, ethnicity and cultural inclination. People were restricted from free movement because of draconian laws which were enacted by the apartheid government; hence many of the people sought employment in their homelands.

After the new democratic South Africa, people were integrated according to their geographical and regional grouping. These people were allowed to go and work anywhere causing overpopulation and a lack of employment in other areas. To resolve these challenges the new government initiated the reconstruction and development programmes that were meant to create jobs and alleviate poverty in these areas. One of the programmes which was recently introduced is called EPWP. This programme is co-ordinated by the Department of Public Works and implemented by other departments in the country.

### **1.3 STATEMENT OF RESEARCH PROBLEM**

Unemployment in South Africa is now higher than it was at the end of apartheid. Almost one third of the labour force is out of work and unemployable because of a lack of relevant skills. This is according to Khanyile (2008: 18) and South Africa's changing demographics which attest to an education system that appears to have left the young unemployed and ill-equipped for a labour market that demands more skills.

At a time when almost half of the population is under 25, unemployment among the young (15-24) is almost 50%, double the national rate. According to the World Bank, about 60% of the unemployed have not even achieved a matric qualification Khanyile(2008:25)

Deloitte and Touche (2007) in Mashila (2011:16) indicated that 81% of companies struggle to find appropriate staff, with 76% demonstrating that finding employment equity candidates was a particular problem. The Survey noted that there was a particular shortage of Chartered Accountants, IT Specialists and Natural scientists, among others.

There are other challenges facing South Africa's economy such as political uncertainty which may affect investment, a high unemployment rate, inflation, crime, trade deficit, a volatile exchange rate, etc. The biggest challenge facing South Africa's economy is the skills crisis.

The Ehlanzeni region has a high level of poverty and unemployment. It is one of the districts that form part of the three District Municipalities that form part of the Mpumalanga Province. Ehlanzeni features three boarder gates to Swaziland, Mozambique, Komatipoort and Mananga and therefore, the movement of people from neighbouring countries creates a

catalyst for the economic life of the area. Ehlanzeni consists of a population of 1 688 615 people. Of these, 1.54% are unemployed and survive with the help of Government Grants (Nkatini, 2012:14). The EPWP was introduced with the aim of alleviating poverty especially within black communities. There is a huge outcry from the community complaining about the recruitment procedures with regard to the appointment of *Siyatentela* beneficiaries. Other people who have benefited from this programme come from countries outside RSA borders, for example Zimbabweans (Mawila, 2014:61). The literature observed that many beneficiaries have been part of the programme but are still not yet financially independent and are unable to utilise the skills they have acquired through the programme (Nyathi, 2015:15). This study therefore seeks to study the implementation of extended public works programme in Ehlanzeni district municipality.

#### **1.4 MOTIVATION FOR THE STUDY**

To investigate how EPWP is implemented in South Africa, Moeti (2013:3) indicates that according to the diagnostic report, the National Planning Commission (2011) identifies the persistence of poverty, unemployment and inequality as the key challenges that South Africa needs to overcome (the Presidency, 2014:18). The EPWP is one of the main strategies aimed at alleviating poverty, reducing unemployment and contributing towards the development of the country.

Although some studies, for example the study by Moyo (2013) on EPWP exit opportunities and the study by Mothapo (2011) on the impact of the EPWP in alleviating poverty for participants in the Mpumalanga province, have been conducted, they mainly deal with gaps in the programme and accelerating its overall impact and strategies on how to enhance the employability of participants. These studies do not provide a specific focus on how such municipalities can, at their level, improve and effectively implement the EPWP. This study will broadly contribute towards literature as far as EPWP and job creation are concerned. In particular, the study is important as it will,

- Highlight key challenges encountered by the Department of Public Works of the Government in the implementation of EPWP in South Africa.
- Assist the Government/ Department of Public Works by recommending an effective EPWP implementation approach.



- Recommend an implementation approach that will ultimately benefit EPWP beneficiaries, as the Department of Public Works will take note of the Socio-economic impact of EPWP on beneficiaries and the importance of sustaining EPWP projects.

The Practical Guideline for Replicating the Zibambele Programme to identify poverty in South Africa has become a highly contested political concept and there is a lack of consensus on how to define and measure it (Kwazulu Natal Department of Transport, 2006:5)

The EPWP is the one of the main strategies aimed at alleviating poverty, reducing unemployment and contributing towards the development of the country. *Siyatentela* which means 'doing it for ourselves' is an initiative by the Department of Public Works, Roads and Transport initiated by the EPWP, aimed at reducing poverty and unemployment through the provision of training and work opportunities for unemployed South Africans (Mashiri, Nhemachema, Chakwizira, Maponya, Nkuna & Dube, 2008:5). The programme was implemented in the Department more than six years ago through road maintenance. *Siyatentela* has been active since 2005. However, Ehlanzeni has been unable to meet its annual targets, especially with employing people with disabilities.

*Siyatentela* is an important government programme aimed at alleviating poverty through job creation and skills development. The exposure to and interest in *Siyatentela* motivated the researcher to undertake this study. The researcher plans to establish whether the community of Ehlanzeni District has benefited in terms of employment through the implementation of the project. Poverty reduction in this Community has not been realised as beneficiaries only received a stipend of R800-R1500 per month for a period of twelve months while they are under training which is insufficient to take care of their daily needs. This project aimed to alleviate poverty through addressing unemployment in households especially those headed by women.

## **1.5 SIGNIFICANCE OF THE STUDY**

The findings of this research will be beneficial to the policy makers whose responsibility is to develop and adopt new approaches in establishing poverty alleviation programmes. The findings and recommendations can also assist the policy makers in introducing different approaches to poverty alleviation programmes.

The study will also benefit other countries who have similar programmes in place to alleviate unemployment in their countries. The study will also contribute to the field of research when academics use some of the recommendations to for their own research articles. It will also assist the private sector and NGOs to assess the programmes before project funding. Furthermore, the study will also assist the members of the community to identify challenges that they face during the implementation of the EPWP.

## **1.6 AIM OF THE STUDY**

The aim of this proposed research is to investigate the implementation of EPWP in Ehlanzeni District Municipality with a specific focus on labour-based routine maintenance.

## **1.7 OBJECTIVE OF THE STUDY**

The following objectives will assist the researcher in realising the aim of this study:

- To investigate the necessary capacity in the implementation of the EPWP project in Ehlanzeni District Municipality of Mpumalanga Province.
- To explore challenges encountered in the management of EPWP projects in Ehlanzeni District Municipality of Mpumalanga Province.
- To suggest suitable mechanisms which are relevant to improve the management of EPWP projects in Ehlanzeni District Municipality of Mpumalanga Province.

## 1.8 RESEARCH QUESTIONS

The study will answer a number of questions. The key questions in the context of the study are as follows:

- How does capacity affect the implementation of the project in Ehlanzeni District Municipality of Mpumalanga Province?
- What challenges are encountered in the management of EPWP projects in Ehlanzeni District Municipality of Mpumalanga Province?
- Which mechanism can be used to enhance the management of EPWP Projects in Ehlanzeni District Municipality of Mpumalanga Province?

## 1.9 DEFINITION OF CONCEPTS

**Policy implementation:** According to Cloete and De Coning (2011:15), policy implementation encompasses those actions by public or private individuals or groups that are directed at the achievement of objectives set forth in prior policy decisions. They make a clear distinction between the interrelated concepts of implementation, performance, impact and stress.

**Programme management:** According to Cloete and De Coning (2014:173), programme management in a public and development management context refers to the purposeful management and coordination of a portfolio of projects on the basis of geographical targeting, sectoral and functional mix as well as the nature of the assistance.

**Skills Development Act, 97 of 1998:** According to Erasmus, Loedolf, Mda and Nel (2013:95), the Skills Development Act seeks to develop the skills of the South African workforce and thereby increase the quality of working life for workers, improve the productivity of the workplace, promote self-employment and improve the delivery of social services. A special focus of the Act is to improve the employment prospects of previously disadvantaged persons through education and training.

**Poverty:** Ngobeni (2016:8) describe poverty as a relative concept which cannot be understood in isolation, as a fact that exists independently of comparison with others.

Poverty is the state and condition in society where the individual has no surplus labour in store, and consequently, no property but what is derived from the constant exercise of industry in the various occupations of life; or in other words, it is the state of everyone who must labour for sustenance. In the researcher's own understanding, poverty can be described as a state of human beings who are poor. That is, they have little or no material means of surviving, little or no food, shelter, clothes, healthcare, education, and/or other physical means of living and improving their life. According to Nyathi (2015:5), poverty is a lack of assets, be it land, money or job-related skills.

**Unemployment:** In South Africa there are two definitions of unemployment, a narrow and a broad definition. According to Moeti (2013:11), the narrow definition counts as unemployed all jobless persons who want work and searched for work in the recent past. The broad definition drops the search criterion and counts as unemployed all jobless persons who report that they want work even if they did not search in the reference period. In other words, unemployment is the isolation of people in the deprivation trap which contributes to their experience of poverty and powerlessness. Unemployment is both a cause and a result of the poverty situation in which people find themselves. It is a cause, since without a job people have no income and cannot pay for proper housing, food, medical care and education for them and their children. It is a result because poor health caused by an unbalanced diet, poor housing and lack of appropriate education prevent people from finding and keeping gainful employment.

**Well-being:** The condition of well-being can be measured in the following five dimensions, each explained according to their characteristics as indicated below:

- Material Well-being: having enough food, assets and work.
- Bodily well-being: possessing good health and appearance, being in good physical condition.
- Social well- being: be able to care for children, maintaining self-respect and dignity, living in peace and harmony with family and community.
- Security: characterised by civil peace, physical safety and a secure environment, personal physical security, lawfulness and access to justice, security in old age and confidence in the future, and freedom of choice in all aspects of life (Clark 2012:138).

**EPWP:** Expanded Public Works Programme means a programme to provide public or community assets or services through labour-intensive programmes, initiated by Government and funded from public resources (Mavuso, 2014:5).

## **1.10 STRUCTURE OF THE STUDY**

The chapters of the dissertation are organised as follows:

### **CHAPTER 2: LITERATURE REVIEW**

The chapter will discuss literature that relates to the generation of employment opportunities by Government and research studies that have been conducted will be reviewed and analysed.

### **CHAPTER 3: RESEARCH METHODOLOGY**

The design of the research will be qualitative and will focus on the impact of job creation in Mpumalanga. District Managers and *Siyatentela* communities will form part of the sample. Data will be collected by means of semi-structured interviews and questionnaires.

### **CHAPTER 4: RESULTS, ANALYSIS AND DISCUSSION**

The integration of the research findings and literature review will be done in this chapter. Data will be analysed by organising and interpreting facts, identifying patterns and drawing conclusions. The findings and conclusions will be presented in bar charts mode after the data has been analysed.

### **CHAPTER 5: CONCLUSION**

The conclusion and recommendations will be based on the findings made after the data has been analysed.

## **1.10 CONCLUSION**

This chapter serve framework for the actual carrying out of the research study, and as a results it reviews the problem statement, aims , objectives and motivation of the study. Furthermore, it provides clarity about the concepts that form the foundation of the research. Lastly, the chapter's division has been outlined in this chapter. The following chapter will

explore literature on implementation of expanded public works programme to gain inside into and knowledge about different views.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

In this chapter, a review of literature related to the management of the Expanded Public Works Programme (EPWP) will be analysed. The purpose of exploring what has been researched is to locate the current study within the existing body knowledge.

This chapter examines what the literature says about EPWP, in terms of labour-based routine maintenance and its ability to create jobs and endeavour to alleviate poverty in poor communities of South Africa.

In order to achieve the above process, the researcher has discussed the implementation of EPWP as follows:

- A review of the theoretical conceptual framework regarding the implementation of EPWP.
- EPWP from a global perspective
- EPWP in South Africa.
- Participation in decision making.
- The challenges that hamper the implementation have also been briefly deliberated.

#### **2.2 THE CONCEPT OF THE EXTENDED PUBLIC WORKS PROGRAMME (EPWP)**

The concept of the EPWP has been defined by various authors from different perspectives. This concept needs to be defined, analysed and interpreted within the particular context of the study. For the purpose of this study, EPWP is seen as a crosscutting programme to be implemented by all spheres of government and other state entities. Mavuso (2014:5) defined it as a nation-wide programme which will draw significant numbers of the unemployed into productive work, so that workers gain skills while they work and increase their capacity to earn an income. The objective of the EPWP is to utilise public sector budgets to alleviate unemployment by creating temporary productive employment

opportunities coupled with training. It is one of government's short-term programmes which aims to alleviate poverty.

The EPWP initiative provides an important avenue for labour absorption and income transfer to poor households in the short to medium-term. EPWP projects employ workers on a temporary or on-going basis either by government, contractors, or other non-governmental organisations in the Republic of South Africa (2012) under the Ministerial Conditions of Employment for the EPWP or learner ship employment conditions. Thwala (2008:18) indicates that history has shown that labour-intensive methods of work have long been used in creating remarkable infrastructure projects. Labour-intensive programmes generate more direct and indirect local employment opportunities and income by using locally available inputs (materials, simple tools and local labour) and thus create a greater demand for local products and services than do high-technology programmes reliant on important technology and equipment.

## **2.2.1 EPWP and Legislations**

### **2.2.1.1 The Constitution of South Africa ( Act No. 108 of 1996)**

The Constitution of South Africa sets out a broad framework for local government and the objectives of local government are to:

- Provide democratic and accountable governance of local communities;
- Ensure the provision of services to the community in a suitable manner for the benefit of present and future generation;
- Promotes social and economic development
- Promotes a safe and healthy environment; and
- Encourage the involvement of communities and community based organisations in the matters of local government

### **2.2.1.2 The Basic Conditions of Employment Act (BCEA, 1997)**

The Minister of Labour has in terms of Section 50 of the Basic Conditions of Employment Act, made a Ministerial Determination which establishes conditions of employment for employees in special Public Works Programmes. The code of good practice for



employment conditions of work for special Public Works Programmes. This code does not impose any legal obligations in addition to those in the Basic Conditions of Employment Act. The code provides guidelines for the protection of workers engaged in special Public Works Programme and the resource implications for Government.

#### 2.2.1.3 Skills Development Act

The special condition of employment applies on condition that workers on EPWP have an entitlement to training, and that workers are employed under this special conditions of employment for a limited duration of time. All work opportunities are therefore combined with skills training that aim to increase the ability of participants to earn an income once they exit the programme. ( Mawila, 2014: 65)

### **2.3 UNDERLYING CHALLENGES WHICH EMPOWER ADOPTION OF EPWP FROM A GLOBAL PERSPECTIVE**

This study used an example of United State of America (USA) as an example to understand the role of EPWP in the world. This country has been selected because it is one of the major countries in the developed world that have supported community projects such as EPWP in India and other countries, and even to date USA government is still supporting developing countries with the financial aid for job creation and poverty reduction (Mavuso, 2014:9). From the above statement it is evident that the United State of America is supporting the developing countries that are in need regardless of their social and economic challenges in their country.

According to Royce (2009:4) the rate of poverty in the United States is very high, and it looks even higher, extraordinary so in fact, when contrasted with the rate of poverty in other industrialized countries. The United States may be falling behind on some counts, but when it comes to producing poor people, we outperform our chief competitors by a wide margin.

In the mid-1990, the United States had the highest rate of poverty among nineteen rich nations, more than twice the average of these countries. In a more recent study of eight developed nations from circa 2000, using a relative poverty line set at 50 percent of median

income, the United States once again comes out on top with poverty rate of 17 percent, beating out our closest rivals, the United Kingdom with 12.3 percent and Canada with 11.9 percent. The real purchasing power of poor families in the United States is also lower than in other advanced economies, and income gap between the rich and the poor is greater.

The poor in the United States are worse off in absolute terms than are the poor in most other industrialized nations, and they are worse off relative to their fellow citizens as well. The rate of poverty among children in the United States is also particularly high by international standards.(Nyathi, 2015)

According to Royce (2009:249) Women, especially when they are mothers, even more so when they are single mothers, are vulnerable to poverty. Single woman are more likely to be poor than single men, 24.1 percent compared to 17.9 percent. The rate of poverty for female headed families is more than five times that of married-couple families, 28.7 percent compared to 5.1 percent, and nearly one third of all persons in female-headed families are poor, more than 13 million woman and children. Women face a greater risk of poverty because their earnings lag behind those men. This gender gap results from differences between woman and men in how much they work, what jobs they have and how much they are paid. Woman have less earning power than men partly because the unequal division of family responsibilities and caregiving limit their participation in the labour market and the kind of jobs they can take. Woman do the bulk of society's unpaid labour. If they are employed, they typically work a second shift at home in addition to their regular jobs. They do most of the cooking, cleaning, and other household chores, and if they are mothers they also handle most of the child-care duties, a pattern that seems highly resistant to change. Hamule (2011:76).

According to Swanepoel and De beer, (2011) even most people recognize poverty when they see it, it is difficult to define in universal terms and often impossible to attach figures, numbers or amounts to it, because poverty is a relative concept, you cannot give it a precise description. Poverty is a relative term because it can either describe the situation of an individual or a family, or it can describe a whole community or society. In cases where poverty in a community or society. In cases where poverty in a community or society is the exception, we talk about individual poverty. From the above challenges, it is clear that America has also having the same problem as developing countries; South Africa is not excluded from the above ills. Due to the political. And economic nature, America can able to

resolve their challenges. This is possible because they have more resources, good institutions that can provide relevant entrepreneurial skills which can help their citizens to start their own businesses, unlike South Africa.

### **2.3.1 Public works program in Developing countries**

Public works program have the potential to be important policy tools for reducing poverty, if government set a clear goals and in still them into program design and implementation. Large-scale unemployment and underemployment are widespread in developing countries. Job opportunities are especially scarce during the agricultural off-season and in bad economic times, and credit and insurance markets are not developed enough to help households cope with income fluctuations. In these contexts of market failures, public works programs promise substantial benefit in reducing poverty. ( Zimmermann,2013: 2)

Public works programs are popular in many developing countries in Africa, Asia and Latin America. While their design and implementation have varied , several empirical findings are common to many of them. One of the most common goals of public works programs is mitigating the negative effects of aggregate shocks. While many small, temporary initiatives since the 1980s are in the category, other schemes show the scalability and adaptability of public works programs that emerged in response to specific shocks.

One of the few cases in which private-sector effects have been studied in detail is in India current flagship public works program. The Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) ,which was designed as a poverty alleviation tool. Several features of the program are particularly interesting. National legislation guarantees each rural household up to 100 days of public works employment a year at the minimum wage. Annual expenditures on the scheme amount to about 1% of GDP. Participation is supposed to be demand driven, with households self-selecting into employment at any time of the year. Although it is a national program that is mostly paid for by central government , it is implemented by local governments. Projects are aimed at local development, with a focus on drought-proofing and infrastructure creation. The program is arguably the largest and most ambitious public works program in the world. ( Zimmermann, 2013:6)

## **2.4 EPWP IN SOUTH AFRICA**

The Extended Public Works Programme (EPWP) was initiated in 2004 as a labour-intensive means of development, a macroeconomic policy that speaks to the Keynesian model of reconstruction and development programme (RDP) as against ultra-capitalist growth, employment and redistribution (Turok, 2011). The programme targets persons who displays entrepreneurial ability, with specific emphasis on historical disadvantaged individuals, woman and the youth. (Nyathi, 2015). The goal of the programme was to alleviate unemployment for, at least, one million people between 2004 and 2009. This was to be achieved by generating work opportunities in four sectors of the economy: infrastructure, environment, social and economic. It is a national programme covering all spheres of government and state-owned enterprise, President Mbeki formally announced the programme in his state of the Nation Address in February 2003. From the above statements, it is clear that there is a need for EPWP projects to resolve the social and economic ills in the country, such as unemployment, poverty reduction, skills development and other issues related to human development. (Mashila, 2011)

### **2.4.1 The need for EPWP in South Africa**

Mawila (2014:6) outlined the following as a main purpose for EPWP in South Africa. Due to high rate of unemployment, poverty, and skill development and other relevant factors made South Africa to introduce EPWP programme in the country. Ehlanzeni district is not excluded from the above need. To support the above statement, Ngobeni (2016:5) says South Africa need EPWP which will include skills development, reduce high in employment rate, poverty and other related socials ills. In order to address the needs, the managers of the EPWP need to understand the factors that led to the above socials anomalies. The following are the legislative and policy framework that stipulates the needs for EPWP in South Africa namely;

- The Constitution of South Africa ( Act no. 108 of 1996)
- The Basic Conditions of Employment Act ( BCEA, 1997)
- Skills Development Act ( SDA, 1998)

## **2.4.2 The factors that led towards the establishment of EPWP in South Africa**

After the new democratic South Africa, many people were left without employment. This was caused by the various factors, such as disinvestment of companies after democratic process. Many company white owners have left the country when the new government took over from the apartheid regime. Many companies left many black people without jobs because of the fear of the unknown (Nkuna, 2015:6). Due to the above mentioned challenges the government came out with various programmes to alleviate the scourge of unemployment and poverty.

### *2.4.2.1 Unemployment*

South Africa has one of the highest unemployment rate in the world, currently standing at 25.2% based on figures released by Statistical South Africa (Stats S.A.2008). This is because a quarter of economically active people are unemployed. Unemployment is a real matter concern, as it can yield devastating effects on economic welfare, crime, erosion of human capital, social exclusion, misery and social instability (Kingdom & Knight, 2007)

South Africa has high levels of unemployment and poverty. In 2004, one of its strategic components for generating employment and alleviating poverty, the government initiated the Extended Public Works Programme. The goal of the programme was to alleviate unemployment for at least one million people between 2004 and 2009. (ILO, 2012)

Unemployment (or jobless) as defined by the international Labour Organization, occurs when people are without jobs and they have actively sought work within the past four weeks. There remains considerable theoretical debate regarding the causes, consequences and solutions for unemployment. Classical economics, Neo classical economics and the Austrian school of economics argue that market mechanisms are reliable means of resolving unemployment. These theories argue against interventions imposed on the labour market from the outside, such as unionization, minimum wage laws, taxes and other regulations that they claim discourage the hiring of workers (ILO, 2012)

In South Africa there are two definitions of unemployment i.e. Narrow and Broad definitions. According to Brynard (2011) in Moeti (2013:11), the narrow definition counts as

unemployed all jobless persons who want work and searched for work in the recent past. The broad definition drops the search criterion and counts as unemployed all jobless persons who report that they want work even if they did not search in the reference period. In other words, unemployment is the isolation of people in the deprivation trap which contributes to their experience of poverty and powerlessness. Unemployment is both a cause and a result of the poverty situation in which people find themselves. It is a cause, since without a job people have no income and cannot pay for proper housing, food, medical care and education for them and their children. It is a result because poor health caused by an unbalanced diet, poor housing and lack of appropriate education prevent people from finding and keeping gainful employment. This challenge has caused poverty amongst the poor in South Africa, hence EPWP project to alleviate the sufferings and to create sustainable livelihood.

Thwala,(2008:18) indicates that history has shown that labour-intensive methods of work have long been used to create remarkable infrastructure works. Labour-intensive programmes generate more direct and indirect local employment opportunities and income by using locally available inputs (materials, simple tools and local labour) and thus create a greater demand for local products and services than high-technology programmes reliant on important technology and equipment.

Thwala,(2008:109) in the article on employment creation through Public Works Programmes and Projects in South Africa, discusses the findings of the study which reveal that in South Africa, Public Works Programmes with similar objectives have not been properly implemented and managed. Over the past 15 years, billions of rands have been spent on projects and so-called programmes with the stated objectives of both creating employment and providing the physical infrastructure such as roads, water supply and sanitation. The fundamental strategies to increase employment opportunities in the economy are aimed at increasing economic growth so that the number of net new jobs being created starts to exceed the number of new entrants into the labour market. They are also focused on improving the education system and access to training in a way that better equips the workforce to take up the largely skilled work opportunities which economic growth will generate. Therefore, in the meantime, there is a need to put in place short to medium-term strategies that seek to reduce the vulnerability of the unskilled and marginalised. The EPWP forms one of these government measures aimed at creating

additional job opportunities through providing a combination of work opportunities and skills development.

Investment in infrastructure has huge potential to redress the high unemployment and poverty levels in South Africa and also to correct the skills deficit in disadvantaged communities.

#### *2.4.2.2 Poverty*

Despite the different programmes and projects created by the new democratic government, most of the people in the rural areas are still living under poverty. Some of these people do not even have food to feed themselves. Most of the programmes that were meant for job creation were not sustainable and skills related, hence they failed to alleviate poverty amongst the people. (Nkuna, 2015:7)

According to Ngwenya (2016:17) poverty in its most general sense is the lack of necessities. Basic food, shelter, medical care, and safety are generally thought necessary based on the shared values of human dignity. The most common objective definition of poverty is the statistical measure which calculates poverty as the annual income needed for a family to survive, the definition of poverty and theories that explain it are deeply rooted in strongly held research traditions and political values, reinforced by encompassing social, political and economic institutions that have a stake in the issue. For the South African Government to alleviate the challenge, the EPWP has been created in various provinces.

Moeti (2013:13) indicates that EPWP is one of many socio-economic policy interventions that the government of South Africa has introduced to employ the unemployed and largely unskilled individuals. However, the EPWP has precursors and is not the only development programme of its kind. Other development programmes aimed at absorbing the unemployed individuals and enabling cash transfers to the poor include the Reconstruction and Development Programme (RDP) which was in operation between 1994 and 1999, and the special poverty relief allocation which commenced in 1999 (Lieuw-kie-song, 2009:6)

Another government programme which provides an employment safety net is the Community Work Programme (Moeti 2013:3). The CWP was started late in 2007 as a pilot project. The CWP is an area-based programme intended to be on-going and this allows it to

target the poorest areas where market-based jobs are unlikely to come anytime soon. Work is decided in Ward Committees (Philip, 2009:2). CWP also encompasses agricultural programmes that are meant to reduce poverty in the community.

To support the above statement, Mashila (2011:9) indicates that research has established that there is a relationship between poverty in rural households and agricultural projects. This has been found to be the case especially in countries where a large portion of the population falls into the income trap in large sized households. In this case, where the rural poor fail to secure employment in the formal and informal sectors, the government intervenes by offering income grants and public works programmes. Income generation projects also form part of addressing poverty in the country. Agricultural projects, for example, are cited as some of the major contributors to poverty alleviation.

The South African Government introduced the child support grant in 1998 as a poverty alleviation measure to support the income of poor households to enable them to care for their children. Various social security benefits, delivered as monetary grants, contribute to a range of measures implemented by the South African Government to address poverty and create economic security in the country (Twine, Collinson, Polzer & Kahn, 2007).

The Constitution of the Republic of South Africa (Act 108 of 1996) provides that all citizens have the right to Social Security, including appropriate social assistance from government, if they are unable to support themselves and their dependants. South Africa is one of very few countries in Africa to have a social security net in place for vulnerable people.

#### *2.4.2.3 Skills development*

The success of EPWP depends on the relevant skills of the people employed in that area (Mavuso, 2014:6). Skills development involves technical skills such as brick laying, carpentry, welding and other related trades. Managerial skills such as supervision, project management and other trades of leadership are also regarded as required skills in the implementation of EPWP (Mawila, 2014:7). From the above definitions it is evident that the implementation of EPWP relies on the quality of the skills the employees have in the area of the study.

Mashiri, Chakwizira and Nhemachena (2009, cited in Chakwizira, 2010:247) found that beneficiaries in the *Siyatentela* programme in Mpumalanga used the income from EPWP to



purchase food, refrigerators and stoves, start women savings clubs, and build brick houses, while some invested in poultry and home gardens. The Bushbuckridge municipality's EPWP study revealed that there was economic and social impact on the participants.

Within the Zululand District Municipality it was found that the beneficiaries in one (Pongola) of the five local municipalities, namely. Dumbe, Ulundi, Abaqulusi, Nongoma, and Pongola in the district, had sustainable EPWP employment (1 year or longer). This represented only 9.42% of the total beneficiaries initially employed by the EPWP project. 90.58% of the beneficiaries had worked on the EPWP projects for an average period of 6 months, which meant that these were temporary jobs and not sustainable. With regard to the training of the beneficiaries and skills gained, only 46.97% of respondents received training and 53.04% did not receive training. This low rate of training amongst respondents were unable to have an exit strategy for the workers to use the skills gained during the training to get permanent employment or open their own business (Khanyile, 2008:80-86).

Moyo (2013:52) conducted a study in the North West (Modimolo Village) in terms of enhancing employability once exiting the programme which revealed that:

- Once the participants exited the EPWP projects they were employed on, the employment opportunities in implementation areas disappeared. However, this finding should be viewed within the nature and design of the EPWP projects i.e. EPWPs are an emergency and a poverty-alleviation programme not meant to provide long-term employment opportunities to the unskilled poor; and
- While the training provided in the Modimola Integrated EPWPs was useful to beneficiaries, it did not enhance their employability once they exited the projects.

Datta and Sighn (2012:452) state that women from the Birbhum district of India derived the following benefits from participating in public works: an improved standard of living; less borrowing from shops; perceptions of increased food security, the freedom to buy and pay immediately; and the opportunity to mix with others, following benefits from participating in public works schemes: a sense of self-esteem and self-worth; the ability to save and dress better; the potential for the emergence of small business; enhancement of human capital; post-training certification of participation; a reduction in ought-migration; enhanced social inclusion; a reduction in crime and enhanced gender equality. Furthermore the delivery of

home-based care and an early childhood development service within the context of the EPWP reduces demands on women's time for unpaid care work (Antonopoulos, 2009). On the one hand, Chakwizira (2010:245) argues that if the objective is poverty reduction, this brings into question the targeting of youth and men and also exposes the tension between the many objectives associated with the South African EPWP.

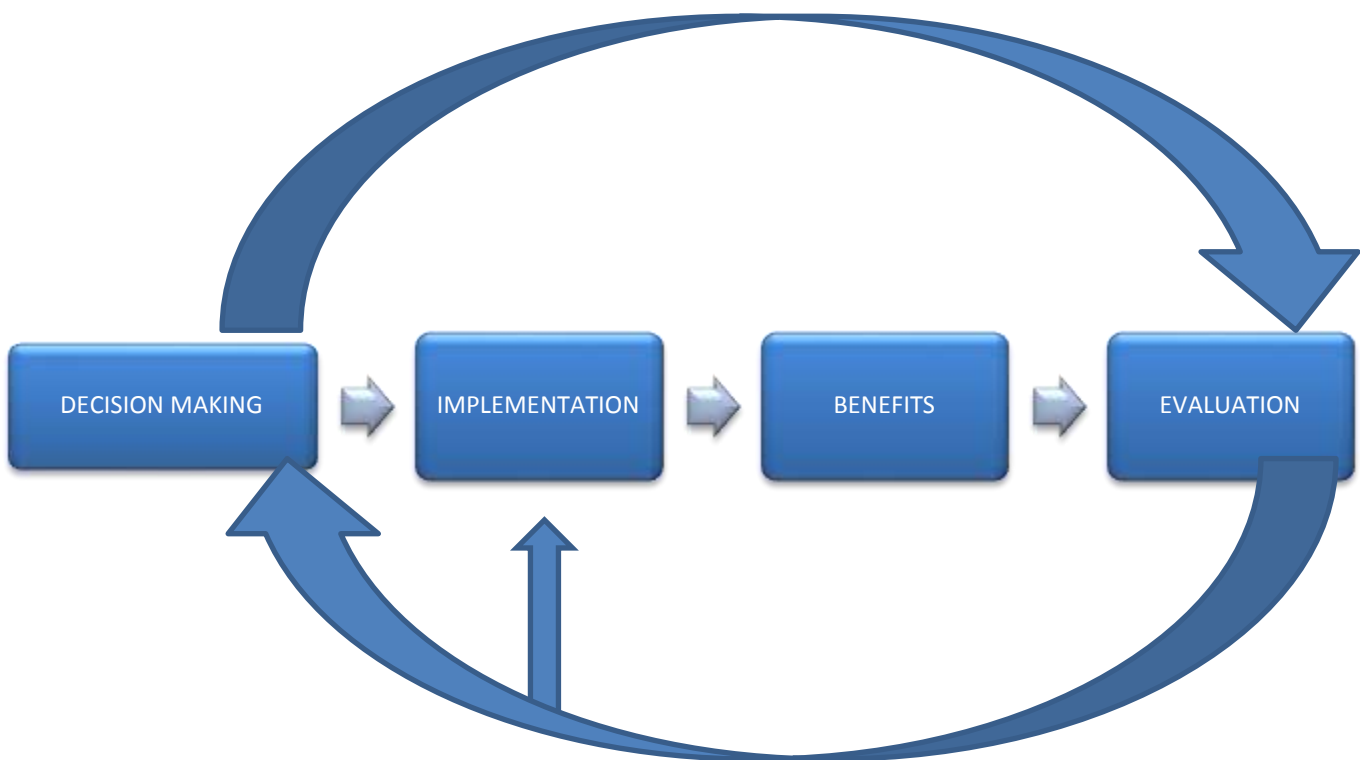
September (2007:10) highlights the importance of early childhood development, and states that what happened during the earliest years of a child's life from birth to three, influences how the rest of their childhood and adolescence develops. For this reason, the quality of early care and nurturing has a decisive and lasting impact on how children grow, learn, and develop their capabilities into adulthood. Because child rearing does not happen in isolation but in families, communities and nations, it follows that children do well unless their families do well, and families do not do well unless their communities and nations do well.

May (2000), provides a useful discussion of the South African labour market. He broadly describes the trends in terms of the formal and informal labour market sectors. The formal sector is further divided into primary and secondary labour markets. The primary labour market is regulated and characterised by higher wages and skills requirements, an organised workforce and opportunities for upward mobility. The secondary labour market is less regulated. Workers in this sector have lower skill levels, are paid less and have limited opportunities for further training and upward mobility. The informal sector comprises of informal and casual labour, unpaid labour, domestic labour, and family labour. Poor people are often relegated to the secondary labour market and the informal segment of the market, and have difficulty moving into the primary labour market as a result of various barriers. It is also generally recognised that the kind of work required by the secondary labour market and the informal sector is done mainly by women, and that the level of income generated by their activities tends to be low.

From the above information, it is clear that EPWP has been studied by different scholars with the aim of contributing to the body of knowledge and little was discussed about community participation, and poverty alleviation. According to Mavuso (2014:5) there have been criticisms that Public Works programmes focus only on relieving current needs rather than helping to achieve sustainable poverty reduction. Hence, the purpose of this study was to examine the impact of job creation and the alleviation of poverty in Ehlanzeni Mpumalanga Province.

From the above literature and findings, it is clear that the success of the implementation of EPWP is geared towards job creation and poverty alleviation in the area of the study and it needs to involve the different stakeholders in its implementation. Different stakeholders need to participate in both decision making and management. In order to realise this process, Mawila (2014:5) outlined the following four important steps of participation in decision making as shown in the diagram below:

**Figure 4.1.1: Four Kinds of participation in decision making**



**Source: Nyathi (2015:8)**

The diagram above implies that all stakeholders of EPWP should be involved in the decision making, implementation and evaluation of the project since they are the beneficiaries of the programme. This process calls for the project managers to involve the

stakeholders in all phases of project implementation. If this process is done properly, it can alleviate poverty, create job opportunities and provide sustainable employment.

### **2.4.3 Kinds of participation in decision making and its implications for the implementation of EPWP in the area of the study.**

#### *2.4.3.1 Decision Making*

This is the stage of establishing specific objectives and strategies. The senior managers and project coordinators need to formulate strategies that will enhance the participation of the beneficiaries in the area of the study. The managers must also involve representatives from the community so as to have a smooth implementation.

#### *2.4.3.2 Implementation*

Employees seems to be motivated if they are provided with information and resources to implement the project. The success of the implementation of EPWP projects depends on the relevant resources and skills, and the involvement of the beneficiaries. The implementation can only succeed if stakeholders are allowed to participate from the initial stage of the project until the completion of the project.

#### *2.4.3.3 Benefits*

Participation in decision making depends on the quality of the benefits that the people will receive. People should be allowed to participate in the choosing of rewards that are intended to be given to the beneficiaries. The project managers should always show respect and transparency to the beneficiaries, this can only be achieved if they are allowed to participate in the whole process.

#### *2.4.3.4 Evaluation*

The senior managers should always monitor and evaluate the implementation of the project. At this stage, the senior managers must also allow both the project managers and the beneficiaries to participate in the process of evaluation, so as to have a deeper understanding of the impact of the project.

To support this statement, Mavuso (2014:8) attests that a participatory management does not mean that all stakeholders have equal powers and authorities over the day to day management. Stakeholders can only participate during the project initiative and

implementation. The above process will assist both the Managers and stakeholders to achieve the intended objective of EPWP in Ehlanzeni. This will also assist the project managers to create sustainable jobs in the area of the study. The exclusion of the local community always creates animosity and unsustainable job creation. To enhance participation in decision making the Managers are involving elected community members to represent the beneficiaries in the area of the study.

## **2.4.4 Important approaches toward improving EPWP**

There are many approaches that can improve EPWP, and the relevant techniques are in the form of the results and quality approaches.

### *2.4.4.1 Results approach*

According to Ngobeni (2016:5) the results approach is based on the premise that results are the one best indicator of how subordinates' performance contributed to organisational success (Mahomela, 2017:25). The results based technique includes the following: Management by objectives (MBO), productivity measurement, and an evaluation system. To relate this theory into the management of EPWP, the public managers need to develop the objectives which will be linked to productivity in the department. At the end of this process the senior managers needs to measure and evaluate the impact of EPWP in the area of the study.

### *2.4.4.2 Quality approach*

The focus of the quality approach is on is on improving customers' satisfaction through customer orientation and the prevention of errors (Mdluli, 2015:27).

- The design of a quality-based approach is that a performance management system should focus on the assessment of employees and system factors;
- The relationship between managers and the employees in solving performance problems;
- Internal and external customers in setting standards and measuring performance; and,
- Using a number of resources to evaluate employee and system factors.

(Mahomela, 2017:26)

The quality approach and the implications to the implementation of EPWP

The success of this approach depends on how the performance management system has been designed and implemented; this process will assist the managers to create the relationship between internal and external customers. This will also assist them to set the required standards within the organisation. To enhance this process the Managers should use the number of resources that will evaluate the employees in the sphere of operations.

## **2.5. THE CHALLENGES ASSOCIATED WITH EPWP**

According to Mawila (2014:17), the challenges that are faced by programme managers in the implementation of EPWP projects are: lack of relevant skills, inadequate resources, irrelevancy of training programmes and lack of financial management skills. Furthermore, the author stated that the biggest challenge facing the EPWP at present is how to mobilise all the relevant national, provincial and local government bodies to implement the programme. Moreover, there are a number of implementation challenges which everyone will have to overcome.

Mobilisation is required to overcome the tendency for the EPWP to be regarded as a Department of Public Works programme rather than a programme of the whole government. It is also required to overcome the tendency for people to view unemployment as the responsibility of somebody else. From the above statements, it is apparent that the following challenges hinder the implementation of EPWP in Ehlanzeni.

### **2.5.1 Lack of training and relevant skills**

The implementation of EPWP depends on the quality and relevancy of skills that the local people have to execute service delivery. According to Nyathi (2015:10) a lack of relevant skills is one of the challenges that hinders the implementation of EPWP in most of the municipalities in South Africa. To solve this problem, the district municipality needs to train local people with the relevant skills so as to deliver quality service through the EPWP. Apart from the relevant skills the government needs to provide more financial support to enhance the implementation of EPWP in Ehlanzeni.

### **2.5.2 Lack of Financial Support**

Most of the municipalities in South Africa do not have the relevant equipment due to inadequate budgets provided by the National Treasury (Nyathi, 2015:15). To support this definition, Nkuna (2015: 5) attests that a lack of financial support hinders the implementation of EPWP in the municipalities. From the above information it is clear that a lack of financial assistance can hamper the implementation of EPWP in Ehlanzeni.

### **2.5.3 Lack of Managerial skills**

One of the challenges that hinders the implementation of EPWP in the municipalities is a lack of managerial skills. (Mawila, 2014:9) .Skills such as financial management, human resources, supervision, communication and other related leadership traits are needed to enhance the management and implementation of EPWP in the municipalities.

## **2.6 CONCLUSION**

From the above information, it is clear that most of the authors discussed the causes of poverty, policies, relationship, impact of community projects and other related issues, extensively, while little was said about the sustainability of the process. The issues of poverty alleviation and job creation should be emphasised in the studies so as to create awareness amongst beneficiaries of the community projects. To enhance the above process, existing literature about labour-based routine maintenance in the public service was reviewed. Areas of studies pursued by different scholars were explored in detail. A literature review as a concept has been described in order to gain a holistic understanding before the actual discussion, using the perspectives of different scholars.

After the literature was reviewed, there is still a need to pursue the study of whether labour-based routine maintenance contributes to improved productivity. Based on the review above, it is clear that the literature does not contain sufficient information of how EPWP has been implemented effectively in Mpumalanga Province. However, there are several cases of the EPWP implementation in the department and local municipalities. This limitation or gap in the literature provides an opportunity for this study to investigate how the EPWP is implemented in Mpumalanga province, and to contribute towards the literature by proposing an effective implementation approach. This also contributes towards a better understanding of the subject, particularly in relation to Mpumalanga Province.

To support the above information Mawila (2014:3) attests that the EPWP projects have a socio-economic impact on the beneficiaries. In most cases the impact is short-term and thereby compromising the sustained accumulation of surplus of investment in income earning activity. To resolve the above challenges, the Managers of EPWP must relate the theory into practice. Factors and strategies that can enhance the implementation of EPWP also need to be taken into consideration.



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

The previous chapter presented a review of the relevant literature on assessing the implementation of the Extended Public Works Programme (EPWP) in different parts of the world, and to achieve this process by specifically investigating particular South African scenarios, this chapter introduces the research methodology. The research instruments that the study used to collect data in chapter four are also briefly discussed in this chapter. The validity and reliability of these research instruments and the process of collecting and analysing data have also been briefly outlined. The ethical issues that govern the researcher when collecting data from the participants have also been briefly stated in this chapter.

#### 3.2 RESEARCH METHODOLOGY

Van Rensburg and Vander Valt (2010:3) define research as the systematic investigation into and study of materials, sources, etc., in order to establish facts and reach new conclusions. The authors further state that research is a process, which implies that there should be a purpose, a series of actions and a goal. The purpose gives direction to the process, and a series of actions are organised into steps to achieve the identified goal.

In this vein, Mawila (2014:7) defines research methodology “as an approach in the research process from theoretical foundation to the strategies that are used in the collection and analysis of data”. To support this definition, Mavuso (2014:9) argues that there is no single, perfect method of obtaining data. For this reason the author maintains that collecting data by more than one method often yields good results. The above process has assisted the researcher to gain a deeper understanding of the problem concerning the implementation of EPWP in the area of the study.

In addition, Benedict (2009:44) defines methodology as the overall approach to the research process, from the theoretical underpinning to the collection and analysis of the

data. To support this definition, Babbie, Mouton, Voster and Prozesky, (2009:647) define the research methodology as the methods, techniques and procedures that are employed in the process of implementing the research design or research plan, as well as the underlying principles and assumptions that underlie their use. The research methodology employed in this study was used to identify and investigate the impact of the management of EPWP in the area of study. In this regard, the acceptable and frequently adopted “generalised plan” of study (research design) integrated in this research, are both the qualitative and quantitative research approaches.

### **3.3 RESEARCH DESIGN**

A research design refers to a set of logical arrangements from which prospective researchers can select one suitable for their specific goals. In broad terms this means that the researcher, depending on the problem, will make a choice between an experimental, quasi-experimental or survey design (De Vos *et al.*, 2011:73). Agreeing with this view, Mawila (2014:25) defines research design as a strategic framework for action that serves as a bridge between research questions and the execution or the implementation of the research. Kumar (2011:94) further states that a research design should provide a plan that specifies how the research is going to be executed in such a way that it answers the research questions. This study employs the mixed methods research design. The two important types of research approaches embedded in a mixed method research design are namely, the qualitative and quantitative research approaches, which have been employed in this study. To achieve the intended objective of the study, the researcher used mixed methods approach.

#### **3.3.1 Qualitative Research Design**

Due to the nature of the study the researcher has used a qualitative design approach to assess the level of understanding of the implementation of the EPWP in South Africa. According to Barbour (2014:15), qualitative research puts an emphasis on studying human action in its natural context and on providing a detailed description and understanding of a phenomenon within the appropriate context.

To support the above statement Van der Westhuizen, Plano, Clark, Van Pierteson, Nieuwenhuis, Jansen, Ivankova, Ferreira, Eloff, Eberson and Creswell (2011:4), state that

qualitative research attempts to collect rich descriptive data in respect of a particular phenomenon or context with the intention of developing an understanding of what is being observed or studied. It therefore focuses on how individuals and groups view and understand the world and construct meaning out of their experience. The qualitative method is a method of data collection in which the procedures are not strictly formalised, the scope is likely to be undefined, and a more philosophical mode of operation is adopted. This method enables the researcher to gain an in-depth understanding of first-hand information and phenomenon, and the data collected enable the process of investigation to gain a definite shape during the research. To support this definition Neuman (2011:165) states that qualitative research can be highly effective for creating a feeling for the whole, for grasping the subtle shades of meaning, for pulling together divergent information and switching perspectives.

Also, Mawila (2014:9) states that “qualitative research refers to the design where data is collected in the form of words and observation as opposed to numbers and analysis, is based on the interpretation to data collected as opposed to statistical analysis”. Hamule (2011:40) argues that “it can be applied to the study and past events, when applied to the past it is called the historical research and when applied to the current events is qualitative research. This method gives the researcher an in-depth understanding of the first-hand information and phenomenon”. To supplement the above information, the researcher has also described a quantitative research design. To achieve the intended objective of the study, the researcher used mixed methods approach.

### **3.3.2 Quantitative Research Design**

The quantitative method gives the researcher an opportunity to make a value-free investigation. Bayat and Fox (2007:7) believe that this approach is concerned with the systematic measurement, statistical analysis and method of experimentation, which means that in the quantitative approach there are systems that need to be followed in order to achieve accurate measurement. Quantitative methods may rely on descriptive and inferential statistics in the analysis of the data. The study is quantitative in nature because the researcher has used a questionnaire which will collect numerical data. This numerical data will be analysed through the use of tables and graphs.

### **3.4 POPULATION**

Bless, Higson-Smith and Sithole (2013:394) define population as a set of events, people or things to which the research findings are to be applied. To support this, Mushwana (2011:50) states that population is the study object and it consists of individuals, groups, organisations, human products, and events or conditions to which they are exposed. In other words, a population can be explained as a full set of individuals or groups from which a sample is taken. There are 230 employees that are involved in the EPWP in the department (Public Works Report, 2007), that is 150 beneficiaries, 20 project managers, 10 EPWP coordinators and 50 officials.

### **3.5 SAMPLE SIZE AND SELECTION METHOD**

Terre Blanche and Durrheim (2009:49) define sampling as a selection of research participants from an entire population and involves decisions about the people, setting, events, behaviours and social processes to observe, while Fowler and Floyd (2014:3) define sampling as gathering information about individuals in a population. In this regard, Mawila (2014:6) defines a sample as “a sub-set of the population”. In order to achieve the above process, the researcher has used both stratified random sampling and purposive sampling to select 50 participants (sample size), that is, 30 beneficiaries, 5 project managers, 5 EPWP coordinators and 10 officials from different strata’s in the area of the study.

According to De Vos, et al. (2011:230), stratified random sampling is suitable for heterogeneous populations because the inclusion of small subgroups percentage-wise can be ensured. Here the sampling is divided into subgroups (strata). Stratified random sampling is used to address the problem of non-homogenous populations in the sense that it attempts to represent the population better than can be done with simple random sampling (Van der Westhuizen, et al., 2011:175). This study follows the stratified random sampling approach as data will be gathered from different groups who are work supervisors, traditional leaders, project managers and other relevant officials who are conversant with the implementation of EPWP.

Moreover, the study has employed purposive sampling in order to gather data. Purposive sampling is explained by Schut and Engel (2013:126) who stated that, the procedure may be used when research involves studying the entire population of some limited group or a subset of a population. Therefore, it may be employed to examine the effectiveness of some intervention with a set of subjects or clients who have particular characteristics, such as a specific diagnosis. According to Mavuso (2014:17) “purposive sampling is the general term for judgement sampling, in which the researcher purposely selects certain groups or individuals for their relevance to the issues under study”. Thus, the researcher has used purposive sampling to collect qualitative data in order to gain a deeper understanding of the stakeholders’ views towards the implementation of EPWP.

### **3.6. DATA COLLECTION METHODS**

Due to the quantitative and qualitative nature of the study, the researcher has employed both a questionnaire and a semi-structured interview. To achieve the intended objective of the study, the following data collection methods were used namely, questionnaires and semi-structured interviews.

#### **3.6.1 Semi - Structured Questionnaire**

A questionnaire is a list of questions which the respondent answers. Questionnaires can contain either closed-ended or open-ended questions. Closed questions where respondents must choose answers from a list of given possible answers were used in this research Christiansen and Betram (2014:73). To achieve this process the researcher used a semi - structured questionnaire to collect quantitative data. This process assisted the researcher to get more data from the closed-ended questions. The questionnaires for the study were distributed to all the respondents. The intention of the study was clarified to 50 managers and 50 stakeholders before the distribution of the questionnaires. The questions were simple and short and understandable.

#### **3.6.2 Semi-structured interviews**

Mavuso (2014:57) views semi-structured interviews as research instruments to get information directly from the respondents. The semi-structured interview was designed to obtain in-depth information from both management and other stakeholders about the

implementation of EPWP within the department. The researcher used face to face interviews to collect data from the participants. Semi-structured interviews were employed to collect data from both EPWP managers and stakeholders. The researcher clarified certain interview questions before the process was conducted. To collect qualitative data the researcher employed an interview guide to gain a deeper understanding of the participants understanding of the implementation of EPWP in the area of the study.

### **3.7 DATA ANALYSIS**

According to Gordon (2016:52), data analysis is the process of bringing order, structure and meaning to the mass of collected data. To support this process, Majadibodu. (2016:15) justified that data analysis is intended to aid in the understanding of meaning in complex data through the development of summary themes or categories from the raw data ('data reduction'). This study employed both qualitative and quantitative research data analysis procedures.

#### **3.7.1 Qualitative Data Analysis**

Qualitative analysis emphasises the meaning attributed to a social situation. Organising qualitative data means looking for ideas, actions or events that describe the data. It often uses more of the following methods: interviews, case studies, visual and narrative inquiries (Biber, 2011:5). The data collected through semi-structured interviews was classified into themes; transcribed, translated, coded and interpreted, a documentary analysis was also used to support the analyses of the qualitative data. The voices and responses of the participants were analysed, so as to achieve the intended objective of the study.

In all cases, the researcher is looking for a variety of patterns in the data. The data was organised and classified in different codes and categories for analysis. The information has been classified, described, translated into themes, coded, transcribed, translated and interpreted. Where the researcher needs more clarity the audio tapes can be replayed so as to analyse relevant data in the study.

Categories were developed from the raw data that capture the key themes that the researcher considered to be important. The interview data was transcribed and coded by grouping the responses of the participants into common themes or similar ideas that emerged. In this study participants, coordinators, project managers and senior managers' questionnaires and documentation review were used as primary methods of data collection.

The collected data is considered reliable because it came from primary sources. All respondents were directly involved in the EPWP.

### **3.7.2 Quantitative Data analysis**

According to Welman, Kruger and Mitchel (2010:8) the purpose of quantitative research is to evaluate objective data consisting of numbers. It also focuses more on reliability that is the consistent and stable measurement of data as well as replicability. The researcher has used the Likert scale to check the level of understanding of the beneficiaries about the implementation of EPWP in the area of the study. The researcher presented, analysed and interpreted the quantitative data collected by Likert scale by means of tables, frequency, percentages, graphs and other related statistical information.

## **3.8 VALIDITY AND RELIABILITY**

The research data collection tool's validity and reliability for this study are discussed below.

### **3.8.1 Validity**

Validity refers to the extent to which the instrument and data collection methods do indeed measure the construct they are intended to measure (Christiansen & Betram, 2014:186). To achieve this process, all the participants were called to one place where both the process of the interview and the filling out of the questionnaires were done. This was done to maintain the validity of the qualitative and quantitative data. To maintain the validity of the qualitative data, the researcher interviewed the participants one by one in the same place to avoid the sharing of information. All the participants were called to one place to fill out the questionnaires, so as to gain valid information from the participants. The researcher also moved around to supervise the process while the participants were filling out the questionnaires. This process helped the researcher to obtain true and valid data from the participants.

### **3.8.2 Reliability**

Christiansen and Betram (2014:186) refer to the extent to which the test, measure or instrument can be repeated with the same or a similar group of respondents, and still produce the same or very similar results. To maintain the reliability of the research

instruments all the participants were asked the same questions so as to maintain the reliability of the instrument. Hence, during the process of the interview the researcher asked the same questions to a particular subgroup, so as to maintain the reliability of the instrument.

### **3.9 ELIMINATION OF BIAS**

Equal distribution of gender numbers of males and females were used in the sample. Aspects such as race, religion, politics and other related issues were not taken into consideration. All the participants were given equal time and chance to respond on their own.

The researcher has avoided bias in this study, in the following ways:

- Race, discrimination and prejudices were avoided in the study.
- A questionnaire against religious affiliation was also less considered.
- The study was not based on a particular age grouping but all participants in the study were considered.
- The study has accommodated all the employees and managers who were randomly selected irrespective of their background.

### **3.10 ETHICAL CONSIDERATIONS**

According to Neuman (2011:143) ethics defines what is or is not legitimate to do or what a “moral” research procedure involves. In this case, De Vos, et al. (2011:115) outline that a researcher must examine closely all the ethical implications of what is being researched. According to Mawilla (2014:8) ethics in research means that the researcher should consider the respondents’ feelings. In this study the researcher avoided questions that could be embarrassing and that could cause anxiety, in a bid not to induce situations of discomfort for the respondents. The goal of ethics in research is to ensure that no one suffers adverse consequences from the research activities. Some important ethical considerations in this research have been discussed below.

#### **3.10.1 Ethical clearance**



The researcher obtained ethical clearance from the University Research Ethics Committee. The ethical code of the professional involved in the study has been taken into consideration in the case where the study involved human subjects.

### **3.10.2 Informed consent and voluntary participation**

The researcher ensured confidentiality of the information supplied by the participants. An informed consent form was prepared and signed by participants to confirm willingness to participate. The researcher explained to all participants the nature and purpose of the study and also emphasised that their participation was voluntary, meaning that at any time, if they so wish, they can withdraw from the study. The principle of honesty relates to truthfulness in giving participants all the necessary information about the study.

### **3.10.3 Privacy and Confidentiality**

Their right to remain anonymous was guaranteed and the information gathered was not used to harm the participants. The names of the individuals were not be divulged to people, to maintain confidentiality of the research.

### **3.10.4 Ensure no harm to participants**

The researcher has ensured that participants are protected from harm, have given informed consent, that their right to privacy is protected, and that the researcher has maintained honesty with professional colleagues.

### **3.10.5 Permission to conduct the research**

The researcher obtained permission from the Head of Department in the department of Public Works, Roads and Transport, to conduct the study.

## **3.11 Conclusion / Summary**

In this chapter various research methods, designs, approaches and techniques that were used to collect data in chapter four are described and analysed in this chapter. The choice of research design and its applicability to the area of the study was also discussed, the validity and reliability of the research instrument are discussed in this chapter. In chapter four, data collection by means of approaches and methods discussed in this chapter will be analysed and interpreted. In this regard the applicability and the relevancy of the data to

the implementation of EPWP programmes in Ehlanzeni are discussed in details in chapter four.

## **CHAPTER 4**

### **RESULTS, ANALYSIS AND DISCUSSION**

#### **4.1 INTRODUCTION**

In this chapter the results derived from the quantitative and qualitative research approaches as outlined in the previous chapter will be analysed and interpreted. In this regard, data was collected through questionnaires and semi-structured interviews. The researcher presented the data from the empirical investigation and the narrative responses from the semi-structured interviews. This has assisted the researcher to understand the factors that hamper and enhance capacity building towards the implementation of the Extended Public Works Programme (EPWP) in the Ehlanzeni district. The discussions on how these challenges affect the implementation of the EPWP have also been presented. At the end of the chapter a brief conclusion is given.

#### **4.2 DATA COLLECTION**

The data collected through the questionnaires and semi-structured is presented in the next sections. The data was collected from the participants who have more than 5 years' experience towards the implementation of the EPWP. The data collected was based on their day to day experience in their sphere of operation.

#### **4.3 DATA ANALYSIS AND THE INTERPRETATION OF DATA**

The researcher analysed the quantitative and qualitative data collected by means of questionnaires and semi-structured interviews. In the next section the researcher discusses the analysis of the quantitative data. The researcher used the Likert scale to determine the participants' understanding of the implementation of the EPWP in the area of the study. Data is presented by means of tables, graphs, frequencies, statistics and percentages.

To support this statement according to Mushwana (2011:45) data analysis is intended to aid in an understanding of meaning in complex data through the development of summary themes or categories from the raw data ('data reduction').

### 4.3. 1 Data Analysis obtained through questionnaires

The researcher used the Likert scale to determine the participants' understanding of the implementation of the EPWP in the area of the study. Data was analysed by means of tables, graphs, frequencies, statistics and percentages.

**Table 4.1 Number of respondents according gender.**

| Item                | Frequency | %   |
|---------------------|-----------|-----|
| What is your Gender |           |     |
| Female              | 25        | 50  |
| Male                | 25        | 50  |
| Total Frequency     | FX= 50    | 100 |

The researcher obtained data from all 50 participants who were approached to fill complete the questionnaires in the research study. The respondents consisted of fifty (50) beneficiaries that had experience in the implementation of the EPWP. That is, twenty five (25) female and twenty five (25) male beneficiaries. The equal number of respondents was done to satisfy the requirement of gender equity, equality and male gender domination. This system requires all sectors to implement 50/50 gender roles within their respective institutions. The researcher has tried to minimise prejudice and gender domination in the research study.

The aim of this section was to answer the research question stated in chapter one, This section was categorised into three sections below

#### **Section A**

4.3.2.1 To what extend capacity building has an effect on the implementation of EPWP Project in Ehlanzeni .

#### 4.3.1.2 *Extended public works programme (EPWP) and challenges*

In table 4.2 the researcher investigates whether the beneficiaries encountered any challenges during the implementation of the EPWP. This has assisted the researcher to understand which challenges the beneficiaries were facing during the implementation of the programme.

**Table 4.2 Extended Public Works Programme (EPWP) and Challenges**

| Items  | Frequency | %   |
|--|-----------|-----|
| Q.2 There are challenges that are faced by the Stakeholders during the implementation of EPWP, |           |     |
| Agree  | 30        | 60  |
| Strongly Agree   | 10        | 20  |
| Disagree   | 4         | 8   |
| Strongly Disagree  | 3         | 6   |
| Uncertain  | 3         | 6   |
| Total Frequency  | FX= 50    | 100 |

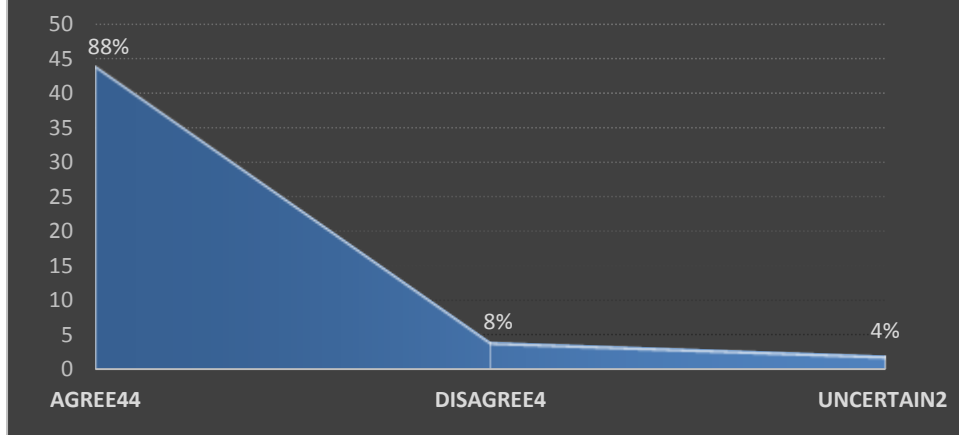
In question 2, forty (80%) of the respondents agreed that there are challenges faced by the beneficiaries during the implementation of the EPWP. Seven (14%) of the respondents disagreed with the statement, while three (6%) were recorded as uncertain. Thus, from the above analysis, it is evident that the majority of the respondents confirmed that there were challenges during the implementation of the EPWP. Challenges such as nepotism, lack of relevant resources and others were regarded as the main problems that hinder the implementation of the EPWP.

#### 4.3.1.3 *EPWP and capacity building*

##### 4.3.1.3.1 *Does capacity building has an impact on the implementation of EPWP*

In figure 4.1 the researcher analysed the degree in which capacity building enhances the implementation of the EPWP, that is, the role of capacity building in the implementation of the EPWP.

**Figure 4.1 EPWP And Capacity Building**



In question 3, forty four (88%) of the respondents agreed with the statement, and four (8%) of the respondents disagreed. Only two (4%) of the respondents were recorded as uncertain. The training programmes offered by the department enhance capacity building and the implementation of the EPWP in the area of the study. From the above information, it is apparent that most of the beneficiaries have undergone different forms of training to enhance their capacity during the implementation of the EPWP. Capacity building can always improve the performance of employees during the implementation of the EPWP programme in the area of the study. ‘Lack of capacity building can always hamper effective service delivery and the implementation of programmes’ Nyathi ( 2015:45).

#### 4.3.1.4 The EPWP skills training

In table 4.4 the researcher determined if skills training can improve the implementation of the EPWP. The provision of skills training is regarded as one of the intervention strategies that can enhance the implementation of the EPWP.

**Table 4.4 EPWP Skills Training**

| Items  | Frequency | %  |
|--|-----------|----|
| Q.4. Skills training improve the implementation of the EPWP. |           |    |
| Agree  | 30        | 60 |
| Strongly Agree   | 10        | 20 |
| Disagree   | 2         | 4  |
| Strongly Disagree  | 5         | 10 |

|                 |        |     |
|-----------------|--------|-----|
| Uncertain       | 3      | 6   |
| Total Frequency | FX= 50 | 100 |

In question 4, forty (80%) of the responds confirmed that skills training can improve the implementation of the EPWP. Seven (14%), of the respondents disagreed with the statement. Only three (6%) of respondents were recorded as uncertain. Lack of skills training can impact negatively on the implementation of the EPWP in the area of the study. From the above analysis, most of the beneficiaries believed that skills training can improve the implementation of the EPWP. The provision of skills training can enhance the performance of employees and improve the skills of the beneficiaries. Mawila (2014:5) attests that a trained employee always enhances the implementation of the EPWP.

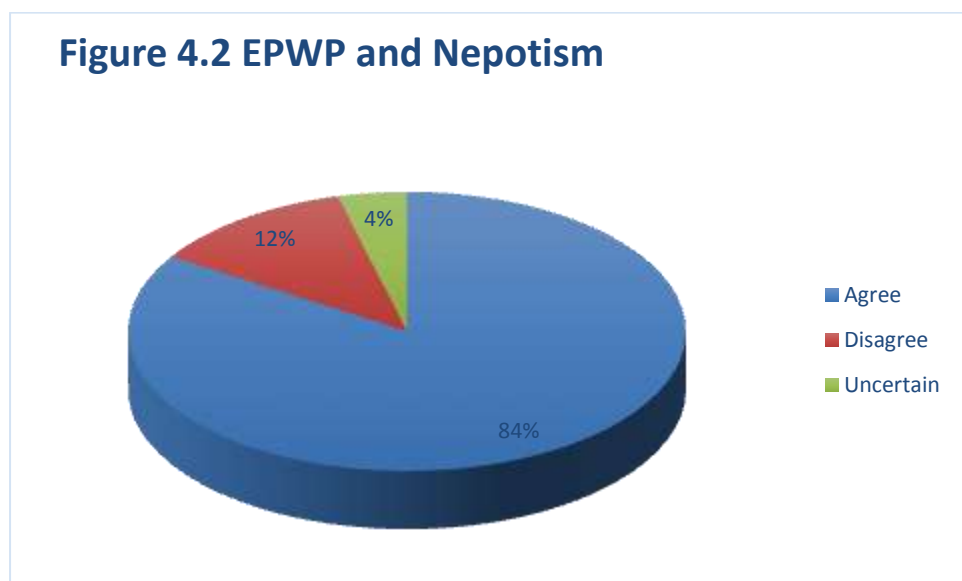
### Section B

To which extend challenges have an impact on the implementation of EPWP in the area of the study.

#### 1.3.1.3 The EPWP and nepotism

##### 4.3.1.4.1 Does nepotism has an impact on the implementation of EPWP

In figure 4.2 the researcher assessed the effect of nepotism on the implementation of the EPWP, because a high level of nepotism can hinder the adoption of the EPWP.

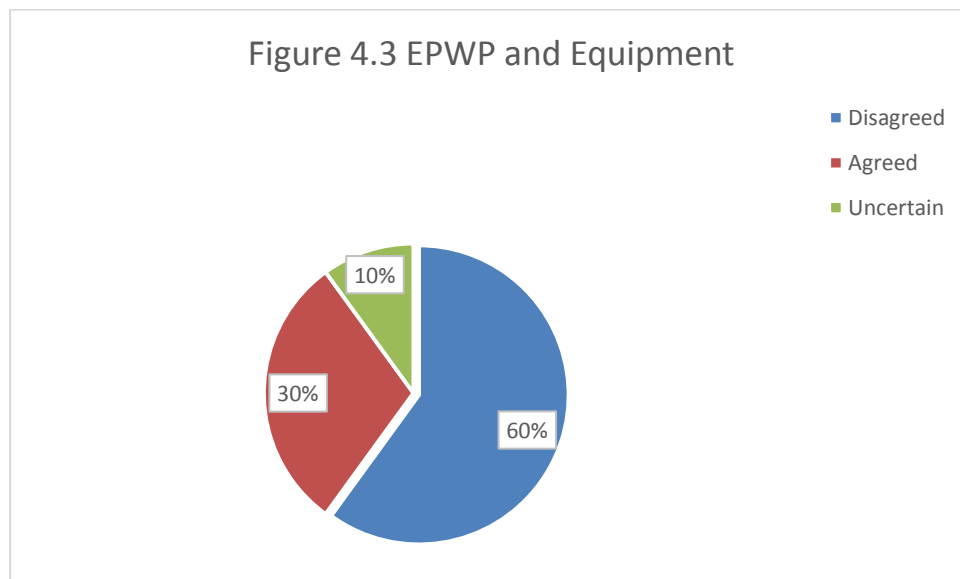


In question 5, forty two (84%) of the respondents agreed with the statement and six (12%) of the respondents disagreed with the statement. Only two (4%) of the respondents were recorded as uncertain. The appointment of employees through nepotism can impact negatively on the implementation of the EPWP. From the above findings it is evident that nepotism can hamper the implementation of the EPWP in the area of the study. The appointment of employees through nepotism retards the implementation of the EPWP by competent qualified workers. This process has caused unnecessary complaints during the appointment of the employees in the EPWP.

#### 1.3.1.4 EPWP and equipment

##### 4.3.1.5.1 Does lack of equipment have an impact on the implementation of EPWP in the area of the study.

In figure 4.3, the researcher checked if the beneficiaries were provided with relevant equipment to accelerate the implementation of the EPWP. This process assisted the researcher to understand why the EPWP projects are not completed on time.



In question 6, thirty (60%) of the respondents disagreed with the statement and fifteen (30%) of the respondents agreed with the statement. Only five (10%) of the respondents were recorded as uncertain. These responses showed that the employees were not

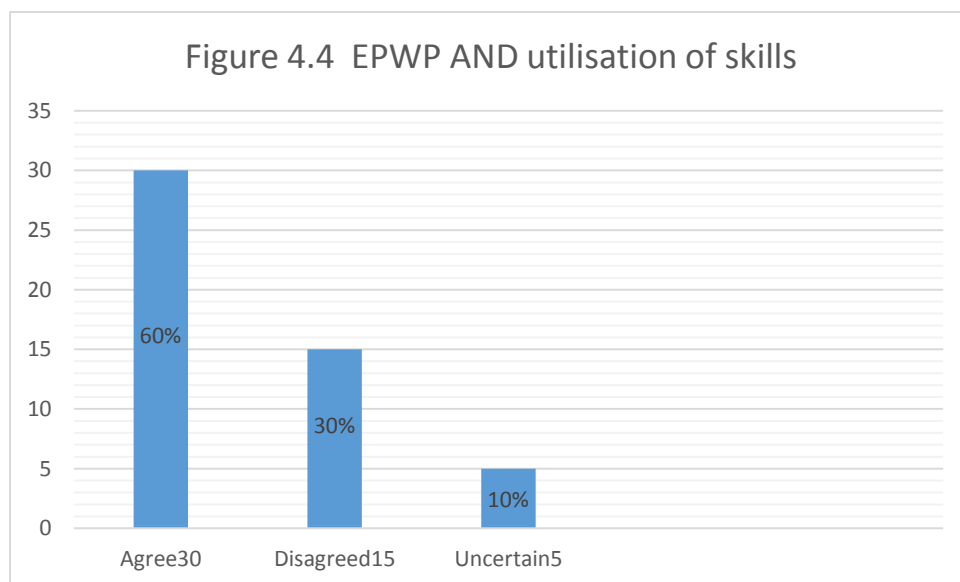


supplied with the necessary equipment to enhance the implementation of the EPWP. From the above statement, it is evident that the employees were not provided with relevant equipment to accelerate the implementation of the EPWP in the area of the study. The lack of relevant equipment hinders the implementation of the programme in Ehlanzeni.

1.3.1.5 *The EPWP and the utilisation of skills*

4.3.1.6 *Does the department utilised the skills during the implementation*

In figure 4.4 the researcher evaluated whether the skills acquired were utilised during the implementation of EPWP. Most of the employees believe that they can perform well if they can be allowed to utilise the skills acquired from the various training programme, hence the statement asked.

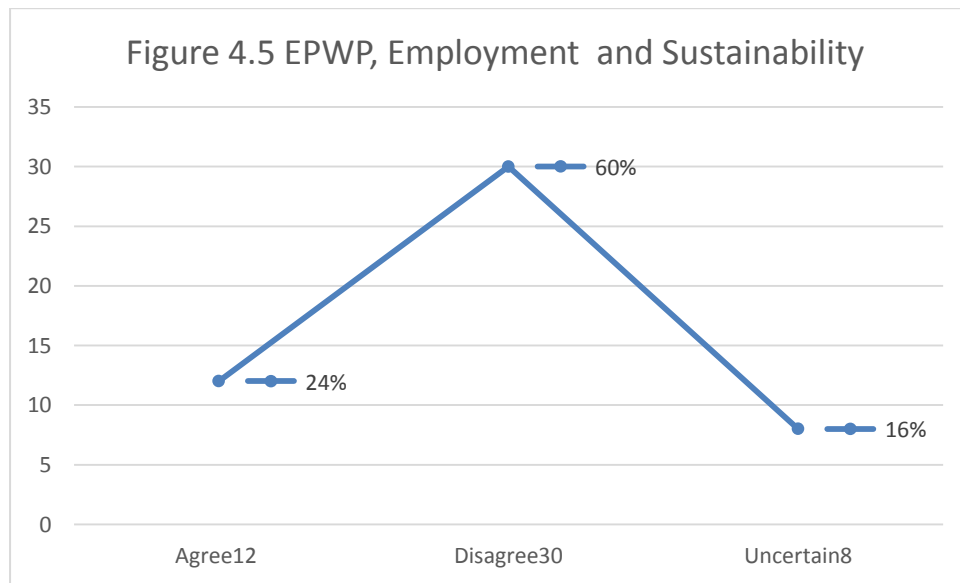


In question 7, thirty (60%) of the respondents agreed with the statement and Fifteen (30%) of the respondents disagreed with the statement, while five (10%) of the respondents were recorded as uncertain. The above statement clearly shows that employees were allowed to utilise their skills during the implementation of the EPWP. From the above results it is evident that most of the respondents confirmed that they were allowed to utilise their acquired skills during the implementation of the EPWP. If employees are not allowed to utilise their skills they become redundant and demoralised with the implementation of the programme (Nyathi, 2015:17).

### 1.3.1.6 EPWP, employment and sustainability

#### 4.3.1.7.1 Does EPWP create sustainable employment in Ehlanzeni district

In the next figure the researcher determined if the EPWP creates employment and sustainability after its implementation. Lack of sustainability can discourage people from joining the EPWP for temporary employment.



In question 8, thirty (60%) of the respondents disagreed with the statement and twelve (24%) of the respondents agreed with the statement. Eight (16%) of respondents were recorded as uncertain. Lack of sustainability of employment after the implementation of the programme, discouraged many young stars from joining the EPWP. From the above analysis, it clear that most of the beneficiaries believed that there was no sustainability after the implementation of the programme. Lack of sustainability caused reluctance with some people to implement the EPWP.

### Section C

What kind of mechanism that can be used to enhance the management of EPWP project in Ehlanzeni.

#### 4.3.1.9 EPWP and policy clarity

In the next table, the researcher determined whether the policy makers have clarified policies related to the implementation of the EPWP. This process assisted the researcher in understanding why the beneficiaries are not implementing the programme on time

**Table 4.9 EPWP and clarity of Policies**

| Items   | Frequency | %   |
|---|-----------|-----|
| Q.9. There are clarities of policies before the implementation of the EPWP. |           |     |
| Agree   | 3         | 6   |
| Strongly Agree  | 1         | 2   |
| Disagree  | 24        | 48  |
| Strongly Disagree   | 20        | 40  |
| Uncertain   | 2         | 4   |
| Total Frequency   | FX= 50    | 100 |

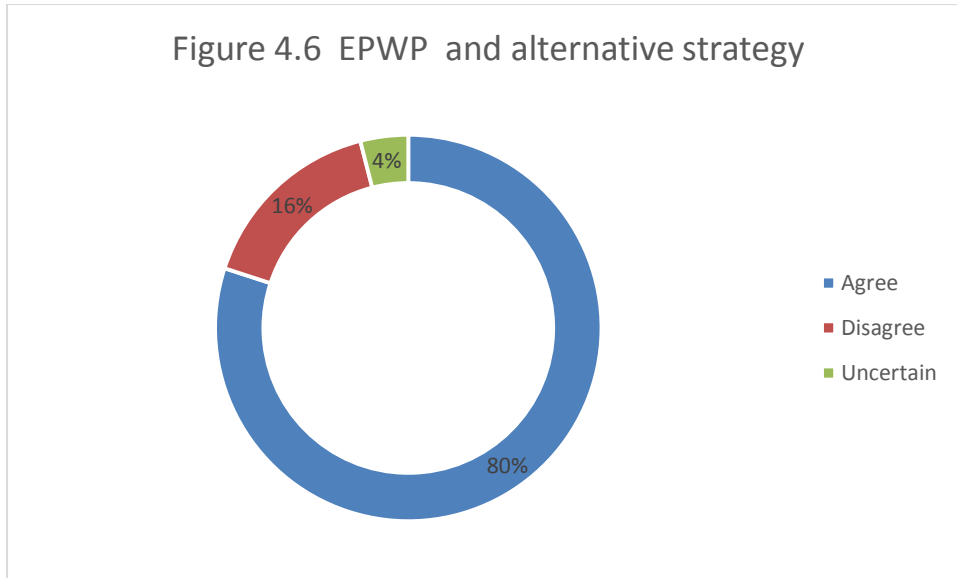
In question 9, forty four (88%) of the respondents disagreed with the statement and four (8%) of the respondents agreed with the statement. Only two (4%) of respondents were recorded as uncertain. Lack of clarity on policies can cause misinterpretation and contradiction during the implementation of the EPWP in the area of the study. From the above analysis, it evident that the majority of respondents claimed that there was a lack of clarity of policies. Lack of clarity on policy guidelines hampers the implementation of the EPWP in the area of the study. Unit managers should clarify the policies before the implementation of the programme.

#### 4.3.1.10 EPWP and alternative strategy

*4.3.1.10.1 Does the department have an alternative strategy to effectively implement EPWP in the area of the study.*

In figure 4.6, the researcher surveyed how alternative strategies can improve the implementation of the EPWP. The provision of an alternative strategy is regarded as an intervention to improve the implementation of the EPWP.

Figure 4.6 EPWP and alternative strategy



In question 10, forty (80%) of the respondents agreed with the statement, and eight (16%) of the respondents disagreed with the statement. Only two (4%) of respondents were recorded as uncertain. Lack of alternative strategies can hamper the implementation of the EPWP. From the above analysis, it is evident that the provision of an alternative strategy can improve the implementation of the EPWP. The confirmation made by the majority of respondents clearly showed that an alternative strategy can enhance the implementation of the EPWP. The provision of an alternative strategy supports the employees in the implementation of the programmes at a given time (Nyathi, 2015:25).

#### **4.4 DATA ANALYSIS OBTAINED THROUGH SEMI-STRUCTURED INTERVIEW AND QUESTIONNAIRES**

From the above studies it is clear that the respondents had various challenges in their sphere of operation. Challenges such as lack of relevant skills, resources, and relevant training programmes were regarded as the main contributing factors to the lack of productivity and performance in the area of the study.

From the quantitative data the researcher identified nepotism, clarity of policies and alternative strategies as the main challenges during the implementation of the EPWP. To augment the above data the researcher also analysed qualitative data.

Qualitative data analysis emphasises the meaning attributed to social situations. Organising qualitative data means looking for ideas, actions or events that describe the data. It often

uses the following methods, interviews, case studies, visual and narrative inquiries (Biber 2011:5). The analysis process involved interpreting the participants' responses to the interview questions using the inductive approach.

To achieve the above process, some of the narrative responses of the interviewees have been cited in the study. These responses assisted the researcher to gain a deeper understanding of the participants' perceptions of the implementation of the EPWP in the Ehlanzeni District.

#### **4.4.1 The EPWP, capacity and challenges**

Out of fifty officials interviewed, forty five confirmed that lack of capacity building affects human development and the implementation of the project. Only three of them disagreed, while two of them were recorded as uncertain.

Some of the participants commented as follows:

*“How do you expect me to perform whereas there is no capacity building to support the implementation of the EPWP?”*

*‘The implementation of EPWP cannot be effective in this area because employees are not properly capacitated to implement the project.’*

*‘Lack of capacity building is one of the challenges that impact negatively on the implementation of EPWP in our area.7v1’*

*“I think I need to be capacitated before the implementation of EPWP.”*

*‘Employees cannot work effectively if they are not capacitated by their managers.’*

Some of the respondents came with different views and they commented as follows:

*‘The department has trained the new employees before the EPWP was implemented in the area of the study.’*

*‘The department has invested a lot on human resource development, hence we don’t need to be capacitated every now and then.’*

From the above information, it is clear that the majority of the respondents believe that lack of capacity building negatively affects the implementation of the EPWP in Ehlanzeni district.

However, some of the respondents did not support the above view, hence they believe that the department has invested a lot in human development and capacity building. To support this statement, Nkuna ( 2015:9) attest that lack of capacity building in the Municipalities hinder the implementation of EPWP programmes.

#### **4.4.2 To identify the capacity building and resources**

Out of fifty officials interviewed, forty four claimed that lack of resources was the main contributing factor that affects capacity building for the implementation of the EPWP in the area of the study. Four of the respondents agreed with the statement. Only two of the respondents were recorded as uncertain.

Some of the respondents remarked as follows:

*“I had problems in implementing certain programmes because of inadequate resources and lack of relevant programmes for capacity building.”*

*‘Lack of resources such as qualified personnel, lawn mowers and other related issues hamper the implementation of EPWP in our department.’*

*“You cannot expect me to implement EPWP without the provision relevant resources in the organisation”.*

*“How can you expect the employees to perform effectively if, they are not provided with enough resources”.*

*‘Most of us we want to implement EPWP in an effective way, but there are no resources to support us.’*

Some of the officials argued against the above views:

*‘We don’t need a lot of resources to implement EPWP in Ehlanzeni because the local Municipalities have equipment, machinery and training programmes to support us.’*

*“I do not have problems related to the use of resources because qualified employees from the local Municipality are always willing to assist us towards the implementation of EPWP in the area.”*

From the above statements it is evident that most of the respondents believe that a lack of resources impacts negatively on the implementation of the EPWP in the area of the study.

However, some of them commended the resources and training that they had received from the local municipalities.

To support the above statement, a training-needs analysis can thus be defined as a process of identifying an issue or problem, collecting, analysing and interpreting data, and using the information obtained to select or design an appropriate HRD intervention to address the issue or problem (Marius, 2007:155). From the above statement, it is clear that intervention by the local municipality on the EPWP employee capacity building and the provision of the training needs are of paramount importance. Furthermore, the provision of scarce resources by the local municipalities will also impact positively on the implementation of the EPWP in Ehlanzeni district. Mawila (2015:18) confirmed that lack of career advancement and alternative strategy can always hinder the implementation of EPWP programme in the different municipalities.

#### **4.4.3 To which extent an alternative strategy can improve career advancement**

Out of fifty respondents interviewed, forty six confirmed that a lack of an alternative strategy for capacity building has a negative impact on the EPWP implementation, career advancement and human development. Only four of the respondents disagreed with the statement.

Some of the participants commented as follows:

*“I like my job but the management seems not to have an alternative strategy which will assist us to develop and grow during the implementation of the EPWP programme.”*

*“I don’t want to stay in an organisation where there is no human capacity and development.”*

*“I want to work in an organisation where the improvement of career advancement is taken into consideration.”*

*‘Alternative strategy is always needed to improve career advancement towards the implementation of EPWP.’*

*‘Most of our employees need an alternative strategy so, as to improve their career path and advancement.’*

To show their different views, four of the respondents believe that the government has most of the resources and strategies necessary to execute the implementation of the EPWP. Here are some of their remarks:

*'We don't need alternative strategies to enhance our career advancement because we have one at the moment.'*

*'As long as we have human resource development unit, they can contribute towards our career advancement and capacity building.'*

From the above responses it is clear that most of the respondents were not considering continuing with their career path within the EPWP because of a lack of capacity building and human development in the Ehlanzeni District. This idea was opposed by the eight respondents who claimed satisfaction about the present process and strategy. These respondents believed that human resource development units can enhance their career advancement and capacity building.

#### **4.5 OVERALL SUMMARY**

The implementation of the EPWP depends on the number of variables and factors that influence the employees to perform in a professional manner. The findings from the empirical investigation revealed that 80% of the respondents confirmed that there were challenges during the implementation of the EPWP. Challenges such as 88% lack of clarity on policies, 84% nepotism and an 80% need for an alternative strategy are regarded as the main problems that hamper implementation. These challenges call for the department to have an intervention strategy if they want to enhance the EPWP in the area of the study.

Disagreeing with the above, data collected through interviews revealed that there are different challenges that are regarded by the interviewees as the main problems that hinder the implementation of the EPWP. The researcher has only clarified the main challenges that affect the implementation of the EPWP in the area of the study. These challenges rank from forty five to forty four out of fifty. The highest challenge is forty six that is lack of alternative strategy, followed by forty five which was a lack of capacity building and the last one was forty four which was a lack of resources. These challenges were regarded by most of the interviewees as the main hindrance of the implementation of the EPWP in the Ehlanzeni district.



From the above analysis it is clear that some of the challenges that were ranked highly by the researcher need more attention from policy makers. The above challenges require the department to do away with nepotism, clarify policies to the employees, and provide an alternative strategy to enhance the implementation of the EPWP. This was also emphasised by the interviewees when they called on the department to enhance capacity building, provide relevant resources and an alternative strategy.

To alleviate some of the above mentioned challenges, the researcher has suggested some of the recommendations against the findings obtained from the questionnaires and the interviews stated in chapter five. The overview and the analysis have helped the researcher to achieve the intended objective of the study.

#### **4.6 CONCLUSION**

This chapter presented the findings and the analysis thereof, based on the problem statement, research questions and the literature review presented in chapter two. The data collected from questionnaires and interviews confirmed that a lack of capacity impacts the implementation of the EPWP in the area of the study. Some of the challenges that accelerate and hamper the implementation of the EPWP include a lack of relevant skills, a lack of resources, inadequate training and a lack of clarity on policies. This calls for the intervention of the department / municipalities to enable their employees so as to implement the programme in a competent, proper and professional manner. In the next chapter, an overview of the study, findings, recommendations and conclusion of the study will be presented.

## CHAPTER 5

### CONCLUSION AND RECOMMENDATION

#### 5.1 INTRODUCTION

In the previous chapter, the data collected through questionnaires and semi-structured interviews was analysed and interpreted. Though individual challenges were shown to exist by some of the respondents, the main challenges found in the area were a lack of capacity building, resources, skills training, nepotism, and utilisation of skills, clarity of policies, sustainability and alternative strategies. In this chapter, the researcher will discuss the findings derived from the questionnaires and interviews. In the next section, the researcher has presented an overview of study, as well as the findings, recommendations and limitations of the study with a discussion of further research and the conclusion.

#### 5.2 SUMMARY OF FINDINGS

The high rate of unemployment in Ehlanzeni has necessitated the implementation of the Extended Public Works Programme (EPWP) by the provincial government in order to alleviate poverty in the area of the study. The background of the problem was discussed in chapter one. To find a solution for the problem, the researcher discussed some of the literature related to the challenges of implementing the EPWP in chapter two. The research design and methodology discussed in chapter three assisted the researcher to collect and analyse the data in chapter four. The findings and recommendations outlined in this chapter are discussed against the objectives and research questions stated in chapter one. The following objectives have guided the researcher to achieve the intended purpose of the study.

***Objective 1: To investigate the necessary capacity in the implementation of the EPWP project in the Ehlanzeni District Municipality of Mpumalanga Province.***

The purpose of the above aim is to determine the mechanisms and methods that are used by the districts to enhance capacity building among the employees in Ehlanzeni. In this objective, it was found that a lack of training skills, inadequate equipment, inadequate utilisation of skills and a lack of career advancement were found to be the main factors that prevent capacity building during the implementation of the EPWP in the area of the study. Most of the respondents stated that various development programmes, training, career

advancement and relevant equipment can enhance capacity building and the implementation of the EPWP in the area of the study.

***Objective 2: To explore problems encountered in the management of the EPWP projects in the Ehlanzeni District Municipality of Mpumalanga Province***

To discover the challenges that hamper the implementation of the EPWP, it was found that challenges such as a lack of resources, equipment, managerial skills, financial support, nepotism, and a lack of sustainability, clarity of policies and other related issues were found to be the main factors that hamper the implementation of the EPWP in the area of the study. In this study the findings were derived from the data obtained through questionnaires and interviews from both the beneficiaries and the management. From the above respondents it is clear that there were many problems that hindered the management of the EPWP in the area of the study.

To overcome the above problems, the department of public works, introduced different development programmes and other related issues to enhance the management of the EPWP. Training programmes, resources, equipment, relevant policy guidelines and other related development programmes were also provided to enhance capacity building to support the management of the EPWP.

***Objective 3: To suggest suitable mechanisms which are relevant to improve the management of the EPWP projects in the Ehlanzeni District Municipality of Mpumalanga Province?***

In this objective the study determined the importance of an alternative strategy towards the implementation of the EPWP. In this objective it was found that a lack of provision of an alternative strategy can hamper the implementation of the EPWP in the area of the study. The majority of the respondents confirmed that the provision of an alternative training strategy can support the implementation of the above project. For the senior managers to resolve the above issue, they need to develop relevant training programmes and provide necessary resources that may enhance the implementation of the EPWP in Ehlanzeni.

### **5.3 RECOMMENDATION OF THE STUDY**

On the basis of the findings from empirical investigations and interviews, the following motivated recommendations are made:

#### **5.3.1 The Expended Public Works Programme (EPWP), capacity building and implementation**

The implementation of the EPWP in the public sector needs employees who are capable and have the ability to perform. To achieve this process, the Department of Public Works, Roads and Transport should be encouraged to enable their employees, so as to implement the EPWP in an effective and professional manner. The department should provide different development programmes so as to improve employees performance and enhance the implementation of the EPWP in the area of the study.

#### **5.3.2 The EPWP resources and implementation**

The provision of relevant resources to employees may improve the implementation of the EPWP. The work that is done in the EPWP needs quality equipment and human resources to implement the programme. To achieve this, management should be encouraged to provide relevant resources to enhance capacity building and the effective implementation of the EPWP in the area of the study.

#### **5.3.3 The EPWP, strategies and implementation**

The effectiveness of the implementation of the EPWP depends on the relevancy of the strategies in the public sector; these strategies need to be aligned with the objectives of the programme. In order to achieve this process, the senior management should be encouraged to develop relevant strategies that will enhance capacity building and the implementation of the EPWP in the area of the study.

#### **5.3.4 The EPWP, utilisation of skills and implementation**

The implementation of the EPWP depends on the utilisation of skills that they have acquired from their various training. When the employees are allowed to utilise their skills, they may accelerate the implementation of the EPWP. To enhance this process, the beneficiaries should be encouraged to utilise skills that they have acquired, so as to accelerate the implementation of the EPWP in the area of the study.

### **5.3.5 The EPWP, resources and implementation**

The effectiveness of the implementation of the EPWP depends on the quality of resources that the employees are using in their sphere of operation. Lack of resources can hinder the implementation of the programme. In order to achieve this process, the municipality should be encouraged to provide the relevant equipment and resources to their employees so as to achieve the intended objective of the EPWP in the area of the study.

### **5.3.6 The EPWP, and nepotism**

The incompleteness of the projects during the implementation of the EPWP is caused by the employment of relatives in certain departments and units. Nepotism leads to the appointment of unqualified relatives, hence a lack of effective implementation of the EPWP in the area of the study. To avoid the above challenge the unit managers should be discouraged from appointing their relatives, so as to provide quality services and accelerate the implementation of the EPWP in Ehlanzeni district.

## **5.4 FUTURE RESEARCH**

All research studies are intended to suggest further research as no research is complete in itself. To enhance the implementation of the EPWP, future researchers should take the factors such as perception, lack of managerial skills, poor financial management and strategy on capacity building, into consideration. Future researchers should investigate the above challenges in their various topics, so as to suggest recommendations against the findings in their proposed research studies.

The following topics are suggested for further research:

### **5.4.1 The perception of supervisors towards the implementation of the EPWP**

Investigating the perception of the supervisors on the implementation of the EPWP will allow the stakeholders to gain an understanding of their thinking about the process. The researcher's findings may also have an impact on the future implementation of the EPWP in the public sector. The negative or positive attitude of the supervisors can have an impact on the implementation.

#### **5.4.2 Exploring the factors that can accelerate the implementation of EPWP**

The implementation of the EPWP depends on the factors that contribute positively to the implementation. The public organisations that have positive factors can always accelerate the implementation of EPWP. In order to enhance this process, future research studies could provide solutions that may influence the acceleration of the implementation of the EPWP in the proposed area.

#### **5.4.3 The impact of a lack of managerial skills on the implementation of the EPWP**

A study on the impact of a lack of managerial skills on the implementation may assist stakeholders to accelerate the process. The findings and the recommendations of future researchers may have an impact on the contribution of managerial skills on the implementation of the EPWP.

#### **5.4.4 The effect of a lack of financial management towards the implementation of the EPWP**

The implementation of the EPWP depends on the way the funding of the projects is managed within the projects. A lack of financial management can hamper the implementation of the EPWP. The findings and recommendations of future research may suggest strategies that can be used by the public managers to enhance financial skills, so as to improve the implementation of the programme.

#### **5.4.5 Exploring the role of strategic management on capacity building and the implementation of the EPWP.**

Future researchers may assist the stakeholders in understanding the role of strategic management in capacity building towards the implementation of the EPWP. The factors that may be revealed by future researchers will assist stakeholders in understanding the challenges that may hinder the implementation of the EPWP. The findings and the recommendations may serve as a solution to the above challenges.

## 5.5 CONCLUSION

The purpose of this study was to investigate the implementation of the Extended Public Works Programme in Ehlanzeni District. The factors that hinder the implementation of the EPWP have been discussed in full in the previous chapters. The study used a mixed research design which employed questionnaires to collect quantitative data from fifty beneficiaries. The study also used semi-structured interviews to collect qualitative data from the managers in the Ehlanzeni district. To supplement this process, the researcher used purposive and random sampling to select the participants in the study.

The above research instruments and processes assisted the study with the diverse findings. In this regard, it was found that nepotism can hamper the implementation of the EPWP in the area of the study. The appointment of employees through nepotism retards the implementation of the EPWP by competent qualified professionals. This process has caused unnecessary complaints during the appointment of the employees in the EPWP. Moreover, the study also found that a lack of relevant equipment hampers the acceleration of the EPWP in the area of the study. A lack of sustainability was also found by many respondents to be a main factor that contributes negatively towards the implementation of the EPWP.

The study also found that most of the beneficiaries have undergone different training to enhance their capacity during the implementation of the EPWP, although factors such as lack of training, financial support, and equipment as well as other related issues were found to be the main causes of a lack of capacity building in the area of the study. Furthermore, it was found by the majority of the respondents that the provision of skill training can improve the capacity building and implementation of the EPWP. The study also revealed that most of the respondents confirmed that they were allowed to utilise their acquired skills during the implementation of the EPWP. The findings from the study also revealed that a lack of clarity on policies and alternative strategies hampers the implementation of the EPWP at Ehlanzeni.

From the above analysis, it was evidenced that a lack of capacity building, inadequate resources and relevant alternative strategies can hamper the effective implementation of the EPWP. The above findings were just an eye opener for the policy makers, managers and employees. It is now their responsibility to look at the study's ideas, contributions and

recommendations for possible ways of assisting the employees to implement Expanded Public Works Programme.

## **5.6 LIMITATIONS OF THE STUDY**

This study cannot claim that it has revealed all the challenges that are faced by the employees during the implementation of the EPWP in Ehlanzeni, as factors are not static but dynamic and situational. In addition, there was a limitation on the use of the target population since only a limited sample was used. To achieve this process the researcher used both purposive and random sampling to select the participants in the study. The respondents that took part in the study were only those who were selected in one district due to financial and time constraints. However, the findings laid a foundation for other researchers to continue with topics related to the above study.



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**ANNEXURE A: Imibuzo ebhekiswe kubasebenzi**

**UCWANINGO ISIHLOKO : UKUSETJENJISWA KOHLELO EZOMGWACO KOHLELO  
EZEMISEBENZI WOKUPHATHWA KOMGWACO EMPUMALANGA EHLANZENI**

**UKUVUMA**

Mina .....(uyancuswa ukuba ubhale igama eliphelele)  
ngiyaniqinisekisa ukuthi ngiyakuqonda okuqukethwe yilencwadi nesimo somsebenzi,ngizimisele  
ukuba yinxenye yalomsebenzi.Ngiyaqonda nokuthi ngikhululekile ukuhoxa noma ngasiphi  
isikhathi kulomsebenzi, uma ngifisa.

.....  
.....  
Ukusayina konesihlandla kuloluphenyo Usuku

Uqwaningo: Ukusetjenjiswa kohlelo ezomgwaco ezemisebenzi wokuphatwa komgwaco  
empumalanga.

Lemibuzo eyenziwe imayelana nokuhlanganiswa kocwaningo olenziwa wu Ms Dudu Doris  
Mathe kuyiceshana semibuzo. Imiphumela yemibuzo imayelana nekusetjenjiswa kokuphatha  
kwekuqondisa kweziqhu zika Ms Dudu Doris Mathe. Owenza loluqwaningo imibono yakhe  
izogodlwa ukwenzela lezimfundo.

Ucelwa ukuthi uphendule lemibuzo ngolwazwi lonke onalo. Kubalulekile ukuphendula kwakho  
ngokuthembeka ngoba kusosiza kwezomgwaco.

Ulwazi olunikayo ngeke ludalulwe kwabanye. Ngakho-ke akudingekile imininingwane ngawe.

Imibuzo:

Imibono mayelana nokenzeka Ehlanzeni

Sigaba A: Umbuzo 1-8 imayelana nomlando wakho

Sigaba B: Umbuzo 9-11 chaza ukuthi isiqubungulo senzekile ngalabo abenza lomsebenzi.

Sigaba C: Umbuzo 12-13 izinqinamba eziphathelene nomhlamo.

Sigaba A

Izinga lemfundo

|                                 |  |
|---------------------------------|--|
| Imfundo yesikole esiphakeme 12  |  |
| Imfundo yebanga eliphansi 12    |  |
| Imfundo yasekholeji             |  |
| Okunye (chaza ngokubhala lapho) |  |

Iminyaka

|                            |  |
|----------------------------|--|
| Ngaphansi kuka 20 iminyaka |  |
| 21-25 iminyaka             |  |
| 26-30 iminyaka             |  |
| 31-35 iminyaka             |  |
| 36-40 iminyaka             |  |
| 41-45 iminyaka             |  |
| 46-50 iminyaka             |  |
| 51-56 iminyaka             |  |
| 57-60 iminyaka             |  |

Ubulili

|             |  |
|-------------|--|
| Owesilisa   |  |
| Owesifazane |  |

Ukukhubazeka

|                |  |
|----------------|--|
| Ukhubazekile   |  |
| Awukakhubazeki |  |



Uke wasebenza ngaphambilini?

|      |  |
|------|--|
| Yebo |  |
| Cha  |  |

Umsebenzi wakho oweshashana noma impilo yakho yonke?

|                    |  |
|--------------------|--|
| Okweshashane       |  |
| Impilo yakho yonke |  |

Imihlamo emingaki ozibandakanye kuyo?

|            |  |
|------------|--|
| 1 Imihlamo |  |
| 2 Imihlamo |  |
| 3 Imihlamo |  |

Isikhathi okuso manje ku EPWP PROJECT

|               |  |
|---------------|--|
| 1-3 Izinyanga |  |
| 3-6 Izinyanga |  |
| 6-8 Izinyanga |  |

Sigaba B

Ulwazi nge EPWP PROJECTS

|                     |  |
|---------------------|--|
| Ulwazi olubanzi     |  |
| Ulwazi oluphecelezi |  |
| Alukho              |  |

l. Imihlamo yakho iyiphuculile impilo yakho?

|      |  |
|------|--|
| Yebo |  |
| Cha  |  |

. Iziphi izindlela ozenzile ukuphucula impilo yakho?

|  |  |
|--|--|
| Ukusetjenziswa kemholo ( Kuthenga izimpahla, ifenisher)              |  |
| Ukudla (ukudla eningeke nikhone ukukudla ngaphambilini)              |  |
| Imfundo (abantwana abaya esikoleni ukundlula ngaphambili)            |  |
| Ezenhlalakahle ( izimpahla ,ukudla abantwana abakwenza emphakathini) |  |

Sigaba C

. Izinginamba ohlangane nazo kulomhlamo

|  |  |
|--|--|
| Ukececesha                               |  |
| Indlela osebenza ngazo                   |  |
| Ukeswela kwezimpahla sokusebenza ku EPWP |  |
| Ukungakhokhelwa ngesikhathi              |  |
| Ukuswelakala kwesinziza                  |  |

. Imibono yokubhekana nezingcinamba

|                                 |  |
|---------------------------------|--|
| Ukubhekana nekuceceshwa         |  |
| Ukulungisa imihlamo eyaphambili |  |
| Ukungeza imiholo yamalanga      |  |
| Ukungeza ukucwaninga imihlamo   |  |
| Okunye?                         |  |

Imibono : -----  
-----

Siyabonga ubambiswano

## **ANNEXURE B : Questions for the EPWP Participants / Beneficiaries**

### **RESESEARCH TOPIC : IMPLEMENTATION OF EXTENDED PUBLIC WORKS PROGRAMME IN SOUTH AFRICA: A CASE OF LABOUR ROUTINE MAINTANANCE IN MPUMALANGA**

**Sir /Madam**

You are requested to participate in a research project as stipulated above. The research project is for the purpose of Ms Dudu Doris Mathe to meet the requirements of the Master Degree in Public Administration at Turfloop Graduate School of Leadership. Please be advised that information to be provided in the questionnaire will only be utilised for the purpose of the research project. You are welcome to withdraw from participating in this exercise at any time.

**Agree /Not Agree**

## **ANNEXTURE TWO**

### **RESEARCH PROJECT QUESTIONNAIRE: FOR EPWP PARTICIPANTS / BENEFICIARIES**

**Research topic: Implementation of the Extended Public Works Programme in South Africa: A case of Labour Routine Maintenance in Mpumalanga.**

**The questionnaire is designed for the purpose of gathering information in order to enable the researcher Ms Dudu Doris Mathe to answer the research question in Chapter one of this study. The results of the questionnaire will only be utilised in the mini dissertation for the Masters of Public Administration degree of Ms Dudu Doris Mathe. The participants will remain anonymous and the information provided will be confidential and only used for the research study.**

**Respond to the following questions by putting an X in the relevant box in the right hand column that corresponds with your experience. More than one category may be selected.**

**The structure of the questionnaire:**

**Views and opinions of the participants of Ehlanzeni**

Section A: Questions 1-8 relate to personal information of the participants

Section B: Questions 9-11 address whether the project has improved the participants' lives or not.

Section C: Questions 12-13 relate to the challenges facing the participants regarding the implementation of the project

## **Section A**

### 1. QUALIFICATIONS

|                         |  |
|-------------------------|--|
| Grade 12                |  |
| Less than Grade 12      |  |
| No Formal qualification |  |
| Other                   |  |

### 2. AGE

|                    |  |
|--------------------|--|
| Less than 20 years |  |
| 21-25 years        |  |
| 26-30 years        |  |
| 31-35 years        |  |
| 36-40 years        |  |
| 41-45 years        |  |
| 46-50 years        |  |
| 51-56 years        |  |
| 57-60 years        |  |

### 3. GENDER

|        |  |
|--------|--|
| Male   |  |
| Female |  |

4. DISABILITY

|               |  |
|---------------|--|
| Disabled      |  |
| No disability |  |

5. HAVE YOU BEEN EMPLOYED BEFORE?

|     |  |
|-----|--|
| Yes |  |
| No  |  |

6. WAS EMPLOYMENT TEMPORARY OR PERMANENT?

|           |  |
|-----------|--|
| Temporary |  |
| Permanent |  |

7. IN HOW MANY PROJECTS HAVE YOU PARTICIPATED?

|                    |  |
|--------------------|--|
| 1 project          |  |
| 2 projects         |  |
| 3 projects or more |  |

8. PERIOD ON CURRENT EPWP PROJECT

|            |  |
|------------|--|
| 1-3 Months |  |
|------------|--|

|            |  |
|------------|--|
| 3-6 Months |  |
| 6-8 Months |  |

**Section B**

9. SKILLS GAINED ON EPWP PROJECTS

|                 |  |
|-----------------|--|
| Technical Skill |  |
| General skill   |  |
| None            |  |

10. HAS YOUR PARTICIPATION IN THE PROJECT IMPROVED YOUR LIFE?

|     |  |
|-----|--|
| Yes |  |
| No  |  |

11. IN WHICH WAYS HAS YOUR PARTICIPATION IN THE PROJECT IMPROVED YOUR LIFE?

|   |  |
|---|--|
| Use of Income (Buying clothes, furniture)                                   |  |
| Nutritional (eating food that could not be afforded before)                 |  |
| Educational (Children attending school more than previously)                |  |
| Social (clothing , feeding children, participating in community activities) |  |

**Section C**

| Questions  | Agree | Strongly Agree | Disagree | Strongly Disagree | Uncertain |
|--|-------|----------------|----------|-------------------|-----------|
| To what extent capacity building has an effect on the implementation of EPWP.                            |       |                |          |                   |           |
| Does capacity building has an impact on the implementation of EPWP.                                      |       |                |          |                   |           |
| Does nepotism has an impact on the implementation of EPWP.   |       |                |          |                   |           |
| Does lack of equipment have an impact on the implementation of EPWP in the area of the study.            |       |                |          |                   |           |
| Does the department utilised the skills during the implementation.                                       |       |                |          |                   |           |
| Does EPWP create sustainable employment in Ehlanzeni.  |       |                |          |                   |           |
| There are clarities of policies before the implementation of the EPWP.                                   |       |                |          |                   |           |
| Does the department have an alternative strategy to effectively implement EPWP in the area of the study. |       |                |          |                   |           |

Comments : -----  
 -----

**Thank you for your cooperation**

**ANNEXURE C: Semi-structured interview for Management/ EPWP Champions.**

1. (i) What does this project entail?  
  
(ii) Are you aware of the goal of this project?
2. Who manages, co-ordinates and administers the project?
3. Do you feel that there is accountability and transparency in this project?
4. What is your role in this project?
5. What is the duration of the project/ your employment?
6. Who is in charge of the project?
7. What wages are you paid?
8. How are the wages paid and how often?
9. What training have you received?
10. How has this project impacted your/ your family's life positively?



**ANNEXURE D**

**QUESTIONNAIRES FOR MANAGEMENT WITHIN THE DEPARTMENT (EPWP PROGRAMME)**

Please note that the information provided will be treated as confidential and is for research purposes only.

Please choose the correct answers on the list provided by marking an X in the relative block and write additional information where possible.

**SECTION A: GENERAL INFORMATION**

1. Gender

|   |        |  |
|---|--------|--|
| 1 | Female |  |
| 2 | Male   |  |

2. Age

|   |                |  |
|---|----------------|--|
| 1 | 18-35 years    |  |
| 2 | 36-50 years    |  |
| 3 | 51-55 years    |  |
| 4 | Above 55 years |  |

3. Position

|  |
|--|
|  |
|--|

**SECTION B: RECRUITMENT AND SELECTION**

1. How do you make people aware of the programme?

1 Councillors

2 Newspaper

3 Advisory Committee

4 Friend

5 Advert

1. How do you select contractors?

1 Interview

2 Identified by Stakeholder

3 Do you think you achieve the relevant EPWP target?

|   |     |  |
|---|-----|--|
| 1 | Yes |  |
| 2 | No  |  |

**SECTION C: TRAINING AND SKILLS DEVELOPMENT**

Who identifies training needs at project level?

1 Training coordinators

2 Contract team

3 Project Managers

4 Others, specify

|  |
|--|
|  |
|--|

1. How is training evaluated at its completion?

1 Formal evaluation

2 Written comments on a piece of paper

3 Verbal comments

2. How successful is the training?

|   |                      |  |
|---|----------------------|--|
| 1 | Good                 |  |
| 2 | Excellent            |  |
| 3 | Not Sure             |  |
| 4 | Needs to be improved |  |
| 5 | Satisfactory         |  |

3. Comment on how you can improve the identification of training at project level.

---

---

4. Comment on how you can improve monitoring and evaluation of training.

---

---

5. Do you think working for the department (EPWP) employs relevant people to be empowered? Please give reasons.

---

---

**THEME 3: STRATEGIES THAT CAN BE USED BY POLICY MAKERS TO ENHANCE EPWP.**

**SECTION D: EXIT STRATEGY**

1. Do you think the contractors and workers will survive after leaving the programme?

1 Yes, they will start their own business

2 Yes, they will get another job

3 No, it will be hard for them to get another job

4 No, I don't have an idea

5 Undecided

Do you think the programme improved the lives of workers?

|   |     |  |
|---|-----|--|
| 1 | Yes |  |
| 2 | No  |  |

2. If yes, how?

---

---

3. How do you know if the workers are due for exit?

---

---

4. Do you think workers are benefiting from the programme?

|   |     |  |
|---|-----|--|
| 1 | Yes |  |
| 2 | No  |  |

5. If no, how should this be done?

---

---

6. What recommendations can make about working for the department?

---

---

**Thank you for your cooperation**

## ANNEXURE E: Questionnaire for EPWP Coordinators

### QUESTIONNAIRES ON THE EXPERIENCES OF DEPARTMENTAL COORDINATORS IN THE IMPLEMENTATION OF EPWP PROJECTS WITHIN THE DEPARTMENT OF PUBLIC WORKS, EHLANZENI, MPUMALANGA PROVINCE

Respond to the following questions by putting an X in the relevant box in the right hand column that corresponds with your experience. More than one category may be selected.

Please note that the information provided will be treated as confidential and is for research purposes only.

#### 1. GENERAL INFORMATION

##### Gender

|    |        |  |
|----|--------|--|
| 1. | Female |  |
| 2. | Male   |  |

##### Age

|   |          |  |
|---|----------|--|
| 1 | 17-35    |  |
| 2 | 36-50    |  |
| 3 | 51-55    |  |
| 4 | Above 55 |  |

#### 2. BROAD UNDERSTANDING OF EPWP

|   |  |
|---|--|
| Government Programme to create work opportunities |  |
| Programme for the poor                            |  |
| Skills programme                                  |  |
| If other , please state:                          |  |

#### 3. PERCEIVED GENERAL EPWP BENEFITS FOR EHLANZENI AND SOUTH AFRICA

|                           |  |
|---------------------------|--|
| Creation of employment    |  |
| Skilling of the unskilled |  |

|  |  |
|--|--|
| Earning of income by the poor              |  |
| Gaining of work experience by youth, women |  |
| If other, please state:                    |  |

**4. HOW LONG HAVE YOU BEEN THE CHAMPION FOR YOUR DEPARTMENT**

|                         |  |
|-------------------------|--|
| Less than 2 years       |  |
| 3-4 years               |  |
| 4-5 years               |  |
| If other, please state: |  |

**5. YOUR UNDERSTANDING OF HOW THE PROGRAMME IS IMPLEMENTED IN THE PROVINCE**

|   |  |
|---|--|
| Individual Departments play a key role          |  |
| EPWP division determines target for departments |  |
|   |  |

**6. LIST ANY CHALLENGES IN THE DEPARTMENT'S IMPLEMENTATION APPROACH**

|  |
|--|
|  |
|  |
|  |
|  |
|  |

**7. HOW WOULD YOU LIKE TO SEE EPWP BEING IMPLEMENTED IN THE DEPARTMENT IN CONTRAST TO THE CURRENT APPROACH**

|  |
|--|
|  |
|  |

|  |
|--|
|  |
|  |
|  |

**8. DOES YOUR DEPARTMENT HAVE A TRAINING PROGRAMME FOR EPWP PARTICIPANTS**

|     |  |
|-----|--|
| Yes |  |
| No  |  |

**9. If yes, kindly indicate what it entails**

|  |
|--|
|  |
|  |
|  |
|  |
|  |

**10. If No, kindly indicate what in your opinion prevents this**

|  |
|--|
|  |
|  |
|  |
|  |
|  |
|  |

**11. LIST BENEFITS FOR PARTICIPANTS IN YOUR DEPARTMENT'S EPWP PROJECTS**

|  |
|--|
|  |
|  |
|  |
|  |



|  |
|--|
|  |
|--|

**12. ANY CHALLENGES REPORTED BY BENEFICIARIES / PARTICIPANTS IN YOUR EPWP PROJECT?**

|  |
|--|
|  |
|  |
|  |
|  |
|  |

**13. DOES YOUR DEPARTMENT DO THE BRIEFING WITH CONTRACTORS (THOSE WORKING ON PROJECTS HAVING EPWP BENEFICIARIES) ON EPWP**

|            |  |
|------------|--|
| <b>Yes</b> |  |
| <b>No</b>  |  |

**14. PLEASE INDICATE THE FREQUENCY OF MONITORING FIELD VISITS OF EPWP PROJECTS BY YOUR DEPARTMENT**

|                |  |
|----------------|--|
| <b>Weekly</b>  |  |
| <b>Monthly</b> |  |
| <b>None</b>    |  |

**15. WHICH IS THE MAIN CHALLENGE THAT YOU ARE CURRENTLY EXPERIENCING IN YOUR EPWP PROJECTS**

|                                     |  |
|-------------------------------------|--|
| <b>Training</b>                     |  |
| <b>Working Conditions</b>           |  |
| <b>Lack of resources</b>            |  |
| <b>Non-payment of wages on time</b> |  |
| <b>Any other , please state</b>     |  |

**16. SUGGESTED INTERVENTION TO DEAL WITH CHALLENGES**

|  |  |
|--|--|
| <b>Creation of sustainable projects</b>            |  |
| <b>Increase daily wages</b>                        |  |
| <b>Relevant training</b>                           |  |
| <b>Improved and visible monitoring of projects</b> |  |
| <b>Any other , please state:</b>                   |  |

**GENERAL COMMENTS:**

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---

---

**Thank you for your cooperation**

## ANNEXURE F: Request to conduct research



No 7 Government Boulevard, RiversidePark, Ext. 2, Mbombela, 1200, Mpumalanga Province  
Private Bag X11302, Mbombela, 1200

Tel: +27 (13) 766 6635, Fax + 27 (13) 766 9764 E-mail: DMathe@mpg.gov.za

Litiko Letemisebenti Yemphakatsi, Departement van Openbare Werke,  
Temigwaco Netekutfutsa Paaië en Vervoer

UmNyango wezemiSebenzi yomPhakathi,  
zeeNdelela nezokuThutha

Enquiry: Ms DD Mathe  
Tel: 013 766 6635

**TO : KM MOHLASEDI  
HEAD: PUBLIC WORKS ROADS & TRANSPORT**

**FROM : HN MDAKA  
CHIEF FINANCIAL OFFICER**

**SUBJECT : REQUEST TO CONDUCT REASEARCH WITHIN THE DEPARTMENT  
FOR THE PURPOSE OF DISSERTATION: MATHE DD PERSAL  
80130615**

I Dudu Doris Mathe, an employee of the Mpumalanga Department of Public Works, Roads and Transport and a Senior Manager within the Financial Management Directorate would like to request permission to conduct a research within the Department.

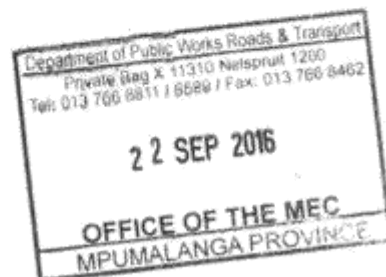
I am currently registered for my Master of Public Administration at University of Limpopo (Turfloop Graduate School of Leadership), and I am a bursary holder within the Department.

The requirement to acquire this qualification also requires a student to conduct research, the title of the research is as follows: **Implementing Extended Public Works Programme in South Africa: a case of Labour Routine Maintenance in Mpumalanga Province.**

I therefore request permission to conduct such research.

Hope my request will be granted

**DD MATHE**  
**SENIOR MANAGER FINANCIAL ACCOUNTING**  
DATE: 22/09/2016



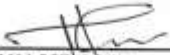
SUBJECT : REQUEST TO CONDUCT RESEARCH WITHIN THE DEPARTMENT  
FOR THE PURPOSE OF DISSERTATION: MATHE DD PERSAL  
80130615

---

~~Recommended / Not Recommended~~

*for developmental purposes.*


---

  
HN MDAKA  
CHIEF FINANCIAL OFFICER  
DATE: 2016/9/22.

~~Approved / Not Approved~~

*Highly encouraged. Wishing you all the best.*

---

  
KM MOHLASEDI  
HEAD: PUBLIC WORKS ROADS & TRANSPORT  
DATE: 2016/9/29





**Annexure: G**

**Kim N Smit Editorial Services**

**Certification of Editing**

22 February 2018

**To Whom It May Concern**

**Re: Certification of Editing –Dissertation**

This letter serves to confirm that Dudu Mathe submitted a Mini-Dissertation to myself for editing. The Dissertation is entitled, **'IMPLEMENTATION OF EXTENDED PUBLIC WORKS PROGRAMME IN SOUTH AFRICA: A CASE OF LABOUR ROUTINE MAINTENANCE IN EHLANZENI DISTRICT MUNICIPALITY, MPUMALANGA PROVINCE.'**

The following aspects were edited:

- Spelling
- Grammar
- Consistency of layout
- Sentence structure
- Logical sequencing
- References

Should you have any further queries, please do not hesitate to contact me.

Kind regards,

Kim Smit (078 493 6554)

Tel: +27 (0)78 493 6554 Fax : +27 (0)86 265 8734 Email:

[kimnsmit@gmail.com](mailto:kimnsmit@gmail.com) Full Member of the Professional Editors Group

Member of the Freelance panel for the University of South

Africa Member of the Freelance panel for the University of Pretoria

Open Rubric



**University of Limpopo**  
Department of Research Administration and Development  
Private Bag X1106, Sovenga, 0727, South Africa  
Tel: (015) 268 4029, Fax: (015) 268 2306, Email: Abdul.Maluleke@ul.ac.za

**TURFLOOP RESEARCH ETHICS  
COMMITTEE CLEARANCE CERTIFICATE**

**MEETING:** 31 August 2017

**PROJECT NUMBER:** TREC/352/2017: PG

**PROJECT:**

**Title:** Implementing Extended Public Works Programmes in South Africa: A case of labour-based routine maintenance initiatives in Mpumalanga Province  
**Researcher:** Ms DD Mathe  
**Supervisor:** Dr F Ganda  
**Co-Supervisor:** N/A  
**School:** Turfloop Graduate School of Leadership  
**Degree:** Masters in Public Administration

  
**PROF. TAB MASHEGO**  
**CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE**

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

**Note:**

- i) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee.
- ii) The budget for the research will be considered separately from the protocol.  
**PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.**



**University of Limpopo**  
**Faculty of Management and Law**  
**OFFICE OF THE EXECUTIVE DEAN**  
Private Bag X1106, Sovenga, 0727, South Africa  
~~Tel: (015) 268 2559~~ Fax: (015) 268 2873, Email: johannes.tsheola@ul.ac.za

13 June 2017

**D.D Mathe (201428617)**  
**TURFLOOP GRADUATE SCHOOL OF LEADERSHIP**  
**MASTER OF PUBLIC ADMINISTRATION**

Dear Ms Mathe DD

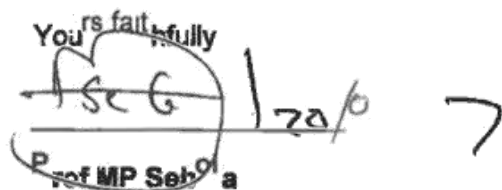
**FACULTY APPROVAL OF PROPOSAL**

have pleasure in informing you that your Masters proposal served at the Faculty Higher Degrees Committee meeting on **13 June 2017** and your title was approved as follows:

"Implementing Extended Public Works Programmes in South Africa: A Case of Labour Based Routine Maintenance Initiatives in Mpumalanga Province".

Note the following: The study

| <b>Ethical Clearance</b>   | <b>Tick One</b> |
|--|-----------------|
| Requires no ethical clearance<br>Proceed with the study  |                 |
| Requires ethical clearance (Human) (TREC) (apply online)<br>Proceed with the study only after receipt of ethical clearance certificate | ✓               |
| Requires ethical clearance (Animal) (AREC)<br>Proceed with the study only after receipt of ethical clearance certificate               |                 |

Yours faithfully  
  
Prof MP Sheola

**Chairperson: Faculty Higher Degrees Committee**

CC: Dr F Ganda, Supervisor, Dr E Zwane, Acting Programme Manager and Prof MX Lethoko,  
Acting Director of School