

**Challenges to the efficient implementation of
Expanded Public Works Programme Projects in the
North West Province**

by

Ingrid Keitumetse Nyoka

22628347

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Faculty of Commence & Administration NW Uniwest

Supervisor: Professor Collins Miruka

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DECLARATION

I hereby declare that this research report submitted for the Degree of Master in Business Management at the North West University, Mahikeng campus, is my own original work and has not previously been submitted to any other institution of higher education. I further declare that all sources cited or quoted are indicated and acknowledged by means of a comprehensive list of references.

Signature: _____

Date: _____

Ingrid Keitumetse Nyoka

LETTER OF CONSENT

I, C Miruka, hereby declare that the inputs and efforts of Ingrid Keitumetse Nyoka in the writing of this dissertation, is of sufficient scope to be a reflection of her own efforts. I hereby grant permission that she may submit this dissertation for examination purposes in partial fulfilment of the requirements for the degree Master Business Administration.

Signature: _____

Date: _____

Professor C Miruka

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I would like to give thanks to all the people who supported me through this journey of completing my dissertation:

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ABSTRACT

The purpose of the study was to investigate the challenges to the efficient implementation of the Expanded Public Works Programmes (EPWP) project in the North West Province. The main aim of EPWP is to alleviate poverty and create temporary job creation opportunities for disabled persons, women and youth. The literature provided a review on investigated challenges.

In this study, 100 employees from different sections were sampled and a questionnaire administered to them. The data was collected through use of self-administered questionnaires to EPWP beneficiaries within the North West Province: Mahikeng. The quantitative method was used to analyse the responses to the research questions of this study. A non-random sampling technique was used as a probability sampling method to collect data. The responses collected from the participants was used as the primary source of data. A descriptive statistics tool, Statistical Package for the Social Science (SPSS), was used to analyse the data.

The study provided further insight about the challenges affecting EPWP, poor implementation, reviewing existing policies and crafting of communication strategy. The major research findings were that the EPWP had improved beneficiaries career opportunities. It highlighted the need for training, monitoring and evaluation of implementation, developing new policies, crafting a communication strategy and allocating resources according to the specifications for each project. The results indicated that improvements need to be put in place for the smooth implementation and monitoring and evaluation of the EPWP.

Recommendations are made to the Department of Public Works and Roads and all three spheres of Government.

Key Words: National Government Expenditure, Expanded Public Works, Policy, National Subsidies, Policy Making.

JEL Classification: H1, H3, and H5.

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LIST OF ABBREVIATIONS

ANC	African National Congress
CDW	Community Development Workers
CR	Construction Regulations
CWP	Community Work Programme
DPW	Department of Public Works
DPWR	Department of Public Works and Roads
DPWRT	Department of Public Works and Roads
DWCP	Decent Work Country Programme
EPWP	Expanded public works programmes
GDS	Growth and Development Summit
IDT	Independent Development Trust
ILO	International Labour Organisation
LIC	Labour Intensive Construction
LRA	Labour Relation Act
MDG	Millennium development goal
MENA	Middle East and North Africa
MFA	Municipal Finance Act
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
NGO	Non Government Organisation
NWPG	North West Provincial Government
OSHA	Occupational Safety Act
PALAMA	Public Administration Leadership and Management Academy
PCC	Provincial Coordination Commission
PFMA	Public Financial Management Act
PFMA	Public Finance Management Act
PWP	Public Works Programme
RMA	Road Maintenance Associations
RMP	Rural Maintenance Program
RSA	Republic of South Africa
SAQA	South African Qualifications Authority
SETA	Skills Education Training Authorities
SPSS	Statistical Package for the Social Sciences
UN	United Nation
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Programme

CHAPTER 1: ORIENTATION

1.1 Introduction

The study focused on the challenges to the efficient implementation of expanded public works programmes (EPWP) projects in the North West Province.

The Department of Public Works (DPW) (2016) explained that the government's main purpose when establishing the Expanded Public Works Programme (EPWP) was to implement a strategy to reduce poverty through the alleviation and reduction of unemployment. The three phases of the EPWP were introduced since 1 April 2004. The goal was to create more jobs and to date approximately 12 million work opportunities were created over the years.

The increased unemployment in South Africa has forced the government to create temporary job opportunities to different communities in all provinces. One approach that is lauded to address unemployment is the EPWP. The increasing population also has an impact on the growth of unemployment. Manjoro (2013) stated that the influence of poverty is rapidly increasing and affecting people lives and has a negative impact on the economy of the country. King-Dejardin & Santos (2008) claimed that poverty is closely tied to unemployment in South Africa as it is in most countries.

The rationale behind this study is to investigate the efficient implementation of EPWP projects in the North West Province. The information should serve as a guideline of improvement for Government. There are challenges with regard to EPWP in general, unemployment rate still increasing, poverty rate still high, lack of communication, poor planning, lack of monitoring and evaluation just to name few that are affecting the smooth running of EPWP.

This study investigated the challenges to the efficient implementation of EPWP projects in the North West Province and focused mainly on the Ngaka Modiri Molema District. The distributed questionnaires to the EPWP beneficiaries/workers were completed mainly by black females.

1.2 Background of the study

The EPWP is part of the government's initiative to try to bridge the gap between the growing economy and the large numbers of unskilled and unemployed individuals. The EPWP was

pronounced by the then President Thabo Mbeki in his speech to Parliament in August 2003 and the strategy was adopted in November 2003.

Since 1994 the EPWP is on its fourth phase; each phase being given a period of five years. On 18 May 2004, the first phase of the EPWP was launched. The EPWP is a nationwide programme covering all spheres of government (National, Local and Provincial) and state owned enterprises as stated by Department of Public Works (DPW) (2009).

The programme provides an important avenue for labour absorption and income transfers to poor households in the medium-term. It is also a deliberate attempt by the public sector to use expenditure on goods and services to create work. The EPWP projects employ workers on a temporary or an on-going basis either by government, by contractor, or by other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP regarding learner ship employment conditions. As noted by the Department of Public Works and Road Transport in the Republic of South Africa DPWRT (2014), EPWP creates work opportunities in four sectors, namely: Infrastructure, Non-Government, Environment and Culture, and Social. This is achieved through:

- Increasing the labour intensity of government-funded infrastructure projects under the Infrastructure sector.
- Creating work opportunities through the Non-Profit Organisation Programme (NPO) and Community Work Programme (CWP) under the Non-Government sector.
- Creating work opportunities in the public environment and culture programmes under the Environment and Culture sector.
- Creating work opportunities in the public social programmes under Social sector.
- Providing training and enterprise development support.

The second phase was implemented in 2009 and continued to use the following sectors; namely Infrastructure, Environment and Cultural, Social and Non-Government sectors as indicated by DPW (2009). The second phase targeted the gap between social welfare and employment opportunity on a larger scale. Key issues that needed to change were:

- Making the creation of paid work the primary objective of EPWP,
- Locating clear political and administrative accountability for EPWP job creation targets across all spheres of government,
- Providing fiscal incentives to accelerate the scaling up of EPWP (allowing incentives to be performance/demand driven),

- Maintaining mainstream EPWP criteria and outputs with the core mandates and programmes of the implementing public bodies,
- Mobilising non-state capacity to deliver additional EPWP work opportunities,
- Providing support to spheres, sectors and implementing bodies.

The aim of the third phase is to substantially increase the number of job opportunities. The South African Government in 2015 stated that from 2004 - 2009 1.6 millions jobs were created, from 2009–2015 the number of jobs created increased to 4.5 million and they are aiming to increase the target to 6 millions in the third phase from 2015 - 2019. Despite the challenges the EPWP has managed to create job opportunities and increase target on each phase as stated by DPW (2009).

1.3 Summary of Preliminary Literature Review

This chapter will focus on reviewing literature on challenges to the efficient implementation of EPWP. By reviewing the past researches related to the study, a historical perspective takes place. In this manner, this study is able to reflect, to compare, to learn from setbacks, and to produce a stronger and more efficient study.

There are studies going on in South Africa with regards to the EPWP different aspects and topics. The EPWP is a South African based initiative aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities at the EPWP.

The study will assist in the effective implementation of EPWP; ensure smooth operation and proper monitoring.

1.4 Problem Statement

The reduction of unemployment is the greatest challenge facing the country. The Government Gazette No. 34032 (2011) indicated that South African government adopted a number of measures to reduce poverty and promote employment over the last decade, including the EPWP. Besides the government establishing the EPWP to eradicate poverty and create temporary job, the rate of unemployment is still increasing at a high rate and the country is stricken with poverty. Beneficiaries/workers struggle to make long financial commitments as they are only appointed on contracts for 18 months.. The main challenges hampering the implementation of EPWP are poverty, unemployment, lack of monitoring, poor implementation, limited training, and funding.

Gafane (2011) stated that there is a need for mobilization from all sphere of government toward implementation of programme. The fundamental reason of the study is to improve implementation of the EPWP in the North West Province. Implementation of the EPWP is vital in the North West province as it ensures the continuous communication with all involved stakeholders. The government needs to conduct a feasibility study and needs analysis of a particular community before, establishing target for developments. This study hopes to reveal ways and means to determine the challenges to the efficient implementation of EPWP projects in the North West Province. The aim of the study is to describe the problem, form research questions, study existing literature, and results, and draw conclusions relating to the challenges for the efficient implementation of EPWP projects in North West Province.

The legacy of the past has resulted in a situation where a large proportion of our population does not yet have the skills or opportunities to effectively participate in the economy of the country and earn a living. Twenty years after the establishment of the EPWP project, it is time to address the issues and ensure that the beneficiaries (workers) are can even work beyond expiring of the contacts and make a difference at their communities.

1.5 Research Objective

The objective is to investigate challenges to the efficient implementation of EPWP projects in the North West Province through monitoring and evaluation.

Denicolo and Becker (2012) explained that objectives should specify outcomes that contribute to and are necessary for the attainment of the aim. They further stated that these objectives

will help to frame what can and cannot be tackled in the time frame allowed and the resources available.

The objectives of the study are:

Objective 1 : To identify challenges to efficient implementation of EPWP project in the North West Province.

Objective 2 : To investigate if the EPWP has played a vital role in poverty alleviation.

Objective 3 : To identify the role of stakeholders involved.

Objective 4 : To assess if training was appropriate and effective for the beneficiaries.

Objective 5 : To determine if the existing policies are still playing an important role.

Objective 6 : To determine if the EPWP was properly implemented.

1.6 Research Questions

The purpose of research questions is to examine the challenges to the efficient implementation of EPWP projects.

Question 1: What are the challenges to efficient implementation of EPWP project in the North West Province?

Question 2 : How did the EPWP maintain poverty alleviate?

Question 3 : What role did involved stakeholders played?

Question 4 : How has training improved quality of service delivery for the beneficiaries?

Question 5 : How have the existing policies played a critical role in sustainability of the EPWP.

Question 6 : What factors will determine that the EPWP was properly implemented.

1.7 Research Methodology

This study utilised the quantitative method to analyse the data derived from research questions during focus interviews. Singh (2007) stated that quantitative research is meant to find out why certain things happen. The purpose of the study is to find out the reasons for the challenges of the efficient implementation of expanded public work programme.

1.7.1 Sample Size and Population

The sample size consisted of one hundred people. One hundred questionnaires were distributed to these selected respondents. The estimated population for the EPWP beneficiaries at Ngaka Modiri Molema District was ± 9000 .

1.8 Ethical Considerations

This research involved the participation of people in this study; therefore the ethical consideration should be taken into account.

“Informed consent and voluntary participation” According to De Vos *et al.* (2011) emphasis is placed on accurate and complete information, so that subjects will fully comprehend the investigation and consequently be able to make a voluntary, thoroughly reasoned decision about their possible participation. The research participants were given a chance to ask questions concerning their involvement in the study before the study commenced to ensure an informed decision to participate in the study.

“Anonymity and confidentiality” In order to ensure confidentiality and anonymity of the participants, the researcher did not include the names of the research participants in the study.

“No harm to participants” According to Leedy and Ormrod (2005) the researcher should ensure that participants are not exposed to any undue physical or psychological harm. As a way of ensuring that there was no harm done to participants during the course of this study, the researcher was aware of and avoided at all costs, any potential risks, both physical or emotional that could harm the participants.

“Debriefing” According to Judd, Smith and Kidder (1991), participants should be given debriefing sessions after the study to work through their experience and its aftermath to

minimise harm. Research participants were given an opportunity after the interview to talk about the issues they had in their past that still hurt them. It was done in order to assist the subjects and minimise harm.

Strydom (1998) highlighted that it is important that sufficient information on the research aims and procedures are to be given to the respondent so that they can make an informed decision on whether they want to follow and partake in the research or not. Result will be presented frankly and diligently. The researcher obtained the necessary consent from the respondents after they have carefully, frankly and truthfully informed them about the purpose of the interview.

“Rights to their privacy” Interviewees were assured of their privacy and their identity will remain confidential.

“Justice” The researcher will ensure that any risks and benefits of data collection are distributed equally among the participants.

“Involvement of the researcher” The researcher will guard against manipulating respondents or treating them as objects rather than human beings. Unethical tactics will not be used during the interviews.

“Safe storage of materials” Interviews and other confidential material would be stored safely and securely.

1.9 Limitations and Delimitation

The limitations may be related to the accessing of appropriate data and not receiving honest opinion of individuals who will be answering. The research is limited to the EPWP beneficiaries and workers in the EPWP section of the Municipality and therefore cannot be generalised to all other spheres.

Limitations Bloomberg and Volpe (2012) stated that limitations expose the conditions that may weaken the study.

Delimitation Bloomberg and Volpe (2012) explained that delimitations clarifies the boundaries of the study. The following delimitations have been identified for the study:

- The research is limited to the public service domain and therefore cannot be generalised to all other spheres.
- The results of the study will not serve as a compulsory method of practice for the public service but rather as a recommendation for the improvement of service delivery.

1.10 Structure of Dissertation

Chapter 1: Introduction

This chapter provides a detailed discussion of the aims and objectives, problem statement, and research questions.

Chapter 2: Literature Review

This chapter provides the review of both theoretical and empirical literature in relation to this study. It also includes a critical evaluation of previous research and how it relates to this study.

Chapter 3: Research Methodology

This chapter discusses the approach to the research problem; the method used, such as semi-structured interviews.

Chapter 4: Findings

This chapter outlines the outcome of the research.

Chapter 5: Analysis and interpretation

This chapter analysis and interpretation of data gathered and the interpretation of the findings.

Chapter 6: Conclusion and Recommendations

This chapter gives the conclusion of the entire study and makes recommendations.

1.11 Conclusion

This chapter has outlined the basis on which the entire research would be conducted. This chapter provides the layout on introduction, background, problem statement, objectives, questions, and research methodology.

The general idea of this study is that, the EPWP needs to develop a mechanism to improve the implementation and monitoring thereof. It is important that government should ensure proper implementation, monitoring and evaluation and provision of tools and resources for the projects. This will assist the EPWP to create more jobs through acquired skills.

The next chapter examines the literature review and discusses the matters of importance in depth.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter focuses mainly on reviewing the literature that determines the challenges to the efficient implementation of EPWP projects in the North West Province. It is aimed at ensuring adherence to the effective and efficient implementation of the programme to overcome the stated problem.

2.2 Challenges affecting expanded public works programmes

This section will discuss the challenges of the EPWP as they are outlined in this study.

2.2.1 Poverty Rate

The rate of poverty has decreased in comparison to the rate in the apartheid area, but it still remains critical. Most South Africans are living in poverty and it is difficult for them to make ends meet their needs. The two critical leading factors to poverty is the increasing population of the South and high unemployment rate. Population growth leads to the higher rate of unemployment which increases the poverty rate and affects the development of the country. UNDP (2015) noted that the rate of population is standing at 51.8 million and the poverty is 58.6%. September (2007) claimed that unemployment contributed to poverty. He indicated that the rate of unemployment is directly associated with deep poverty at household level, which mostly affects children. The children are most affected by poverty as they depend to their parents for support and taking initiative toward providing for the family.

Manjoro (2013) indicated that poverty is caused by lack of service delivery, isolation toward the resources, inadequate infrastructure and the consequent lack of access to goods. SADC (2008) elaborated that an “effective strategy for poverty reduction must therefore help to achieve pro-poor and sustainable economic growth, pro-poor governance, and inclusive social development”. Further SADC (2008) stated that poverty eradication is one of the priority interventions under the cross-cutting group.

The rate of poverty increases daily and affects the entire country and universe. The rate of poverty can be curbed with more developmental programmes. Government need to ensure that they increase poverty alleviation programmes.

Petersen (2014) explained that the aim of EPWP is to reduce poverty and income relief through temporary work for the unemployed to carry out socially useful activities at the EPWP. Lanchovichina *et al.* (2013) stated that in the Middle East and North Africa (MENA) job creation from infrastructure is an essential strategy as it can add to the expected benefits of infrastructure expansion in the region. They further stated that MENA is using public investment to stimulate growth and jobs, including infrastructure. To ensure successful implementation of EPWP projects, the government needs to look at the problematic areas increase the rate of employment and sustain existing projects.

The EPWP aim is to create jobs for the disadvantaged by introducing more sustainable projects. To ensure successful implementation of EPWP, these projects will be required to increase the rate of employment and sustain existing projects.

2.2.2 Reviewing of existing policies and amendments of policies for EPWP

The existing policy of the EPWP applies the following laws and regulations: The Constitution of the Republic of South Africa, Labour Relation Act 66 of 1995 (LRA), Occupational Safety Health Act 85 of 1993 (OSHA), Municipal Finance Act (FMA), Skills Development Act of 1998 (SDA), Construction Regulations, 2014 of the on the 7th February 2014, EPWP Infrastructure Manual DPW (2008) and (2005), as per RSA (2011). Zuma (2014) indicated that government will have to strengthen existing laws to ensure change in employment equity in all workplace by enforcing an accelerated implementation of employment equity targets. Zuma (2014) further indicated that macroeconomic policy will back accelerate growth in terms of economic stability. Redesigning of EPWP policies will assist most importantly in ensuring that the temporary employment can benefit the involved communities and its beneficiaries in the long term.

The importance of policy is supported by a quick review of current regulatory issues facing companies. While regulations, whether governmental or industry driven, are typically on the "grey" side when prescribing control requirements, the need for defined policy within the organisation is always included. Odhiambo (2015) stated that "government should design

complementary policies and programmes that promote long term investment”. Redesigning policies will close the gaps that are indicated as challenges and create more improved lasting opportunities. SADC (2008) indicated that the policy will improve the environment for private sector business, investment and trade for the benefit of the poor.

The government should revisit the policies and reinforce the challenges that EPWP is experiencing at present to improve the implementation process.

2.2.3 Poor Implementation

Government is experiencing serious challenges with regard to implementation and management of the EPWP. Poor management and implementation of EPWP has serious implications for the smooth running of projects. The implementation process shouldn't only be about reducing poverty temporarily it should further extend to ensure sustainable job creation within the existing projects and ensure that monitoring and evaluation is done continuously.

Nzimakwe (2008) stated that there are a number of implementation challenges which everyone will have to overcome with regard to EPWP. He elaborated on the major challenge for EPWP to mobilise all three spheres of government: namely local, provincial and national toward implementing the EPWP. Further he also indicated that this will be a platform to address all implementation challenges. Even though the EPWP meets its target to offer employment they are numerous challenges that need to be addressed like training offered, high rate of poverty, monitoring and evaluation.

DPW (2009) stated that there was a gap between policy and implementation and lack of clarity regarding the key objective of employment creation. They further raised their concern about insufficient commitment from the top management and lack of capacity for both government and professional service provider. Leadership by top management should be shown by their taking the lead in all departmental activities.

Auditor General (2012) indicated that coordination with the provinces is required to monitor and guide the EPWP implementation process and that there is instability of leadership that needs to be dealt with in order to ensure smooth coordination. Auditor General (2013) raised a concern that the DPWRT was unable to fully implement its action plan. Auditor General (2015) emphasised that there is a lack of policies guiding the EPWP implementation. It is clear that EPWP experienced challenges since implementation stage and they need to be attended

to before they create more serious challenges that will affect overall implementation and process.

In 2015 the situation is that the DPWR is cutting the contracts of their beneficiaries. This has affected them drastically as they add to the unemployment rate. This is a clear indication that the challenge is on the implementation of EPWP and that needs to be dealt with by all relevant stakeholders.

Chakwizira (2010) indicated that the effective implementation of EPWP can address both the short-term income generation needs of poor communities and economic growth in the long term. This will assist to sustain the economy of the country and ensure that communities will still receive the offered services continuously.

Implementation should not only be about compliance purposes as this will reflect on the quality of the job. The existing challenges need to be dealt with so that it improves the services delivery entirely.

2.2.3.1 Overview of EPWP large projects guideline

Peters and Lecay-Smith (2014) proposed that a guideline should be considered during implementation of an EPWP project.

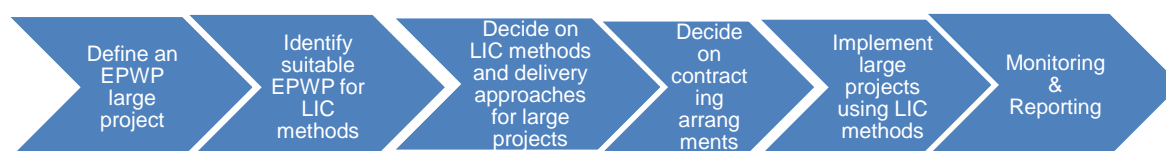


Figure 2.1 Guide for EPWP large projects.

The guidelines for the public sector are intended to give guidance to decision makers, project managers and built environment private sector consultants to enable them to plan, implement, manage, monitor and report the delivery of large projects using labour intensive methods of construction as stated by Peters and Lecay-Smith (2014).

Peters and Lecay-Smith (2014) also indicated that it is critically important before implementation of the each project that the EPWP large project guideline presented in Figure

2.1 should be considered. The guideline will ensure the smooth implementation and great outcome.

2.2.4 Allocation of funds

Funds are allocated annually for the implementation of EPWP; National Public Works is the coordinator. Nzimakwe (2008) noted that EPWP objective is to ensure that they utilise public sector budgets to alleviate unemployment by creating temporary productive employment opportunities. The government needs to consider inclusion of reward system in the wage act for EPWP beneficiaries to encourage them and ensure that they continues to work hard and offer better services to their communities.

The National Department of Public Works, provinces and municipalities will be allocated funds through normal budgeting process for implementation of expanded public works programme. The allocation is shared among the provincial departments. Nxesi (2013) indicated in his article that the departmental budget allocation was reduced by 20 percent for the financial year 2012/2013 and 2013/2014. The reduction of funds toward the project is a challenge that affects the entire implementation process and set target. The funding for EPWP should be increased yearly to maintain and cover the stipulated project costs and sustain the existing operating projects. Reducing of funds will pose serious challenges for EPWP. Funds should be increasing to improve the status quo.

DPW (2009) noted that the North West province performed poorly during the first phase, consequently affecting its allocation for 2009/2010 so that the incentive grant was less than 5%. Fewer budgets affected the implementation plan drastically and made it difficult to reach the set target.

According to Lanchovichina *et al.* (2013), Public Works consists of different types of subsidised employment programmes (municipal infrastructure grant, poverty relief fund, provincial infrastructure grant) that have been used widely to make it easier for people who cannot find unsubsidised jobs to find employment and acquire skills on the job. He further argued that subsidies to create jobs in the sectors of infrastructure and construction will have to be designed to make the most of employment opportunities for low-skilled workers. Lanchovichina *et al.* (2013) further elaborated on this by explaining that short term subsidies should be used efficiently toward facilitating inclusion in the labour market.

Nene (2015) stated in his budget speech that the government must continue to prioritise creation of job opportunities, on skills development and employment programmes. Government cannot continue to offer temporary skills that will not have positive impact to the future of the country; the government needs to ensure that value for money is adhered to by offering skills that will benefit an individual. Nene (2015) further argued that government will create partnership with private sector for development and creation of new employment, support work-seekers and address structural constraints to more inclusive growth, they will spend R4 billion. Government's aim is clearly on creation of more job opportunities and they need to ensure that there is sustainability and monitoring of all the implementation. Further to ensure that existing EPWP is maintained regularly for productiveness and benefiting the communities. Value for money should be accounted for always.

For more projects to be developed, more funds will be required. The government need to look into funds allocations and means of ensuring fair increase it alleviating poverty.

2.2.5 National Development Fund (NDP)

The main concern of NDP (2011) is to reduce poverty and inequality by broadening job opportunities, creation of employment, education and skills. NDP funding can be effectively utilised by ensuring that some of the created jobs are not temporary, but permanent job opportunities. NDP (2011) further indicated that its purpose is to eliminate poverty and reduce inequality by 2030. Government and all relevant stakeholders need to develop strategy that will assist with more improved job opportunities and further expand it to create more permanent jobs. The NDP needs to take into consideration the existing challenges with regard to implementation of EPWP with their 2030 plan.

The aim of EPWP is eradicate poverty and provide work and training opportunities for more than 6 million communities in 2019. The NDA has 2030 mandate to increase employment. To further ensure that employment is offered for a longer term and that skills will be improved relevant to the needs and benefits of the entire community. NDA (2011) argued that economy should be supported with fulltime employment, equipping skills, ensure ownership of production and provide the resources to pay for investment in human and physical capital.

2.2.6 Determining communication strategy

Communication is vital and critical, especially where there are different stakeholders involved. Communication can either be formal or informal and should be used continuously as a tool linking all the role players involved. Communication is vital and needs to be nurtured throughout the project processes in the organisation and project implementation.

The importance of communication is to increase information needs which organisations attempted to build a corporate culture as indicated by Valin, Gregory and Likely (2014). Effective communication is to ensure that the expanded information required between all stakeholders involves and makes an organisation to build a good corporate culture. Each stakeholder will know how to expand within their areas and build better relations for good performance of the organisation.

Louw and Venter (2010) explained that the successful implementation of a strategy is important to communicate and educate the employees who have to execute it. They further emphasised the importance of communicating and educating, setting goals, and linking rewards to performance measures. For each project there must be communication with all involved stakeholders. These will ensure on-going communication to improve relations, build trust and motivate team work.

All stakeholders should be aware of what should take place and how and communication should give two way feedback. Schwalbe (2014) emphasised that many experts agree that the greatest threat to the success of any project is a failure to communicate. Continuous communication needs to flow without barriers for improved implementation. Further outlined by Schwalbe (2014) are the three main processes in project communication management:

- planning communications is establishing the information and communications requirements for the stakeholders.
- managing communications is to create, distribute, store, retrieve, and disposes of project communications based on the management plan, and
- controlling communications to ensure that the project is monitored and controlled so that stakeholder's communication requirements are met.

The EPWP is complex and dealing with different projects in different sectors with various role players. These three processes of communication need to be integrated to the entire EPWP process for effective improved communication.

2.3.8 Role Players or Stakeholders

There are a number of role players/stakeholders involved in the implementation process of the expanded public works programmes and they all need to be considered and utilised effectively. The EPWP role/stakeholder are as follow: National Public Works, Provincial Public Works and Roads, Local Municipality and IDT among others. The national DPW is responsible for playing a strategic role on the implementation of EPWP and the provincial DPWR role is to implement, monitor and evaluate the implementation process.

Schwalbe (2010) commended that service delivery depends on a fairly wide range of other people, groups and organisations for its success. Schwalbe (2010) further indicated that stakeholders have very different requirements and outlook. Implementation of the project doesn't have to depend on the other lap, but the entire involved stakeholder each taking their position.

The stakeholder's role needs to be clearly outlined, understood and monitored. Schwalbe (2010) indicated that each stakeholder must understand their role. Stakeholders' needs and expectations must be known and met accordingly so that they are complete, implemented and complete the projects within the scope.

The third phase of the EPWP as stated by Peters and Lecay (2014) will improve target participants through community participation. Stakeholders should be involved and share responsibility in ensuring that information is provided and there is improvement on the EPWP.

Stakeholder's involvement should be from the planning process until implementation and go further to monitoring and evaluation for ensuring proper involvement and engagement through the entire programme.

2.3.9 Importance of training in expanded public works programmes

For each project needs to search for the best possible training solutions to invest in the employees career/development. Training is to have a development training to close the skills gap for better performance of employees and success of the project.

Training is defined by Dessler *et al.* (2011) that it gives employees the skills they need to perform their jobs better. They further emphasised that training is a characteristic of good management, and a task that managers ignore at their peril. Training is the skills given to employees in ensuring that they perform their duties better with more understanding. The Government Gazette No. 34032 2011 indicated that training is regarded as an important component of EPWP. The EPWPs beneficiaries are encouraged to have a clear training programme in place that strives to improve that workers with any obstacles skills required to complete their work or tasks.

The EPWP beneficiaries need to receive relevant skills to enable them to perform their daily tasks and become productive in what they are doing. Training should be both formal and informal to ensure that they are well and fully equipped to perform their jobs. As indicated by Mozambique DWCP (2011) that the Decent Work Country Programme provides training in productivity improvement and gender equality. It is further indicated that lack of essential bargaining skills and this is an obstacle to achieving mutual gains and benefits. The Nambian DWCP (2010) elaborated on skills development and training programmes that enhance entrepreneurial development and self employment by targeting the youth, women, people with disabilities and the informal sector operators.

Mahumapelo (2014), in his address at Montshioa stadium, reported that in December 2014 the province launched a provincial youth skills development centre in Dr Kenneth Kaunda District, which immediately absorbed 1000 young people to be trained in various skills and link them to opportunities of jobs available in the markets and can further create employment.

To ensure that skilled labourers are produced the implementers of sectors must ensure that appropriate training must be given to benefit the smooth running of each sector. The given training must ensure sustainability of beneficiaries and their communities upon exiting the projects. To thoroughly ensure that through development, skills are gained and implemented towards particular projects for effective and efficient implementation and clear management toward their skilled trained workers.

This provincial youth skills development centre can form part of the EPWP project to ensure that those youth are trained as per four sectors of the EPWP toward ensuring improved innovative projects within the communities. The training should also be prioritising both technical and soft skills interventions which are accredited by registered SAQA. To formalise the training in a way that they will be recognised in different educational institution which will be accredited and to ensure that the trained youth receive certificate or diploma etc it will depend on the credits of a particular course. DPW (2005) state that CETA and DPW established a labour intensive construction learnership to produce small contractors qualified. This are the kind of training that expanded public works programme should consider as they equip employees.

The purpose of training is to enhance skills and improves general performance. More of relevant training that will even help with sustainability of the projects will be required. Training should be allocated according to what the individual is performing.

2.3.10 Empower unemployed youth through labour intensive methods by the year 2020

Labour intensive methods of construction involve a mix of machines and labour where utilising hand and light plant and equipment, is preformed to the use of heavy machine where technology and economically feasible stated DPW (2005).

According to Lacey-Smith and Peter (2014) Labour intensive guidelines is to provide provinces and municipalities with the necessary tools to successfully tender the projects. To minimise the additional work required from provincial and municipal officials.

Government need to develop more the large project to sustain the communities and also ensure that the labour intensive methods is appropriately utilised and managed.

2.3.11 Innovation/improvements for expanded public works programme

The existing projects need to be improved continuously to ensure growth and development. The EPWP has improved their programme and implement new innovative ways.

The National Public Works together with their stakeholders must revisit and consider bringing new and improved innovative ways within the expanded public works programmes. To have a new strategy that will create projects that will sustain the communities in the long work on and ensure that beneficiaries/workers will run those projects. Project that will deal with unemployment within different communities and involve communities to lead them.

DRPW (2015) indicated that during phase 3 the changes that will take place is that “provincial coordination commission (PCC) will enhance coordination across all sectors, foster compliance within EPWP guideline and adherence to the EPWP minimum wage and employment condition”. “The selection of works will be based on clearly process and criteria.”

Mabuza (2014) stated that the EPWP phase 3 would focus on increasing the EPWP contribution to development. This would be achieved by improving the strategic and operational aspects of the EPWP, introducing a greater degree of uniformity and standardization across the various EPWP programme through the introduction of universal principles, improving targeting of participants through community participation, improving the monitoring and evaluation of qualitative aspects, and strengthening the collaboration and synergies among lead departments and other stakeholders.

The Premier of North West province Mohumapelo (2014), in his address at Montshioa stadium, mentioned that a total of 7407 job opportunities would be created through the infrastructure development, green economy and the social economy during the financial year 2014/2015. He added that the province would render youth mobilisation programmes to 7600 youth, and 195 youth be linked to Community Development Work opportunities. In improving social cohesion and employability of youth, 300 youth will participate in skills development programmes. In her speech, Dlamini (2013) emphasised that CWP is one programme that promotes active citizenship and it aims to provide employment safety net, by providing regular employment to participants, with predictable number of days of work per month.

According to his address more jobs will be created through three sectors of EPWP. More youth will be mobilised through the community development work. This is an indication that the province will create more employment and youth and ensuring development programmes.

The province has estimated the number of the EPWP beneficiaries that needs to appoint yearly for the implementation of the programme. To have a clear strategy on how to develop projects that will not only eradicate poverty, but also create both permanent and temporary jobs for communities.

2.3.11.1 Comparison of three existing programmes

Government has three other bodies that also work toward job creation; namely community work programme (CWP), community development workers (CDW), and expanded public works support programme (EPWSP).

2.3.11.2 Community Work Programme (CWP)

Phillips (2013) stated that in 2007 the CWP was launched to provide an employment safety net for the unemployed and under-employed women and men. He stated further that the main aim of this programme is to address poverty and unemployment. It provides regular work and income for communities. It addresses unemployment as follows:

- Strengthening community participation in local development planning and community development.
- Creates an institutional mechanism that facilitates integrated development for local communities.
- Strengthens the economic agency of poor people in marginal areas.

The CWP it is part of the EPWP and complements other components.

2.3.11.3 Community development workers (CDW)

Mbeki (2008) launched the CDW to work with communities to address the problems and challenges in these communities.

- Provide active information to communities.
- Collect information on needs, problems and opportunities.
- Identify resources, persons and organisations that can add value to government programmes.
- Facilitate implementation coordination of intergovernmental programmes.
- Facilitate ongoing liaison with government at three levels.
- Monitor and evaluate programme implementation.
- Assist with HIV/AIDS programmes.
- Assist in implementing the people's contracts, and
- Liaising with other role players to ensure that projects are implemented and properly managed.

These three programmes need to be merged as one big cluster that will be responsible for the development within the RSA. To ensure efficient and effective smooth running of all projects. Since the CDW are permanently employed, they can be the project coordinators in ensuring that all planned projects are properly implemented, and both the EPWP and CWP to ensure implementation of projects. These three if they are properly managed can bring a marked difference with regard to job creation and fighting poverty within the communities.

2.3.11.4 Expanded Public Works Support Programme (EPWSP)

Nzimakwe (2008) explained that the main aim of the EPWSP is to support the implementation and coordination of the EPWP to enhance the creation of jobs and reduce unemployment. The EPWSP is established by the business trust. The EPWSP will provide technical and strategic support to implementing officials in a manner that seek to address key challenges innovatively. EPWSP need to bring an improvement and better the EPWP.

2.3.11.5 Millennium Development Goal (MDG) 2015

UNDP (2015) elaborated that the millennium development goals are a United Nation initiative. There are eight international development goals that were established following the millennium summit of the United Nations in 2000.

2.3.11.5.1 United Nations Development Programme (UNDP) role & MDGs in South Africa

According to the UNDP (2015), the United Nation global development network is an organisation advocating change and connecting countries to provide knowledge, experience and resources to help people build a better life. On the ground in 166 countries, UNDP works to assist national counterparts on their own solutions to global and national development challenges, considering rule of law an indispensable factor for the enhancement of human development and the reduction of conflict, poverty and insecurity.

As stated in the UNDP (2015), South Africa is committed to fulfilling its constitutional obligations to deliver socio-economic rights within the context of its national plan of action, Vision 2014, and the Millennium Development Goals (MDGs). In South Africa, one of the indicators of progress towards the achievement of the MDGs is the effective and equitable delivery of public services. UNDP (2015) emphasised that South Africa has eight millennium development goals that they need to embark on and implement for the development of the country. Eight millennium goals are as follows:

- i) Eradicate extreme poverty and hunger.
- ii) Achieve universal primary education.
- iii) Promote gender equality and empower women.
- iv) Reduce child mortality.
- v) Improve maternal health.
- vi) Combat HIV/AIDS, malaria and other diseases.
- vii) Ensure environmental sustainability.
- viii) Develop a global partnership for development.

The millennium goals can be used as one of the developmental factors to improve the EPWP.

2.3.12 Paradox of Project Management

Watt (2014) stated that the project management is critically important because it is an application of knowledge, skills, tools, and techniques applied throughout the project activities in order to meet the project requirements. He also stated that project management is inclusive of these stages: planning, putting the project plan into action, and measuring progress and performance.

2.4.12.1 Project Management Framework

The project management framework will be discussed to as an assistive tool for the implementation of the EPWP projects. This project management framework should be applied to the projects to ensure that project is integrated accordingly Schwalbe (2010).

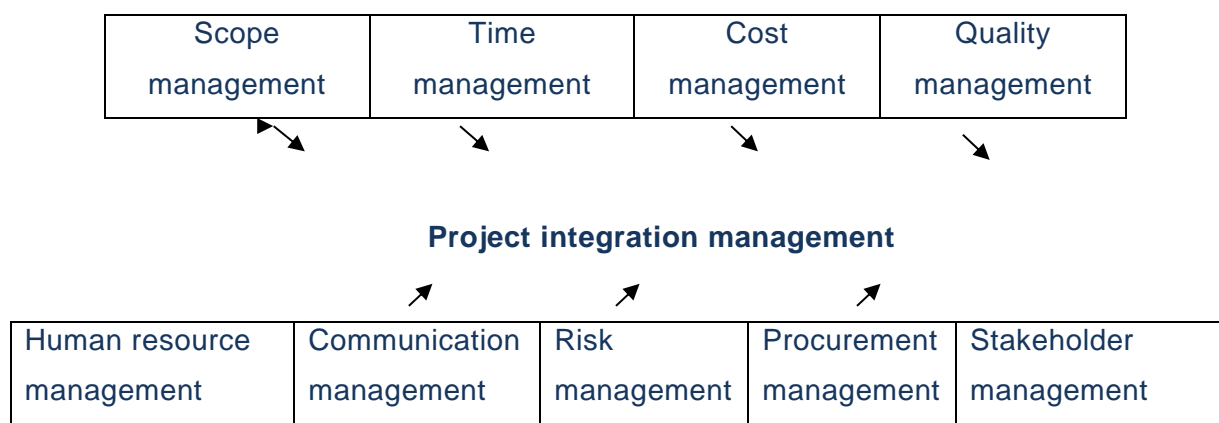


Figure 2.2 Project Management Framework. Schwalbe (2010).

The project management framework is a tool utilised to monitor implementation process of the project toward ensuring that it is properly scoped, time effectively, correctly costed, in a good state of quality, human resource is allocated appropriately, direct effective communication, risk is identified, and procurement is correctly done and involve all relevant stakeholders. For the success of the project each step is interlinked to each other and must be integrated throughout each step. Throughout this framework monitoring and evaluation will be continuously for each step until completion of the project.

2.4.12.2 Linking strategy, programme and projects

According to Palama (2010), it is important for an organisation to link strategy, programmes and projects.



Figure 2.3. Linking strategy, programme and projects strategy, programme and projects.
Source: Palama (2010).

Linking of the organisation strategies, programmes and projects, sub-projects and activities will make it easier for the organisation or programme to accomplish particular projects. The EPWP needs to be linked from national to provincial level to ensure that projects are successfully implemented, managed and monitored. The projects should also be linked with people and their skills. As indicated by Pitsis *et al.* (2014), the projects are being used strategically to transform organisational practices and processes not only to deliver products, services or infrastructure. Pitsis *et al.* (2014) emphasised that the role of projects in managing major issues of risk in times and places of financial, environmental, social and political instability ensures that it could not be otherwise.

Pitsis *et al.* (2014) further elaborated that the framework provides practical guidance to organisational leaders in the development of effective project governance to optimize the management of projects. Peters and Lacey-Smith (2014) argued that project management plan needs to be managed and, controlled until completion stage. They further indicated that project can either fail or succeed depending on how project is implemented. If a project fails, then Peters and Lacey-Smith (2014) indicated that it is because of poor planning, poor leadership, unclear objectives, lack of experience and poor communication, failing should be avoided at all times. If the projects succeed it is due to proper planning, clear objective, and availability of resources, good leadership and commitment from all stakeholders.

Projects should have clear objective, properly implemented with all required resources and good leaders and other involved stakeholders to be accurately implemented for success.

2.4.12.3 Environmental Scan

According to Lamb *et al.* (2012), the environmental scanning process of the external environment checks the variables and forces outside the firm's sphere of direct influence that may have an impact on marketing decision-making and eventual success. The environmental scan is very important to be considered at all times for implementation of the project. To verify and ensure that projects are relevant for the particular community and there are resources required to toward success of the projects.

2.4.12.4 PESTEL Approach

PESTEL is based on external factors, is good for encouraging a business development, market oriented outlook among all staff.

Louw and Venter (2010) proposed that the EPWP needs to use the macro environmental analysis to develop strategies that minimise the effects of threats and capitalise on opportunities. PESTEL approach is to be used as an environmental scan to ensure that whatever project to be implemented will be appropriate for the particular community. Peters and Lacey-Smith (2014) argued that all projects should be evaluated on the PESTEL criteria to understand and articulate all the risks associated with the projects from the beginning to the end of the project life cycle.

2.4.13.5 The PESTEL approach will be outlined as follow:

2.4.13.5.1 Political-legal factors

Political-legal factors create an awareness of political stability in a country, and a government's ability to create to nurture and enhancing business environment. Louw and Venter (2010) commended that the government need to create a platform for business environment, and National Public Works should take extent their scope and create projects that will create jobs for communities and benefit that particular community.

2.4.13.5.2 Economic Growth

Economic growth has an impact on the country and productive activities in organisations. Louw and Venter (2010) stated that “national economy of a country has an impact on industries, business and non-profit sectors, consumers, and society in general”. The EPWP needs to have an impact on the economy of the province and improve service delivery. The condition of the country economy will have impact to the unemployment and existing projects. If projects are not taken seriously and correctly implemented might have a bad impact on the economy.

2.4.13.5.3 Socio-Cultural

Louw and Venter (2010) referred to the way in which changing social, values, beliefs, attitudes, traditions, lifestyles, and other culture-related elements of nation, society, or a group affect an industry and its organisations where these changes could create opportunities or threats. Louw and Venter (2010) further emphasised socio-cultural forces of each community and people who will be leading the projects should be considered and ensure that they are relevant and will make the projects to be successful.

2.4.13.5.4 Demographic

Louw and Venter (2010) explained that shifts are at the root of many changes in a society. Louw and Venter (2010) further stated that changes in any one or more of these criteria or variables over time could have a significant impact on industries and their organisations. Demographics of all stakeholders involved should be considered and should have an impact on projects and community.

2.4.13.5.5 Technological

Louw and Venter (2010) referred to change being both creative and disruptive. It is further stated that technological products may present unique opportunities for an organisation, or entirely new products may render an existing product obsolete.

2.4.13.5.6 Natural Environment

Louw and Venter (2010) referred to the interaction among human beings and other living things and the air, soil, and water in the natural environment, which support living things.

2.4.13.5.2 Global environment Louw and Venter (2010) involved international business mainly through exporting, expanding operations to foreign markets by means of foreign direct investment, and the formation of international joint ventures and strategic alliances.

The project manager must make it a point that before the implementation of each projects the PESTEL approach is followed to for environmental scanning.

2.5 Tools for Monitoring and Evaluation

Schwalbe (2010) indicated that monitoring and controlling projects involves overseeing activities to meet the performance objectives of the project. PALAMA (2010) stipulated that the evaluation and monitoring are important and control measures associated with the strategic management process.

Evaluation and monitoring should not be left at the last stage of the project; it must be included from the beginning to the end of each project. Lamb *et al.* (2012) indicated that giving essential feedback and makes it easier for the stakeholders to come up with solution towards success of the projects. Lamb *et al.* (2012) further elaborated that evaluation must be appropriate and realistic for its intended use based on the stage of the communication initiative. Monitoring should include indicators of the socio-economic impacts of the projects by administering a small questionnaire to a panel of selected beneficiaries.

Dunn-Cavelty and Suter (2009) argued that government can no longer issue instructions to monitor their implementation, but needed to ensure that it shapes the monitoring and evaluation framework in a way that makes operation smoothly even without constant oversight public administration thus becomes a team sport where persuasion negotiations and mutual trust are more important than control and regulation. They further suggested that government must take on the role of coordinators and stimulators of networks. Levine *et al.* (2012) indicated that evaluation must be appropriate for its intended use and realistic based on the stage of the communications initiative. Levine *et al.* (2012) further explained that government should ensure that EPWP programmes are designed with a monitoring and evaluation mechanism tool. As indicated by Nino *et al.* (2009) that the monitoring and evaluation of the projects should be done constantly.

Continuous monitoring and evaluation is required for all project implementation, it is the responsibility of the project managers and involved stakeholders to ensure that is carried out from the first step until the last step.

2.6 International perspective of public works programmes

This section will discuss public work programmes from different countries. Most countries have programmes similar to EPWP with their main aim to eradicate poverty and to create jobs. These are community programmes that create temporary employment and comparison of good practices can be implemented to improve the EPWP.

Nzimakwe (2008) stated that both international and local experience scan be used successfully for the labour intensive method, if the infrastructure of the projects has well trained supervisory staff and appropriate employment framework. He further stated that there are mistakes that will have to be avoided and the best practices need to be emulated in order for PWPs to be successfully implemented.

According to Phillips (2013) cited by Nzimakwe (2008) the practices need to be adopted:

- to have regular political support and multi-year budgeting for the programme;
- to have resources, time allocated to plan the programme, and to further develop the capacity for implementing the programme;
- to plan for the programmes and ensure that the pace of implementation is linked to the pace of development so that we will meet the required implementation capacity;
- the organisations to set up a team that will manage or coordinate the implementation of the programme, and
- to priorities monitoring and evaluation for the effective of the process.

The best practices to be adopted toward the successful implementation of the public works programme entirely.

Nambian DCWP (2010) argued that the public works programme in Nambia is a useful employment opportunity that serves as an important vehicle for skills acquisition and help to address poverty and vulnerability. The Mozambican DWCP (2011) indicated that the strategy to create employment and training to coordinate the work of government and the social partner, promotes joint management of resources, and be responsible for the design and implementation of the training programmes. The Malawian DWCP (2000) argued that a public works programme is an important intervention in the rural development of both developed and developing countries, and to market reforms in redistributing growth and development. The Zimbabwe their DWCP (2012) further noted that the aim of the public works programme is to

provide lasting solutions to the unemployment challenge that the country is facing. The Ethiopia Productive Safety Net Programme (PSNP) (2012) argued that it assists with enhancing community level infrastructure and contributes to the environmental transformation. PSNP provided support to the households based on tailored business plans in order to enable households to increase and diversify their income.

In India the government has promulgated the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) (Holmes *et al.*, 2011). MGNREGA is insurance for the poor households against unemployment with overarching goals to create employment, renewal of the natural resources and creation of fruitful assets in rural areas and to strengthened processes of democracy through transparent and accountable governance. MGNREGA aimed at providing wage employment opportunities for the rural poor areas. The main focus is on the measures of growth in the economic, increasing income and human capital formation.

In Bangladesh the Rural Maintenance Program (RMP) addresses rural infrastructure, livelihood security, nutrition, numeracy, gender, unemployment (Nadiruzzaman & Atkins, 2008). Rural women are recruited as members of Road Maintenance Associations (RMA) to maintain rural earthen roads. Ninno, Subbarao and Milazzo (2009) argued that RMP encourages women to save part of their wage on regular basis. Its strategy is to create new micro-entrepreneurs with more skills training and seed capital from forced savings.

In Yemen the public works programme is responsible for access of infrastructure for schools, roads, health and other sectors that are intended to serve the poor communities (Ninno, Subbarao & Milazzo, 2009). It involves both males and females in the communities and starts from the preparation, implementation, and supervision to the handing over. The public works programme is mainly on small scale projects.

Comparatively these are public works programmes from different countries that South African government can utilise as a benchmark for copying the best practices and implementing them towards the successful of implementation of the EPWP. All these programmes are community based programmes that aimed at eradicating poverty.

Each country can copy the best practices from one another to enhance their existing programmes and ensuring that sustainability of the projects entirely is maintained.

2.7 Conclusions

This chapter reviews the literature on challenges of the efficient implementation of EPWP projects and a comparison is also made with similar projects in other countries. Different topics relevant to this study are discussed. Some topics are more related to the EPWP.

The literature shows that poverty and unemployment is affecting the growth of the economy. The EPWP is contributing toward fighting for poverty alleviation and creation of temporary jobs.

Four strategies are suggested as ways to improve the EPWP: PESTEL for the environmental scan, linking strategy for projects used strategically to transform organisational practices and processes not only to deliver products, services or infrastructure., large project guidelines is intended to enable all involved stakeholders to plan, implement, manage, monitor and report the delivery of large projects using labour intensive methods of construction, and project management framework for continuous monitoring of the programme in ensuring effective implementation.

The literature further suggested that CWP, EPWP and EPWSP must work together as they serve one purpose and can bring a better improvement as a collective.

It is clear that monitoring and evaluation of the EPWP will improve the process and progress on the EPWP. The EPWP improved development and new projects will reduce unemployment, generate income and create more opportunities for the communities.

It is evident that other countries have similar programmes that are implemented differently; the South African government can be benchmarked with countries for an improved programme.

The next chapter present research methodology, approaches and techniques used in this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to present the research methodology, design and the specific procedures that will be used in conducting this study. This includes the discussion of the sampling method, data collection, data analysis, trustworthiness, and limitations of the study. The quantitative method used to analyse the response to the research questions.

This research used the quantitative techniques in order to answer the research questions. This was achieved by using the data that was derived from the questionnaires. The study sought to find out from individuals (personnel employed as beneficiaries for EPWP), what are the challenges to the efficient implementation of EPWP programme projects in the North West Province.

3.2 Research Design

Saunders *et al.* (2007) defined the research design as the layout that will be followed by the researcher to fulfil the research objectives and answer the research questions. Bloomberg and Volpe (2012) explained that the main objective of the research design is to elaborate on the current and collected data. The quantitative research design was chosen to analyse the responses to the research questions of this study.

3.3 Quantitative Research

According to Tustin, Martins, Ligthelm and Wyk (2005) the aim of quantitative research is to be able to generalise about a specific population, based on the results of a representative sample of that population. Leed and Ormrod (2001) further emphasised that quantitative research has a particular, pre-specified focus. It focuses on certain aspect of behaviour, behaviour is quantified in some way and each occurrence of behaviour is counted to determine in some way. Thus the behaviour is rated for accuracy, intensity, maturity or some dimension.

In this study the researcher has to establish the opinions of EPWP beneficiaries in order to establish the actual challenges that are creating a barrier for the efficient implementation of EPWP projects in the North West Province.

3.4 Quantitative Research Sample

According to Bloomberg and Volpe (2012), the research sample aims to identify a representative sample of the population. For this study the EPWP beneficiaries/workers provided the sample for the collection of data.

3.5 Sampling Method

The sampling method describes in detail the methods utilised to select the research sample. There are different types of sampling methods: non-probability and probability sampling.

According to Saunders, Lewis and Thornhill (2012), the probability sampling is associated with surveys research strategies where inferences are made from the sample about a population to answer the research questions and meet the objective of the study. The probability sampling technique is used to ensure generalisability.

Kumar (2011) stated that it is imperative in random sampling that each element in the population has an equal and independent chance of selection in the sample. Kumar (2011) also argued that independent means that the choice of one element is not dependent upon the choice of another element in the sampling, that is, the selection or rejection of one element does not affect the inclusion or exclusion of another. Non-random sampling can be used when the number of elements in a population is either unknown or cannot be individually identified. The quantitative research use probability sampling technique to ensure generalisability.

3.5.1 Sample Population

According to Kumar (2011), sampling is the process of selecting a few representatives from a bigger group of the population to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome. The advantage of the sampling is that it saves time as well as financial and human resources. The disadvantage is that the information only provides estimates or predictions about the population's characteristics.

The total population of the DPWR community based programme consist of members in five districts. This study focused on all EPWP beneficiaries in the Ngaka Modiri Molema District. The EPWP population for all five districts is 22000 and for Ngaka Modiri Molema District is 9000. The sample size for this study was 100; 100 questionnaires were distributed to the

individuals employed as EPWP beneficiaries. The respondents who answered the questionnaire were both semi skilled and unskilled EPWP's.

3.6 Data Collection

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes, as stated by Saunders, Lewis and Thornhill (2012), the value of the quantitative data limited for interpretation derived from standardised data and analysis of numerical results conducted through the use of diagrams and statistics.

The sample size for this study was one hundred and the questionnaires were distributed to the individuals that were employed as EPWP beneficiaries which involved both semi-skilled and unskilled EPWP's at the Ngaka Modiri Molema District.

Kumar (2011) explained that there are two major approaches that can be used to gather the information about a situation, person problem or phenomenon. The primary and the secondary data were utilised for this study. Kumar (2011) further indicated that the secondary data is used when the information required is already available in other sources such as journals, previous reports, or censuses. Kumar (2011) argued that the primary data is explained as the information collected for the specific purpose of a study either by the researcher or by someone else. This study also utilised the primary source in the case of questionnaire that is designed to get feedback from the respondents. Kumar (2011) further elaborated that the primary source is the data such as interviews, observations, and the questionnaires.

Walliman (2011) indicated that the collected data can be analysed by using a Statistical Package for the Social Sciences (SPSS). The data is illustrated in a percentage form that is gathered, summarised and analysed through the Statistical Package for the Social Sciences.

3.7 Research Instrument

The questionnaires were utilised as the research instrument for this study to record the respondents' responses.

3.7.1 Questionnaire

According to Kumar (2011), a questionnaire is a written list of questions that are answered and addressed by the relevant respondents with the experience concerning the topic. Salkind (2014) also explained that interviews have two types of questions: structured and unstructured questions. The structured or closed ended questions have a clear and apparent focus and call for an explicit answer, while unstructured or open ended questions allow the respondents elaborate upon responses. The questionnaire was compiled for EPWP beneficiaries. The aim was to investigate the challenges to the efficient implementation of the EPWP and projects in the North West Province. The questionnaire consisted of six structured sections.

3.7.2 Advantages of the Questionnaire

The advantages of the questionnaire are explained by Kumar (2011) in that it is less expensive and it offers greater anonymity. The disadvantage of the questionnaire is that application is limited to a study population that can read and write. Kumar (2011) stated that the response rate can be considered low, if people fail to return the questionnaires. There is a self-selecting bias as a result of questionnaires that are not returned. Opportunity to clarify issues is inadequate, if respondents do not understand some questions; there is almost no opportunity for them to have the meaning clarified unless they get in touch with the researcher. The response to a question may be influenced by the response to other questions. The data for this study was gathered through self-administered questionnaires. The questionnaires were hand delivered to the selected individuals and then forwarded to the relevant beneficiaries.

3.7.3 Disadvantages of the Questionnaire

The disadvantages of the questionnaire are further elaborated by Kumar (2011) who explained that application is limited to a study population that can read and write. The response rate is low as the people fail to return the questionnaire. Self-selecting bias occurs because not everyone who receives the questionnaire will return it. The opportunity to clarify issues is lacking respondents do not understand some questions, almost no opportunity for them to have meaning clarified unless they get in touch with the researcher. The response to questions may be influenced by the response to other questions they way their knowledge of other questions.

3.7.4 Questionnaire Design

The questionnaire is designed to provide answers to the research questions. The respondents were given a questionnaire and they participated willingly in the study. The questionnaire had two types of questions; the open-ended and close-ended. Kumar (2011) stated that the open-ended (unstructured) questions do not provide the possible responses. The close-ended (structured) question provides the possible answers that are set out in the questionnaire. The type of questionnaire that was utilised for this study was a self completed questionnaire which was completed by each of the respondents Saunders, Lewis and Thornhill (2012).

3.7.5 Questionnaire Layout

The questionnaires were designed with three different sections as follow:

Section A: to request permission to use responses for academic research from the respondents.

Section B: to ask general personal particulars such the respondents: age, qualification, position and work section.

Section C: to ask for the respondent's inputs/view regarding expanded public works programmes.

3.7.6 Administrative Procedure

One hundred questionnaires were handed out personally through the EPWP supervisor to the workers in the Ngaka Modiri Molema District. On completion the questionnaires were sent back to the individual supervisor. Then there after the questionnaire was sent back to the researcher for analysis.

3.7.7 Questionnaire Data Analysis

For the purpose of this study the following measures were employed.

Creswell (2014) stated that the data analysis presents the information according to the steps that were involved in analysing the data. Bloomberg and Volpe (2012) further explained that each section describes and justifies all methods and tools that are used for the analysis of the data collected. Leed and Ormrod (2011) further elaborated on the need to identify common themes in people's descriptions of their experience. We need to identify statements that relate to the topic. To group the statement into meaning units and seek divergent perspectives to look for or considers the various ways in which different people experience the phenomenon. Further indicate that to construct a composite that uses the various meanings identified to develop an overall description of the phenomenon as people typical experience it.

The data analysis will be done using the Statistical Package for Social Sciences (SPSS). The statistical analysis included descriptive statistics.

This study used a descriptive research approach. Salkind (2014) described the descriptive research approach as the current state of affairs at the time of the study. This is to emphasise and to understand the present occurrence and how they will relate to the past and to other factors. In this study the aim was to establish the present status with regard to how to the challenges to the efficient implementation of EPWP projects in North West province.

3.8 Ethical Considerations

According to Denicolo and Becker (2012) the ethical considerations were considered with reasonable practice in the past or in another context, but may not now or in the current situation be deemed appropriate behaviour for a researcher.

The following ethical consideration will be considered thorough out the research as the study involves participation of people involved with EPWP.

“Informed consent and voluntary participation” According to de Vos *et al.* (2005) emphasis is placed on accurate and complete information, so that subjects will fully comprehend the investigation and consequently be able to make a voluntary, thoroughly reasoned decision about their possible participation. Approval was received from the Head of Department to conduct this study at the workplace. The questionnaires were only distributed during lunch hours so that it did not hamper service delivery.

The research participants were given a chance to ask questions concerning their involvement in the study before the study commenced to ensure an informed decision to participate in the study. Participants were not forced to participate, but were only asked to respond if they are willing to participate.

“Anonymity and confidentiality” In order to ensure confidentiality and anonymity of the participants, the analyses did not use any identification of respondents. The questionnaire had a portion for the name but the respondents were not forced to put their names on the form. Their names will be kept confidential not used on the research or made known to anyone.

“No harm to participants” According to Leedy and Ormrod (2001), the researcher should ensure that participants are not exposed to any undue physical or psychological harm. The researcher was aware of ensuring that there was no harm done to participants during the course of this study, and avoided at all costs any potential risks, both physical and emotional, that could harm the participants. The respondents will not be harmed as a result of the information that they have supplied while completing the questionnaire; the information would be only used for the purpose of this study.

“Debriefing” According to Judd, Smith and Kidder (1991) the debriefing sessions are periods during which the subjects are given the opportunity, after the study, to work through their

experience and its aftermath, this is possibly one way in which the researcher can assist subjects to minimise harm. Debriefing was given to the workers to inform them that the information will only be used for the study not to expose their view and this will not work against them. A letter of request for the study was done to the management of DPWR and in their response it was agreed that they will receive a report of the findings after the study. After completion of the study the intention is to share the findings with the management of Public Works and Roads and EPWP section.

Strydom (1998) highlighted the importance of giving sufficient information on the research aims and procedures to the respondents so that they can make informed decision on whether they want to participate in the research or not. Results were presented frankly and diligently.

The researcher obtained the necessary consent from the respondents after they had, been frankly informed about the purpose of the interview. Questionnaires were distributed to the interviewees with a self explanatory covering letter.

“Rights to their privacy” Interviewees were assured of their privacy and that their identity will remain unknown. No interviewee’s particulars were disclosed to the employer and any other person.

“Justice” The researcher ensured that any risks and benefits of data collection were distributed equally among the participants.

“Involvement of the researcher” The researcher guarded against manipulating respondents or treating them as objects rather than human beings. Unethical tactics were not used during the interviews. The researcher will not force participants to participate against their will. The safe storage of materials: interviews and other confidential material would be stored safely and securely. The questionnaires were treated as confidential information and were not disclosed to the employer. A file of questionnaire has been created for any reference that might occur.

3.9 Limitations and Delimitations

Bloomberg and Volpe (2012) explained that limitations and delimitations are issues that deserve some clarification. They further elaborated that delimitations clarify the boundaries of the study, while limitations expose the conditions that may weaken this study.

The limitations are related to the accessing of appropriate data, possibly not receiving honest opinion of individuals, and the sources of who answered the questionnaires. The research was limited to the EPWP workers and therefore should not be generalised to all other spheres. The researcher could have encountered some limitation in the study due to the area in where EPWP beneficiaries are based. Roads in the North West province could make it difficult to access EPWP beneficiaries as they are scattered in the villages around the province. One of the limitation of the study is that during the three weeks after the distribution of the questionnaire there was strike of all EPWP's worker regarding renewal of their contracts, so most participants didn't return their questionnaire on time.

Delimitations include concentrating only on EPWP beneficiaries who were appointed by the DPWR. Considering other Departments will increase the population, but will make it difficult to manage the research effectively.

3.10 Issues of Trustworthiness

Bloomberg and Volpe (2012) elaborated that in quantitative research the standards that are most frequently used for good and convincing research are validity and reliability. If the research is valid, then it reflects the results clearly. If work is reliable, then two researchers studying the same phenomenon will come up with compatible observations.

“Credibility” as stated by Creswell (2009) requires that the participants' perceptions match up with the researcher's portrayal of them. The research accurately represents the response of the participants.

“Dependability” according to Creswell (2009) is the tracking of the processes and procedures used to collect and interpret the data.

“Transferability” is the fit or match between the researcher context and other contexts as judged by the reader. Explained in simple terms, transferability refers to way in which the

study has made it possible for readers to decide whether similar processes will be at work in their own settings and communities by understanding in-depth how they occur at the research site.

3.11 Conclusions

This chapter outlined the research methodology utilised for the study. The quantitative research method was used for this study. This chapter highlighted the type of a research design and the methodology that was utilised in the present study. The research was conducted on a group of individuals who are directly involved in the EPWP. The quantitative research method is employed in this research.

The next chapter will discuss data collection, presentation and analysis of the research which consists of the interpretations and presentation of findings that were obtained from the data analysis. The questionnaires were analysed by means of the Statistical Package of Social Science (SPSS) and the results will be presented by means of tables and graphs.

CHAPTER FOUR: DATA COLLECTION, PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter reports on the data collection, presentation and analysis that was collected by means of questionnaires. The Statistical Package of Social Science (SPSS) software was used to perform the analysis. This information is summarised in tables, graphs and statistical measures that show the percentages of the responses with a brief explanation. Therefore the results are presented in response to the research questions and objectives in chapter one.

4.2 Return rate of questionnaire

The total sample size targeted for this study was one hundred questionnaires for EPWP beneficiaries in the North West Province. All one hundred questionnaires were returned from the respondents. The responses are important as they will reflect the challenges to the efficient implementation of EPWP. The tables will present responses received from participants.

4.3 Analysis and interpretation of data

This section reports on the analysis of the data derived from the study. Each question is analysed separately with its own table.

4.4 General Personal Particulars

The respondent's personal particulars consist of their race, age, gender, qualification, section, language, position and income. Furthermore the categories for the SMME's are reported. Each of them are addressed and presented in figures and tables. Research questions are grouped and summarized accordingly.

Table 4.1.Race

Race	Frequency	%
Black	99	99
Indian	0	0
Coloured	1	1
White	0	0
Total	100	100

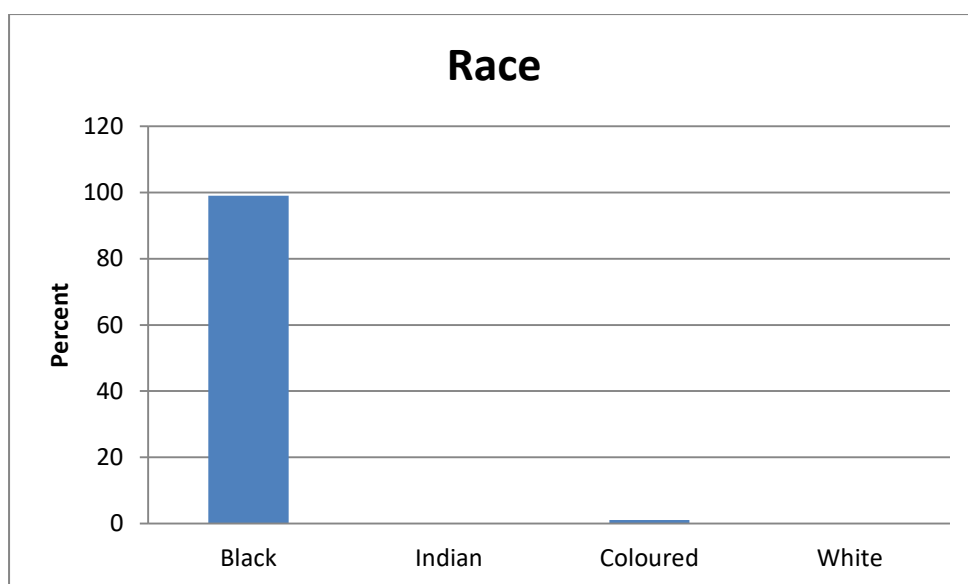


Figure 4.1.Race

The graph in Figure 4.1 is a further presentation of the information captured in Table 4.1. It was observed that the distribution of race difference in the respondents 99% were black men and women and one (1%) respondent was a coloured person. The high level of black African participation in the study might suggest that DPWR needs to focus on employing more people of other races.

The aim was to determine the different race groups represented by the EPWP beneficiaries. The study revealed that one group is mainly represented, namely blacks.

Table 4.2. Gender

Gender	Frequency	%
Male	41	41
Female	59	59
Total	100	100

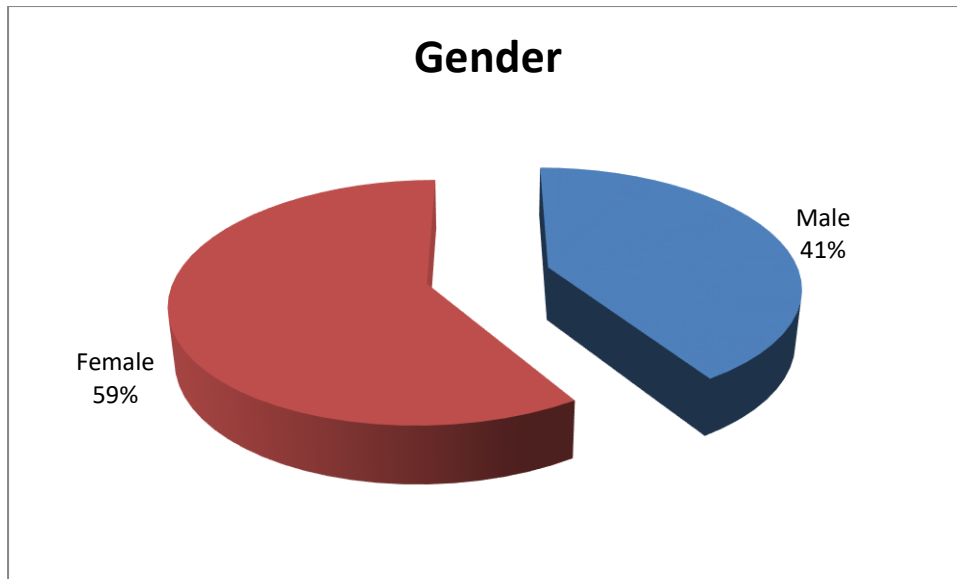


Figure 4.2. Gender

The results in Table 4.2: show that 59% of the respondents were female and 41% were male. This is influenced by the priority of EPWP to focus mainly on providing temporary employment to women. As stated in chapter 2 of the study, the EPWP focus on offering temporary employment to woman and youth.

The aim was to determine the gender dominating EPWP. The study has revealed that the females are dominating at 59% and males at 41%. The study revealed that there are females of different ages.

Table 4.3. Age Category

Age category	Frequency	%
18–20yrs	2	2
21–25yrs	16	16
26–30yrs	29	29
31–35yrs	33	33
Over 35yrs	20	20
Total	100	100

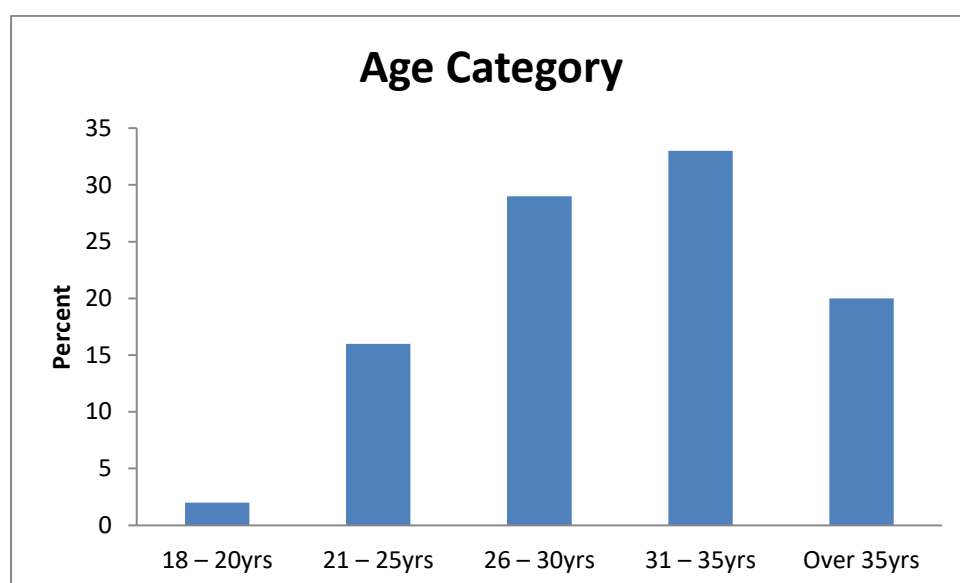


Figure4. 3. Age Category

The age distribution of the total sample of one hundred respondents is illustrated in the graph in Figure 4.3; a further presentation of the information captured in Table 4.3. The results reflect the distribution of age difference in the respondents. The 18–20 years were 2%, 21–25 years there were 16%, 26–30 years were 29%, 31–35 years were 33% and over 35 years there were 20%. Low rate in the age category 18–20 years can be a reflection that most individual this age are still attending school and the category over 35 years is clear indication that this is an exit stage for most of the beneficiaries and the rest of the categories are balancing.

The aim was to determine the age group that was dominating the beneficiaries in the EPWP. The study revealed that the majority of beneficiaries are in the age group of 31–35 years. The main workforce are between the ages of 26–35 years.

Table 4.4. Home Language

Home language	Frequency	%
Afrikaans	0	0
English	1	1
Zulu/Xhosa	7	7
Setswana	92	92
Other	0	0
Total	100	100

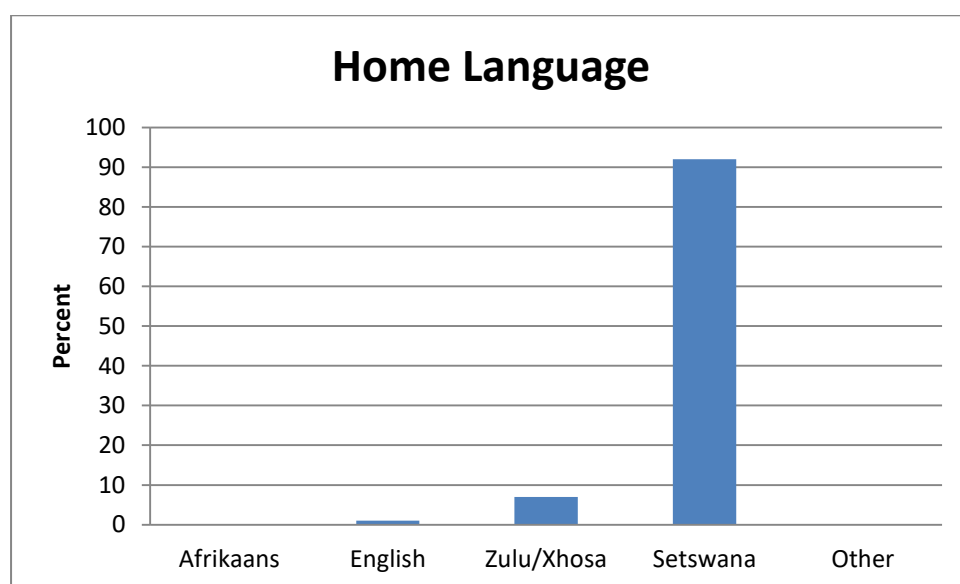


Figure 4.4. Home Language

The graph in Figure 4.4 is a further presentation of the information captured in Table 4.4 reflects the distribution of language differences in the respondents 1% English, 7% Zulu/Xhosa, 92% Setswana. North West province is a predominantly Setswana speaking area, which explains the influence of higher rate of Setswana speaking beneficiaries.

The aim was to determine the different languages of the beneficiaries and 92% are Setswana speaking. This is influenced by the location; North West province is dominated by Setswana speaking people. It further indicated that the most interested group of people in the EPWP is the Setswana speaking.

Table 4.5. Highest qualification attained

Qualification	Frequency	%
Degree	3	3.06
Diploma	4	4.08
Certificate	10	10.20
Matric	38	38.78
Other	43	43.88
Total	98	100

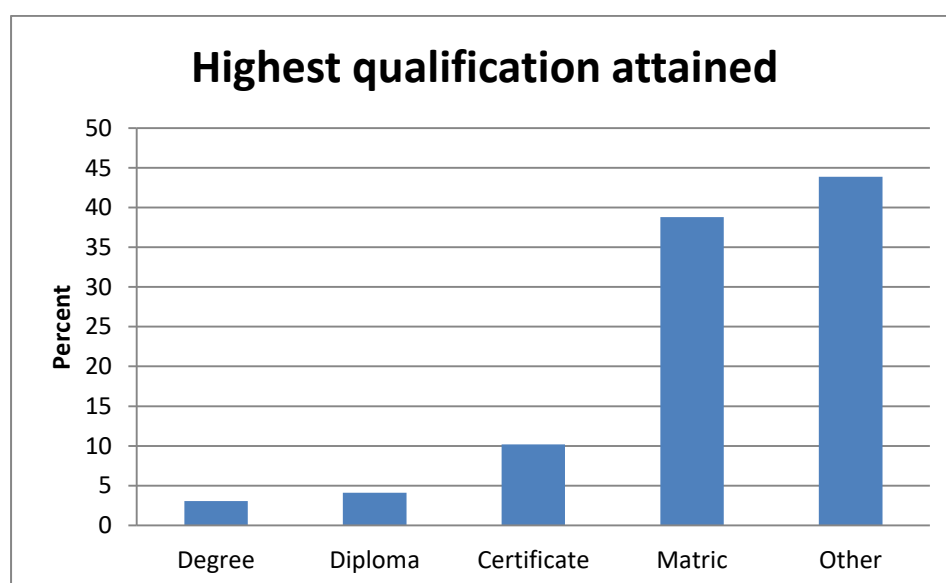


Figure 4.5. Highest qualification attained

The graph in Figure 4.5 is a further presentation of the information captured in Table 4.5 and reflects the distribution of qualifications amongst the respondents; 3% degree, diploma 4%, certificate 10%, matric 38% and other 43%. Low rate of highest qualification is affected by the reason that EPWP offers temporary employment; those with a highly qualified degree, diploma or even the certificate, might prefer full-time employment. The assumption could be that most matriculates apply immediately after matric. While those with other qualifications, which are the highest frequency group, might be an indication of struggle with employment due to their limited qualification.

The aim was to find the out the level of qualification for the EPWP's beneficiaries and 43% of the beneficiaries falls under the other category of qualification and 3% are lesser with degrees.

Table 4.6. Position in the programme

Position	Frequency	%
EPWP semi-skilled	21	21
EPWP	68	68
Manager	0	0
Administrator	9	9
Other	2	2
Total	100	100

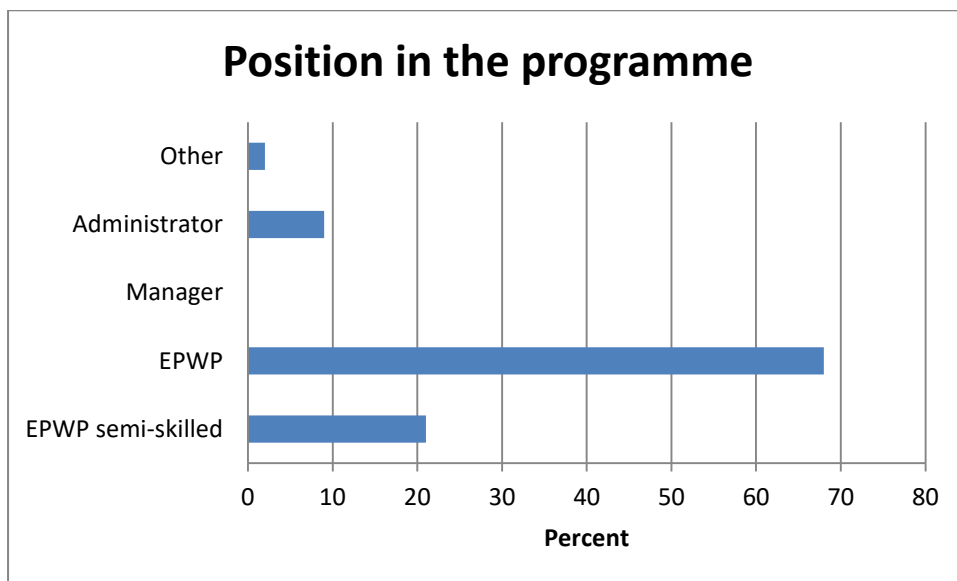


Figure 4.6. Position in the programme

The graph in Figure 4.6 is a further presentation of the information captured in Table 4.6 and reflects the distribution of the respondent's position in the programme, namely 21% EPWP semi-skilled, EPWP 68%, manager 0%, Administrator 9% and other 2%. The majority of 68% beneficiaries are employed in the category of unskilled due to lack of their education and as it is indicated in level of education that matric and other qualification are very high.

The aim was to find out what are the different positions they are occupying as the beneficiaries, the 68% are EPWP who works general duties like landscaping, maintenance etc and the 9% are administrator who are responsible for assisting with administrative process of the beneficiaries on daily basis. While 2% are doing supervisory duties for the entire team.

Table 4.7. In which sector are you working?

Sector	Frequency	%
Infrastructure	22	24.7
Non-State Sector	7	7.9
Environmental and Cultural Sector	53	59.5
Social Sector	7	7.9
Total	89	100

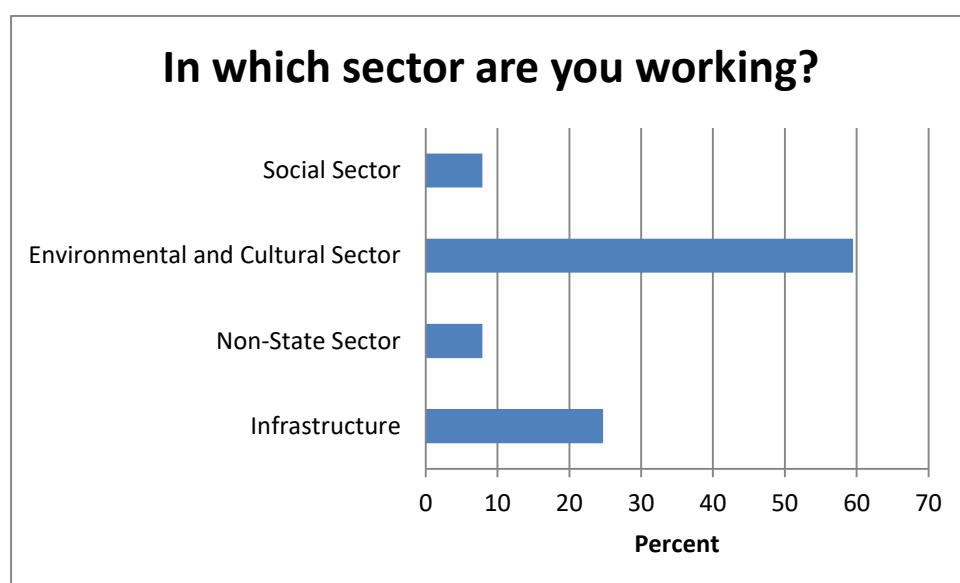


Figure 4.7. In which sector are you working?

The graph in Figure 4.7 is a further presentation of the information captured in Table 4.7 and reflects the sector in the respondent's infrastructure 24.7%, non-state sector 7.9%, environmental and cultural sector 59.5%, and social sector 7.9%. The highest frequency 59.5% in the environmental and cultural is influenced by the fact that landscaping and roads are the priority of the DPWR so the beneficiaries will be responsible for landscaping and cleaning of the areas. The infrastructure sector is also the core of the department, hence the substantial frequency of 24.7% in that sector.

The aim was to determine the difference sectors that they are serving and how are they scattered.

Table 4. 8. What is your gross monthly household income?

Income	Frequency	%
Less than R2500	75	78.1
R2501–R3000	11	11.5
R3001–R3500	10	10.4
R3501 or more	0	0
Total	96	100

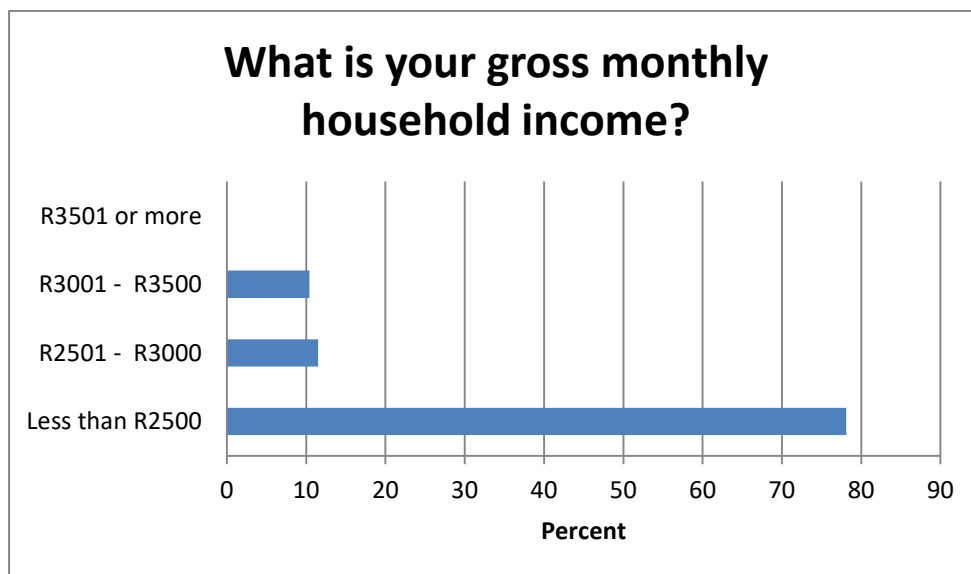


Figure 4.8. What is your gross monthly household income?

The graph in Figure 4.8 is a further presentation of the information captured in Table 4.8 and reflects gross monthly income in the respondents; 78.1% less than R2500, 11.5% is between R2501–R3000, and 10.4% is between R3001–R3500. Category R3001–R3500 is the for semi-skilled beneficiaries mostly those who have extra qualifications beyond their matric, degree, diploma and certificates is the lowest.

The aim was to find out if their allowance was the same or it was varying between different sectors and qualification they hold.

4.3.3 Challenges to the efficient implementation of EPWP.

This section is about challenges to the efficient implementation of EPWP. The findings are organised in frequency tables. The responses are categorised and reflected as percentages.

Table 4.9. How did you hear about EPWP?

Response	Frequency	%
Website	2	2
Councillor	74	74.8
Newspaper	11	11.1
Family/Friend	12	12.1
Other	0	0
Total	99	100

Table 4.9 reflects the respondents who heard about the programme from: 2% website, 74.8% councillors, 11.1% newspaper, 12.1% family/friends.

The aim was to find out where they heard about EPWP, the 74.8% majority of the respondents were told by the ward councillors about the EPWP. Since the EPWP is a government initiative it is the task of the councillor to ensure that they inform communities about the EPWP. The lowest frequency of 2% was those who searched for the website. Those respondents who have degrees and diplomas are assumed to have access to technological resources.

Table 4.10. When did you start working for this programme?

Response	Frequency	%
1994–2000	0	0
2001–2005	0	0
2006–2009	2	2
2010–2014	97	98
Total	99	100

Table 4.10 reflects the situation at the starting period of programme 2% is between 2006–2009, 98% is between 2010–2014. The lowest 2% starting with the EPWP during first phase implementation stage 2006–2009, while most 98% of the beneficiaries started during 2010–2014 during the second phase implementation stage.

The aim was to find out their services within the EPWP and it was observed that 98% were appointed between 2010–2014 and most of the beneficiaries stayed longer as their contract were renewed, especially in the administrator (semi-skilled) category.

Table 4.11. The EPWP project has improved your career.

Response	Frequency	%
Strongly Agree	25	26.3
Agree	59	62.1
Disagree	5	5.3
Strongly Disagree	6	6.3
Total	95	100

Table 4.11 reflects how the programme has improved respondents' careers. Just over a quarter 26.3 % strongly agree that the project has improved their career, 62.1% agree, 5.3% disagree and 6.3% strongly disagree. In total 88.4% agree that EPWP has improved their career. They have been offered temporary employment with a standard wage, while the remaining 11,6% disagree.

The aim was to find out how the EPWP has improved on individual careers, and they were offered temporary employment with a standard wage, while the lowest of 5.3% disagree we assume that those are the degree and diploma respondents who already have qualification and want more aspire more than EPWP can give.

Table 4.12. What is the type of training that you have received in this programme?

Response	Frequency	%
Roads Construction	19	20.7
Office Administration	14	15.2
Landscaping	9	9.8
Other	50	54.3
Total	92	100

Table 4.12 reflects on training received by the respondents: 20.7% on road construction, 15.2% office administration, 9.8% landscaping and more than half had other training. The lowest respondents received training on landscaping as the core of DPWR, 15.2 % on office administration, those who were office based. 20.7 % of the respondents received training on roads construction, road construction is the core of the DPWR, while 54.3 % other training not

specified it is assumed that this can be gardening, cleaning services and maintenance around the several government department.

The aim was to find out about the type of training they were offered, and the responses showed that the fewest respondents received training on landscaping as the core of DPWR, 15.2% on office administration, those who were office based. 20.7% of the respondents received training on roads construction, road construction is the core of the DPWR, while 54.3% other training not specified it is assumed that this can be gardening, cleaning services and maintenance around the several government department.

Table 4.13. How often is monitoring done?

Response	Frequency	%
Weekly	40	43
Monthly	40	43
Once a year	4	4.3
Never	6	6.5
Other	3	3.2
Total	93	100

Table 4.13 reflects on monitoring done on the programme 43% says weekly, 43% says monthly, 4.3% says once a year, 6% says never and 3.2% says other.

The aim was to find out how often is monitoring done, and the reflection showed that 3.2% indicated that it was never done, while the majority of 43% indicated it was done weekly and monthly. This is influenced by the fact that some of the beneficiaries are administrators as they report to the person in that particular office, thus why they would not notice any monitoring.

Table 4.14. EPWP has an impact on the service delivery.

Response	Frequency	%
Strongly Agree	19	19.8
Agree	61	63.5
Disagree	11	11.5
Strongly Disagree	5	5.2
Total	96	100

Table 4.14 reflects the impact on service delivery 19.8% strongly agree, 63.5% agree, 11.5% disagree and 5.2% strongly disagree.

The aim was to find out how the EPWP has impacted on the service delivery, and 83.3% agree that EPWP has impacted on the service delivery, while 16.7% disagree that EPWP impacted on the service. The EPWP aim is to provide service delivery to the communities and improve environment.

Table 4.15. Summary of Question 18 to 20

Item No.	Item	Yes		No	
		f	%	f	%
Q18	Has EPWP impacted on the communities?	89	89	11	11
Q19	Do you think that EPWP is an appropriate tool for unemployment?	79	79	21	21
Q20	Do you think the EPWP is appropriately implemented in your department?	89	89	11	11

4.3.4 Statistical Analysis

4.3.4.1 Section D: Chi – Square Test of Independence

According to Saunders, Lewis and Thornhill (2012) the chi square test enables the researcher to find out how likely it is that the two variables is associated. It is based on comparison of the observed values in the table with what might be expected if the two distributions were entirely independent.

This test of independence is concerned with the relationship between two different factors (or categories) in a population under study. There is a significant relationship between the two categories if the probability value (p-value) is less than 0.05 level of significance.

Table 4.16. Cross-tabulation of perceptions of employees about EPWP by highest attained qualification.

	The EPWP project has improved your career. (Q11)		
Qualification	Strongly Agree	Agree	Total
Matric and above	9	38	47
Below matric	16	20	36
Total	25	58	N = 83

p-value = 0.013 chi-square statistic = 6.197df = 1

Minitab software package was used to perform a chi-square test of independence for the data in Table 4.16. The chi-square statistic and the p-value with 1 degree of freedom in Table 4.16 are 6.197 and 0.013, respectively. Since the p-value is less than 0.05 level of significance, the perceptions of employees about the EPWP is significantly dependent on their qualifications. It means that the majority 64% (16/25) of the employees who strongly agree that the EPWP project has improved their careers are less educated (below matric), whereas the majority 66% (38/58) of the employees who slightly agree have at least a matric qualification. (See Figure 4.9 to justify this research finding).

4.15. What challenges are you facing as an EPWP beneficiary?

The beneficiaries identified the following challenges: lack of proper resources/tools, transport, coming to work, disobedience, failure to wear uniform, lack of benefits, safety representatives, more skills required, late payment, termination of contracts, receiving uniform late, lack of education, lack of participation in the departmental activities, protection at work, use of alcohol at work, sleeping during working hours, information sharing, insufficient salary, low income and non conducive working environment for other beneficiaries. These are challenges that the respondents think they had been obstacles toward service delivery.

The aim was to find out what major challenges are EPWP beneficiaries facing. Even when the majority emphasised that the EPWP was probably implemented there are few challenges that are stated that need to be dealt with to improve the EPWP.

4.16. What resources would be required to deal with the challenges?

There is more need of resources that would be required to deal with challenges existing challenges. The required resources like safety clothing, and conducive working environment. Responses elaborated on things that are need to be improved in their working environment, firing or disciplining of disobedient beneficiaries, good management, speed up payment process, formal structure for the beneficiaries, recruitment procedure manual and developmental programmes.

The aim was to find out what other resources are required for dealing with the challenges.

4.17. What new developments would you like to see on the EPWP?

The 100% supported that there is a development and improvement that is required in the area of offering more relevant training to different individuals, offering bursaries to improve educational level, to have proper communication channels/tools for the beneficiaries, to increase job opportunities, offer permanent employment or extension of contracts for longer periods, registration with employees, monitoring and evaluation for the entire project implementation, to extend what they offer to communities.

The aim was to find out which new developments would be required and it was found that the 100% agreed that some improvements need to be done. More improvement was mainly required on the EPWP conditions of employment.

4.18. Do you think that EPWP is an appropriate tool for unemployment?

The 79% support EPWP as appropriate tool for decreasing unemployment would like to see improvement on wages increases, permanent appointments and acquiring of more skills. The 21% believes that EPWP is not an appropriate tool for decreasing unemployment and indicated that they are affected by termination of contracts and employment only being temporary.

The aim was find out if EPWP was appropriate tool for unemployment, and 79% are supporting that it had been appropriate tool for unemployment. Results confirmed that unemployment rate was reduced.

4.19. Has EPWP impacted on the communities?

The 89% of the beneficiaries believe that EPWP has impacted positively on the communities, mostly in terms of reducing unemployment and poverty, reducing crime rate, bringing a cleaner environment to the communities and would recommend EPWP for further permanent employment opportunities. The 11% believed that EPWP had not impacted positively on the communities.

The aim was to find out how EPWP has impacted on the communities 89% are agreeing that the programme has impacted the communities, while 11% think it was not good enough.

4.20. Do you think the EPWP is appropriately implemented in your department?

The 89% supported the way in which EPWP is implemented while the minority were disagreeing and claiming EPWP is implemented poorly. The majority think that it helped in decreasing unemployment. The 11% thinks that there are improvements that need to be done with regard to dealing with challenges of favouritism, unfair conduct, lack of consultation, lack of resources, lack of monitoring, political interference, no practices of labour law. They think that dealing with these problems will results in better implementation of EPWP and improve conditions of work.

The aim was to find out whether implementation is properly done, and 89% of the beneficiaries are in support that the implementation is done properly. Their response is influenced by the fact that they are temporarily employed and get a stipend.

4.4 Conclusion

The results of the questionnaires are described in this chapter, elaborating on the narrative data, summarising frequencies in some tables and reflecting trends in graphs. It provided the summary of the respondents' personal details and response toward open-ended questions. Chapter five will present the analysis and interpretation of the results of the research. The responses have shown that EPWP still need to improve in the areas of monitoring and evaluation, skills, tools and resources required to completion of the project. Chapter five will present the findings, conclusion and recommendation.

CHAPTER FIVE: FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In the previous chapter, data collection, presentation and analysis were done of the responses collected from the questionnaires. This chapter will outline a set of findings, conclusion and recommendations and summary of the entire study and key areas of importance. It will further provide recommendations based on the findings in chapter four and chapter five.

5.2 Summary

As stated the purpose of the study is to investigate challenges to the efficient implementation of EPWP projects in the North West province. To achieve this purpose, the document covered the following aspects in each chapter.

Chapter one dealt with introducing the research study, overview of the study, including the objectives and purpose. This chapter provided an explanation of the aims and objectives, problem statement, research questions and methodology, ethical considerations, and the scope and limitations and scope of the research.

Chapter two is mainly based on the literature review, the theoretical perspective of the study. This chapter provided the literature review regarding both theoretical and empirical literature in relations to this study. The study justifies how the study addresses a gap or problem in the literature, and outlines the theoretical or conceptual framework of the study

Chapter three discusses the research methodology that maps up the research and entire study. This chapter further elaborated on the methodological tradition, provides a rationale for that approach, describes the research setting and sample, and describes data collection and analysis methods.

Chapter four is outlined data collection, presentation and analysis of the study. In light of the studies research questions, literature review, and conceptual framework.

Chapter five discusses the findings, recommendation, conclusion and suggestion of the study. Conclusions are on the findings and recommendations.

5.3 Findings: Answers to research questions

The following research questions were addressed to answer the research questions:

5.3.1 What challenges are you facing as an EPWP beneficiary?

All the beneficiaries 100% stated that the different challenges they are facing include: lack of proper resources/tools, transport, late coming, disobedience, failure to wear uniform, lack of benefits, safe representative, more skills required, late payment, termination of contract, receiving uniform late, lack of education, lack of participation in the departmental activities, protection at work, use of alcohol at work, sleeping during working hours, information sharing, insufficient salary, low income and non conducive working environment for other beneficiaries. These are challenges that the respondents think they had been obstacles toward service delivery.

Development of new policy is one of the challenges, National Public Works together with Provincial Government will have to look the existing policy and develop a new one. Odhiambo (2015) stated that government will have to design complementary policies and programmes that promote long term investment. Mozambique DWCP (2011) indicated that a national policy document designed on the national priorities of the government employers and workers organisations, and a wider group of civil society stakeholders, with technical assistance from the (ILO) International Labour Organisation other (UN) United Nation agencies through UNDAF and on programme. Ethiopian PSNP (2013) has allocated dedicated necessary required resources for sustainability and quality of the project. For the success of each project it must receive relevant tool/resources so that the project is smoothly implemented.

5.3.2 What resources would be required to deal with the challenges?

The reflection is that there is a need of resources that would be required to deal with existing challenges. The resources required include safety clothing, and a conducive working environment. It further elaborated to things that are need to improve their working environment, firing or disciplining of disobedient beneficiaries, good management, speed up payment process, formal structure for the beneficiaries, recruitment procedure manual and developmental programmes. Nzimakwe (2009) is in support of the recommendation in the Human Science Research Council (HSRC) review that the EPWP must be redesigned.

5.3.3 What new developments would you like to see on the EPWP?

Ninno *et al.* (2009) agreed in Bangladesh that the period of work should be extended for up to four years. The respondents suggested that increased job opportunity be considered, RSA can benchmark with countries like Bangladesh to learn best practices.

5.3.4 Do you think that EPWP is an appropriate tool for unemployment?

The 89% were in support that the EPWP is an appropriate tool for unemployment and further emphasised the decrease in unemployment, would like to see improvement on wage increase and permanent appointment and acquiring of more skills. The 11% were not in support of the fact that EPWP is an appropriate tool for unemployment and with an indication that they are mostly affected by termination of contracts and the temporarily employment.

Philips (2013) supported the concept that community work must improve the area and they quality of life for the people living there. He further agreed that improvement should include fixing community assets.

5.3.5 Has EPWP impacted on the communities?

There are 79% of beneficiaries in support of the opinion that EPWP has impacted positively on the communities, mostly in terms of reducing unemployment and poverty, reducing of crime, bringing a cleaner environment to the communities and would further recommend for permanent employment opportunities. The 21% were not in support; they think it has impacted negatively as they are areas that need to be dealt with by the government especially supervision and monitoring and evaluation.

Ninno *et al.* (2009) are in support of the community involvement in projection selection and an advantage factor. They further indicated that community involvement created ownership and lead to better maintenance. Community involvement also built into the design of the project. India is also in favour of the community involvement. Ninno *et al.* (2009) elaborated on the Tanzania public work programme which formed different groups in assisting toward community development.

5.3.6 Do you think the EPWP is appropriately implemented in your department?

There were 89% beneficiaries in support of the EPWP implementation, while the 11% were disagreeing with the poor implementation of EPWP. The majority think that it helped in decreasing unemployment. The 11% beneficiaries who were not in support think that there are improvements that need to be done with regard to dealing with problems of favouritism, unfair conduct, lack of consultation, lack of resources, lack of monitoring, political interference, no practices of labour law. They think that dealing with these problems will better implementation and conditions of work.

Ninno *et al.* (2009) supported the proposal that a well designed and implemented public works programme can help mitigating income shocks and be used effectively as anti-poverty instrument. Most of the public works programmes in different countries are implemented with one objective to alleviate poverty within the communities.

5.4 Conclusion

In conclusion, the Management of Department of Public Works and Roads needs to ensure that the effective and efficient implementation of EPWP is smoothly implemented and continuously monitored. They need to request more funding for sustainability of the projects and ensure that they can benefit the communities positively. Ninno *et al.* (2009) suggested that; for the public works programme to be efficiently and effectively successful, eight factors should be considered: clear objective of the project, setting the design parameters, establish implementation structure, to coverage, scope and duration of the programme and implementation modalities, to ensure credible monitoring and evaluation system designed. According to the Project Management Framework, each project must go through the stages outlined by Ninno *et al.* (2009). Project need to incorporate each entire stage for the successful implementation and effective sustainability.

The Department of Public Works and Roads need to ensure that the skills they empower the communities with are used even beyond the project so that it must not only be seen as a temporary employment creation, but also community development and empowerment to transferral of skills. To offer different training/skills according to their skills gaps so that they are empowered in as per core responsibilities of different sections in the department.

Dealing with the existing challenges the management will have to manage EPWP beneficiaries on daily basis to ensure proper monitoring and service delivery and have good communication flow. To avail extra transport especially for those who are working far away from the main

office, and to ensure that payment of the beneficiaries are done in time as agreed on their contract. Improved monitoring and evaluation of the programme from the beginning to until the project is stable enough to stand run smoothly. Hands and support from the relevant management.

South Africa in general is affected by unemployment. The rate is unemployment is very high and it is affecting the economy. EPWP is a good incentive for government to provide income relief through temporary work for the unemployed. Government need to monitor the skills that they are giving to recipients even beyond the project completion. Continuous monitoring is emphasised so that the programmes will run effectively and smoothly.

South African government can copy the best practise from other countries who have successfully implemented the public works programme and has improved economic growth. RSA can copy the MGREGA implemented government model of governance reform anchored on principles of transparency.

5.5 Recommendations

This section deals with the key recommendations of the study.

The research has revealed that EPWP is properly implemented, but government will still have to work on ways to incorporate sustainability of the projects, e.g. jobs should be offered for longer periods. Projects that they implement should be on going to create even more jobs for others and grow.

The resources required to deal with challenges is identified as critical for progress on the EPWP. The implementers of EPWP should ensure that they deal with challenges that affect the work and to get all relevant resource are catered for from appointment of the beneficiaries until to the process of performing the job.

The new developments have been identified as an area that needs to bring improvement within the EPWP programme. Therefore the needs to develop EPWP programmes and improve the other areas to enhance the programme. More improvement that needed is required is mainly on the EPWP conditions of employment. The monitoring and evaluation still need to be improved. Therefore it was recommended that the government should improve on

the monitoring and evaluation of the EPWP. Monitoring and evaluation should be a continuous process as long as they projects are in process.

The research revealed that training is still a critical matter that needs seriously attention and improvement. Government should improve on the training offered and strengthened all the weaknesses and benefits for the beneficiaries even beyond the project.

The three bodies CWP, CDW and EPWSP have one objective of creating job opportunities. If government can relook at this and bring a one big improved development plan to that will manage and coordinate EPWP project implementation and monitoring thereof. To establish links to training institutions and opportunities to enable workers to access further training with a preference to SETA accredited training where available, and identify possible career paths available to workers exiting EPWP.

All role player and stakeholder should be fully participating in the implementation stage until completion and further monitor the project continuously.

Zimbabwe DWCP (2012) indicated that they have committees that undertake implementation and monitoring of DWCP. It is important that provincial committees must be functional through beyond implementation stages.

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ANNEXURES

Annexure 1: Letter of consent to conduct research

 **dpwr**
Department:
Public Works and Roads
North West Provincial Government
Republic of South Africa

Modiri Molema Road
Provincial Head Office
Mmabatho, 2735
Private Bag X 2080, Mmabatho, 2735
Republic of South Africa
Tel.: +27 (18) 388 1377
Fax: +27 (18) 388 1988
Website: www.nwpg.gov.za/public_works

OFFICE OF THE HEAD OF THE DEPARTMENT

The Research Manager
North West University
Private Bag x 2046
MMABATHO
2735

Sir/Madam

REQUEST TO CONDUCT A RESEARCH PROPOSAL: IK NYOKA


Receipt of your request dated 20 October 2014 is acknowledged and the contents therein are noted.

Permission is hereby granted to conduct their research in our Department as per the request letter received from your institution. However, it is noted that the students request access to reports and minutes, based on the sensitivity of the issues that we, as a Department deals with and the confidentiality clauses that governs all state Departments access will only be limited to reports and minutes that are for the public consumption and have no negative implication to the Department or the government at large.

The student will be requested to share the output/results of her research with the Department.


We wish them everything of the best.

Regards


MR MS THOBAKGALE
HEAD OF DEPARTMENT

21/10/2014
DATE

Annexure.2


NORTH-WEST UNIVERSITY
YUNIBESITHI YA BOKONE BOPHUTHA
NOROUE-UNIVERSITEIT
MAFIKENG CAMPUS

Graduate School of Business and
Government Leadership (GSB&GL)
Private Bag x 2046, Mmabatho
South Africa, 2735
Tel: 018-399 2437 Fax: 018-369 2035
Email: Graduateschool@nwu.ac.za

20 October 2014


TO WHOM IT MAY CONCERN


Permission to conduct research- Ms I K Nyoka -MBA student


This letter serves to introduce Ms I K Nyoka who is presently a registered student for Master in Business Administration (MBA) programme at the Graduate School of Business and Government Leadership of the North West University. She is conducting a research project on, **"The challenges of efficient implementation of expanded Public Work programme projects in North West Province"** towards a partial fulfillment of his MBA programme.

In this regard, your office is requested to afford her full co-operation to conduct this research. In particular, Ms I K Nyoka requires permission to access information, data or even to distribute questionnaires.

Your cooperation will be highly appreciated.


Felicia Morantse
Research Officer





Annexure 3: Research Questionnaire

RESEARCH QUESTIONNAIRE SECTION A

Supervisor Professor Collins Miruka

Voluntary questionnaire for employees of the Department of Public Works and Roads: -
Challenges to the efficient implementation of Expanded Public Works Programme (EPWP) in
the Department of Public Works and Roads (North West Province)

Graduate School University North West

Research IK Nyoka

Note to the respondent

- We need your help to understand how people view implementation of Expanded Public Works Programme in the Department of Public Works and Roads.
- Although we would like you to help us, you do not have to take part in this survey
- If you do not want to take part, just hand in the blank questionnaire at the end of the survey session
- What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person.

The questionnaire has three sections:

Section A asks permission to use your responses for academic research

Section B asks general personal particulars such as your age, qualification, position, you are programme attached to.

Section C asks for your inputs regarding expanded public works programmes (EPWP).

How to complete the questionnaire

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to complete our project accurately.
2. We are only asking about topics that you and your fellow respondents should feel comfortable telling us about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or cross, using a PEN (**not a pencil**).

Thank you very much for filling in this questionnaire.

Section A: Permission to use my responses for academic research

I hereby give permission for my responses to be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and Surname: _____

Signature: _____

Postal address: _____ **Postal code:** _____

Contact numbers: _____ **Cellphone:** _____

SECTION B: General Personal Particulars,**Please mark only ONE option per question below in the squares**

1	Population group? <input type="checkbox"/> Black <input type="checkbox"/> Indian/Asian <input type="checkbox"/> Coloured <input type="checkbox"/> White	2	What is your gender? <input type="checkbox"/> Male <input type="checkbox"/> Female
3.	What is your age? <input type="checkbox"/> 18 – 20 <input type="checkbox"/> 21 – 25 <input type="checkbox"/> 26 – 30 <input type="checkbox"/> 31 – 35 <input type="checkbox"/> Over 36	4	What is your home language? <input type="checkbox"/> Afrikaans <input type="checkbox"/> English <input type="checkbox"/> Zulu /Xhosa <input type="checkbox"/> Sotho/Tswana <input type="checkbox"/> Other
5.	Fill in the highest attained qualification. <input type="checkbox"/> Degree/s <input type="checkbox"/> Diploma/s <input type="checkbox"/> Certificate/s <input type="checkbox"/> Matric <input type="checkbox"/> Other	6	Which position do you occupy in the programme? <input type="checkbox"/> EPWP Semi skilled <input type="checkbox"/> EPWP <input type="checkbox"/> Manager <input type="checkbox"/> Administrator <input type="checkbox"/> Other
7	In which sector are you working? <input type="checkbox"/> Infrastructure <input type="checkbox"/> Non-State Sector <input type="checkbox"/> Environmental and Cultural Sector <input type="checkbox"/> Social Sector	8	What is your gross monthly household income? <input type="checkbox"/> R2000 – R2500 <input type="checkbox"/> R2501 – R3000 <input type="checkbox"/> R3001 – R3500 <input type="checkbox"/> R3501 or more

SECTION C Questions regarding challenges to the efficient implementation of EPWP in the Department of Public Works and Roads			
9	How did you hear about EPWP? <input type="checkbox"/> Website <input type="checkbox"/> Councillor <input type="checkbox"/> Newspaper <input type="checkbox"/> Family/Friend <input type="checkbox"/> Other	10	When did you start working for this programme? <input type="checkbox"/> 1994 - 2000 <input type="checkbox"/> 2001 - 2005 <input type="checkbox"/> 2006 - 2009 <input type="checkbox"/> 2010 - 2014
11	Has the EPWP project improved your career/life? <input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree	12	What is the type of training that you have received in this programme? <input type="checkbox"/> Roads Construction <input type="checkbox"/> Office Administration <input type="checkbox"/> Landscaping <input type="checkbox"/> Other please specify _____
13	How often is monitoring done? <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Once a year <input type="checkbox"/> Never <input type="checkbox"/> Other	14	How has EPWP impacted the service delivery? <input type="checkbox"/> Strongly Agree <input type="checkbox"/> Agree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree
15	What challenges are you facing as an EPWP beneficiary? <hr/> <hr/> <hr/> <hr/> <hr/>	16	What resources would be required to deal with the challenges? <hr/> <hr/> <hr/> <hr/> <hr/>
17	What new developments would you like to see on the EPWP? <hr/> <hr/> <hr/> <hr/> <hr/>	18	Has EPWP impacted on the communities? <hr/> <hr/> <hr/> <hr/> <hr/>

19	Do you think that EPWP is an appropriate tool for unemployment? <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	20	Do you think the EPWP is appropriately implemented in your department? <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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Annexure 4: Editors letter

BRENDA LOMBARD
PROOF READING AND EDITING
Associate member of Professional Editor's Group

December 2015

To whom it may concern,

This is to confirm that the Dissertation submitted by Ingrid Keitumetse Nyoka (22628347) has been edited according to the requirements specified for the degree *Master of Business Administration* at the Graduate School of Business and Government Leadership of the North West University.

Yours sincerely,

A handwritten signature in black ink that reads "B Lombard". The signature is written in a cursive style with a large, looped initial 'B'.

Brenda Lombard

21 Orihi Avenue, Van Riebeeck Park, Kempton Park, 1619
PO Box 8077, Birchleigh, 1621
e-mail: brenlombard@gmail.com

Telephone: 0113931577
Mobile: 0836751795
Fax: 0862055444