

**THE INVESTIGATION OF THE MANAGEMENT OF EXPANDED PUBLIC WORKS  
PROGRAMME (EPWP) TOWARDS JOB CREATION IN POLOKWANE LOCAL  
MUNICIPALITY, LIMPOPO PROVINCE**

**BY**

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## DECLARATION

I the undersigned declare that: THE INVESTIGATION OF THE MANAGEMENT OF EXPANDED PUBLIC WORKS PROGRAMME TOWARDS JOB CREATION IN POLOKWANE LOCAL MUNICIPALITY, LIMPOPO PROVINCE is my original work and the result of my investigation and research and that it has not been submitted in any part or full for any degree at any other university. All sources have been duly acknowledged.

Signature .....

Date .....

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## DEDICATION

This work is dedicated to my late mother Maggie who laid a foundation for my future. My sisters and brothers who opted to assist me financially to further my studies at a college to obtain a diploma. My late grandmother Linah Machaka for her support.

To the Almighty, for paving the way for my future.

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I would like to dedicate my work to the following people:

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- My lovely wife, Linah for her understanding and support throughout the period of my study.
- My children Tshepho, Mogaleadi and Mantjie, for reminding me of my responsibility to lay a foundation for a better life for them.
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- God who opened all the doors that I needed to pass through, helping me realise my dreams.

## ABSTRACT

The introduction of privatisation after 1994 has left many people in Polokwane without employment. The majority of the jobs were given to few people who always provide services through tenders. Most of the departments were no longer hiring people because of the tendering process. The process has made many departments and municipalities to absorb labour force in the public sector.

Due to lack of employment in different regions in Limpopo, the provincial Department of Public Works has started an Expanded Public Works Programme (EPWP) to alleviate poverty in the province. However, the management of these projects became a problem to most of the government officials in the municipalities, provincial departments and municipalities are fraught with challenges such as lack of managerial traits, technical and skills related to project management. Polokwane local municipality is not excluded from the above problems, hence the study on the investigation of the management of EPWP towards job creation in Polokwane local municipality.

In order to understand the total context of the managerial flaws faced by Polokwane local municipality in Limpopo an in-depth empirical research and interviews were conducted to collect data from government official and employees in the study area. The finding of the study suggests that lack of managerial traits, technical skills, lack of participation, non-compliance with work ethics, monitoring and evaluation were regarded as the greatest challenges in the management of EPWP in Polokwane local municipality.

Due to the above challenges, most of the projects are not completed on time because of the lack of qualified project managers. Lack of qualified personnel also contributed to poor quality of service delivery in the area of the study.

The study revealed that the projects can alleviate poverty if can be managed and implemented by qualified managers and employees with relevant skills. Therefore, the study calls for the Department of Public Works to appoint qualified and experienced civil engineers to monitor and evaluate the implementation of EPWP projects in Polokwane local municipality.

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## LIST OF ABBREVIATIONS AND ACRONYMS

- EPWP - Expanded Public Works Programme
- MBO - Management by Objectives
- RDP - Reconstruction and Development Programme
- DPW - Department of Public Works
- NAF - National African Farmers
- FLGA - Free State Local Government Association

## **CHAPTER 1**

### **INTRODUCTION AND BACKGROUND OF THE PROBLEM**

#### **1.1 Introduction**

Recent changes in Polokwane local municipality have brought pressure on the public managers' roles towards the implementation of the expanded public works programme (EPWP). Before 1994, people were divided according to racial, ethnic groups and geographical locations. After 1994 the homelands and areas where declared as white areas were amalgamated has created unemployment to some of the members of the community. To successfully confront the above challenge, the new democratic government has developed several strategies under Reconstruction and Development Programme (RDP) to eradicate poverty in different municipalities. Polokwane local municipality was not excluded from the above process. The national government has instructed the Department of Public Works to work with different provinces and municipalities to manage and implement the EPWP.

#### **1.2 Problem statement**

The transformation that has been brought by the new government has compelled many public managers to change the way they were operating before the new government. Polokwane local municipality is also affected by this challenge. One of the main challenges facing public managers in the local municipality is to implement expanded public works programme to alleviate poverty and job creation. Some of the challenges faced by the managers were lack of managerial skills, project management skills, lack of delegation have necessitated the researcher to embark on this study.

#### **1.3 Purpose of the study**

##### **1.3.1 Aims of the study**

The aim of the study is to investigate the management of expanded public works programme towards job creation in Polokwane local municipality.

### **1.3.2 Objectives of the study**

- To identify challenges that impact negatively on the implementation of public works programme in the Polokwane local municipality faced by managers.
- To identify factors that hamper the managers to implement expanded public works programme that are meant to create jobs in the area of the study.
- To suggest strategies that can be used by policy-makers to alleviate the implementation of the expanded public works programme in Polokwane Municipality.

### **1.4 Research Questions**

#### **1.4.1 Main research question**

- To what extent does effective management of expanded public works programme assist the municipality in job creation?

#### **1.4.2 Sub questions**

- What are the challenges faced by managers in the implementation of public works programme in Polokwane local municipality?
- Which factors hamper the management and implementation of the expanded public works programme in Polokwane local municipality?
- Which strategies can be used by policy-makers to enhance the implementation of expanded public works programme in Polokwane local municipality?

#### **1.4.3 Significance of the study**

The researcher believes that the study on the management of expanded public works programme towards job creation will assist the municipality in the following ways:

- It will assist the managers' to challenges that impact negatively on the implementation of the expanded public works programme on job creation in Polokwane Municipality.



- It will assist the manager to identify the factors that hamper the management of expanded public works programme in Polokwane local municipality.
- The study further assist the policy-makers to develop relevant strategies that will accelerate the implementation of expanded public works programmes in Polokwane local municipality.

## **1.5 Chapter Organisation**

### **Chapter 1**

An overview of the background of the problem, purpose of the study, significance and plan of the study.

### **Chapter 2**

Literature review on the impact of management of expanded public works programmes and its implications for job creation.

### **Chapter 3**

Research design and methodology.

### **Chapter 4**

Data collection, analysis and discussion of results.

### **Chapter 5**

Overview, findings and recommendations.

## **1.6 Conclusion**

The chapter provided an orientation to the background of research problem. The purpose of the study, significance and plan of the study were given. In the next chapter the review of literature on the management of expanded public works programme and its implications for job creation will be presented.

## CHAPTER 2

### LITERATURE REVIEW ON MANAGEMENT OF EXPANDED PUBLIC WORKS PROGRAMME

#### 2.1 Introduction

In this chapter, a review of literature related to the management of expanded public works programme will be analysed. The sole purpose of exploring what has been researched is to locate the current study within the existing body of knowledge. This chapter will be organised as follows:

- A brief review of the theoretical framework regarding management of projects.
- A critical analysis of previous research work and literature which may place the present study and inappropriate context in terms of research questions stated in chapter 1.
- Lastly the conclusion will be given at the end of the chapter in the form of a summary.

Recently changes in the management and implementation of the EPWP programmes in Polokwane Local Municipality have exerted pressure on public managers to improve their management and strategies that can assist to achieve the intended objectives of the programme. The introduction of the above-mentioned programme requires the public managers to understand the component and principles of management. This includes components such as planning, organising, leading and control. The issue of performance becomes a challenge to most of the public managers in the area of the study. Hence the need for understanding the concept management in relation to the implementation of EPWP in the local municipality.

#### 2.2 The concept of management

The concept of management has been defined by various authors from different perspectives to accommodate different aspects related to human resources, financial, physical and information management (Mavundza, 2009:10). The question for the researcher is: "What is management?". This is usually one of the most important questions in general management which considers the meaning and the

purpose of organisational life, what individuals ought to do, and what they hope to achieve. All these considerations of management are fundamentally affected by whatever an individual think is true of the management (Letsoalo, 2013:7).

There are many conflicting views regarding the concept and the nature of management. Although much has been written about general management, it is surprising to note that very few people know about it. An attempt to define management reflects a variety of viewpoints. However, for the purpose of this study, the researcher defines management in terms of its purpose, functions and aspects that supports it. According to Griffin(2012:7) management is a “set of activities (including,planning and decision-making, organising, leading and controlling directed at an organisation’s resourcessuch as human, financial, physical and information with the aim of achieving organisational goals in an efficient and effective manner.”

To support the above definition, Schermehorn (2012:4), defines management “as planning, organising, leading and controlling the use of resources to accomplish performance goals”.Staude (2012:7) describes management “as the process of getting things done through and with other people”. Milondzo (2006: 9) defines management as “the discipline of planning, organising, leading, control and managing resources to bring about the successful completion of specific project goals and objectives”. Hellriegel, 2012:7 refers to management “as the process of getting things done effectively and efficiently through and with other people”.

In short, management is defined “as a process by which human, financial, physical and information sources are utilized in order to achieve enterpriseobjectives (Gouws, 2001: 2).

From the above definitions, it is noted that public managers are expected to perform different types of managerial tasks. These multi-tasks have been outlined by the researcher in the next section.

### **2.3The role of the managers in the public organisations.**

Sources: Mawila (2014:7) describes managers:

- work through and with other people to achieve the objectives of the enterprise.
- serve as a communication channel in an enterprise.
- balance objectives and determine priorities.
- think in an analysing and conceptual manner. Managers make complicated decisions.
- fulfil different roles.
- delegate tasks to subordinates.
- are accountable for the execution of their duties.
- act as mediators.
- fulfil the role of politicians.
- are diplomats.

For the components of management to be implemented, the organisation must take different levels of management structures into consideration.

#### **2.4 Levels of managements**

According to Milondzo (2013:11) there are four important levels of management, namely: top management, senior management, middle management and supervisory management. Table 2.1 illustrates some of the most important types of planning and activities that can be performed at various levels.

**Table 2.1 Levels of management**

<b>Management level</b>	<b>Types of planning</b>	<b>Main activities</b>
Top management	Strategic planning	<ul style="list-style-type: none"> <li>• Determining the organisation's mission and objectives.</li> <li>• Determine strategic guidelines and policy.</li> </ul>
Senior management	Strategic planning	<ul style="list-style-type: none"> <li>• Input to strategic planning.</li> <li>• Decisions on acquisition and optimal utilisation of resources.</li> </ul>
Middle management	Business management planning	<ul style="list-style-type: none"> <li>• Decisions on acquisition and optimal utilisation of resources.</li> <li>• Inputs to strategic planning.</li> </ul>
Supervisory management	Functional operational	<ul style="list-style-type: none"> <li>• Development of specific action programmes.</li> <li>• Inputs for business and strategic planning.</li> </ul>

Source: Milondzo (2013:11)

From Table2.1 it is noted that all levels of management perform important tasks in the planning process. Some of their roles and functions have been discussed by the researcher in the next section.

### **2.4.1 Top management**

Top management consists of the board of directors, the executive manager and a few assistants or deputy executive managers who together form the management committee.

### **2.4.2 Senior management**

Senior management is a direct link to top management. They make inputs to strategic planning. This level of management makes decisions on acquisition and optimal utilisation of resources.

### **2.4.3 Middle management**

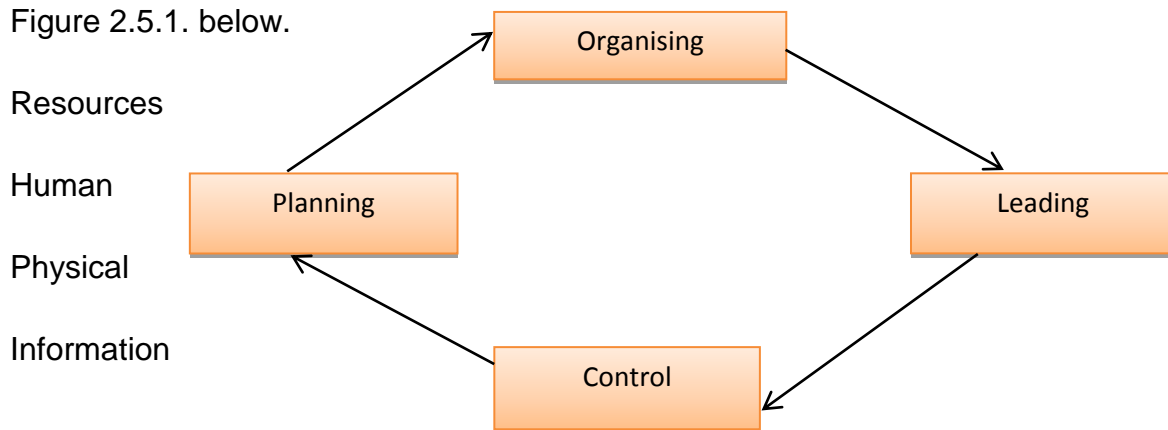
Middle management is responsible for the functions of the departments and all heads must ensure that the objectives of their functions or departments are achieved and that the enterprise and functional policy as laid down is applied.

### **2.4.4 Supervisory management**

Supervisory level of management is responsible for smaller segments or subdivisions in an enterprise. They implement the objectives of middle management with the aid of practicable detailed schemes and programmes, and ensure that the workers, who are accountable to them, perform their work in a satisfactory manner.

## 2.5 Management cycle process

Nyathi (2014:5) developed the following management cycle process as shown in Figure 2.5.1. below.



Source: Nyathi (2014:5)

The relevance of the above management tasks to the implementation of EPWP programmes have been discussed in full below. Apart from the roles and duties that managers are expected to perform at different levels, there are also components of management that also need to be taken into consideration namely: planning, organising, leading and control.

## 2.6 Planning

All the components of management that have been mentioned in the management structure are important but planning is one of the most important components of management. To support this statement, Gouws (2001:20) describes planning “as a process by which it must be decided before-hand what must be done, how it is done, when it must be done and by whom it must be done.”

Planning may be seen, by managers, as the reflection in a basic or theoretical manner, the policy, rules, procedures, strategies, methods, skills and expertise by the manager to achieve and realise educational aims and objectives through people and resources. Planning also involves investigations to obtain information for this purpose. It involves setting out this information in an orderly fashion and the decision-making process of selecting the best method to achieve the objectives (Milondzo, 2013:112).

From the above information, it can be discerned that planning plays an important role in management. This can be realised from the advantages discussed in the next section.

### **2.6.1 The importance of planning**

- It leads to coordinated action the various functional divisions are combined as an integrated whole and all activities are aimed at achieved common objectives.
- It encourages proactive steps – the managers themselves can now suggest new ideas and proposals to solve their problems.
- It gives direction.
- It anticipates the future – the managers start to look at what they have to do now to be prepared in future for any contingencies.
- It reduces risks.
- It promotes co-operation – everyone can work together as a team to achieve objectives (Mawila, 2014:8).

Planning is the foundation of the management functions. Gouws (2001:21) stated that without planning, the managers cannot organise properly and they cannot give direction to his subordinates, control will be subjective, because there are no separable objectives against which performance can be measured.

### **2.6.2 Reasons why managers do not want to do effective planning**

Nyathi (2014:10) gives the following reasons regarding why managers do not want to do effective planning:

- Preference for action – managers usually prefers to do things rather than think over them. The preference to scramble over things creates an illusion that something is being achieved. The illusion hides the fact that activities that are being performed do not necessarily suggest that progress is being made. When work is exerting pressure, managers usually prefer to get it done instead of planning first. Ironically, the more time is spent in trying to resolve crises, the less time is available to draw up plans to prevent them.
- Certainties about the future – managers are usually confronted with feelings of insufficiency when they try to predict the future as information is not readily



available during planning. At their level, managers depend on policy pronouncements by top management which is usually delayed. It is important for managers to plan based on what they know, rather than use the fact that they do not know everything, as an excuse not to plan.

- Fear of failure – managers regard failure as a threat to their self-esteem, to the respect that others have for them and even to their job security. Setting definite objectives may lead to a risk of not realising the set objectives. This is another reason why managers hesitate to plan.
- Lack of organisational knowledge – lack of organisational knowledge prevents effective planning by a manager. Unless he has a sound knowledge of the enterprise's overall strategy and objectives, it will be difficult to set meaningful objectives of the organisation. Most of the managers feel it is an easy way to continue with what the organisation has always done – and to concentrate on doing it right.
- Lack of knowledge environment – one of the biggest dangers to managers is to assume that things will continue as they are. Managers are required to have a very good insight into the competition's customers, suppliers and the general public he is dealing with. The opportunities that the organisation need to explore to achieve its objectives as well as the dangers that it has to avoid lie in the external environment. Without the knowledge of this environment and the changes taking place in it, managers can become confused as to the direction that they should take.
- Lack of trust – a lack of trust to one's abilities and those of their subordinates to achieve objectives, may create resistance from managers where planning is concerned. Such managers will cling to the familiar, rather than to risk the unknown – even when the necessity is obvious.
- Conflict with management style – this may be the reason why managers are unwilling to plan. Managers prefer quick action, quick decisions and quick feedback of the work. The common norm is to be involved in concrete problems than to dedicate time to abstract speculation.
- Resistance to change – planning implies change. This implies that things must be done differently, that additional things must be done or that things that have been done for a long time will no longer be done. This unavoidably leads to resistance to change amongst the people affected thereby. The

vaguer the plans and the bigger the change that will follow, the greater the resistance to change. Resistance to change is often the biggest problem because virtually all people have a built-in resistance to change.

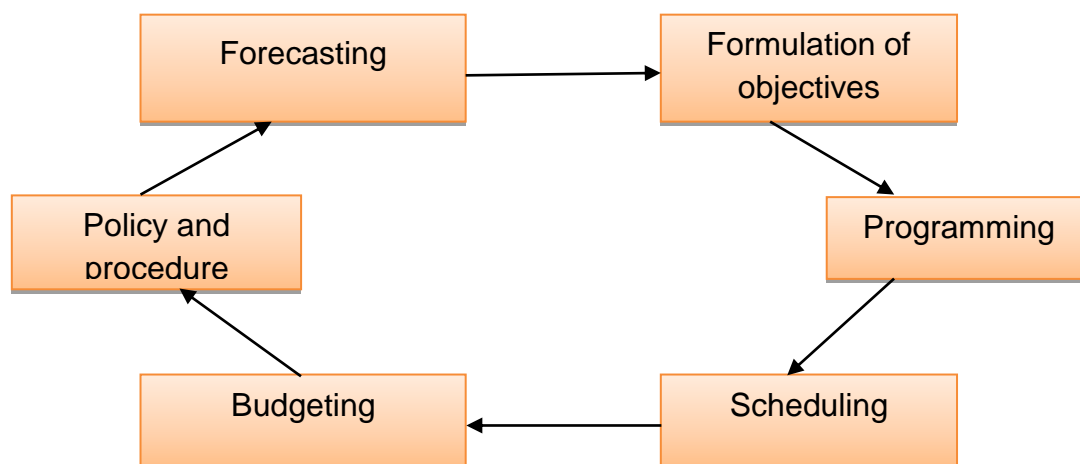
One way to overcome resistance to change is by participation and communication (Dumisa, 2010:13). The more opportunities people have to suggest ideas and to see that their ideal become part of the planning, the more they will experience a sense of “co-ownership” in what is being done, and they will therefore support. A manager must therefore avoid the urge to enforce his plans on others. By pointing out the advantages of change to subordinates, resistance will be overcome. Timing is also important. It is important for managers to discuss planned change with subordinates beforehand so that they will have sufficient time to think it over.

Mathebula (2015:16) attests that most managers want to see results of their actions quickly, as a result, they are not prepared to implement a total strategic plan in small steps.

The effectiveness of planning depends on the process in which the EPWP managers follow to achieve the intended objectives.

### 2.6.3 The planning process

Figure 2.6.3.1



Source: Mathebula (2015:17)

## 2.7 Organising

Robbins, Decenco and Coutler (2013:154) define organising “as a process of delegating and co-ordinating tasks and resources to achieve objectives”. The organogram, which is the structure of the organisation, is a tool used in the process of delegating and co-ordinating tasks. Robbins *et al.* (2013:155) identified eight principles of organising, namely:

- Unity of command and direction – unity of command refers to the fact that every employee should know who they report to, and direction refers to the fact that all activities should be directed toward one direction.
- Chain of command – the line of command from top to bottom of the management should be clear, for an example reporting can start from the director, deputy director, assistant director, managers and other officers in the department or where the EPWP is managed and implemented. Chain of command clarifies lines of reporting. According to Robbins *et al.* (2013:34) the chain of command helps managers in answering questions like: “who do I go to if I have a problem?” and “to whom am I ultimately responsible?”.
- Span of management – number of employees reporting to one manager in an organisation. In project management, this will refer to a number of employees reporting to one supervisor. The fewer the number of employees reporting to one supervisor, the narrower the span of management and control; alternatively, the more the number of employees reporting to one supervisor, the wider the span of management and control.
- Division of labour – projects that are grouped together in a particular unit in the government for example, feeding scheme under education, the department of health, museums, management in the department of arts and culture, construction of roads in the department of public works and other related activities.
- Coordination – all departments within a school work together towards the accomplishment of one strategic and operational objectives. This is a process by which the managers relate staff, tasks and all the school’s resources in such a way that they are both complementary and supplementary to the entire school in realizing the school’s objectives.

- Balanced responsibility and authority – each department’s authority is clearly defined and it is accountable for meeting those responsibilities. Every employee is given a responsibility and they are accountable for carrying out responsibilities.
- Flexibility is the last and can be applied to EPWP programme in a particular department where employees are using assets of the go department. For example, when the employees damaged equipment while on duty, they can be forgiven in the process by their flexible and accountable managers. The effectiveness of organising depends on the way managers lead and control people in that organisations.

## **2.8Leading**

The third management task is leading. Robbins *et al.* (2013:244) describe leading “as the process of influencing employees to work towards achieving objectives”. In leading, the emphasis shifts to the interactions between EPWP managers and the people involved through which tasks are initiated and kept in motion. Guiding may be regarded as the common activity of people to ensure that they execute the tasks to achieve a set of goals.

The importance of guiding is that it is the management action that not only ensures the completion of a specific task, but also that the work is done well. However, guiding also ensure voluntary co-operation. Motivation is necessary for this and entails direct contact with EPWP managers.

## **2.9Controlling**

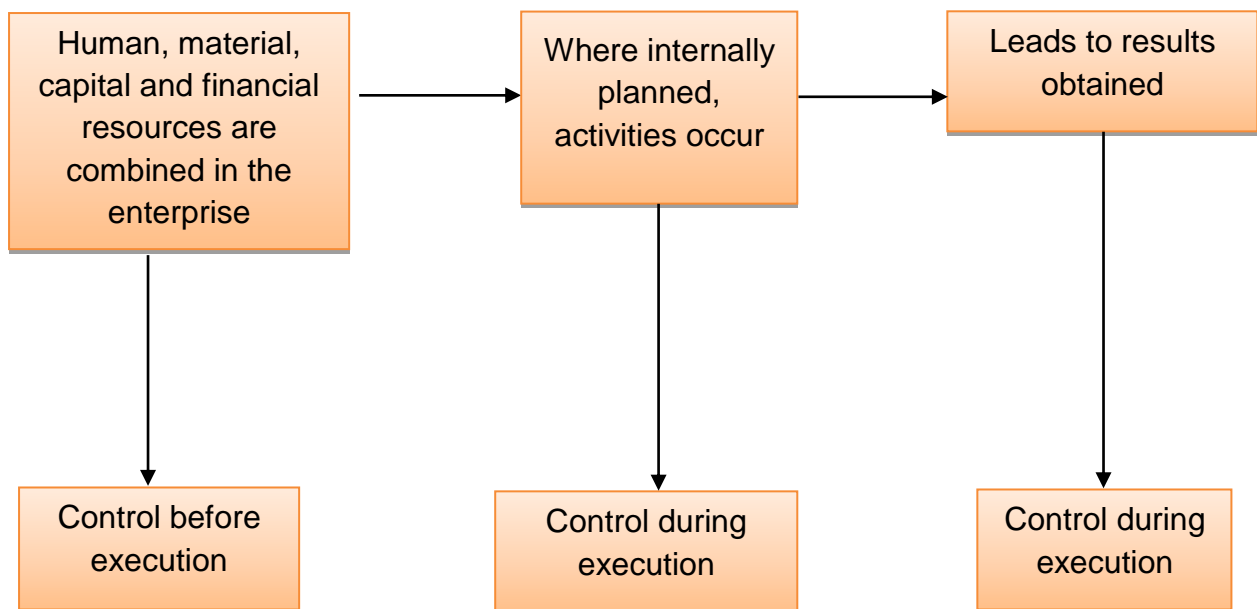
Control is the work the EPWP manager does to assess and regulate tasks in progress and those that are completed. To support the above statement, Robbins *et al.* (2013:370) described control “as the process of establishing and implementing mechanisms to ensure that the organisation achieves its objectives”. This indicates that control cannot be universalbut situational. The mechanism that was used to implement EPWP in unit A may not be applied in unit B.

Control depends on the behaviour of employees, standards and objectives set by the organisations. Control may be defined as “the process during which personal behaviour and job performance can be observed and monitored to determine

whether the behaviour and job performance correspond with the standards and objectives that have been set so that corrective action can be taken if necessary” (Mavuso, 2011:7). The effectiveness of control depends on the task done by every leader in the organisation. Control is the task of every EPWP manager, from the senior manager to ensure that actual results correspond with a set of objectives as far as possible. This could be achieved if the managers understand the importance of control in the management of EPWP programmes in the local municipality

### 2.9.1 Types of control

**Figure 2.9.1.1**



Source: Nyathi (2014:4)

### 2.9.2 The importance of control in the EPWP management and implementation

The primary purpose of control in the EPWP is to ensure that activities are taken in such a manner that objectives will be achieved successfully.

According to Mawila (2014:6), the importance of control can be outlined as follows:

- Standardised action to increase efficiency.
- The evaluation of management efficiency in respect of planning.
- Prevention of malpractices, theft and wastage as well as the reduction of refuse.

- Stimulation of delegation because the subordinated to whom they are delegated can be controlled effectively.
- Performance measurement of all workers.
- Standardised quality to satisfy consumers and
- Environmental change entails that activities cannot be performed according to original plans and it is therefore essential to monitor and review plans continuously.

From the above information, it is noted that the implementation of EPWP programmes can only be successful if the EPWP manager follows the guidelines of effective control.

### **2.9.3 Guidelines of effective control**

The effectiveness of every organisation depends on the systems and mechanisms that have been put in place. The managers must also delegate responsibilities to their subordinates so as to monitor and control the deviant behaviours within the organisation. These processes always engage the subordinates to participate in decision-making. System control is needed to shape the behaviours of both managers and employees towards the achievement of intended goals and objectives (Mathebula, 2015:10).

- Simplicity
- Participation
- Management by objectives
- Reaction of information
- Correct use of control
- Uniqueness of every control system
- Self – adaptation

Source: Mathebula (2015:10-11)

Control is an important function in the EPWP manager's relationship with councillors, tribal authorities, communities and other role players. Without this, it would hardly be possible to control and evaluate projects. Control affects the work performance of

employees, but managers also have a supervisory role in connection with employees.

Apart from the managerial tasks discussed above, there are also sub-managerial functions and processes that need to be taken into consideration when the EPWP projects are implemented. Managerial functions such as management by objectives, risk participation in decision-making, negotiation, communication, ethics, sustainable development and other related issues should also be taken into account.

An important value of managerial functions is to enhance the performance of employees in the workplace. This process can always assist the managers to develop relevant strategies and objectives, which will assist their supervisors to enhance the employee's performance in the area of the study. This will also assist them to understand the relationship between EPWP management and management by objectives in the local municipality.

## **2.10 EPWP management and Management by Objectives (MBO)**

In essence, management by objectives (MBO) is a dynamic system which seeks to integrate a company or organisation's needs to clarify and attain its profits or results and growth goals with the need of managers to contribute and develop themselves. Thus, it is a participative style of managing that places emphasis on results and leaving the individual managers a wide discretion as to the manner in which they achieve them (Mahlokoane, 2012:20). MBO is a technique whereby the fixing of targets is a basis of achieving greater effectiveness throughout the whole or part of the organisation. To achieve this process, the managers should take cognisance of the basic elements of MBO approach. The basic elements are illustrated in Figure 2.11.1.

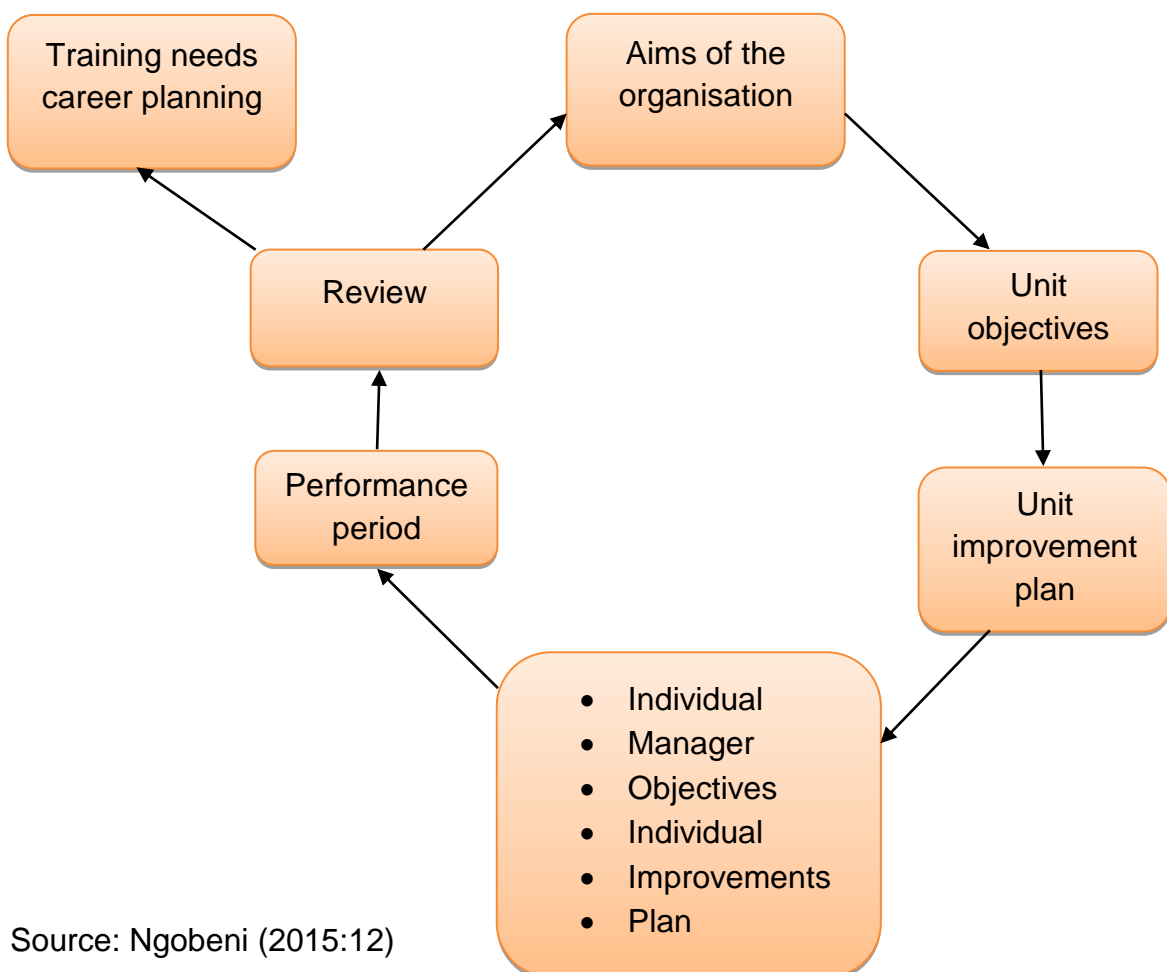
From the above structure, it is clear that the EPWP managers should encompass the aims, objectives, individual managers' objectives, training needs, so as to achieve the intended objectives in the implementation of the EPWP. These elements will help the managers to reinforce the impact of strategic management on employee's performance in the area of the study.

In support of the above statement Nyathi (2014:18) indicates that management by objectives (MBO) seen “as a system’s approach for achieving the desired ends in an organisation”. This approach can assist the managers, if a strategic plan is definite, clear, practical, and there are ideal goals and objectives. Secondly, there is a means to achieve your ends – wisdom, money, materials and methods. Lastly, adjusting means to that end, with a view to reinforce a strategic management plan that will impact positively on employees’ performance.

The purpose of MBO seems to be to encourage integration, to create a situation in which a subordinate can achieve his or her goals best by directing efforts towards the objectives of the organisation. It attempts to satisfy the esteem and self-actualisation needs. This process has many implications on strategic management and employees’ performance in the implication of EPWP.

### 2.11 The basic elements of the MBO approach

Figure 2.11.1



Source: Ngobeni (2015:12)



## **2.12MBO implications for strategic management and employee's performance**

Every manager in the local municipality should enforce employee's performance against organisational objectives. This is expected to be done by every unit, every department, every division and other sections related to EPWP. Furthermore, objectives should be clearly stated, so that they can have some practical value. One of the key responsibilities of managers is to help their subordinates to clarify their objectives so that they become something meaningful to them.

For strategic management to impact positively on employee's performance, the MBO system should comprise of valuable elements such as, objectives, plans, managerial direction, action, monitoring and feedback. To reinforce the above elements the following steps should be integrated MBO scheme. To achieve this, the top management should aim to determine the main objectives quantitatively and derive from them the main plan of action for effective strategic management plan that will reinforce positive employee performance. These are the strategic plans that will usually cover shorter periods.

Managers may deduce from each strategic tactical plan; which aspects of present practice can be changed to give them the most significant contribution towards achieving the new objectives. Plans must be discussed and agreed with the educational managers responsible for each aspect of the EPWP implementation.

It is also the responsibility of the managers to assist supervisors to achieve planned targets, in their improvement plans by providing them with full control information, freeing them from over-supervision, providing fair salary, incentives and review performance at regular intervals to measure progress, modify objectives where needed and discuss further managerial development so as to strengthen the management of the local strategy in an effort to impact positively on employee performance (Malatji,2015:27).

For the above steps and the MBO system to function, the key comparisons must be operative as they seem so interdependent. This leads to the identification of five needs, which, if catered for satisfaction, could do much towards the achievement of the objectives set by local and those of their EPWP managers.

Table 2.13.1 illustrates the steps or the components of MBO in action as provided by Milondzo (2013:114)

### 2.13 Organisational responses

STAFF NEEDS	ORGANISATIONAL NEEDS
1. "Tell me (or agree with me) what you expect from me".	<ul style="list-style-type: none"> <li>• Clarification of department and objectives.</li> <li>• Establishing priority areas and tasks</li> <li>• Developing improvement plans</li> <li>• Job description</li> </ul>
2. "Give me an opportunity to perform".	<ul style="list-style-type: none"> <li>• Organisational planning</li> <li>• Resource allocation</li> <li>• Delegation of authority</li> </ul>
3. "let me know how I am getting on".	<ul style="list-style-type: none"> <li>• Control information</li> <li>• Performance review</li> <li>• Staff inspection</li> <li>• Management services</li> </ul>
4. "Give me help and guidance where and when I need it".	<ul style="list-style-type: none"> <li>• Career development</li> <li>• Performance review</li> <li>• Training</li> </ul>
5. "Reward me according to my contribution".	<ul style="list-style-type: none"> <li>• Salary</li> <li>• Potential review</li> <li>• Succession planning</li> <li>• Training</li> </ul>

Source: Milondzo (2013:144)

## **2.13.1 Implications of organisational responses**

### **2.13.1.1“Tell me (or agree with me) what you expect from me”**

This is a stage of establishing specific, time-limited, measurable results that can be achieved only with the assistance of the project team and the stakeholders. It seems that the municipality cannot obtain these results without making known what is that the project managers are expected to achieve. The starting point is that both the project manager and the project team should have a clear understanding of the work they are supposed to do and their personal responsibilities in relation to it.

These objectives should be recorded, regularly reviewed and updated if necessary. The clarification of individual responsibilities and objectives seem to provide the foundation on which a constructive system of staff appraisal is put in place. It does not seem possible to say with any objectivity how well a person is performing without knowing what the performance is intended to achieve (Chauke, 2010:15).

### **2.13.1.2“Give me an opportunity to perform”**

Staff members seem to be motivated if they are provided with adequate resources to facilitate performance. These include equipment, time and space to carry out the job. If employees are given authority and freedom to get on with the job instead of being over-controlled and over-supervised the potential of achieving the set objectives is enhanced.

### **2.13.1.3“Let me know how I am getting on”**

This is a feedback method, which is established to measure the subordinates' performance against objectives. Achievement orientated staff seem to be more motivated when they know how well they are doing. Effective monitoring of results, with regular discussion of progress made seems to be essential for good staff appraisal.

Discussion of the job tends to form part of the normal exchange between the manager and the managed. Furthermore, it creates a basic working relationship. It also gives an opportunity to focus jointly on the extent to which objectives and target dates are achieved, what improvements may be made, difficulties being met, or any corrective action needed. People tend to learn and change as a result of objective

feedback and they normally feel happy to talk about their work, their ideas and their hopes. They also seem to gain motivation through achievements and job satisfaction (Nyathi, 2014:145).

#### **2.13.1.4“Give me help and guidance where and when I need it”**

This stage seems to involve managerial direction and control when carrying out objectives. The project manager should be accessible, available for guidance, and counselling. Regular review will help the project manager to decide how best to assist the development of the abilities of staff and to ensure that they are effectively developed. If specific skills are needed, training may be arranged for personal development. The development of potential and self-actualisation are highly motivating devices. Although it is the responsibility of the project manager to identify job-related training needs, the project team and the stakeholders should also take some initiative for their development and growth.

#### **2.13.1.5“Reward me according to my contribution”**

Rewards can be either positive or negative. If project managers do their job well, the organisation should recognise their contributions by rewarding them and awarding them a salary increment or promotion for exchange. This seem to be largely motivating devices as they seem to appeal to higher-order needs. Negative rewards can be in the form of disciplining in the event that subordinates are not doing their job well. If the case is genuine, subordinates can be motivated to better performance.

The MBO system can be constructed with a stage of management based on direction, control and adherence to rules. Much of its success seems to lie in the increased motivation and commitment that seem to result from putting project managers in business themselves (Naidoo, 2002:6).

In the final analysis, it may be argued that MBO has the following advantages:

- Individual job objectives are integrated with the objectives of the organisation.
- Personal objectives such as achievement, self-development and so forth are also integrated with organisational objectives.
- The quality delegation is improved.

- Information necessary for the management development of municipalities or other organisations and succession plans is available from more realistic sources, not based solely on personal assessment and
- Creativity is encouraged since problems are brought to light early (Naidoo, 2002:6).

From the above information, it is deduced that the success of MBO in the area of study depends on joint decision-making between the project manager, the project team and stakeholders. The achievement of the above-mentioned objectives depends on the level of participation of all subordinates in the organisation. Therefore, the participation of project managers in the implementation of projects can improve the quality of service delivery in Polokwane local municipality.

#### **2.14 Project management and participation in decision making**

Participation is regarded as the key element in managing community projects holistically, participate in decision-making and participation makes community members to feel that they own the project, thereby becoming active participants rather than reactive to the project.

To support the above statement, Todaro and Smith (2003:716) attest that community participation means including stakeholders in decision-making, implementation, benefits and evaluation of a project Brohman (2005:252) defines community participation “as an active process by which beneficiaries influence the direction and its execution of a development project with a view to enhancing their well-being in terms of income, personal growth, self-reliance or other values they cherish”.

To support the above statement Van der Waldt and Knipe (2010:142) define community participation “as a process in which the clients or those who will benefit influence the direction and implementation of a development project aimed at improving the welfare of people in terms of income, personal growth independence and other values regarded as valuable”.

The purpose of involving project managers and community members in decision-making is to encourage them to identify their own priorities based on available resources within the community.

Participation involves four different activities (stages), namely implementation, benefits, decision-making, and evaluation with reference to the definition by Todaro and Smith (2003:716) are prepared in the next section.

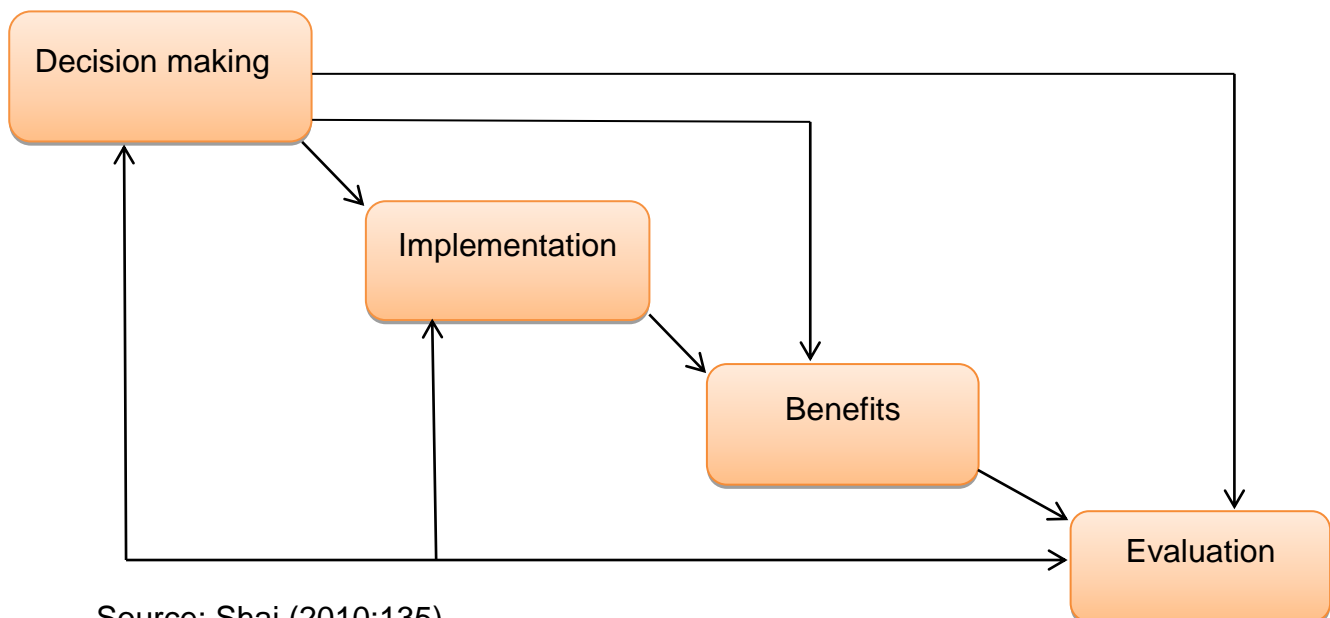
## 2.15 Participation

The above diagram implies that the managers of community projects should be involved in decision-making implementation and evaluation of projects since they are beneficiaries of the project. Participatory management in the project calls for activity involvement of project managers in the project in as early as in the initiative stage so that they can be able to understand and interpret the project plan, organising, implementation and controlling activities.

Shai (2010:136) argues that participatory management does not mean that all involved in the project have equal powers and authorities over the project; thereby suggesting those elected and appointed to lead and manage the project must be allowed to do so without disturbance or unnecessary conduct.

### 2.15.1 Kinds of participation

Figure 2.15.1.1



Source: Shai (2010:135)

Some years back in the traditional system, managers were expected to make decisions without involving the participation of project management teams. They would decide who should do what randomly and even by pass projects supervisors and directly to project staff and change their roles, functions and time without supervisor's knowledge.

In the area of the study the project sponsor or top manager/official would come to the project any-time and start changing schedules, while others would be start reap projects benefits rights in front of project managers.

A good and coherent project management principle requires that project managers be orientated to manage projects, based on governance principle such as democratic rule and rules of law, which enhance openness in project members to participate fully in the management of the project, wherein decisions are made by means of voluntary and spontaneous communication and project management play an active role in the process. Human relation skills such as interpersonal, relations, multi-skills, good communication and knowledge of multiple languages are essential to enhance communication in a project.

There are development forums that play an important role in promoting community participation in the project and therefore project managers must familiarise themselves with such forums in order to ensure that important structures and community members are not left out and thereby later becoming obstacles to the management of the project. Van der Waladt and Knipe (2010:147) identify features of community participation forum as follows:

- They originate from RDP reconstruction and development programme.
- They are driven by the community.
- They are representatives of all community development forum in the particular area.
- They are bodies intended for negotiation and for the taking of non-binding decisions.

Another important stakeholder in community participation is community based organisations. In this type of a community, setting up the project is composed of professionals and highly skilled people and project managers could as well learn and acquire some skills from such structures.

Like any other community development elements participation as well as advantages which are summarised as follows:

- Participation in the identification of basic needs.
- More effective development and management of resources to meet the needs.
- Distribution and increased access to essential services.
- Accurate facts are obtained about local conditions.
- Promote independence of the community.
- Promote sustainability of the relevant development (Van der Waldt and Knipe, 2010:143-144).

From the above statements, it is argued that the involvement of project managers, project stakeholders and councillors in the municipality will depend on the nature of the problem and situation. The participation of project managers and other stakeholders in the management structures of municipalities and in decision-making is related to matters related to managerial functions if necessary. If this process can be followed correctly, it may improve the quality of service delivery and sustain infrastructure development in the area of the study. The success of participation in decision-making also depends on the negotiation and communication between the management and stakeholders. Good communication depends on how people negotiate in the organisation.

## **2.16 Project management and negotiation**

Apart from the above process of participation in decision-making, the success of every project also depends on the project managers' negotiation skills. According to Van der Waldt (2002:196), there are six common skills that can improve the negotiation of the project managers, namely:

- A positive approach to negotiate and a positive attitude.
- Communication skills.



- Commitment to the vision of the project team.
- Ability to analyse the negotiation situation and choose the right time for negotiation.
- Ability to ensure that the information is credible (information based on hearsay and not supported by facts will seriously damage the credibility of the project team.
- Ability to ensure that the project team trusts in them as project negotiators and ability to guard against false perception.

Negotiation skills assist the project managers at various levels of project development such as contract negotiations, during planning, designing and construction changes.

In many cases, negotiations establish working relations in the projects. The negotiation process can be used to develop mutual respect and to learn the most effective way to communication as well as how best to work together (Motaung, 2012:7). Letsoalo (2013:9) attests that “project contracts which have been effectively negotiated result in for fewer incidences of misunderstanding leading to claims and litigation which in itself is time-consuming, frustrating and expensive. As a result, the process of negotiation must be treated with the same level of respect as the preparation and execution of the project”.

### **2.17 Preparing for negotiations**

For this process to unfold, the project manager should know various steps on how negotiation should be prepared and conducted. The following may be considered:

- Establish the scope to be negotiated
- Determine the bottom line
- Justify your scope
- Determine who will negotiate and their level of authority
- Discuss and agree upon scope before negotiating a fee
- Determine which areas of scope are flexible and can be modified
- Determine why the other party is negotiating with you and how to maximize those benefits
- Brainstorming the “what ifs” and develop creative options and

- Practice internal rehearsals and role playing the negotiations.

According to Mawila (2014:8), there are ten steps that can assist the project manager to conduct negotiations in the day to day management, namely:

- Develop rapport first
- Focus on the issue and the scope, not on the people
- Offer justification for the scope
- Establish your credibility
- Listen to the other party; understand the needs and interest underlying their demand
- Use creative options to use with deadlock
- Make the other party's decisions as practical as possible
- Keep a tally of the concessions to get reciprocal concessions
- Say no without breaking down the negotiations and
- Close the negotiations successfully

The steps, as a foundation to assist project managers, could result positively if considered in conducting negotiations in daily management.

## **2.18 Negotiation model and its implication to managers**

Every manager in the municipality is expected to have negotiation skills. Furthermore, the steps of conducting negotiations should be clarified and clearly stipulated. One of the key responsibilities of the project manager is to empower new managers with the negotiation skills. These will help them to build confidence as they will be able to negotiate and seal some deal for themselves and other members of the community rather than to get somebody to do that for them at an unaffordable price.

From the above information, it is clear that effective negotiation depends on the proper and clear communication. To support this statement, Van der Waldt and Knipe (2002:196) argue that "the success of the project depends on the people who can communicate effectively". From this statement, it is clear that communication has a role to play in the management of EPWP programme in the area of study.

## **2.19 Project management and communication**

Van der Waldt and Knipe (2010:196) define communication “as the process in which the message is transmitted from a sender to a receiver and becomes effective could be one of the evidences that message was clear and straight-forward and accepted by the receiver”.

Communication in the project will be determined by the size of the project as well as its complexity. Project communication management therefore focus on ensuring that proper collection, dissemination and storage of project information and there is communication of the right people at the right time (Kimtleldman: 2011:33).

To support the above statement and definition, Burke (2011:270) defines project communication management “as the process required to ensure timely and appropriate generation, collection, dissemination, storage and ultimately of project information”.

According to Mawila (2014:11) project communication is defined in three ways, namely:

- Communication planning (determining the information and communication needs of the project, who needs what information, when, where and how).
- Information distribution and performance reporting which has to do with collecting and disseminating progress information, status report and administration, closure (governing, snoring and disposing off).
- Project communities can take place in different forms from personal to meeting, presentations, report and documentation.

Personal communication is derived into verbal and non-verbal communication. In the verbal communication, the project manager will go directly to the communities and meet face to face with project members and they will discuss what is needed to be discussed and the advantages of this form of communication is that members might receive an immediate feedback depending on the nature of the matter and availability of information.

Apart from verbal communication we have a non-verbal communication wherein there is utilisation of correspondence by the project team. This form of

communication needs to be clear, simple and straight to the point to avoid and presumptions and the communicator must avoid giving into emotions, abbreviations and insensitive language. Technology is advancing such that information is always on the way and disturbs transmitters and waves such that at times one receives wrong information from cell phone messages. However, if carried accordingly it could privately be used to the success of the project (Clement and Gido, 2009:372-373).

There are basic elements of communication that cannot be left without namely:

- Different stakeholders and role-players require different types of information due to their expectations.
- Project team should adopt information and medium of communication that is comprehensible
- The larger the project, the complexity of communication
- Institution needs to be transported

The traditional communication process is outlined as follows:

- Sender - it is anyone in the project who is regarded as the originator of the message. It could be the project manager sending a message to the members.
- Medium –this could be regarded as the middle man and follow-up should be made to confirm whether indeed the project members did receive the message or did recognise the posters or message on the message board or whether e-mails were received. This is the responsibility of the sender (Burke, 2011:272).

In order for the project management to be effective and efficient it may consider to adhere and comply with the following requirements:

- There must be a communication plan
- Project reporting
- Documents control
- Project meetings
- Hand-over meetings
- Project progress meeting (Burke, 2011:24-28)

## **2.20 The role of ethics in project management and ethics definition**

Gardiner (2005:61) defines ethics “as the collection of habits, customs, understandings and relationships with which people work every-day to operate and support the organisation and its customers and suppliers”. This could only be achieved if project manager and members are committed, disciplined and adhere to the code of ethics in the management of community projects.

### **2.20.1 Code of for project professionals**

The following outline ethics that individuals in organisations and as customers must adhere to in the management of community projects.

- Maintain awareness of their obligation
- Quire project members to the correct behaviour in dealing with other
- Provide guidance on the basis of obligation to others
- It never conflicts with the law of the country
- It is documented
- Maintain and improve project management competence
- Improve and promote understanding of project management
- Maintaining high standards of integrity and professional conduct
- Accept responsibility for actions (Cleland and Ireland, 2007:479-480).

From the above information, it is noted that ethics plays an important role in shaping the behaviour and conduct of project members and managers in ensuring that there is no conflict and the project members uphold their behaviour and conduct to their best abilities in all professional duties. It is through the best conduct that the project can achieve the intended goals.

Project managers and other stakeholders in Polokwane local municipality are not excluded from the above-mentioned process. Public managers should always adhere to the ethical principles, so as to maintain the sustainability of community project and to avoid risks that may manifest in the area of the study.

## 2.21 Project and risk management

According to Larson and Gray (2011:211) risk is “an uncertain event or condition that if it occurs, has a positive or negative effect on project objectives”. On the other hand, Nickson and Siddons (2003:40) define risk as “an event or situation for which there is no corrective action that can be taken and which can endanger part or the end of a project”.

Kimtleldman (2011:144) attests that risk “is the possibility of a problem occurring on the project, thereby threatening the project outcome in some way”. There are many sources of risk to a project. For the purpose of this study, risk is described emanating from two categories:

- External risk: risk affecting the viability of the project from the outside world and business environment such as natural causes or global market recession (Kimtleldman, 2011:149-150).
- Internal risk: risk that comes from within the project, e.g. the fouls used by the project team, technical issues and staff ability (Nickson and Siddons, 2003:40).

Apart from the above two risk categories, project management comprises of the following aspects: (Nyathi, 2014: 9).

- Risk identification – determining which risks are likely to affect the project and documenting the characteristics of the risks.
- Risk qualification – evaluation risk and risk intention to assets the range of possible project outcomes.
- Risk response development – defining enhancement step for opportunities and responses to threats and
- Risk response control – responding to changes in risk over the course in the project.

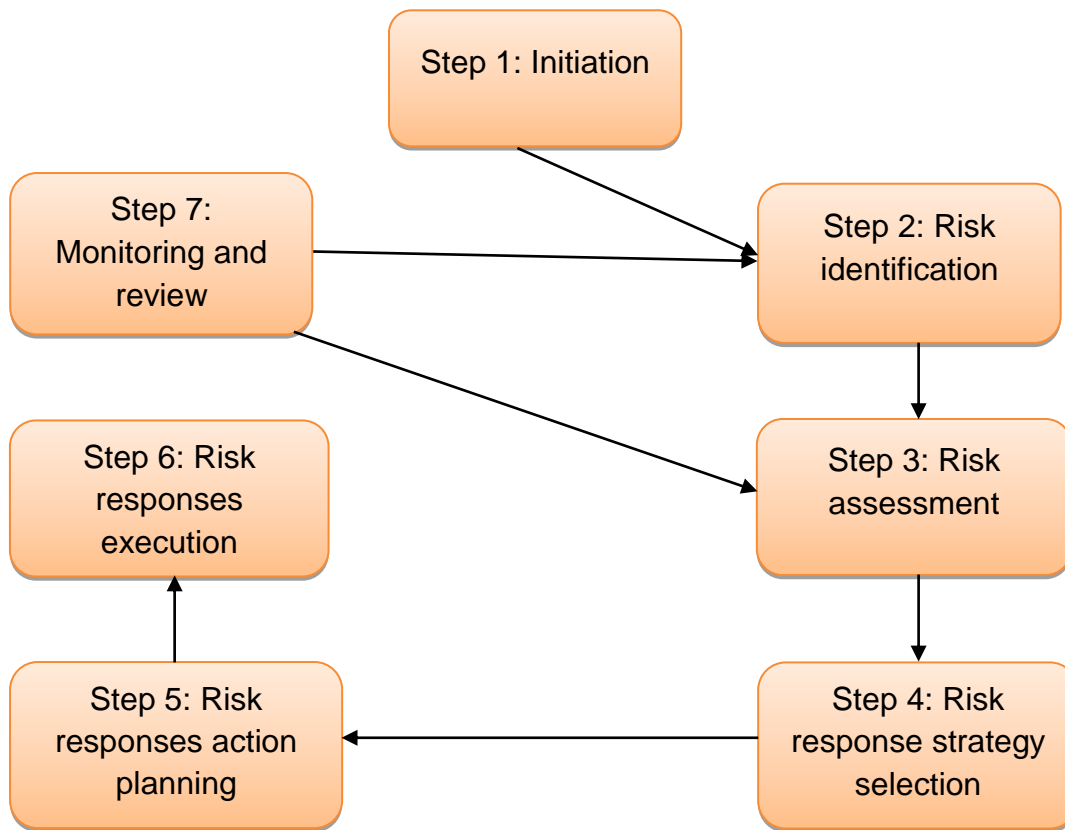
Larson and Gray (2011:223-224) describe the steps of managing risk in the organisation as follows:

Risk identification refers to identification of all possible risk that can take place and other risk identification tools are used such a risk break-down structure and risk profile.

- Risk assessment – this is where the risk is analysed to assess based on its probability and impact of the event.
- Risk response development – after the risk has been identified, and assessed then the recent risk response is developed and can be classified as mitigating, anodising, transferring, sheering, and retaining.
- Contingency planning –this is where the negative impact of the risk is reduced or litigated.
- Risk response control – in this last step a risk register is developed with all available details related to risk management, the register must be monitored and updated from time to time. The above-mentioned steps that are involved in the management of risk and project management can be supplied and illustrated by the figure below.

Apart from the above process there are two important aspects that may not be left unattended, namely monitoring and evaluation. If the public managers want to succeed in managing EPWP projects, they need to monitor and evaluate the performance of project managers during the implementation of programmes in Polokwane local municipality.

**Figure 2.21.1 Steps in managing risk**



Source: Oosthuizen and Venter (2011:229)

## **2.22 Project monitoring and evaluation**

The concept of project monitoring and evaluation will be discussed interchangeably as they are clearly related and monitoring process evaluation in order to do away with the confusion that normally arises.

According to Cleland and Ireland (2007:322), monitoring means to keep track of and to check systematically all project activities, while Minnaar (2010:157) defines monitoring “as the systematic collection and analysis of information as a project process”.

Gardiner (2005:284) adds that project monitoring is about collecting sufficient data to make sure that the project team implements the plan correctly.



It is imperative that project monitoring is based on what is on the plan in as far as deliverable (outcomes) are concerned, and that from time to time project data is collected to compare data with the physical structure. Monitoring should further be in line with other management principles such as organising, directing and motivating.

Evaluation is simply the comparison of actual project impacts against the agreed strategic plans (Minaar, 2010:157). Valuation is the last phase of control measure which is conducted after project monitoring, though of course monitoring and evaluation is undertaken throughout the project life from planning up until the last phase.

Minaar (2010:157) indicates on the elements of project monitoring and evaluation as follows:

- Selection of control measures
- Observation of activities
- Collection of control data
- Comparison of control data with project plans

The reasons why performance, monitoring and evaluation is important and should be conducted in an organisation:

- Determine progress or obstacles in achieving objectives.
- Enable super-ordinates and subordinates to immediately address any performance obstacle.
- Identify and provide the support needed.
- Alter objectives and targets.
- Provide continuous learning and development (Shai, 2010:57).

## **2.23 Evaluation**

Evaluation assists in assessing the individual and project performance, that is, whether the performance is geared towards the objectives or not and its impact on each performance differs as is determined by each individual or as per project (Mawila, 2014:7).

From the above information, it is concluded that the management of EPWP projects in the municipalities is becoming more and more complex, and the project managers in Polokwane local municipality must be aware of the progress monitoring and evaluation, so as to achieve intended goals.

## **2.24 Conclusion**

The management of expanded public works programme in South Africa is becoming more and more complex, and the public managers in Polokwane local municipality must be aware of the processes and managerial functions, so as to achieve the intended objectives of the above programme.

Public managers are expected to change from being administrators to effective managers. This will help them to implement the project and to understand the importance as negotiation, delegation, participation, monitoring and other related functions. From the above information, it is argued that the public managers cannot succeed in managing projects if they do not adhere to the principles, processes, ethics and functions as discussed above.

## CHAPTER 3

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Introduction

The previous chapter presented a review of relevant literature. This chapter focuses on research design, methodology and research techniques. Milondzo (2013:9) argues that there is no single, perfect method of obtaining data. For this reason, he maintains that collecting data by more than one method is often a prudent procedure. The research method has also assisted the researcher to identify factors that impact negatively on the management of EPWP in Polokwane Local Municipality.

#### 3.2 Rational for the Methodology

Leedy and Ormord (2005:12) define the research methodology “as the general approach the researcher take in carrying out the research project”. To some extent, this approach dictates the particular tools the researcher selects. The research methodology employed in this study was used to identify and investigate the impact of management of EPWP in the area of study.

In order to achieve the above-mentioned objective, the researcher has used questionnaire and semi-structure interviews to collect data from Polokwane Local Municipality. This strategy and research instruments are used because the researcher employed both qualitative and quantitative research design to answer the research questions stated in chapter one.

#### 3.3 Research Design

Cooper and Schindler (2006:71) define the research design as the “the blue print” for fulfilling research objectives and answering the questions pertaining to the problem and phenomena being investigated. It specifies the methods and procedures for collection, measurement and analysis of data. Yin (2003:11) also defines it as a detailed plan method on which one intends conducting a research to support the research and incorporates a specific methodology, to address the question of how the research was performed in relation to the primary problem statement by specifying, among other things, the selection of perfect approach and technique for

collecting data. Due to the nature of the study, the researcher employed qualitative and quantitative research designs to address the problem stated in chapter one. To implement the above mixed research designs, the researcher has shown the similarities and differences. Table 3.1 summarizes the differences between qualitative and quantitative research designs.

Table 3.1 Differences between qualitative and quantitative

Quantitative approach	Qualitative approach
<ul style="list-style-type: none"> <li>➤ Tends to produce quantitative data.</li> <li>➤ Uses large samples.</li> <li>➤ Concerned with hypothesis testing.</li> <li>➤ Data is highly specific and precise.</li> <li>➤ The location is artificial.</li> <li>➤ Reliability is high - would the measure yield the same results on different occasions.</li> <li>➤ Validity is low – does the research instrument measure what it is supposed to measure?</li> <li>➤ Generalizes from sample to population- what is the probability pattern on served in a sample that would also be present in the wider population growth from which the sample is drawn?</li> </ul>	<ul style="list-style-type: none"> <li>➤ Tends to produce qualitative data.</li> <li>➤ Uses small samples.</li> <li>➤ Concerned with generating theories.</li> <li>➤ Data is rich and subjective.</li> <li>➤ The location is natural.</li> <li>➤ Reliability is low – would similar observations be made by different researchers on different occasions?</li> <li>➤ Validity is high – has the researcher gained access to the knowledge and subjective meanings of information?</li> <li>➤ Generalizes from one setting to another – how likely is that ideas and theories generated in one setting would also apply in other settings?</li> </ul>

Source: Saunders, Lewis and Thornhill (2003:145)

To augment the above research designs, the researcher has also used different research philosophies to collect and analyse data in the area of the study.

### **3.4 Research Philosophies**

In this section, the researcher discussed some of the research philosophies that are appropriate to the study. The researcher has discussed the following research philosophies namely:

- Positivism
- Phenomenology and
- Combined approaches

#### **3.4.1 Positivist Research Philosophy**

Collins (1995:35) states that positivism stems from human experience and comprises of discrete, observance elements and events that interact in an observable, determined and regular manner. It has a view of only “factual” knowledge gained through observation which includes measurement, and the role of the researcher is limited to data collection and interpretation. The research findings are usually observable and quantifiable. To support this view (Nyathi: 2014:21) states that a positivist researcher formulates some general findings which are used to predict outcomes from known causes. In this study, the researcher did not use positivist strategy, because it relies on measurement and quantifiable data, which cannot be used to get the human emotions, beliefs, values and value judgment which are critical in the area of study.

#### **3.4.2 Phenomenological Philosophy**

According to Leedy and Ormond (2005:108) a phenomenological research is “a qualitative method that attempts to understand participants’ perspectives and views of social realities”. To support the above definition, Mawila (2014:18) attests that the purpose of phenomenological approach is to establish the essential attributes of a given phenomenology, ideas or objects without which, in the eyes of the beholder, such phenomena, ideas or objects cease to be known as such. It is further indicated that the view of phenomenology is from what the researcher observes, which is not as such, but an interpreted reality (Milondzo, 2013:42).

What is crucial is that, what appears to the people constituting the research sample? The implication is that the researcher must engage in an investigation which seeks to determine how a given phenomenon appears and is construed to be by the research sample. Poor reliability of the findings of the two researchers may arrive at a different conclusion based on their observation of the same phenomena.

### **3.4.3 Combined Research Design**

There is no research philosophy which can be regarded as the best without weakness. Both the above philosophies have strengths and weaknesses; hence other researchers prefer the combination of the two. This is called combined research approach or mix research design. This is where the researcher is using both the qualitative and quantitative research strategies (Nyathi, 2014:9). In this study, the researcher has employed a quantitative research design to achieve the objectives intended in the study. This is because a questionnaire is one important survey method and due to time limitations and capital resources, the researcher surveyed municipality which is responsible for expanded public works programmes.

To apply the above philosophies the researcher has engaged the employees and the managers of expended public works programmes through questionnaires and interviews to explain the factors that hamper and promote management of expanded public works programmes in Polokwane local municipality. The phenomenological research philosophy has assisted the researcher to understand the background, context and the way they manage expanded public works programmes to alleviate poverty in the area of the study. To achieve this, process the researcher, has carefully selected the above from the target population.

### **3.5 Target Population**

Steyn, Smit, du Toit and Strasheim (2013:16) define population “as the total group of persons or universal collection of items or elements to which the study relates”. Dumisa (2010:39) states that population is a full group of participants from which the researcher wants to generalize the finding of the study.

The target population under consideration in the study is one hundred and fifty (150) employees and one hundred and fifty (150) managers in Polokwane Local Municipality.

### **3.6 Sampling**

Levine, Stephan, Krehbiel and Berenson (2005:2) regard a sample “as a portion of population that is selected for analysis and population as the totality of items under consideration”. Sampling refers to the process by which elements are drawn from the population under study (Fox and Bayat, 2007:54). To support the above definitions (Malajie 2015:39) attests that sampling is the process of selecting the aggregate or totality of the objects or individuals regarding which influence is to be made based on the study.

The above definitions, justifies why the researcher chose purposive sampling method in the study, rather than survey the entire population. Due to the large number of employees and managers in the municipality, the researcher used purposive sampling method to collect data from fifty (50) managers and fifty (50) employees. The data was collected through structured questionnaires and interviews.

#### **3.6.1 Kinds of Sampling**

There are two main types of sampling that are taken into consideration by the researcher namely: probability and non-probability sampling.

##### **3.6.1.1 Probability sampling**

Probability sampling is based on the concept of random selection of respondents. Probability sampling is a controlled procedure that assures that each element is given a known non-zero chance of selection (Cooper & Schindler, 2006:198).

There are various techniques for drawing probability samples

- **Simple random sampling**

It refers to a sample drawn from population in such a way that each element of the population has the same chance of being drawn during the first and each success draw. The sampling method is not always a good reflection of the population as a whole (Fox and Bayat, 2007:56). In this study, the random sampling procedure was used as all the participants in the population had a chance to be involved in this study.

- **Stratified random sampling**

Cooper and Schindler(2006:416) refers to this method as a process by which the sample is contained to include elements from each of the segments with the population. In this study, the following was considered: managers and employees. In this regard, the researcher also used the stratified sampling procedure to ensure that the segments of the population are represented in the sample.

- **Cluster sampling**

This is a situation where population is divided into groups of elements with some groups randomly selected for the study. The sampling procedure could not be used as the population consists of segments and those segments were not in the form of clusters.

- **Systematic sampling**

Cooper and Schindler (2006:415), insists that “this approach, every Zth element in the population is sampled; starting with the random start of an element in the range of A to Z. The Z element is determined by dividing the population by sample size to obtain a skip pattern applied to the sampling frame”.

### **3.6.2 Non- probability sampling**

In non-probability sampling, the elements of analysis in the population do not each have an equal chance of being included in the sample (Fox and Bayat, 2007:58).

The following are techniques for drawing non-probability samples:

#### **3.6.2.1 Accidental sampling**

This is the most convenient collection of members of the population that are near and readily available for research purposes.

#### **3.6.2.2 Snowball sampling**

Welman *et al.* (2005:69) argue that snowball sampling refers to when few individuals from the relevant population are approached and then those individuals act as informants and identify people from the same population for inclusion in the sample.



### **3.6.2.3 Self- selecting sampling**

In this method, one allows individuals to identify their wish to participate in the research, need for participants may be invited through media or direct request.

### **3.6.2.4 Quota sampling**

In this case, researchers have previously known information about the population to divide it into groups. The quota therefore consists of members in such a way that each group features in the sample. However, the groups are not randomly selected (Fox and Bayat, 2007:56).

### **3.6.2.5 Purposive sampling**

This method is used when researchers rely on their experience or previous research findings to deliberately obtain analysis in such a manner that the sample they obtain may be regarded as being representative of the relevant population (Welman *et al.* 2005:69). This type of non-probability sample was employed in this study since it helps identify the elements of the population. This was appropriate because the sampled population was just a representation of the entire expatriate of municipal managers and employees in Polokwane local municipality.

## **3.7 Research Instrument**

In research instrument, we are looking at the procedure put up to ensure that the research data would be ready for collection. This may include the common methods like questionnaires and interviews. The researcher employed the following instruments which are discussed below in this study.

### **3.7.1 Literature review**

A research project may require the review of documents such as faculty journals. Literature is the body of published work concerned with a particular subject. Every research is conducted in comparison with already existing published work. The researcher compared his work with what has been done by previous researchers in this field on a similar topic. Below are some of the previous significant reasons why it was very important to review previous literature:

- Creating a conceptual frame of reference
- Reporting the status of current research
- Identifying appropriate methodology instrumentation and data analysis and procedures.
- Demonstrating theoretical and conceptual grasp of the field.
- Providing a context for the study.

Source: Malatjie (2015:30)

### **3.8 Survey methods**

According to Lancaster (2005:146) a survey research method is essentially an approach to data collection that involves collecting data from a large number of respondents. The researcher aims at producing generalizations about populations by collecting information from samples. Mbhalathi (2014:46) explains that “a survey is described as an attempt to collect data from members of the population with respect to one or more variables.” In this study, the researcher used a questionnaire and interviews as the nature of the study required.

#### **3.8.1 Questionnaire**

According to Bryman (2008:697) “a questionnaire is a collection of questions administered to respondents. He further holds that when used on its own, the term usually denotes a self-completion questionnaire.”

Koul (2007:146) defines a questionnaire “as a device containing questions dealing with some psychological, social and educational topics sent or given to an individual or a group of individuals with an intention of sourcing data regarding some problems

under investigation”. The questionnaire ensures that the same questions are given to respondents.

The desirability for the use of a meaningful questionnaire for this study is supported by evidence from different sources in the literature. Nkatini (2012:71) suggests that “if we want to know how people feel, what they experience and what they remember; what their emotions and motives are like and the reasons for acting as they do, why can’t we ask them”?

Newman (2001:277) argues that “a good questionnaire forms part of an integrated whole. The questionnaire used in this study was designed in such a way that each major section corresponds to one of the research questions or objectives in chapter one. This assisted the researcher to get an overview of problems or challenges that are experienced by respondents. The advantage is that a questionnaire covers most of the areas that the researcher wants to know more about. Interviews were also conducted to supplement the information obtained by means of questionnaires.

### **3.8.2 Interviews**

De Vos (1998:285) states that “interviews are regarded as the predominant method of data collection in a qualitative research to establish meanings that ostensibly reside with the participants”. According to Nkatini (2012:13) “some people refer to an interview as an oral questionnaire but it is indeed much more than that. The interview is generally adopted as a method to offset the limitations of the questionnaire. Instead of writing the responses, the interviews give the information in a face to face interaction with the researcher. The method permits the exchange of ideas and information between the researcher(s) and the respondent(s).

In this study, the combined design approach to research was used. Fifty (50) semi-structured interviews were used to collect data from the respondents. To supplement the above data, questionnaires were employed to collect primary data from twenty-five male and twenty-five female respondents in the area of the study. The total numbers of respondents involved in the study is fifty (50).

### **3.8.3 Administration of questionnaires**

The researcher used a face to face method of administering fifty (50) questionnaires in this study in order to achieve a high level of response rate. The distribution of the questionnaire was compiled with the clear instructions to explain how they should be fixed.

#### **3.8.3.1 Collection of questionnaires**

In this study the researcher invited the participants to a particular place at a specific time to administer the questionnaires. After attempting them, the researcher collected all the forms from the participants for further analysis. The researcher followed this process to maintain the validity and reliability of information.

### **3.9 Administration of Semi-Structured Interviews**

Malatjie (2015:45) attests that writing in relation to response rates of interviews, indicates that a response rate of the percent and more is very good. In order to obtain a good response rate in the current study, the researcher has employed the following strategies:

The covering letter with clear instructions and a “thank you” note attached to the consent letter before the actual interview was conducted. The researcher set easy questions and the same questions were asked all interviewees to get trustworthiness of the data. Open-ended questions were put to the interviewees for responses. At the end of the interviews the researcher thanked every interviewee for their participation.

### **3.10 Data Collection**

The information discussed in the literature review was applied to the area of the study. The data collected was assessed and analysed. The accuracy of the information depended on the research instrument that was used. Data were collected from fifty (50) respondents through structured questionnaires and interviews that the researcher sent to the municipality.

### **3.11 Data Analysis**

“Data analysis refers to the process of unpacking object, phenomenon, entity, process or event that the researcher was investigating.” (Saunders, Thornhill 2003: 234). To support this statement, Steyn, Smith, Du Toit and Stracheim (2000:5) attest that “at this stage of the investigation, statistical techniques are used to analyse the data that has been collected. In this regard, the objective of the study is to investigate the management of expanded public works programme in Polokwane. Data collected through questionnaires was analysed by means of computer programme, Statistical package for Social Sciences (SPSS) software programme to convert it into suitable format for analysis. Furthermore, data collected through interview was classified according to themes and codes. Notes were translated and transcribed. To get fairly accurate information, data were also retrieved from an audio tape, which was used to collect information during interviews.

### **3.12 Validity and Reliability**

#### **3.12.1 Validity**

Kumar (2011: 184) postulates that validity in the broader sense refers to the ability of a research instrument to demonstrate that it carries out what it is designed for. To support this definition Dumisa (2010:42) attests that validity is established when the actual instrument measures the intended construct. In this study, the questionnaire was valid since all the participants were requested to complete the questionnaire without any assistance and influence by any one.

#### **3.12.2 Reliability**

Reliability has to do with the accuracy and precision of measurement procedure the researcher is applying. According to Johnson and Christensen (2000:10), reliability refers to consistency or stability. The reliability of an instrument that yields quantitative data is a measure of criterion for assessing its quality and adequacy (Mavundza, 2009:63). Noe, Hollenbeck, Gerhart and Wright (2003:219) attest that reliability is established when test and retest get the same results when the same respondents are given the same scores under similar conditions.

To maintain reliability in this study, the researcher has called the participants to a particular place at a specific time to complete the questionnaire. In this process the researcher has received reliable information from each participant.

### **3.13 Elimination of Bias**

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

The researcher has divided biasness in this study, in the following ways:

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

### **3.14 Ethical Considerations**

According to Cooper and Schindler (2006:117), “the goal of ethics in research is to ensure that no one suffers adverse consequences from the research activities.” To support this statement the researcher has complied with the following consideration and requirements:

- **Ensuring participants give informed consent**

Permission was obtained from each participant and they were made aware that participation in the survey is not compulsory.

- **Ensuring confidentiality and anonymity**

All sensitive information that was made available by participants remained confidential. The names of the individual and companies was not divulged to anyone for the purpose of maintaining confidentiality.

- **Ensuring permission is obtained**

Permission was obtained from Polokwane local municipality to conduct this study before a study is conducted.

- **Professionalism**

The researcher adhered to professionalism throughout the study.

### **3.15 Conclusion**

In this chapter, various research philosophies, designs, methods, strategies and research techniques were described and analysed to show their relevance to the study. The choice of research designs and their applicability to the area of the study were discussed in full. Research instruments, validity and reliability were also discussed. In this case of elimination of biasness and ethical considerations of the study were also outlined in this chapter.

From the above information, it is clear that there is no single research approach and method that can be regarded as panacea “cue for all” investigating the research problem. All the research approaches, methods and strategies are relevant as long as they are used appropriately. The approaches and methodology that have been discussed in this chapter were employed to collect, analyse and interpret the results in chapter four.

## CHAPTER 4

### DATA COLLECTION, ANALYSIS AND DISCUSSION OF RESULTS

#### 4.1 Introduction

The previous chapter presented the description of research design and methodology. Various research techniques that have assisted the researcher to collect data were also outlined in chapter three. In this chapter, the researcher used the above methods and techniques to collect and analyse data related to management of expanded public works programme (EPWP) towards job creation in the area of the study. Due to the large number of local municipalities in Limpopo, the researcher decided to use Polokwane local municipality as its reference of departure. The researcher used random sampling method to choose relevant participants in the study. The data collected was subjected to statistical analysis to answer research questions stated in chapter one.

#### 4.2 Data Collection and Sampling Procedures

In this study data were collected through structured questionnaires and interviews. The researcher employed five liked scale to rate the responses of the respondents in the study. The rating scales will be read from 1 to 5, namely, agree, strongly agree, disagree, strongly disagree and uncertain. Fifty (50) copies of a structured questionnaire were distributed to selected employees who have relevant experience in the implementation of EPWP programme in Polokwane local municipality. The respondents were requested to complete questionnaires in a particular place at the same time. This was done to monitor the validity of the questionnaires. Saunders and Thornhill (2007:278) argue that the greatest use of questionnaires is made by the survey strategy.

The above data was augmented by information and data derived from fifty (50) managers and supervisors who had relevant experience in the management of EPWP programme in the area of the study. The researcher has interviewed the above participants to have a better understanding about how the projects are managed in the area. Milondzo (2013:24) attests that "If you want to know how people feel, what they experience and what they remember, what their emotions and motives are like, and the reasons for acting as they do... "Why not ask them".



From the above process, it is deduced that the collection of data from the participants needs the researcher to manage and supervise correctly. This has helped the researcher to collect and analyse valid and reliable data from the participants.

### 4.3 Data analysis

Data collected through structured interviews were classified, transcribed and coded according to the themes. Where the researcher needed more clarity, has used the information derived from audio tapes. This data was analysed and interpreted by the researcher. Data collected through structured questionnaires was analysed by means of a computer programme, namely Statistical Package for Social Sciences (SPSS). The number of respondents used in the primary research is discussed in the table showing items frequency (F) and percentage (%). The total number of responses will be represented by (FX) for analysis see the table in the next section:

#### 4.3.1 Data analysis from empirical investigation

In this section the number of respondents used the empirical research is discussed in the table showing item frequency (F) and percentage (%). The total number of responses will be represented by (FX). An analysis was done by means of tables, numbers and graphs. For more information see the above procedure in the next preceding pages.

Table 4.1. Distribution of respondents according to gender

ITEMS	F	%
Q.1 What is your gender?		
Female	25	50
Male	25	50
TOTAL	FX= 50	100%

The researcher obtained fifty responses from the employees in Polokwane local municipality that is twenty-five male and twenty-five female participants.

Equal distribution of gender was done in order to eliminate biasness in the study. Furthermore, the researcher wanted to be in line with gender equality in South Africa.

Table 4.2 EPWP and community participation

ITEMS	F	%
Q.2 Does lack of community participation hamper the management of Expanded Public Works Programme in Polokwane local municipality?		
Agree	34	68
Strongly agree	10	20
Disagree	3	6
Strongly disagree	1	2
Uncertain	2	4
TOTAL	FX= 50	100

Question 2 indicates that 34 (68%) of the respondents agreed with the statement. Four (8%) of the respondents disagreed with the statement. Only two (4%) of the respondents were recorded unsure.

From the above analysis, it is noted that the majority of respondents confirmed that lack of community participation could hamper the implementation of EPWP in the area of the study. Lack of community participation can always negatively affect management of EPWP, if it is not handled well by the project initiators.

Table 4.3 EPWP and poverty eradication

ITEMS	F	%
Q.3 EPWP eradicate poverty in Polokwane local municipality		
Agree	5	10
Strongly agree	1	2
Disagree	30	60
Strongly disagree	10	20
Uncertain	4	8
TOTAL	FX=50	100

Question 3 reveals that forty (80%) of the respondents disagreed with the statement. Six (12%) of the respondents agreed with the statement. Only four (8%) of the respondents were recorded uncertain.

From the above data, it is noted that the majority of the respondents disagree that EPWP eradicate poverty in the area of the study. The majority of respondents as a challenge in job creation regarded the employment of few people by EPWP. The above process has developed wrong a perception that EPWP does not create jobs whereas it was aimed at satisfying this need.

#### 4.4 EPWP and training and motivation

ITEMS	F	%
Q.4 Does training motivate employees to work better in the area of the study?		
Agree	31	62
Strongly agree	10	20
Disagree	2	4
Strongly disagree	3	6
Uncertain	4	8
TOTAL	FX=50	100

Question 4 reveals that forty-one (82%) of the respondents agreed with the statement, five (10%) of the respondents disagreed with the statement, while four (8%) of the respondents were recorded uncertain.

From the above information, it is noted that the majority of the respondents believed that training could motivate employees to work better in the municipality. Lack of training can always demotivate employees to perform to their maximum ability in the area of the study.

Table 4.5 EPWP and lack of managerial skills

ITEMS	F	%
Q.5 Does lack of managerial skills impact negatively on the implementation of EPWP in the area of the study?		
Agree	34	68
Strongly agree	8	16
Disagree	5	10
Strongly disagree	1	2
Uncertain	2	4
TOTAL	FX=50	100

The finding indicates that thirty-four (68%) of the respondents agreed with the statement. Five (10%) of the respondents disagreed with the statement, while two (4%) of the respondents were recorded as uncertain.

From the above analysis, it is evident that lack of managerial skills impact negatively during the implementation of EPWP in the area of the study. Lack of managerial skills such as planning, organising, leading and control always hamper the implementation of projects in the Polokwane local municipality.

Q.6: Does lack of project management and skills hamper the implementation of EPWP?

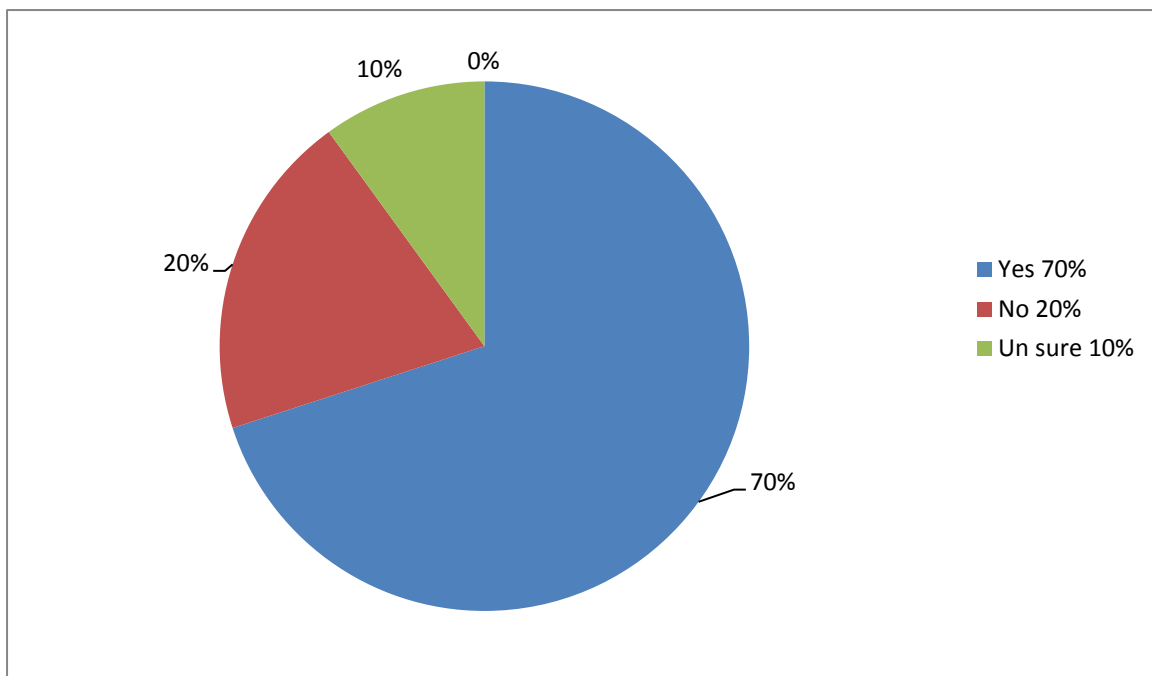


Figure 4.6 EPWP and lack of project management skills

Question 6 reveals that 35 (70%) of the respondents agreed with the statement. Ten (20%) of the respondents disagreed with the statement. Only five (10%) were recorded as unsure.

From the above information, it is shown that the majority of people confirmed that lack of project management skills can hamper the implementation of EPWP in the area of the study. Lack of project management skills hamper the implementation of EPWP programmes.

Table 4.7 EPWP and lack of delegation

ITEMS	F	%
Q.7 Does lack of delegation impact negatively during the management of EPWP in the area of the study?		
Agree	22	44
Strongly agree	18	36
Disagree	2	4
Strongly disagree	4	8
Uncertain	4	8
TOTAL	FX=50	100

Question 7 reveals that twenty-two (44%) of the respondents agreed with the above statement. Two (4%) of the respondents disagreed with the statement, while four (8%) of the respondents were recorded as uncertain.

From the above analysis, it is evident that the majority of the respondents confirmed that lack of delegation impacted negatively during the implementation of the EPWP in the area of the study. Lack of delegation can demoralise employees to work during the absence of their managers.

Table 4.8 EPWP and lack of clarity of policy guidelines

ITEMS	F	%
Q.8 Does lack of clarity on policy guidelines hamper the management of EPWP in the area of the study?		
Agree	20	40
Strongly agree	10	20
Disagree	5	10
Strongly disagree	10	20
Uncertain	5	10
TOTAL	FX=50	100

Question 8 reveals that thirty (60%) of the respondents agreed with the statement, while fifteen (30%) of the respondents disagreed with the statement. Only five (10%) of the respondents were recorded as uncertain.

From the above analysis, it is evident that the majority of the respondents believed there was no clear policy guidelines related to the management of EPWP in the area of the study. Lack of clear policy guidelines always causes confusion amongst employees on how projects should be managed in the area of the study.

Table 4.9 EPWP and monitoring and evaluation

ITEMS	F	%
Q.9 Does effective monitoring and evaluation improve the management of EPWP in the area of the study?		
Agree	33	66
Strongly agree	10	20
Disagree	1	2
Strongly disagree	4	8
Uncertain	2	4
TOTAL	FX=50	100

Question 9 reveals that thirty-three (66%) of the respondents agreed with the statement. Five (10%) of the respondents disagreed with the statement. Only two (4%) of the respondent were recorded uncertain.

From the above information, it is noted that most of the respondents confirmed that effective monitoring and evaluation could improve the management of the EPWP in the area of the study. Lack of effective monitoring and evaluation can lead to poor performance of employees in Polokwane local municipality.

Table 4.10 EPWP and lack of alternative strategies

ITEMS	F	%
Q.10 Does lack of an alternative strategy hamper the management of EPWP in the area of study?		
Agree	22	44
Strongly agree	20	40
Disagree	4	8
Strongly disagree	2	4
Uncertain	2	4
TOTAL	FX=50	100

Question 10 reveals that twenty-two of (44%) of the agreed with the statement. Six (12%) of the respondents disagreed with the statement. Only two (4%) of the respondent were recorded as uncertain.

From the above analysis, it is evident that most of the respondents believed that lack of an alternative strategy impacted negatively the management of EPWP in the area of the study. Lack of an alternative strategy can always hinder the employees to fulfil certain functions in Polokwane local municipality.

#### **4.3.2 Data obtained through structured interviews**

In this section data obtained through interviews with the managers is presented. The responses from the above stakeholders have given the researcher a clear picture about the situation and factors that hinder the managers to implement Expanded Public Works Programme in Polokwane local municipality. In this research study, the following challenges were identified by the researcher as the main factors that prohibit the implementation of EPWP:

➤ **Lack of managerial skills**

Out of the fifty managers and supervisors interviewed forty-five of the fifty indicated that lack of managerial skills hindered the implementation of EPWP in the area of the study. This situation raises questions on how managers will be able to implement the EPWP for which they do not have necessary managerial skills.



➤ **Lack of stakeholders' participation**

Forty of the respondents out of fifty interviews confirmed that lack of stakeholder participation impacted negatively on the implementation of EPWP in the area of the study. The involvement of stakeholders in the decision-making should also be taken into consideration when the initiation of projects, development programmes and strategies are formulated by the authorities in the area of the study.

➤ **Lack of resources**

Out of fifty respondents interviewed, forty-four believed that lack of resources affected the acceleration of the implementation of the EPWP in the area of the study, this indeed had serious implications in the management of EPWP programme in the area of the study. Lack of resources can also influence the employees to fall behind with their completion of the project.

➤ **Lack of relevant strategies**

Out of fifty managers interviewed forty-six indicated that lack of relevant strategies hamper the management of EPWP in Polokwane local municipality. This confirms the idea that there is no provision for an alternative strategy during the management of EPWP programmes, hence lack of efficiency and professionalism by managers and supervisors.

#### **4.4 Conclusion**

The purpose of analysing the data derived from structured questionnaires and interviews was to explore the impact of management of Expanded Public Works Programme in the area of the study. The responses derived from the questionnaires and interviews were analysed and interpreted, participants were selected to collect data from the target population. This study has revealed some of the challenges that impact negatively on the management of EPWP in the area of the study. The above analysis has assisted the researcher to suggest appropriate recommendations that would enhance the management of EPWP in Polokwane local municipality.

## **CHAPTER 5**

### **OVERVIEW, FINDINGS, RECOMMENDATIONS AND CONCLUSION**

#### **5.1 Introduction**

This chapter includes an overview, findings, recommendations, limitations and conclusion. The general conclusion and recommendations for further research have also been discussed. The findings and recommendations have been discussed against the objectives stated in chapter one.

#### **5.2 Overview**

In the previous chapter, the researcher presented data collection, analysis and discussion of results. The results related to conceptual framework and objectives were discussed in chapter two. The findings are discussed against the objectives stated in chapter one. In chapter three the researcher discussed the research designs, methods and techniques that helped the researcher to collect data in chapter four. In this chapter the findings and recommendations have been discussed against the research questions stated in chapter one.

#### **5.3 Findings from the study in general**

The findings from literature review and primary research have revealed important ideas and strategies that may be used by the managers and other stakeholders in the implementation of the expanded public works programmes (EPWP) at Polokwane local municipality.

##### **5.3.1 Findings from literature review**

The concept management is not static but dynamic. This concept is defined and interpreted by different authors from different perspectives. The term management means clarification and analysis to be understood by public managers during the implementation of input. Managements involve generics such as, planning, organising, leading and control. The application of the above-mentioned principles; components of management can also assist the public managers to implement EPWP in the area of the study.

### 5.3.2 Findings from the empirical research

- Ninety percent (90%) of the respondents confirmed that there are challenges in the implementation of the EPWP in Polokwane local municipality.
- Eighty-eight percent (88%) of the respondents agreed that lack of community participation could hamper the implementation of EPWP in the area of the study.
- Eighty percent (80%) of the respondents disagreed that EPWP eradicate poverty among most of the community members in the area of the study.
- Eighty-two percent (82%) of the respondents confirmed that the training of employees motivate them to work better in the municipality.
- Eighty-four percent (84%) of the respondents agreed that lack of managerial skills impact completion negatively during the implementation of EPWP programme in the area of the study.
- Seventy-eight percent (78%) of the respondents agreed that lack of project management skills can hamper the implementation of EPWP in the area of the study
- Eighty percent (80%) of the respondents confirmed that lack of delegation could always affect negatively the implementation of EPWP in the area of the study.
- Sixty percent (60%) of the respondents believed that there were no clear policy guidelines related to the management of EPWP in the area of the study.
- Eighty-six percent (86%) of the respondents agreed that effective monitoring and evaluation could improve the management of EPWP in the area of the study.
- Eighty-four percent (84%) of the respondents confirmed that lack of an alternative strategy impacted negatively on the management of EPWP in Polokwane local municipality.

### **5.3.3 Findings from the structured interviews**

The researcher has conducted an interview among the managers to get their general feelings on the management and implementation of EPWP in the area of the study. An interview related to managerial skills community participation resources and strategies that can have an impact on the management of EPWP in Polokwane local municipality were also conducted.

The following emerged from the fifty respondents who were interviewed:

- Lack of managerial skills hinder the implementation of EPWP in the area of the study.
- Lack of community participation affects the management and implementation of EPWP negatively in the area of the study.
- Lack of cooperation between the managers and stakeholders impact negatively on the implementation of EPWP in the area of the study.
- Lack of resources affects the acceleration of the implementation of EPWP negatively in the area of the study.
- Lack of relevant strategies also hamper the management of EPWP in Polokwane local municipality.

### **5.4 Recommendations**

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

- The municipality should address challenges that are faced by the managers during the implementation of EPWP in Polokwane.
- The managers should be encouraged to involve the participation of the local community or members of the community during the implementation of EPWP in the area of the study.
- Initiators should be encouraged to start projects that can eradicate poverty in the area of the study.
- The municipality management should be encouraged to equip employees with relevant skills so as to motivate them to work better in the municipality.

- The municipality should be encouraged to hire employees with relevant managerial skills, so as to have a positive impact on the implementation of the EPWP in the area of the study.
- The managers should be encouraged to attend courses related to project management so as to improve the implementation of the EPWP in the area of the study.
- The managers should be encouraged to delegate responsibilities to have a positive impact during the implementation of EPWP in the area of the study.
- The policy makers should be encouraged to provide policy guidelines to the managers before the implementation of EPWP in the area of the study.
- The municipality should be encouraged to provide relevant resources so as to accelerate the implementation of EPWP in the area of the study.
- The municipality should be encouraged to do effective monitoring and evaluation to improve the management of the EPWP.
- The municipality should be encouraged to develop an alternative strategy that enhance the management of the EPWP in Polokwane local municipality

### **5.5 Recommendations for further study**

Every research is intended to contribute to research because no research can claim to be complete on its own. The following topics are suggested for further research:

- Exploring the perception of traditional leaders as regards implementation of EPWP.
- The effects of lack of cooperation on the management of projects in local municipalities.
- The impact of strategic management on the implementation of EPWP.
- The role of the project managers during the implementation of EPWP in the rural communities.
- The impact of EPWP on poverty alleviation and job creation in Polokwane local municipality.

## **5.6 Limitations of the study**

The study focused on management of Expanded Public Works Programme towards job creation in Polokwane local municipality. The study did not include the management of EPWP in the other municipalities in Limpopo Province. Furthermore, this study cannot claim to have revealed all the challenges experienced by the managers of EPWP in Polokwane local municipality. This would be virtually impossible since challenges are not static but dynamic and situational. In addition, due to financial constraints and time constraints experienced by the researcher, only managers in Polokwane local municipality were selected for the study.

## **5.7 Conclusion**

The purpose of the study was to investigate the management of Expanded Public Works Programme towards job creation in Polokwane local municipality. The above problems were left unattended by other researchers for a long period, hence the study. The challenges that minimised the management of EPWP in Polokwane local municipality have been discussed in full, in chapter four. The conclusions, findings and recommendations against the objectives stated in chapter one, were briefly outlined in this chapter. These challenges are merely the tip of an iceberg of the major challenges and an eye-opener for public managers, policy makers, project initiators, municipality, officials and other stakeholders involved in the implementation of EPWP in Polokwane. Finally, it is the responsibility of the senior management to look into the research findings and recommendations for possible ways of improving the implementation of EPWP in Polokwane local municipality.

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## LIST OF APPENDIXES

### Appendix 1

- Questionnaire

### Appendix 2

- Interview Schedule

### Appendix 3

- My Letter

### Appendix 4

- Reply

### Appendix 5

- Letter from Editor

## QUESTIONNAIRE

1. What is your gender?
2. Does lack of community participation hamper the management of Expanded Public Works Programme in Polokwane local municipality?
3. EPWP eradicate poverty in Polokwane local municipality.
4. Does training motivate employees to work better in the area of the study?
5. Does lack of managerial skills impact negatively on the implementation of EPWP in the area of the study?
6. Does lack of project management and skills hamper the implementation of EPWP?
7. Does lack of delegation impact negatively during the management of EPWP in the area of the study?
8. Does lack of clarity on policy guidelines hamper the management of EPWP in the area of the study?
9. Does effective monitoring and evaluation improve the management of EPWP in the area of the study?
10. Does lack of an alternative strategy hamper the management of EPWP in the area of study?

## INTERVIEW SCHEDULE

### SEMI-STRUCTURED INTERVIEW

- Do managerial skills hinder the implementation of EPWP? If yes/no, how?
- Does lack of community participation affect the management of EPWP? If yes/no, how?
- Does lack of cooperation between managers and stakeholders impact the implementation of EPWP? If yes/no, how?
- Does lack of resources affect the acceleration of implementation of EPWP? If yes/no, how?
- Does lack of relevant strategies hamper the management of EPWP in Polokwane local municipality? If yes/no, how?

PO BOX 465  
BOYNE  
0728  
21 March 2016

The Manger  
Polokwane Municipality  
Private Bag x 111  
POLOKWANE  
0700

Dear Sir / Madam

PERMISSION FOR CONDUCTING REASEARCH IN POLOKWANE MUNICIPALITY

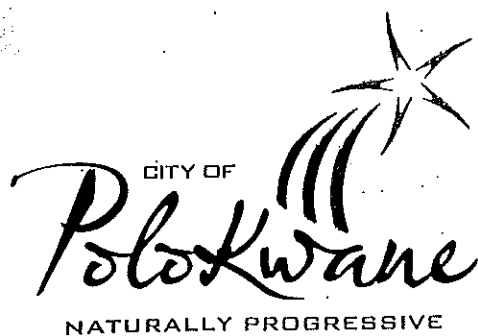
I hereby request for a permission to conduct research in Polokwane Municipality.

The aim of the research is to investigate the impact expanded public works programme (EPWP) towards job creation in Polokwane Municipality. The outcome of this research will help the municipality in its endeavour to improve the implementation of (EPWP) in Polokwane area.

I hope my request will be considered.

Yours sincerely

MPHEKGOANA MJ



Enq: M.C Mashiane

Contact: 076 494 9801

Date: 22 March 2016

To whom it may concern

Receipt of your letter dated 21 March 2016 is hereby acknowledged.

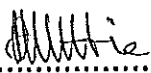
We hereby inform you that permission to conduct research on the "impact of the Expanded Public Works Programme towards job creation in Polokwane Municipality has been granted.

For assistance contact the following people in terms of your research:

- a) M.C Mashiane – 076 494 9801
- b) Kaka M.J – 072 273 8506

Polokwane Local Municipality would like to take this opportunity to wish you well in your studies.

Yours faithfully

  
.....

Mashiane M.C







Ck No: 2007/3195516/23

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"From Motivation To Inspiration"

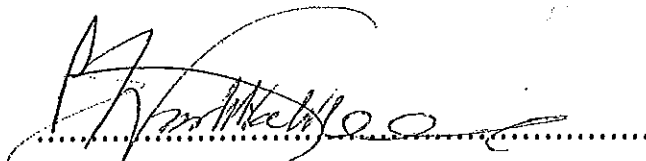
11 August 2016

## TO WHOM IT MAY CONCERN

This serves to confirm that I have edited the research work of  
Mr MJ Mphekoana entitled:

**THE INVESTIGATION OF THE MANAGEMENT OF EXPANDED PUBLIC WORKS  
PROGRAMME (EPWP) TOWARDS JOB CREATION IN POLOKWANE MUNICIPALITY.**

Yours faithfully



.....  
L-B Mphahlele

MA (English) University of Natal

