



**PUBLIC ADMINISTRATION PROCESSES TOWARDS SELF-  
DETERMINATION:  
A CASE OF NDWEDWE RURAL WOMEN AND THE ZIBAMBELE  
PROJECT**

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## DECLARATION

I, Thusi Vusumuzi Eugene (961093779) declare that:

- (i) The research reported in this dissertation, except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other tertiary institution.
- (iii) This dissertation does not contain other persons` data; tables; figures and any other information, unless specifically acknowledged as being sources from other persons.
- (iv) This dissertation does not contain other person`s writing, unless specifically acknowledged as being sources from other authors. Where other written sources have been quoted then:
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Signed: .....

Date: .....

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## **DEDICATIONS**

I dedicate this work to my sister; Hlengiwe Thusi; who passed away in 03 November 2014 while I was writing examinations for my Master's degree Public Administration. While lying in her bed in hospital she was full of support and encouragement for me not to lose morale. While preparing for her funeral I was writing the last paper and her spirit was with me; may her soul rest in peace.

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## LIST OF ACRONYMS

<b>ACRONYMS</b>	<b>NAME</b>
AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
ARV	ANTIRETROVIRALS
CRSC	COMMUNITY ROAD SAFETY COUNCILS
CDW	COMMUNITY DEVELOPMENT WORKERS
DoT	DEPARTMENT OF TRANSPORT
DPW	DEPARTMENT OF PUBLIC WORKS
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
HIV	HUMAN IMMUNE DEFICIENCY VIRUS
KZN	KWAZULU-NATAL
MEC	MEMBER OF THE EXECUTIVE COUNCIL
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NQF	NATIONAL QUALIFICATION AUTHORITY
POSDCORB	PLANNING, ORGANIZING, STAFFING, DIRECTING, CO-ORDINATING, REPORTING, AND BUDGETING
RRTF	RURAL ROAD TRANSPORT FORUM
TB	TUBERCULOSIS
UKZN	UNIVERSITY OF KWAZULU-NATAL
UN	UNITED NATIONS

## ABSTRACT

The Zibambele programme is a KwaZulu-Natal poverty alleviation project initiated by the Department of Transport (DoT) with its recruitment pool dominated by rural women who are female-heads of households. The project creates job opportunities for people living in poverty, and encourages rural women who participate as contractors to strive to conquer their circumstances by empowering themselves. The purpose of the study is to ascertain the contribution of this project towards self-determination of rural women. The study assesses the public administration processes applied by the DoT for the successful implementation of the project to meet the needs of the society. Ndwedwe Local Municipality was identified as the place to conduct the research since it forms part of the deep rural areas in KwaZulu-Natal province affected by poverty where more than fifty per cent of households are female-headed. Most contractors are aged 51 years and above with no formal education.

A case study research design was used in the study as it allows for multiple research methods for data collection. A mixed research method was conducive for the study as it is composed of both qualitative and quantitative research methods. A focus group discussion of nine contractors was conducted as part of the qualitative method at the DoT Depot. Through the quantitative research method seven hundred survey questionnaires were sent to 700 contractors and 473 surveys were returned to the researcher. Data collected through the qualitative method were analysed using thematic analysis, while data collected through quantitative research method were analysed using SPSS and descriptive analysis producing tables and graphs.

Findings demonstrate the public administration processes used to implement the Zibambele project. Findings further show that contractors can now receive monthly salary although this is not enough to meet their basic needs. Therefore, they are encouraged to form savings clubs to save money for accumulating for their future needs.

Recommendations from the study include, amongst others, a decentralization of the Zibambele officers from a district level to allow local municipalities to exercise full control and monitoring towards supervisors.

Key words: contractors, female-headed households, monitoring, poverty, public administration processes, savings clubs, Zibambele.

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## **CHAPTER ONE: INTRODUCTION AND OVERVIEW OF STUDY**

### **1.1. Introduction**

The aim of the study is to assess the public administration processes that are used by the DoT in KwaZulu-Natal (KZN) province to introduce and implement the Zibambele project aimed at poverty alleviation amongst rural women. The researcher conducted the study with Zibambele contractors who are employed by the DoT which falls under the Ndwedwe Local Municipality. Many of the rural KZN municipalities have populations who live below the poverty datum line. This chapter will provide an introduction and background to the study which includes the problem statement, contribution of the study to the society, highlighting the aims; research questions and objectives of the study. The chapter will also include the definitions of main concepts; will reveal the research methodology to be used and the study challenges as well as the study outline.

### **1.2. Background to the study**

Zibambele road maintenance system is a poverty alleviation programme initiated in KZN by the DoT. The project was designed as labour-intensive road maintenance whereby each household is employed on a contractual basis. Employees will receive a monthly stipend and are given a specific length of rural road to work on. The main aim of the project is to reduce costs in terms of road maintenance thereby creating employment opportunities to people living under poverty datum line on a contractual basis. Zibambele is derived from the isiZulu word meaning, “doing it for ourselves” and the project was launched in January 2000 by the MEC for Transport in the KZN provincial government. The project forms part of a government public works programme which was introduced in Kenya as part of their road infrastructure development programme. This maintenance system also contributes to job creation since most of the work is done manually by people instead of using machines employing a large pool of unskilled labour. The KZN government is under pressure to create jobs and to address poverty since the province is estimated to have 75% of its people living in poverty (Strebel, 2014).

Ndwedwe Local Municipality falls under the ILembe District municipality which neighbours on to eThekweni Municipality across the Tongaat River towards the Inanda dam and Umvoti River. The municipality also neighbours both KwaDukuza and Maphumulo Municipalities, Ndwedwe Local Municipality equals 1153 km<sup>2</sup> in size. The municipality spans the city of eThekweni and towns of Stanger, Verulam and Tongaat although it has no proclaimed town of its own. This situation has caused many challenges with regard to accessing accurate information about its population as the

majority of its residents still live in remote rural areas away from the few roads running through the municipality. The municipality experiences a huge backlog in terms of providing basic services such as water and electricity since it has no source of revenue base and is almost completely reliant on the government's equitable share. Nhlankakazi Mountain, an area, which is spiritually devoted to the Shembe religion and the Zulu Rural Cultural Trail (see photo below); the Insuze Bambatha war battlefield of 1906; Ozwathini Mountain; KwaMatabata; Carmen; KwaMkhalanga and Goqweni Mountains characterize the municipality's natural beauty. It is currently establishing both Ndwedwe and Bhamshela centres as new developments in two towns of the municipality (Ndwedwe Local Municipality Annual Report, 2008: 6-10).

**Map 1-1: Map of Ndwedwe area**



**Source: Ndwedwe Local Municipality Annual Report (2008)**

Ndwedwe area is found on the map in the area encircled and highlighted within the map between KwaDukuza and Wartburg areas.

**Photo 1-1: Nhlankakazi Mountain**



**Source: Researcher`s fieldwork 02/02/2017**

Ndwedwe Local Municipality has a population of 140820 and ranked 78% by population size although it is claimed that between 2001 and 2011 the population has declined by 3%. More than 45% of households receive no income and are dependent on remittances. The unemployment rate is 48.7% with female-headed households comprising 52.8%. Population density is 120 persons/km<sup>2</sup> and the number of agricultural households is 13.71 % (South Africa. Statistics South Africa Census, 2011).

As indicated in the previous paragraph more than half of the Ndwedwe Municipality population consist of female-headed households. The main concern is to discover the real reasons for this situation as there is a possibility that other rural areas in the country are experiencing a similar problem. This is why this study needs be conducted in order to identify the causes that lead to the escalation of female-headed households in rural areas of the country in the hopes of providing a national solution to the problem. The government introduces many poverty alleviation programmes to assist rural women. Often the objectives of these programmes might not be achieved if

interventions such as this research are not motivated in order to assist government with turnaround strategies and implementation mechanisms to make these poverty alleviation programmes successful (South Africa. Statistics South Africa Census, 2011; Ndwedwe Local Municipality Annual Report, 2008).

### **1.3. Problem statement**

Women suffer the most from poverty, particularly those who are living in rural areas and are from female-headed households. The South African government is putting much of its spending into poverty alleviation programmes such as Zibambele in an attempt to uplift rural women but the situation and the stigma of poverty does not change (Strebel, 2004). The significance of this study is to reveal the root causes of poverty of rural women in order to counteract the negative perception among the rural population that the state is failing to address the poverty amongst them. The 2008 Annual Report of Ndwedwe Local Municipality indicates that more than half of households are headed by women which lead to the conclusion that rural municipalities in the country similar to Ndwedwe Local Municipality are experiencing the same challenge. There is an urgent call to the government to introduce plans and strategies in order to alleviate the situation while there is a necessity for rural women to stand up for themselves in fighting poverty.

The United Nations Fourth World Conference on Women (2013) claims that more than one billion people in the world live in deep poverty and the great majority of them are women in developing countries. This trend is on the increase due to lack of resources amongst women varies from region to region and changes in family structures. The conference believes that the eradication of poverty is difficult to achieve through anti-poverty programmes alone. Therefore, democratic participation and changes in economic structures is imperative in order to ensure access for all women to resources. Hence, this study intends to contribute to the South African knowledge gap for government and rural women to design programmes and strategies that will uplift them economically.

### **1.4. Significance/contribution to the study**

This study is important in the sense that there is an increasing perception among South African citizens particularly those living in poverty that it is the responsibility of government to tackle poverty. This leads to a lack of initiative in doing this for themselves. It is through this perception that people continue to blame government for its failure to create job opportunities. There are however plenty of opportunities in the country that the poor can access in order to uplift themselves out of poverty without putting all the emphasis on government aid. The study will enable the

Zimbabwe project to fulfil its objectives of equipping rural women with skills and knowledge in terms of standing up for themselves to combat poverty, and will also benefit those women who are not part of the project. It is hoped that this study will also change the perception about the Zimbabwe project whereby most citizens believe that this project is only for job creation. Contractors are able to earn a small stipend which is not enough to live on while its main objective is to train rural women to do things for themselves in order to ensure a better living for themselves.

### **1.5. Aim of the study**

To assess the public administration processes used by the DoT in KZN to introduce and implement the Zimbabwe project to alleviate poverty amongst rural women in particular.

### **1.6. Research questions**

- What are the public administration processes used by Zimbabwe programme to meet the needs of the society?
- What contribution does Zimbabwe programme have to eradicate poverty towards rural women?

### **1.7. Research objectives**

- To identify the public administration processes used by Zimbabwe programme to meet the needs of the society.
- To understand the contribution of the Zimbabwe programme to eradicate poverty amongst rural women.

### **1.8. Research methodology**

A mixed method research methodology was used in the study, which is a combination of both the qualitative and quantitative research paradigms (Dawson, 2002). Through its qualitative design, the study had to explore the attitudes, behaviour and experiences of participants by means of interviews with DoT management in KZN and focus groups with Zimbabwe contractors. The use of quantitative methods such as survey questionnaires were used to gain insights from the participants.

A case study design is the cornerstone in the study whereby the researcher conducted a focus group discussion with a sample of ten participants drawn from Zimbabwe contractors. The researcher had to visit where contractors were working to observe the technical job that they were doing as women, and their contribution in terms of service delivery in their communities. The researcher

then distributed survey questionnaires to participants in order to get an individual view in terms of the Zibambele programme's contribution to eradicating poverty (Zucker, 2009).

Data collected through qualitative method was analysed using format or content analysis, which produced field notes; memos; or transcripts collected during focus group discussions. Data collected from quantitative methodology was analysed using both descriptive and inferential data analysis. Through descriptive analysis, the researcher presented data in the form of graphs, tables and drawings while through inferential analysis the researcher had to draw conclusions and made judgments about the probability of an observed difference drawn from a presented data (Dawson, 2002).

### **1.9. Study challenges**

Due to financial and time constraints the study did not distribute survey questionnaires to all 1275 Zibambele contractors because Ndwedwe Local Municipality is geographically widespread and deeply rural, more funds were needed to transport participants for a Focus Group discussion and to distribute questionnaires. To address this challenge, the study had to utilize the DoT Depot premises situated at Ndwedwe central 500 meters away from Ndwedwe Local Municipality offices as the most conducive site for most participants who were able to travel there in order to save traveling costs. As a result, nine participants availed themselves for Focus Group discussion instead of the fifteen expected. However, the researcher managed to distribute survey questionnaires to 700 contractors while only 473 returned them for data analysis.

### **1.10. Explanation of main concepts**

#### **1.10.1. Poverty**

Poverty is defined as the inability of people to have adequate food, shelter, land and a lack infrastructure such as electricity and water; and people are unable to exercise freedom of speech and lack the opportunity for decision making while not been given a chance to practice their cultural belief (Naidoo, 2010:38).

Poverty means that people lack adequate basic needs such as food; shelter; or land which leads to physical deprivation. Poverty also implies that as a result people are unable to access basic education and infrastructure (Khoza, 2006:40).

Females remain more impoverished with 47.1% compared to 43.8% of their male counterparts; the rural-urban comparison indicates that poverty doubled with 60.8% of rural areas being declared impoverished compared with 30.9% in urban areas. Finally, it is also noted that poverty is much

higher among female-headed households than male-headed households in the South African context. Poverty and inequality is still persistent in the KZN province since the food poverty line is below R318.00 per month rising from 25% to 28% between 2010 and 2014. It is only through sustained shared economic growth as the primary driver for job creation and poverty eradication stipulated in the provincial growth and development strategy that the situation will improve says Mchunu (2014:40).

More than 3 million people live below poverty line in KZN and R100 million Rands are allocated by KZN government in an attempt to alleviate poverty. This budget allocation targets families where nobody has any skills or youth not attending school, intervention will be to place a learner at school; provides skills for adults and thereafter create job placement opportunities. This ambitious drive is seen as central feature of the government NDP which aims to eliminate poverty and reduce inequality by 2030. An intention is to break the cycle of grant dependency; restore dignity to people and give them tools to empower themselves. This poverty eradication plan is aligned to Operation Phakisa which was launched by President Jacob Zuma to fast track critical issues of NDP including socio-economic development and poverty (Mohamed Teke, 2015).

#### **1.10.2. Public administration processes**

Public administration is the cornerstone of government in the sense that no government can survive without the existence of public administration. Thus, public administration guides policy makers to prioritise the needs of the society when formulating policies by applying both theory and practice in their strategies (Nangpuhan, 2010).

Public administration is defined as government in action, an act of implementing public policies and a collective effort of getting things done in accordance with the laid down procedures and within legal framework. It provides a link between the three traditional arms of government namely, the legislature, executive, and judiciary, interact with general public as part of a political process which helps in policy formulation (Ong`anya and Mwaruvie, 2009).

Public administration in the South African government was characterised by racially skewed public service in which 95.5% civil servants were whites and only 0.6% black Africans. South Africa had to merge many administrations of the central government into one coherent, extended administrative system, to develop policies and practices to meet this new system of administration. Such restructuring created three spheres of government from national, provincial, and local government which are independent and interdependent. This new form of public administration had

to adopt professionalism, impartiality, accountability and transparency, efficiency, effectiveness, equity, and developmental and service orientation (Franks, 2014:48).

### **1.10.3. Zibambele project**

Zibambele project is derived from isiZulu word meaning “doing for ourselves” is a poverty alleviation programme launched by the DoT KZN. Its intention is to eradicate poverty among rural communities particularly female-headed households employing them on a contractual basis, receiving a monthly stipend and as well as providing them with the necessary skills to fight poverty for themselves. An intention of the project is to bridge the gap between the poor and rich that exists amongst the society, targeting women in rural areas as the most victims of poverty. Women are given an opportunity to participate in their own rural communities to render service delivery through the project while receiving monthly salary to support their families. They are also equipped with life skills to encourage them to make living for themselves (Khoza, 2006:40).

### **1.10.4. Contractors**

People who are employed on a contractual basis by the DoT to work for Zibambele project, identified by their community structures as deserving to get employment opportunities in the project to alleviate poverty (Bhengu and Gcaba, 2013).

## **1.11. Study outline**

The research is divided into six chapters as presented below:

### **Chapter One: Introduction background**

In this chapter, the researcher presents an introduction to the background of the study. The chapter outlines the objectives of the study, highlights the study aims and exposes research questions in detail. The significance or contribution of the study and limitations are also outlined together with the definitions of main concepts.

### **Chapter Two: Literature review**

This chapter presents the relevant literature by exploring previous studies with regard to the Zibambele programme and the success and challenges this project has experienced since its introduction. The theoretical framework also acts as a guide to poverty and public administration processes related to the strategies and planning in terms of poverty eradication.

### **Chapter Three: Research design and methodology**

This chapter presents the research design employed, the methodology; sampling techniques and the process followed when selecting a sample size; this includes data collection methods and instruments used. It outlines data analysis, the reliability and validity of data gathered and in conclusion ethical issues are considered in terms of the mechanisms the researcher employed to address them.

#### **Chapter Four: Data presentation**

The chapter presents the main findings during focus group discussion according to dominant themes identified in terms of the contribution of the Zibambele project towards rural women and public administration processes applied for an effective implementation of the Zibambele project.

#### **Chapter Five: Analysis and discussion**

The comparison of research findings with data presented in the literature review, and quantitative data analysis is revealed.

#### **Chapter Six: Findings, conclusions and recommendations**

Findings and conclusions are specified. Recommendations for an improvement in the planning and development of the project are presented.

### **1.12. Conclusion**

The chapter presented an introduction and background to the study on Zibambele project located in the Ndwedwe Local Municipality, revealed the problem statement in detail; highlighted research questions together with the aims and objectives of the study. The chapter also revealed the significance of the study; the research methodology to be used for data collection and the limitations of the study were highlighted. The chapter provided an outline of each chapter in the dissertation.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

The chapter will define literature review; the theoretical framework based on Luther Gallick's theory of administrative processes will be used in the study and the two research questions will be linked to this theoretical framework. The first question will assess public administration processes used to plan and implement Zibambele programme which will be guided by planning; controlling; implementation and monitoring; staffing; budgeting; organizing and directing. The second question will determine the contribution of the Zibambele programme has towards uplifting rural women out of poverty based on skills, savings and income before the chapter is concluded.

### **2.2. Literature review definition**

Literature review is knowledge collection extracted from various sources of different researchers to provide a better understanding of the study that is undertaken (Fink, 2010:03).

### **2.3. Poverty alleviation mechanisms**

Mabugu, Ngepah, Chena, Motel, Mathebula, Mupela (2014:18-19) describe poverty as significant deprivations in well-being. This means that the use of monetary measures seeks to justify poverty reduction because money can buy any input to attain a required level of utility. The lack of monetary means is most likely the main reasons why some people do not have access to basic services and resources. Poverty is also considered to be multidimensional in nature in the sense that someone might be educated and healthy but poor in monetary terms. Poverty may arise when people lack key capabilities and hence have inadequate income or education; poor health; or insecurity; or low self-confidence or sometimes absence of rights such as freedom of speech. This concept of multidimensionality is relevant to the South African context given the history of racially targeted deprivations of different dimensions of well-being. Poverty still remains a racial issue in South Africa and Black South Africans account for the highest level of poverty among the poorest provinces such as KZN; Eastern Cape and Limpopo. KZN is the province with poorest Black population record the highest dependent on social grants, allowances and remittances from government.

Poverty can be tackled through cash transfers such as government social grants and an improvement of the poor's endowment that allows for more fruitful participation in the economic production processes. As a result, education and health are crucial dimensions for human capital

development which in turn determines access to the labour market and hence socio-professional status. Access to assets in addition to human capital can help the poor by allowing them to gain a stake in the productive value chain through investment (Naidoo, 2010).

Nicolson (2015) emphasises that South African government introduced the Medium Term Strategic Framework (MTSF) as a policy strategy to allocate resources across all spheres of government putting an eradication of poverty as first priority. The second objective is to ensure economic growth to assist in tackling inequality; addressing the labour supply through human capital and access to services and finally to address the racial, gender and geographical divide in economic opportunities.

According to Statistics South Africa (2014:8) social wage plays a positive role in addressing poverty in South Africa as a cornerstone of the government effort to improve the livelihood of the poor and reduce their cost of living. This form of government intervention is through the provision of basic services such as water, electricity and sanitation. Social wage claims the largest portion of government spending close to sixty percent; the expenditure on these services has more than doubled over the past decade.

Social grants are temporary poverty alleviation mechanisms but play a crucial role in putting food on the table for millions of South Africans. It is noted that there was a decline in the depth of poverty between 2006 and 2011 in South Africa which is a successful attempt of reducing the gap of those who remain poor. This is due to programmes and strategies implemented by government towards poverty alleviation such as Zibambele which have a positive impact on the disadvantaged pockets of society (Ndebele, 2013).

#### **2.4. Zibambele programme**

The Zibambele programme aims to narrow the gap between the rich and the poor through job creation to provide income to put food on the table for poor people. Its main objective is to provide on-going job opportunities to destitute households while reducing the costs of maintaining the KZN road infrastructure and providing skills training to women in particular (Strebel, 2014).

Naidoo (2010:12) outlines the responsibilities of the Zibambele programme as to clean drainage system; clear roadsides visibility and remove weeds and litter. In addition to these objectives, the Zibambele programme provides low regular income and gives a gender balance in the employment chain while maintaining human dignity in particular for women in rural area.

## **2.5. Theoretical framework**

The study draws on Henry Fayol's theory as extended to Luther Gallick's theory of administrative processes; which sums up the scope of the subject into an acronym POSDCORB used to describe the seven generic administrative functions of officials (Cameron, 2014).

**Planning, (Policy):** Planning is a series of functions that are carried out and used as tools of execution to achieve certain goals. The South African Constitution Section 195 No. 108 of 1996 (RSA, 1996) stipulates that public administration must be developmental; thus proper planning and policy making must be undertaken (Chalekian, 2013).

**Organising:** Organising as a process of establishing structure - each with specific responsibility for the particular functional area - and grouping certain functional activities and structures together. For example, the Department of Social Development is responsible for ensuring that the right to social security of all citizens is respected; thus the way in which functions are grouped along with personnel must all work towards the fulfilment of these rights (Ugwulashi, 2012).

**Staffing, (Personnel):** Every organisation either in the public or private sector requires personnel for the right position at the right time to function fully. In both sectors, provision of capacitated personnel is essential for the proper implementation of the policies (Agrawal and Vashistha, 2013). The South Africa Constitution Section 195 No.108 of 1996 clearly states that human resource management must develop plans to promote training and development for their personnel to improve their skills.

**Directing:** Institutions need to be divided into structures after policies have been formulated; personnel allocated systematically; then work can begin. However, to ensure that everyone within an organisation in their specific unit work together in achieving the policy objectives, it is important that the setting of work procedures or instructions is done for each task. This results in accountability and proper implementation and monitoring of the set policies, this will lead to the achievement of the set objectives (Gomes, 2015).

**Coordinating:** This element is signalled by the "CO" in the acronym POSDCORB. The highest structure of an organisation establishes different structures at a lower level; develops procedure manuals to implement organisational goals. These structures are then monitored and coordinated by the highest structure to understand and implement those formulated procedures by the lower structures of an organisation (Cameron, 2014).

Reporting: Lower structures of an organisation are expected to submit monthly reports to senior structures of the progress on the implementation of organisational goals; intention is to assess the level of achievement or failure to meet the set targets of an organisation (Ugwulashi, 2012).

Budgeting: It is impossible for any institution to function without funding. Thus, all plans, processes, programmes, policies, and legislation must be linked in a funding programme for the purpose of its implementation. Sustainable development can only be realised if funding is available (Moeti, 2014).

Whilst the previous section of the literature review explained the nature of the theoretical framework used in the study, the next section, 2.6 shows how the framework applies to the Zibambele project.

## **2.6. Public administration processes towards an implementation of Zibambele**

This section connects the POSDCORB framework to the project under study.

### **2.6.1. Planning (Policy):**

Republic of South African Constitution, Section 27 No. 108 of 1996, (RSA, 1996) stipulates that every citizen has the right to food and water and the right to social security. The Constitution No. 108 Section 195 of 1996 further reveals basic principles of public administration, an important principle stresses an effective and efficient use of resources of the state, to be fair, impartial, maximise equity and act without bias. The DoT in KZN operates under the legislative framework of the KZN Provincial Roads Act No 4 of 2001 (RSA, 2001) for the transformation, restructuring and establishment and control of the KZN provincial road network. It is through this Act that the DoT has to provide road safety standards; effect efficient and cost effective management of the provincial road network assets; the provision and development of equitable road access to all communities within the province. Strategic plan is drawn in line with the Provincial Growth and Development Strategy based on community supported transportation service delivery ensuring that communication with communities is encouraged. Community empowerment is encouraged through their involvement in the planning and prioritisation of the Department's delivery programme; employment opportunities being maximised in service delivery and investment in programmes to develop communities (KwaZulu-Natal [KZN] Department, Five-year strategic plan, 2005/6 to 2009/2010: 2014)

In 1999, the DoT launched the Road to Wealth and Job Creation Strategy, whose vision is the creating of jobs and opening up access to rural communities using labour intensive methods. The

existing provincial road network must be maintained to an acceptable level of service and it is through this strategy the Zibambele programme was developed. Towards policy formulation the DoT conducts public consultations which include community structures such as traditional leadership, ward councillors, and CDW to provide inputs on operational plans of the Zibambele project. However, contractors are indirectly involved in planning as they are invited for inputs contribution during community consultation rather than involved as contractors of the project (Bhengu and Gcaba, 2013).

### **2.6.2. Organising**

The Zibambele programme accommodates civil society structures as genuine community partners; these include Rural Roads Transport Forums (RRTF) and Community Road Safety Councils (CRSC) consisting of representatives from communities and serves as a watchful eye by representing the community. These structures advise the DoT through the level of local municipalities of the needy access roads that require upgrading or maintenance. The CRSC on the other hand assists the DoT with regard to identifying all dangerous hot spots where road incidents occur. In addition the DoT liaise with possible partners such as Department of Home Affairs and Social Development for these contractors to obtain ID books and social grants; Department of Agriculture promotes farming skills for commercial purposes to contractors of Zibambele; Department of Health provides training to monitor HIV affected people and guides them on the usage of ARV and TB treatment within their communities while encouraging them to conduct door to door campaign to spot those affected people with such chronic diseases. Contractors are also organised by the DoT in savings clubs and send DoT consultants to observe and monitor the functions of these savings clubs (Bhengu et al, 2013).

### **2.6.3. Staffing:**

In rural KZN there is a relationship between women-headed households and poverty due to the result of centuries of under development through colonial rule and then apartheid. South Africa has favoured the employment of men and this has resulted in a situation where women far outnumber men in rural areas. In KZN, the number of women-headed households dramatically increased through decades of civil conflicts that have seen thousands of women widowed and children orphaned. It is due to these reasons that the Zibambele programme in its initial phase focussed on those families that rural communities themselves identify as the most destitute and hence has become a gender affirmative programme. 95% to 98% of all Zibambele contractors have gone to

women-headed households, a family or household is contracted by the Zibambele programme to maintain a specific length of road on a part time basis (Ndebele, 2013).

#### **2.6.4. Directing:**

Zibambele programme operates under the office of the DoT Director: Development; Policy and Planning at KZN while cost centres are eligible for monitoring and implementation at local structures of the municipality. It also provides officials to supervise Zibambele workers at their worksites; while the duty of both regional offices and local cost centres to process payments of contractors while policy formulation and implementation lies with the Development Directorate office at Head Office. During savings club's members elect executive leadership which is composed of the secretary and deputy, chairperson and deputy, and treasury of the club to administer daily functions of the club (Strebel, 2014).

#### **2.6.5. Controlling and Coordinating:**

The DoT has three information systems that allow for the monitoring and report back of its performance in attaining the objectives of the strategic plan. Financial Information systems deal with the management of financial transactions allowing the Department to work in conjunction with the National Treasury. Operational Information systems comprise project information management that assists in monitoring road infrastructure projects according to business plans. This monitoring system of the DoT ensures record delivery data as they occur and provide the necessary reports, provide top management with the operational information in terms of strengths, weaknesses, opportunities and threats and record the condition of assets to assist with the development of asset management strategies. The Information Reporting Systems comprise a Community Consulting system where community consultation structures have been established such as RRTF, and CRSC. These community structures become a useful tool for the DoT to identify the needs of communities and to evaluate the impact of projects and programme especially their strengths and weaknesses. The executive of the clubs gives instructions to members, set procedures to be followed, develop constitution of the club as part of control measures, to consultants executive leadership organise workshops and coordinate different structures to for skills development and information dissemination to the members of the savings clubs (Ngobese, 2015).

#### **2.6.6. Reporting:**

The Zibambele officer is appointed by the DoT to occupy office at a district level according to local government demarcations. Their main task is to monitor a day to day implementation of Zibambele programme and submit monthly reports to the head office on the level of achievement or failure of

the project implementation. The executive leadership of savings clubs convene monthly meetings for report back purpose to their members of the functions of the club, present financial reports, and provide answers from members (McCord, 2002).

#### **2.6.7. Budgeting:**

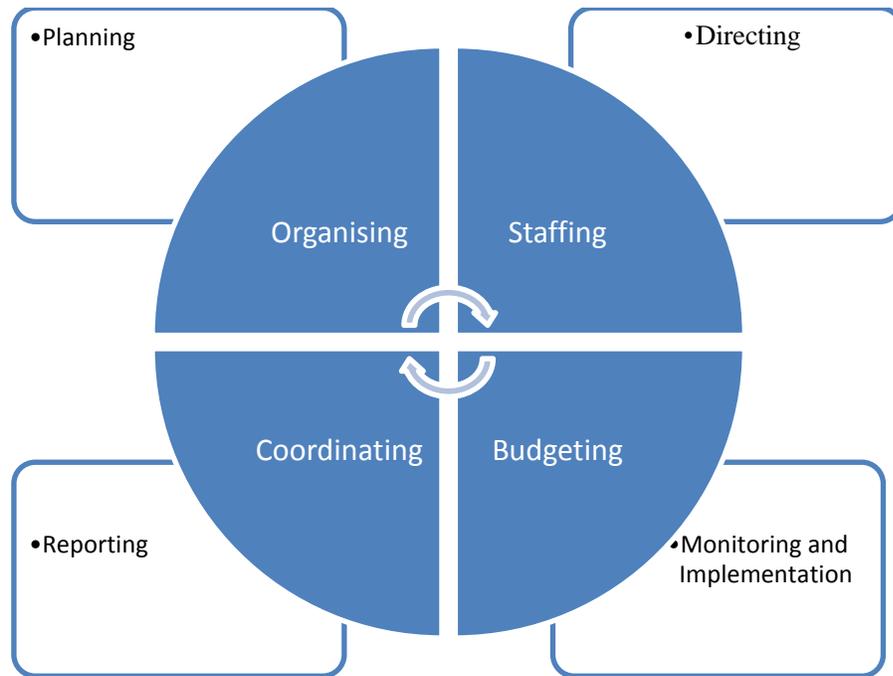
Moeti (2014:46) claims that public managers play a crucial role in the preparation of the budget and seeing to it that budgetary rules and spending requirements are adhered to in their sections, divisions, directorates or DoT. According to Strebel (2004) the project receives funding from the DoT's annual budget which causes a large constraint to the DoT's successful delivery on its objectives. In order to address this, the DoT continues to motivate to National Treasury for additional funding to improve the allocation of funds for maintenance of the network to ensure that optimal usage of the available funds is ensured. In order to provide access and address backlog in service delivery whilst maintaining the existing network requires an annual road infrastructure budget of R1.146 billion Rands over 5 years and if sustainability is required over longer than 5 years it will result in the collapse of the existing network. Treasury of each savings club collects monthly contribution of R20.00 from each member during savings club's meetings, present the current financial status, and through inputs from members decide on the spending of the savings club budget.

#### **2.6.8. Implementation and monitoring:**

Although not specifically mentioned in POSDCORB, implementation and monitoring are very important part of public administration processes. The Zibambele programme forms part of the Expanded Public Works programme. The guidelines currently developed are in place to assist with its implementation by other authorities and other provinces. The EPWP Infrastructure Implementation Manual developed by the Department of Public Works presents the whole set of procedures and processes that need to be followed by giving clear directions and instructions on how to go about successfully implementing an EPWP infrastructure project. The manual provides a total picture highlighting the critical issues that emphasize strengths of areas where currently weaknesses are clearly observed, effective and efficient EPWP project implementation that is used by public bodies and other implementing partners and practitioners (South Africa Department of Public Works, 2012:58).

A diagrammatic depiction of these public administration processes are shown below in graph 2-1.

**Graph 2-1: Public administration processes according to acronym POSDCORB**



**Sources: Adapted by researcher based on POSDCORB: (Cameron, 2014)**

Whilst Graph 2-1 visually shows the POSDCORB processes, on the following page, Table 2-1 on the next page demonstrates how POSDCORB can be applied to the Zimbabwe project. Under the columns marked 'remarks' the researcher discusses involvement of role players in the Zimbabwe project.

**Table 2-1: Summary of public administration processes towards Zibambele project**

<b>PUBLIC ADMINISTRATION PROCESSES</b>	<b>GOVERNMENT DEPARTMENTS</b>	<b>REMARKS</b>	<b>ZIBAMBELE PROJECT</b>	<b>REMARKS</b>
<b>Planning</b>	DoT and Community structures	Community consultation on policy formulation	Contractors	Participate in community forums for inputs on policy formulation
<b>Organizing</b>	DoT and Community structures	Establish community forums such as RRTF,CRSC	Contractors	Savings clubs
<b>Staffing</b>	DoT and Community structures	Liaise with community leadership such as traditional leadership, ward councillors, CDW	Contractors	Rural women appointed during community forums living under poverty line
<b>Directing</b>	DoT	Policy formulation operates in the office of Director of Development Policy, and Planning in the head office	Savings clubs executive leadership	Elected by savings clubs members/contractors to occupy offices on a one year term
<b>Coordinating</b>	Department of Public Works	DPW develops an EPWP Infrastructure Implementation manual	Savings clubs executives	Liaises with Department consultants to coordinates workshops for skills development amongst savings club members

(cont..)

<b>PUBLIC ADMINISTRATION PROCESSES</b>	<b>GOVERNMENT DEPARTMENTS</b>	<b>REMARKS</b>	<b>ZIBAMBELE PROJECT</b>	<b>REMARKS</b>
<b>Reporting</b>	DoT	Zimbabwe officer operating at district level submits monthly report to the head office	Savings clubs executive leadership	Convenes monthly meetings to provide information and financial reports to the members of the savings clubs
<b>Budgeting</b>	DoT	Annual budget allocation for the project is done at the head office	Treasury/executive leadership of savings clubs	Collecting monthly contribution. Drafting annual budget.

Sources: Adapted by researcher based on POSDCORB: Cameron (2014)

With an understanding of the POSDCORB theoretical framework in mind, the next section discusses components of Zimbabwe project that are expected to help uplift rural women from poverty through self-determination.

## **2.7. Contribution of Zimbabwe programme to uplift rural women from poverty**

Earlier sections of this literature review discussed poverty alleviation, delineated information on the Zimbabwe project, introduced the theoretical framework for the study and began to apply that framework to the POSDCORB processes that are well known in Public Administration. This section considers how the skills, savings clubs and income relate to expectations of the Zimbabwe programme in terms of poverty alleviation. Each element is discussed in turn.

### **2.7.1. Skills**

Khoza (2006) claims that each contractor is supplied by the DoT with the necessary equipment such as wheelbarrows, picks, shovels, machetes, slashes and hoes as well as safety gear and two plastic cones. Their technical job involves the removal of debris and litter on the drainage system along the road and ensuring that road signs are clear, clean and visible. Zibambele programme aims to establish a number of nationally accredited NQF qualification courses to suit the varying educational qualifications, capabilities and interests of those contractors who may wish to exit the programme to develop their potential. The implementation of Zibambele is through providing suitable training facilities, equipment and trainers ensuring that candidates are provided with training on a rotational basis at various NQF levels and also to make available sustainable job opportunities for these candidates on completion of their training.

Zibambele programme should plan an exit strategy for the contractors liaising with other government DoT for potential job opportunities such as rendering maintenance services to institutions such as multi-purpose community centres; community halls; court houses and other community structures. This may also include dams; cattle dip tanks; small irrigation schemes and other agricultural projects including the National Youth Service Corps (Manicum, 2013).

Zibambele workers are required to work sixty hours per month with a contract of twelve months' renewable annually to last as long as the road is of value to the community and each contractor is given a length of road of approximately one kilometre. These contractors are provided with technical equipment to pursue agricultural and building activities to increase their household's income. They also gain life skills programmes with the intention to help them to manage their personal and social issues such as HIV AIDs, literacy and poverty (Naidoo, 2010:13).

### **2.7.2. Savings Clubs**

Savings clubs are set up and monitored by the DoT as collectives rather than as individuals; it facilitates training workshops and most importantly motivates them to be part of savings investment. The DoT assists contractors by developing a constitution in consultation with savings club members to guide the club and convene their meetings monthly under the guidance of social consultants (Ngubane, 2011).

Savings clubs are made up of at least fifty members and its motive is to encourage contractors to save a portion of their monthly earnings with up to a twenty-rand contribution and social consultant, mobilised by the DoT, visit these savings club once a month and advise workers on how to administer and manage their savings. Masibumbane Zibambele savings club situated at

Mbumbulu area outside Durban is a good example of a savings club initiative. This club was established in 2002 and their achievement includes the purchasing of a marquee and chairs which they rent to the community and employing youth from the community as part of job creation in the area (Naidoo, 2010:13).

### **2.7.3. Income**

Zibambele contractors received a monthly wage set at a poverty line of R250.00, which is revised to R334.00 based on eight days' work per month equivalent to an hourly rate of R5.57 in 2001. The motive is not only to ensure that participating households do not fall below the poverty level but rather to contribute towards reducing the poverty gap. The wage levels maintain the industry standard for unskilled labour (R6.38) which is set marginally below the contract rate for emerging contractors and the aim is not to distort the construction industry market wage structure. The median monthly wage in rural KZN is R563; while elementary labour is R433.00. The Zibambele wage may be attractive only to those who are poor and hence the wage alone is unlikely to be an adequate targeting mechanism for the project (McCord, 2002: 46).

The setting of the appropriate wage rate in the expanded public works programme is a comprehensive exercise that requires careful consideration of a multitude of issues. It is important to observe the existing collective agreements in the sector as well as the prevailing wage rates in the labour market and the living costs in a given geographical area to ensure that workers actually earn an income sufficient to meet basic costs of living (The Department of Public Works South Africa, 2012:43).

## **2.8. Conclusion**

This chapter discussed the literature reviewed with regard to poverty trends in South Africa, in particular rural women of KZN. The Zibambele programme was analysed in detail through the application of theoretical framework based on Henry Fayal's theory of public administration processes with its generic administrative functions. It was through the use of this theory that the literature review was analysed based on two research questions: what contribution does the Zibambele programme make towards uplifting rural women out of poverty? Moreover, what are the public administration processes used to plan and development an orientation for the Zibambele programme to meet the needs of the society? The next chapter details the research methodology applied in the study.

## **CHAPTER THREE: CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1. Introduction**

This study explores the contribution of the Zibambele project towards uplifting rural women out of poverty and focuses on the public administration processes that are utilised for an effective implementation of the project by the DoT. The chapter will present the research design used in the study in the form of case study, will reveal research approach, study site, target population, sampling strategy, sample size, data collection methods, structure of research instruments, issues of reliability and validity, data analysis and an ethical consideration.

### **3.2. Research design**

The case study is used in the study with the intention of getting detailed information on the field and sharing the experiences of the Zibambele contractors to get in depth information. Zucker (2009) claims that case study research design is a systematic inquiry into an event or a set of related events aimed to describe and explain the phenomenon of interest. Case study is conducive in this study in a sense that a combination of data collection methods is applied ranging from documentation; archival records; interviews; direct observation; survey questionnaires; pictures; and physical artefacts.

By using a case study, the researcher travelled a long distance without a car because of high mountains and gravel roads with many potholes. The researcher shared the experience of being with contractors in very hot weather and had to travel long distances to get water to drink. Using a case study meant that the researcher had to learn to respect the cultural values of these elderly rural women and deal with the high level of illiteracy and share their poor standard of living. To fulfil the tenets of a case study the researcher observed and collected actual evidence by taking photos about the real life situation of living in dire circumstances in deep rural areas; witnessed contractors performing their duties on worksites and asking them questions when some clarity was required.

### **3.3. Research approach**

The study applied a mixed method research approach which is a combination of both the qualitative and quantitative research paradigms. Mixed method research is a methodology for conducting research that involves collecting; analysing and integrating (or mixing) quantitative and qualitative research and data in a single study on a longitudinal programme of inquiry (Creswell, 2003:6).

Dawson (2002:14) claims that qualitative research explores attitudes, behaviour and experiences through the application of interviews or focus group discussions with the intention of getting an in depth opinion from participants. Although fewer people participate in qualitative research the contact with the people lasts longer.

According to Hesse-Biber and Leavy (2011:277) quantitative research is a large scale survey using statistics in the form of structured interviews or the distribution of survey questionnaires. A combination of two methods creates a synergetic research project in which one method enables the other to be more effective. A mixed method research approach is used in this study to make it easier for the researcher to conduct focus group discussions in the form of the qualitative method and simultaneously distribute seven hundred survey questionnaires in the form of quantitative research method.

### **3.4. Study site**

The study site was described in section 1.2, including a map of the area and population count. However, the focus group was conducted at the DoT Depot premises situated at Ndwedwe central approximately three hundred meters away from Ndwedwe Local Municipality offices along the road number P100. These premises were utilised because most participants found it easier to travel there and it was centrally located for those who walked and is close to the Taxi rank and Ndwedwe Main road situated at ward 15 of Ndwedwe Local Municipality (Ndwedwe Local Municipality Annual Report, 2008).

### **3.5. Target population**

Remler and van Ryzin (2011:145) describe a target population as group of people or objects that the researcher is interested in to conduct a study. An environmental scientist monitors the quality of air in urban areas by taking samples of air using special monitoring equipment from the population of air surrounding the city; in this example, air is the population of the study. As a target population, this study is interested in the contractors employed by the Zibambele programme of the DoT KZN at Ndwedwe Local Municipality. According to Statistics South Africa Census 2011 the number of households at Ndwedwe Local Municipality is 29200 (26.72 per km<sup>2</sup>) over a population of 140820.

### **3.6. Sampling strategy**

Dawson (2002) defines sampling as a process whereby a researcher selects a smaller; manageable size of people or units from the population with a view to generalise results among the whole population. In a qualitative design, the researcher applied a non-probability sampling strategy using

simple random sampling in a sense that all units in the population had an equal chance of selection and there was no bias in the selection process.

As to the quantitative aspect of the study, the researcher applied simple random sampling. The researcher distributed seven hundred survey questionnaires to several savings clubs and to contractors during site visits using a quantitative research design.

### **3.7. Sample size**

To apply simple random sampling in this study the researcher was given the database of 1275 Zibambele contractors by the DoT in KZN which form the population of the study. The researcher had to divide 1275 into fifteen groups; each unit in the group was allocated numbers from 1 to 85. To develop a sample size for the qualitative aspect, the researcher then picked up every unit that was allocated the number 65 in each group randomly, to be selected as a participant in the focus group.

It was easier for the study to have 15 units from which to draw the focus group sample, as it proved a manageable size for reliable data collection since Ndwedwe Municipality is geographically widespread and deeply rural. Dawson (2002) outlines that sample size must be determined by the type of research and what the researcher wants to do with the results; although sample size is restricted by time and money therefore it was useful for the researcher to have only 15 units as a sample in the study for the focus group with only nine participants managed to attend. The sample size for contractors to respond to a survey was 700 of the 1275 individuals in the target population. Upon return of the survey questionnaires, the sample population for that portion of the study changed to 473.

### **3.8. Data collection methods**

The first step towards data collection was to request permission from the relevant authorities at the University of KwaZulu-Natal in the form of ethical clearance. The data collection process began by sending e-mails to the DoT management at Stanger cost centre to request the database of all contractors employed by the DoT under the Ndwedwe Local Municipality, issued within a period of three weeks. The informed consent letters and consent forms requesting their consent to participate together with focus group guide was sent to this sample. After two weeks of distributing these documents; the researcher conducted a focus group discussion; and distributed survey questionnaires. The survey questionnaire was submitted to a professional statistician to check its validity, once this was confirmed it was then translated into the IsiZulu language to facilitate

understanding of the content of the questions by the contractors since most of them are illiterate and IsiZulu speaking. Quantitative data analysis was also done by a professional statistician.

### **3.8.1. Qualitative data collection**

The study conducted one focus group discussion of nine participants through qualitative data collection mechanisms. The researcher sought a sample of one individual of each of the 15 units of the sample earlier described. The main discussion was based on the contribution of the Zibambele project towards uplifting them out of poverty; the skills they acquired by participating in the project; and their ability to organise themselves as clubs to be responsible for themselves. The researcher also used focus group discussion to assess the public administration processes utilised by the DoT for the effective implementation of the project. Bless and Higson-Smith (2010) state that focus group discussion is advantageous because it allows a researcher to interview several people together and allow participants to share thoughts with each other; participants also share experiences and reach some consensus about the topic of the research.

The researcher visited contractors to observe the type of skills and technical job they are doing and assess the contribution of the Zibambele project in terms of service delivery in the community and the tools they are using. In addition, the research collected data through direct observation. The photographs of the Zibambele project and activities of the savings groups are shown in chapter four, section 4.4.

### **3.8.2. Quantitative data collection**

During quantitative data collection mechanisms seven hundred survey questionnaires were compiled and distributed to the contractors who participated in the focus group discussion, contractors met during site visits and to several savings clubs which were conducted in February 2016. Survey questionnaires were also distributed to focus group participants and collected from them. Other questionnaires were distributed to several saving club meetings and the researcher liaised with secretaries of these clubs for distribution of these survey questionnaires, who collected the surveys from contractors, and returned them to the researcher.

### **3.9. Structure of research instruments**

The study utilises two research instruments namely: focus group guide as a form of qualitative data collection and survey questionnaires as a quantitative data collection method. In addition, direct observation was yet another source of data collection as shown by photographs in section 4.4 of chapter four.

The focus group structure began with general questions which aimed to evaluate Zibambele project in the eradication of poverty e.g. an extent of the project to change people`s lives. The discussion ended with specific questions about the contribution of the project to contractors e.g. the amount of salary they earn. The focus group guide is attached as Appendix 1.

Survey questionnaire is structured into two sections: section A will require personal details of contractors, section B assessed public administration processes used to implement the project and section C was designed to help determine the project`s contribution to alleviate poverty. The survey questionnaire is attached as Appendix 2.

### **3.10. Data Quality Control**

#### **3.10.1. Reliability and validity in the qualitative component**

Validity and reliability in the qualitative research is applied through the process of triangulation which implies the necessity to use several kinds of methods including both the quantitative and qualitative approaches as these two methods will assist each other to verify authenticity of data collected. Engaging multiple methods, such as, observations, interviews, and recordings will lead to more valid, reliable and diverse construction of realities (Golafshani, 2013:604). The researcher applied a mixed method approach composed of both the qualitative and quantitative method of data collection in a form of triangulation to ascertain reliability and validity of data in this study, hence, conducting direct observation in the meeting of the Sizakahle savings club, conducting site visit to observe contractors performing their daily duties, taking photos assisted to the validity and reliability of data.

#### **3.10.2. Reliability and validity in the quantitative component**

In the first instance the research questionnaires were submitted to a professional statistician to conduct validity of questionnaires using SPSS v22 software. Patton (2001) describes construct validity as a degree in which test measures what it claims to be measuring, which means it involves generalising of results, whereas criterion validity is used to predict future outcome by comparing two instruments ability to predict a similar outcome, these are two validity used in the study.

### **3.11. Data analysis**

#### **3.11.1. Qualitative data analysis**

Format or content analysis was used to analyse data from focus group discussion. According to Dawson (2002:112) a researcher must produce a format to make it easier to analyse data in the form

of field notes, memos or transcripts during an interview or a focus group discussion. In this study, to aid data analysis the researcher wrote notes or memos as soon as data collection began by noting down all the important points raised by respondents. This assisted the researcher to easily compare data gathered from the transcripts and questionnaires. The researcher also utilised a summary form to summarise the whole group discussion session. This summary form includes the venue, attendance and time of the focus group discussion with the intention of capturing all the important points raised by participants. Blaxter, Hughes, and Tight (2009:212) add that once a researcher has applied format analysis it is imperative to examine transcripts question by question and to compare answers given by a range of interviewees. Here the researcher used a video recording during focus groups, made notes and took photos during a focus group discussion and on work sites. To analyse qualitative data a comparison of the data presented during focus group discussion was made with the data collected and presented in the literature review.

### **3.11.2. Quantitative data analysis**

Through quantitative data analysis, the study utilised descriptive data analysis to summarise quantitative data collected from various angles of the research and presented in the form of graphs; tables; drawings; or numbers using software SPSSv22. During quantitative data analysis the researcher needed a comparison of data collected and presented from 473 survey questionnaires received from respondents with the data presented in the literature review based on two of the three sections namely; section B with an assessment of public administration processes applied during the implementation of the Zibambele project and section C which analysed the contribution of the Zibambele project in uplifting rural women out of poverty.

The following tests were used to analyse quantitative data. Chi-square goodness-of-fit-test: This is a univariate test used on a categorical variable to test whether any of the response options are selected significantly more/less often than the others. Under the null hypothesis it is assumed that all responses are equally selected (Blaxter et al., 2009).

Binomial test: Tests whether a significant proportion of respondents select one of a possible two responses. This can be extended when data with more than two response options is split into two distinct groups, and one sample t-test: Tests whether a mean score is significantly different from a scalar value (Fink, 2010).

### **3.12. Ethical considerations**

Ethical approval was applied for and approved by the University of KwaZulu-Natal Ethics Research Committee as attached (see Appendix seven) and a gate keeper`s letter (see Appendix six)

was requested and issued by the DoT Head of Department, KZN in Pietermaritzburg. An informed consent letter was issued to respondents which gave them the right to withdraw from the research at any time and to confirm that they had enough knowledge about the purpose of the study. Consent from participants was requested to confirm that they agreed to participate in the study by signing a consent form attached (see Appendix two). All participants were Zulu speaking and as such the focus group discussion was conducted in their mother tongue language. In acknowledgement of their poor levels of literacy the questionnaires were translated into the isiZulu language to make it easier for participants to understand each question. In order to maintain their privacy and confidentiality the names and personal information of the respondents were not included in the report.

### **3.13. Conclusion**

The chapter described the research design which was in the form of case study, and the mixed method approach which is a combination of both qualitative and quantitative research methods. The chapter revealed the Ndwedwe area as the study site with the DoT Depot premises as the place at which focus groups were conducted. Zibambele contractors employed under Ndwedwe Local Municipality were the target population and the simple random of probability sampling strategy was used. The study selected fifteen units to form a sample of Zibambele contractor's population as the sample size; while data collection methods used reflected both qualitative and quantitative methodologies culminating from qualitative method such as focus group discussion; direct observation; site visit; photos; and survey questionnaires in the form quantitative method. Data analysis also reflected the combination of both qualitative and quantitative data analyses such as thematic analysis and descriptive analysis. Finally, all ethical considerations were met.

## **CHAPTER FOUR: DATA PRESENTATION**

### **4.1. Introduction**

This chapter deals with data presentation based on both qualitative and quantitative research methods used in the study. To present data from the qualitative method the focus is on two themes namely: an assessment of the public administration processes used by the DoT to implement the Zibambele project and the contribution of the Zibambele programme to uplift rural women from their penurious circumstances and The contribution of the project to contractors will be guided by the following sub-themes such as skills gained by contractors; income they receive for participating in the project; their contribution to the community and savings opportunities. Public administration processes will be guided by the following sub-themes such as staffing and skills required to be considered for appointment in the project; structures being organised to implement the project; monitoring and accountability mechanisms; and controlling; directing and efficient utilisation of financial resources.

Data presentation in the quantitative method firstly deals with an assessment of the public administration processes used to implement the project of which the biographical details will be part of the discussion. Secondly, the contribution of the project to raise rural women out of poverty is considered using descriptive statistics; chi-square goodness-of fit -test; binomial test; and one sample t-test.

### **4.2. Research questions**

Two research questions were the core function of the study:

- What are the public administration processes used by the Zibambele programme to meet the needs of society?
- What contribution does Zibambele programme have to eradicate poverty towards rural women?

### **4.3. Presentation of qualitative data**

In this section data will be presented based on information collected during a focus group discussion with a sample of units selected from the population of Zibambele contractors under the Ndwedwe Local Municipality and from the site visits to contractors.

#### **4.3.1. Public administration processes for an implementation of Zibambele**

Public administration processes are determined by the following subsections: skills required for personnel at Zibambele; structures that are being organised for Zibambele implementation; monitoring mechanisms by the DoT for effective implementation of Zibambele; and source of funding.

##### **4.3.1.1. Skills, staffing and structures organised**

During the focus group discussion, participants were requested to reveal their process of recruitment to the project which indicates that Zibambele project involves community structures to be successfully implemented such as traditional leadership; Religious leaders; community organisations; councillors; and community etc. and the qualification criteria is based on the level of poverty; no qualifications or skills are required for the personnel to join the project.

Participant Number Three: During the traditional council *Imbizo* with the presence of the official from DoT, requested community members to raise the names, or families they know who deserve the most to be recruited since they live under deep poverty; my name was raised on that scenario. I can confirm that the DoT organise community structures such as traditional leadership; ward councillors; priests; etc. to assist on the recruitment of Zibambele contractors. I can also confirm that no skills required the qualification criteria based on my level of poverty (2016).

Participant Number Six: I joined Zibambele after my mother who was a contractor to the project had passed away; so the DoT recommended that someone in the family should replace the deceased since I was the eldest at home I had to join the project; as such no skills or qualifications were required (2016).

Participant Number Four: A village head (*Induna*) approached me at home to inform about the job opportunity at Zibambele and to invite me to meeting, which convened by traditional chief where the officials of the DoT would recruit contractors of Zibambele (2016).

Participant Number Five: My Pastor informed me about the job opportunity at Zibambele looking for people who are female-headed households and widows and struggling to support their families. He told me that he had already submitted my name to the ward councillor I was then appointed (2016).

Participant Number Seven: My neighbours convened a meeting where they invited the ward councillor to discuss my situation of living in poverty and requested the councillor to negotiate with the Department to recruit me if any opportunities available for Zibambele (2016).

#### **4.3.1.2. Monitoring and accountability mechanisms**

During the site visit, the researcher asked the contractors about their hours of work and who monitors their performance. It was discovered that some contractors report to duty at any time of the day, leave their work if they feel like it or can request someone who is not the contractor at Zibambele to replace the one who is absent.

Participant Number Two: Our starting time is 8am to 4 pm; the officials of the DoT visit us once a week to check our performance but they do not come daily. Since every contractor has a lengthy scope of work to do, it makes easier for the official to see that the contractor reported to work on time (2016).

Participant Number Six: Officials of the DoT monitors us but advised that if you will not report on duty you must phone them; once the officials arrive all contractors signs the attendance register (2016).

Participant Number One: If you have some commitments unable to report at work; you are eligible to request someone either your child, friend etc.to perform your scope of work allocated to you in your absence the job continues while in my absence (2016).

During the focus group discussion, participants maintained that officials of the DoT do not visit their savings club meetings regularly as they are supposed to, as such the DoT does not monitor their savings clubs. But the researcher can confirm that during direct observation with *Siyazakha* savings club the official of the DoT was present and monitored everything with regard to the saving`s club. This was also confirmed by the secretary of the savings club that the official of the DoT visits them for every meeting they have.

#### **4.3.1.3. Controlling; directing, efficient and effective financial resources**

During the site visit all participants indicated that they have supervisors who are officials from the DoT allocated to them. These officials monitor their attendance and performance and report to the Zibambele officer who occupies his office at District level. But the failure of these officials to visit working sites of contractors regularly allows them to leeway in terms of time reporting on duty, absenteeism and early sign off-duty since the attendance register is only signed after three or four days. This situation places more challenges on the DoT in terms of administrative functions for efficient and effective use of financial resources since most contractors are paid a salary, which is sometimes not equivalent to their performance standard. This is also supported by the fact that a contractor can be absent from work for the whole month while a family member or a friend can

continue perform his or her duties but the salary will still be deposited into the account of the appointed contractor who has been absent for a long period.

During the focus group discussion some participants complained about those contractors who have been appointed by Zibambele who are younger and do not focus on their job; they arrive late; once their supervisors left they leave their work sites too; sit under the trees and chat because no one is monitoring them.

Participant Number Eight: These young kids employed at Zibambele they do not respect us as elders; they sit under the trees the whole day chatting and having some fun with huge laughter; watching us elders working hard in a very sunny day; they go as a group to fetch water to drink and they can go as far as two hours. It is so difficult to report those to our supervisors because they might have a feeling that we want them to lose jobs or our working relationship will be compromised; we just keep quiet allowing them to do as they please. They are the first to know the payday while not realising that they did not put much of their effort at work during the course of the month (2016).

Participant Number Four: If I am not feeling well I can request my child to continue with my scope of work and when my supervisor coming s/he will not see I was not at work because the job was done in my absentia (2016).

Participant Number Eight: I can go to Vryheid to visit my sister for two months but I know I will get paid monthly because my supervisor will say nothing if seeing my child doing my job. Upon returning to work my supervisor will not complain about my absentia because s/he is more concerned about job being done (2016).

#### **4.3.2. Zibambele contribution towards poverty eradication amongst women**

The study reveals the contributions of the project in terms of assisting rural women to move out of poverty. These contributions are covered in the following subsections: monthly income; skills; Zibambele saving clubs; and contribution in service delivery which were discussed during focus group discussion, site visit and direct observation

##### **4.3.2.1. Skills**

Contractors were asked to mention particular skills they have obtained since joining the project to prepare them for future economic emancipation.

All participants agreed that the Zibambele programme has not equipped them with any skills to sustain a better life independently.

Participant Number One: Our club got training once on the plantation of mushrooms, which the programme could not succeed because we could not get any financial resources and knowledge necessary to sustain our project (2016).

Participant Number Two: Our club decided to engage in commercial farming but our project did not succeed because there was too much drought and could not receive any assistance with regard to irrigation system or skills in terms of sustaining our harvest (2016).

#### **4.3.2.2. Technical skills: (Site visit)**

All participants agreed that there is no formal training given to them with regard to technical skills but officials from the DoT had promised that Zibambele is about to impart more skills for contractors to sustain a living for themselves.

Participant Number Two: As part of technical jobs, we use shovels, spades, hoes, hash etc. to cut grass and trees along the side of the roads; remove sand that block water on the drainage systems and shut down all potholes inside the roads (2016).

#### **4.3.2.3. Contribution to the community:**

Contractors were asked about the contribution they have made to their communities since they joined the project

Participant Number Three: Our technical job is part of contribution we have as Zibambele contractors to our own community because we even use our own tools since the DoT fail to supply us with equipment to do our job. When I close potholes in the road; cut trees on the side of the road; removes sand on drainage system is part of service delivery and contribution to the community (2016).

#### **4.3.2.4. Income:**

Contractors were asked to share their opinions about whether the monthly income they receive in the project meets their daily needs.

All participants indicated that the salary they receive from Zibambele is very low and insufficient to meet their basic needs.

Participant Number Four: We work few days a week to accumulate low salary; if number of days can increase, our salary must be better (2016).

Participant Number Five: My salary is very low I can afford to buy items in the grocery such as ten kg of rice, flour, maize meal and sugar but I still have to get some means of buying curry for the whole month (2016).

Contractors were then asked individually to tell their story about any improvement in their lives since they joined the Zibambele programme

Participant Number Nine: Zibambele has changed my situation since I can now receive monthly income although it is not sufficient to meet all basic needs at home but at least I have something to get monthly (2016).

Participant Number Five: Living in poverty undermines human dignity since you have to beg for food from family members or neighbours all the time. Zibambele has restored my dignity because I can now able to buy food for myself (2016).

Participant Number Two: Zibambele has restored hope of a better future for my children. As a female-headed household, I have realised my strength as a rural woman to face challenges of life particularly having more than seven children as my dependents. Three of them have obtained matric and I can strive successfully to raise others (2016).

Participant Number One: I was born and raised up in a deep rural area; Zibambele has taught me patriotism since I can both support my family and at the same time, I can contribute to the service delivery of my poor community (2016).

Participant Number Seven: Zibambele has not yet met my expectations and needs since I have many things to achieve while the salary is low; but to be honest Zibambele is my last hope for better life; I am having hope that for more years to come I will gradually climb up the ladder and reach my better destination (2016).

Participant Number Nine: As a member of *Sizakahle* Saving`s club we have been informed by official from the DoT that all contractors who have reached the age of sixty years qualifying to apply for Older Persons grant their contracts will be terminated. Since I have reached sixty years I am about to lose my job which are the bad news for me because I will now be going to lose monthly income (2016).

#### **4.3.2.5. Savings:**

Contractors were asked if the project provides them with an opportunity to join together to plan other mechanisms that will assist them to tackle poverty on their own (doing for themselves) without depending much on Zibambele project

All participants indicated that they are part of Zibambele savings club initiatives where they meet every first week of the month and contribute R20.00 from their salaries for savings purposes.

Participant Number Six: We contribute R20.00 in our savings club after a certain period we withdraw our savings to get cash to meet our daily needs. Unfortunately, we do not have any plan as to what are we going to do with our money in order to accumulate extra income for our families. The DoT had presented their plan about savings club with an intention to establish small businesses but that plan is not implemented.

Participant Number Seven: Our savings club had a plan of saving money to buy grass-cutting machines in order to run our own businesses. Through the guidance of the DoT we withdrew our money after had accumulated a big cash and instead we distributed it for all members of the club (2016).

Participant Number Eight: We meet every first week of the month and contribute R20.00 for savings purpose. Because our club had no plan as to how to spend that accumulated cash, the DoT advised us of withdrawing it to distribute amongst ourselves. Unfortunately, as club members, we were not happy of the amount of money we received as we had a feeling that some people had withdrew some cash to benefit for themselves without our knowledge. This situation had resulted to some members become reluctant to continue contributing their R20.00 because we had a feeling that someone stole it (2016).

#### **4.4. Presentation of direct observations of project area and savings club activities**

As indicated in chapter three, one of the sources of data was direct observation by the researcher. The researcher observed the study area as a whole and observed savings club activity. The upcoming series of photographs demonstrate that which the researcher observed about the project during fieldwork.

**Photo 4-1: Zibambele road sign (02-02-2016)**



**Source: Researcher`s fieldwork 02/02/2016**

Whilst photograph 4-1 shows one of the road signs in the Zibambele project area, photograph 4-2 depicts a contractor at work on the roadside.

**Photo 4-2: Zibambele contractor clears road side**



**Source: Researcher`s fieldwork 02/02/2016**

Photograph 4-3 shows that Zibambele contractors not only clear the roadside but also clear drainage systems.

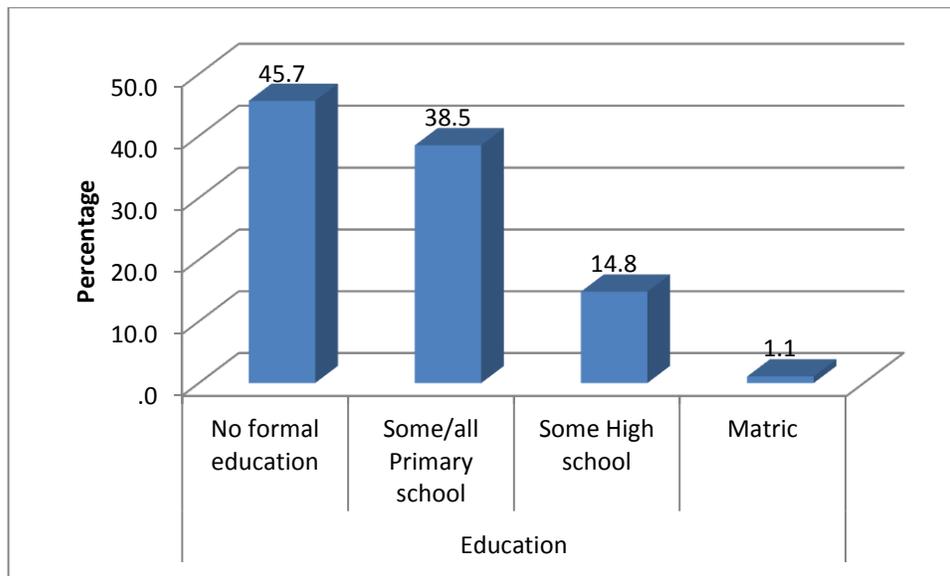


#### 4.5. Presentation of quantitative data

Data presentation deals firstly, with the assessment of public administration processes applied by Department to implement the Zibambele project and secondly the contribution of the Zibambele project to uplift rural women out of poverty, while demographic variables form part of presentation, this includes descriptive statistics with means and standard deviations where applicable, frequencies are represented in tables and graphs (Fink, 2010).

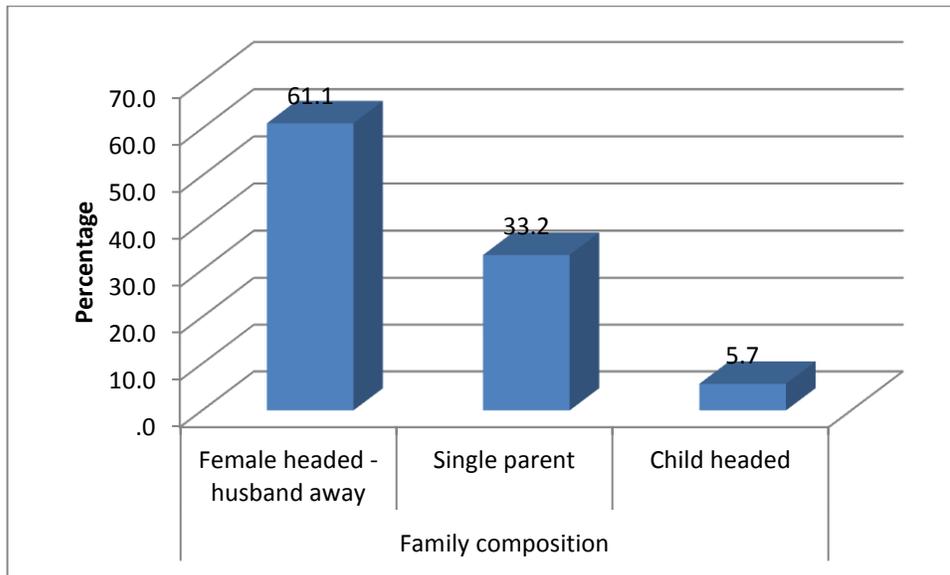
##### 4.5.1. Demographics

Graph 4-1: Educational level



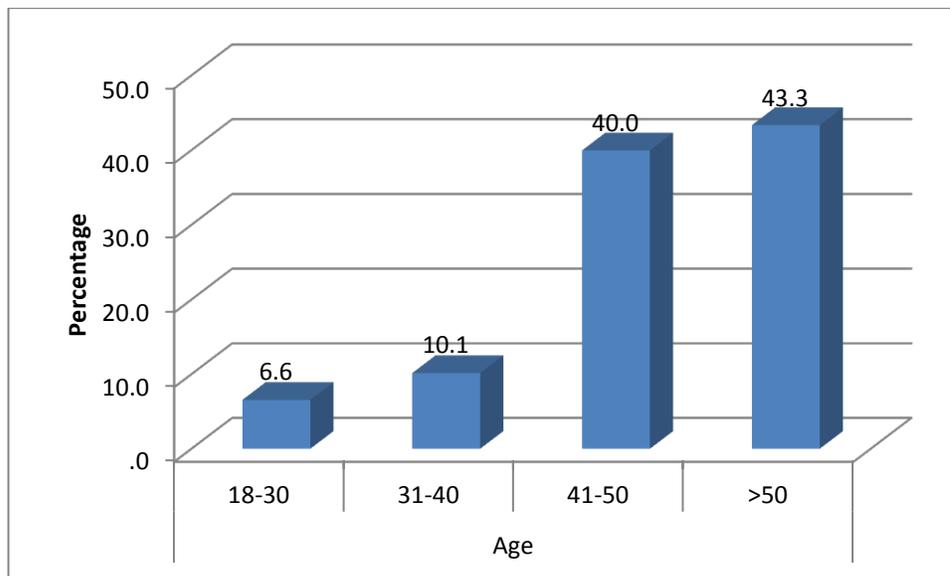
Graph 4-1 indicates that the majority of Zibambele contractors (45.7%) have no formal education while those with some or primary education contributes to 38.5%.

**Graph 4-2: Family Composition**



Graph 4-2 depicts that Zibambele contractors are dominated by female-headed households followed by women who are single parents and with a smaller percentage of households headed by children.

**Graph 4-3: Age**



Graph 4-3 indicates that contractors aged above fifty years dominate the recruitment of Zibambele followed by the age of 41 years to 50 years.

#### 4.5.2. Public administration processes

Table 4-1: Recommended in the public meeting

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Yes</b>	269	56.9	57.0	57.0
	<b>No</b>	203	42.9	43.0	100.0
	<b>Total</b>	472	99.8	100.0	
<b>Missing</b>	<b>System</b>	1	.2		
<b>Total</b>		473	100.0		

Table 4-1 indicates that from the total of 473 survey questionnaires received from respondents there is an indication that most contractors - 269 - were recommended for appointment during public meetings convened by ward councillors.

Table 4-2: Recommended by traditional leader

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Yes</b>	119	25.2	25.2	25.2
	<b>No</b>	354	74.8	74.8	100.0
	<b>Total</b>	473	100.0	100.0	

Table 4-2 indicates that the number of contractors recommended in a village meeting convened by a traditional leader comes second with 119 dominating the recruitment in the project.

#### Binomial test

Table 4-1 indicates that significant proportion (57%) agree that their appointment to the Zibambele project was recommended during a public meeting convened by ward councillor  $p < .0005$ ; while Table 4-2 shows that significant proportion of (75%) disagree that their appointment in the Zibambele project was recommended during a village meeting convened by traditional chief  $p < .0005$ .

**Table 4-3: No skills needed**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	246	52.0	52.0	52.0
	<b>No</b>	227	48.0	48.0	100.0
	<b>Total</b>	473	100.0	100.0	

Table 4-3 indicates that the majority of respondents state that no skills are needed to join the Zibambebe project.

**Table 4-4: Level of poverty was considered**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Yes</b>	410	86.7	86.7	86.7
	<b>No</b>	63	13.3	13.3	100.0
	<b>Total</b>	473	100.0	100.0	

Table 4-4 shows that 410 respondents claim (the majority) that the level of poverty is highly considered for appointment at the Zibambebe project

**Table 4-5: Supervisors visit sites daily**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Strongly disagree</b>	111	23.5	23.5	23.5
	<b>Disagree</b>	268	56.7	56.7	80.1
	<b>Neutral</b>	55	11.6	11.6	91.8
	<b>Agree</b>	34	7.2	7.2	98.9
	<b>Strongly agree</b>	5	1.1	1.1	100.0
	<b>Total</b>	473	100.0	100.0	

Table 4-5 depicts that 268 of the respondents claim (the majority) that their supervisors do not visit their sites daily for monitoring purposes.

**Table 4-6: Supervisors visit once a week**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Strongly disagree</b>	5	1.1	1.1	1.1
	<b>Disagree</b>	20	4.2	4.2	5.3
	<b>Neutral</b>	181	38.3	38.3	43.6
	<b>Agree</b>	260	55.0	55.1	98.7
	<b>Strongly agree</b>	6	1.3	1.3	100.0
	<b>Total</b>	472	99.8	100.0	
<b>Missing</b>	<b>System</b>	1	.2		
<b>Total</b>		473	100.0		

Table 4-6 depicts that 260 respondents agree that their supervisors visit them at their worksites once a week.

**Table 4-7: Supervisors do not visit sites regularly**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Strongly disagree</b>	3	.6	.6	.6
	<b>Disagree</b>	16	3.4	3.4	4.0
	<b>Neutral</b>	189	40.0	40.0	44.1
	<b>Agree</b>	258	54.5	54.7	98.7
	<b>Strongly agree</b>	6	1.3	1.3	100.0
	<b>Total</b>	472	99.8	100.0	
<b>Missing</b>	<b>System</b>	1	.2		
<b>Total</b>		473	100.0		

Table 4-7 indicates that 99 percent of respondents feel that their supervisors do not visit their work sites regularly.

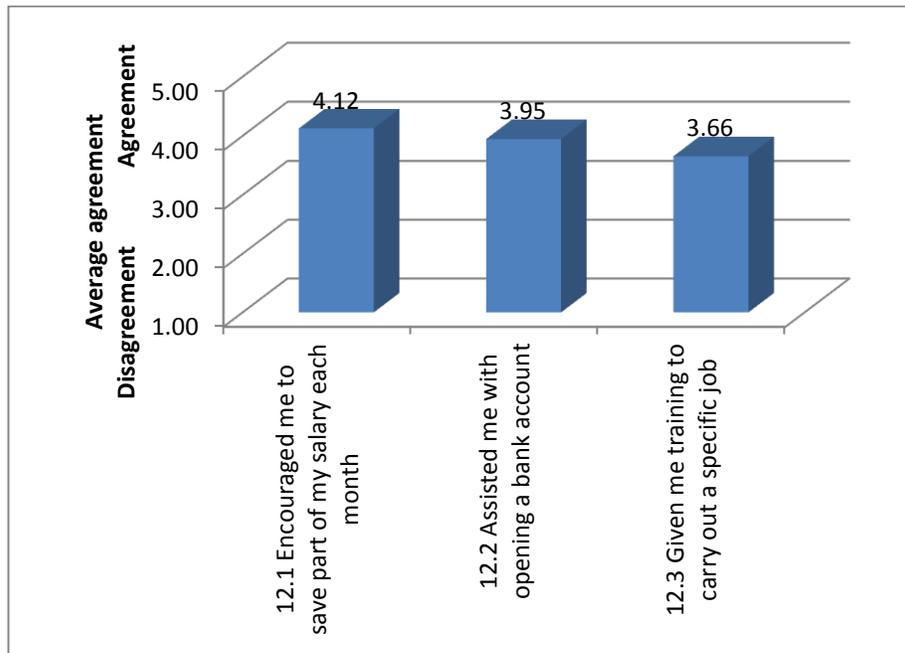
### 4.5.3. Contribution of Zibambele programme

Table 4-8: Encouraged me to save part of my salary each month

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b> Disagree	2	.4	.4	.4
Neutral	51	10.8	10.8	11.2
Agree	306	64.7	64.7	75.9
Strongly agree	114	24.1	24.1	100.0
<b>Total</b>	473	100.0	100.0	

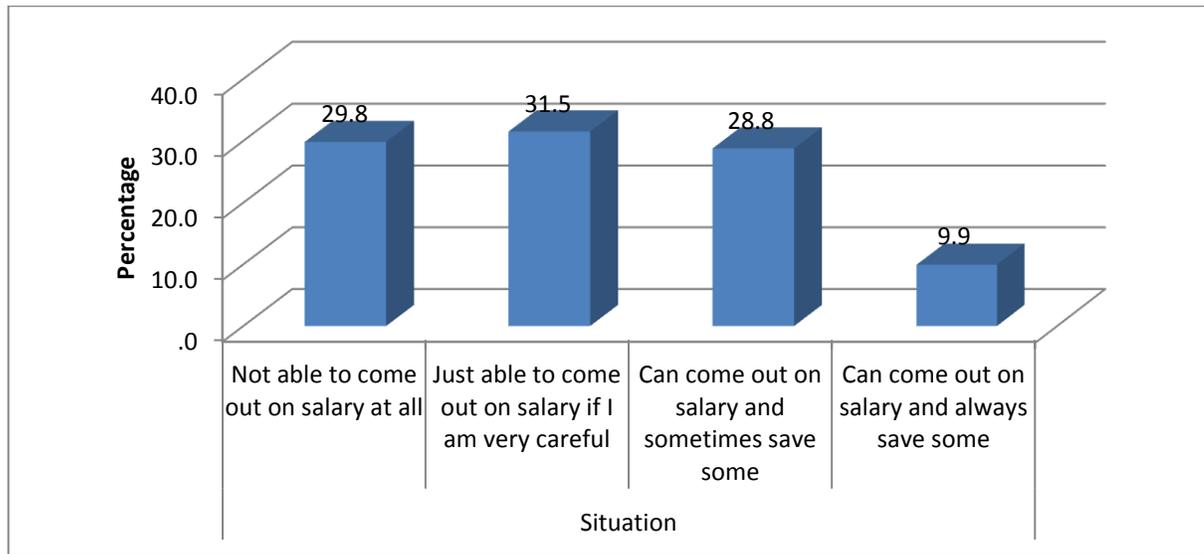
Table 4-8 indicates that the majority of respondents which constitute 306 agree that the Zibambele project has encouraged them to open savings accounts and to save some of their earnings for investment purposes.

Graph 4-4: Savings



Graph 4-4 indicates that 412 respondents are encouraged by the project to save part of their income monthly for future needs.

**Graph 4-5: Monthly salary**



Graph 4-5 indicates that 315 respondents agree that although their monthly salary is not enough to meet their basic needs the project has taught them to come out on their salary if they are very careful.

#### **4.6. Conclusion**

This chapter revealed some comparisons of findings of the study using data gathered from using qualitative and quantitative methods. In the qualitative research section data presentation was guided by two themes namely: assessment of public administration processes to implement the Zibambele project and the contribution of the Zibambele project to tackle the poverty of rural women.

The quantitative method data presentation was guided by the biographical details of contractors; an assessment of public administration processes used to implement the project and the contribution of the Zibambele project to uplifting rural women out of poverty. In order to achieve these results, the researcher made use of both tables and graphs.

## **CHAPTER FIVE: DATA ANALYSIS AND DISCUSSION**

### **5.1. Introduction**

The study investigated the public administration processes that enable the effective implementation of rural women poverty alleviation programmes by the DoT in KZN. Data analysis in the qualitative research method will be analysed by making comparisons of data collected during a focus group discussion with data presented in the literature review. In the quantitative analysis the study will compare data collected from 373 survey questionnaires received from respondents based on three themes namely: biographical details; assessment of public administration used to implement the project and the contribution of the Zibambele project towards uplifting rural women out of poverty.

### **5.2. Research questions**

What are the public administration processes used by the Zibambele programme to meet the needs of society?

What contribution does Zibambele programme have to alleviate poverty towards rural women?

### **5.3. Data analysis in the qualitative method**

This section analyses data from the focus group in terms of the two research questions. Data are discussed in relation to the literature. Section 5.3.1 covers public administration processes whilst section 5.3.2 considers the contribution of the Zibambele project to poverty alleviation.

#### **5.3.1 Public administration processes for an implementation of Zibambele**

##### **5.3.1.1 Structures organised by the Zibambele project**

Contractors agreed that selection process done during public meetings were organised by traditional leadership, ward councillors etc. and their names were recommended by members of the public to be recruited in the project. They all agreed that the selection criteria were based on the level of poverty of each person and no skills were required.

In support of what has been said by participants in the focus group discussion Strebel (2004) says the Zibambele programme accommodates civil society for its successful implementation, which includes Rural Roads Transport Forums (RRTF); Community Road Safety Councils (CRSC) which consist of representatives from all rural stakeholders such as traditional leadership etc. including youth and women. The DoT organises banks for assistance in savings and investments; the

formation of co-operatives; and various government Departments to place under the expanded public works programmes concludes Strebel (2004).

### **5.3.1.2 Skills for personnel required to participate in the project**

Although participants during the focus group discussion deny any skills training opportunities given to them by the project Ngubane (2011:56) insists that the Zibambele project aims to establish a number of nationally accredited NQF qualifications to suit the varying educational qualifications; capabilities and interests of contractors interested to exit the programme to develop their potential. It is emphasised that candidates are to be given training on a rotational basis at various NQF levels and sustainable job opportunities would be made available to them upon their completion of their studies. This process involved learnerships which are in line with the EPWP through various government Departments.

### **5.3.1.3. Monitoring, directing and accountability mechanisms**

The researcher conducted site visits and discovered that little monitoring is done to contractors in terms of performance management and absenteeism since contractors arrive at any time and report off duty at any time of the day. Officials of the DoT do not arrive on sites regularly to check the performance of contractors; they only judge the performance according to the scope of work done by the contractor to determine that he or she reported on duty.

The results of this study agree with Bhengu and Gcaba (2013) who state that the Zibambele programme operates under the office of the Director, Development: Policy and Planning at KZN DoT while the implementation and monitoring of these policies is done at the regional offices of the DoT and are known as cost centres. The supervision is done by officials of the DoT who are either road works supervisors or auxiliary service officers convening meetings with contractors once a month and it is impossible for these supervisors to visit sites daily because of their work load. DoT has an Operational Information System which assists in the monitoring of projects according to business plans; records delivery data as they occur; and provides necessary reports. Top management receives the operational information in terms of strengths, weaknesses, opportunities and threats and records the condition of assets to assist with the development of asset management strategies (KZN Department Five Year Strategic Plan 2005 to 2010:17).

### **5.3.2. Contribution of the Zibambele programme towards poverty alleviation**

#### **5.3.2.1. Skills**

Contractors insist that no skills are required for personnel in the project. The selection criteria are aimed at contractors who live under the poverty line and female-headed households in particular.

The remarks of the participants concur with Bhengu and Gcaba (2013) regarding skills by claiming that the Zibambele programme in its initial phase focused on those families that rural communities themselves identified as most destitute and became a gender affirmative programme; as such; women-headed households were the target of the programme which means no skill was required. In KZN there is a strong correlation between deep-rooted poverty and women who lead families as single parents. This is largely as a result of colonial rule and apartheid both of which favoured the employment of men. This has left rural areas with more women than men.

During data collection process participants insisted that no formal training was introduced to them with regard to skills and knowledge to develop their potential. Although many promises were made by the DoT that they would be assisted to establish their own small businesses so they could fend for themselves in the future thereby ensuring economic emancipation and developing them to be competitive in the job market.

#### **5.3.2.2. Savings**

All participants in the focus group discussion indicated that they belong to various savings clubs driven by the motivation from the DoT. Each contractor contributes R20.00 of their monthly income which is collected at a monthly meeting convened in the first week of the month. Once the large amount has been accumulated, the savings club is encouraged by the DoT to withdraw their savings and distribute the cash amongst all members of the club on an equal basis. During participant observation the researcher observed members of the Siyazakha savings club contributing their R20.00 and being issued monthly financial statements by the treasury of the club while the official of the DoT monitors the unfolding of the whole process during the meeting.

Focus group participants agree with Strebel (2004) that the idea of savings clubs is the mobilising strategy for rural women to join together on poverty alleviation programmes; develop systems of group supervision; while the DoT assists these savings clubs to develop a constitution in consultation with other members. Naidoo (2010:145) adds that savings clubs encourage contractors to save a portion of their monthly income up to R20.00 contributions as participants in the focus

group discussion have indicated and social consultants mobilised by the DoT visit these clubs once a month; advising contractors on how to administer and manage their savings.

#### **5.3.2.3. Income**

All contractors unanimously agreed that their salary received from the Zibambele programme is too low to meet their basic needs and to support their families. However, they also agreed that getting a monthly income from the Zibambele programme has changed their lives for the better, however complaint about working too few hours which leads to low income.

Findings from this study support McCord (2002:46) about the notion of low salary paid to Zibambele contractors and justifies that their salary is set at a poverty line based on eight days work per month. This ensures that participating households do not fall below poverty level but rather contributes towards reducing the poverty gap. The Zibambele wage is attractive only to those who live with dire need. The participants agree with the Department of Public Works (South Africa 2012:43) about the low salary paid to them by saying that the Zibambele programme is part of the EPWP, which means setting the appropriate wage rate is a comprehensive exercise which requires careful consideration. It involves the existing collective agreements in the sector; prevailing wage rates in the labour market; living costs in a given geographical area ensuring that workers actually earn an income sufficient to meet the basic costs of living.

#### **5.2.3.4. Contribution to service delivery**

All participants feel that their job is part of the contribution to service delivery within their communities; e.g. if they fill in potholes in the road and clear drains they regard that as a contribution to service delivery. They also supply their tools from home to perform their duties since the DoT struggles financially to provide them with necessary tools; as such they feel that they contribute to service delivery within their communities.

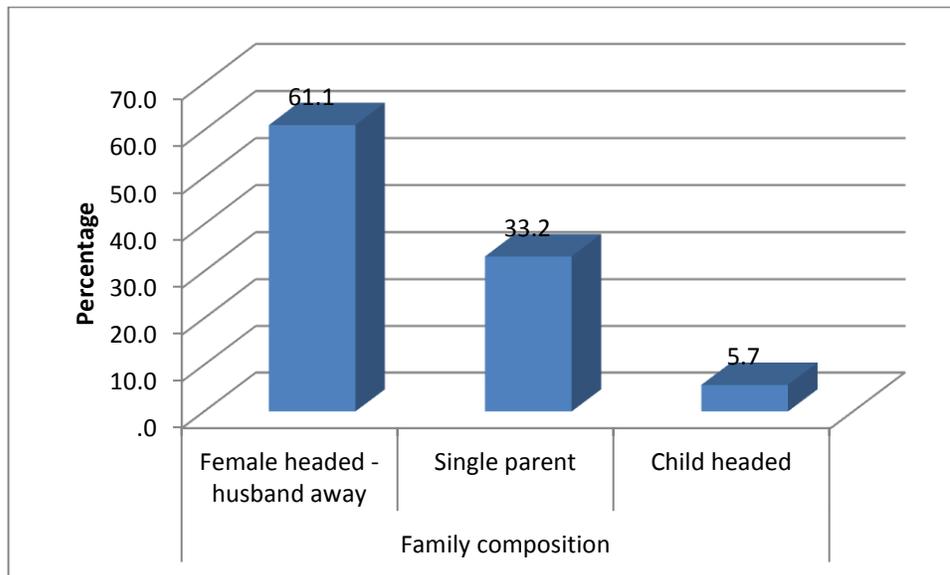
KZN Department Five Year Strategic Plan (2005-2010) is fully supportive of the idea that Zibambele contractors contribute to service delivery as participants in the focus group insist. They claim that in 1999 the DoT launched the Road to Wealth and Job Creation Strategy which encompassed the vision of creating jobs and opening up access to rural communities using labour intensive methods whilst ensuring that the existing provincial road network is maintained. This is an indication that the Zibambele programme gives contractors an opportunity to contribute to service delivery within their communities.

## 5.4. Data analysis in the quantitative method

Once the results from demographic data are analysed (section 5.4.1), the rest of the graphs are directed toward achievement of the two research objectives and answering of the two research questions. Public administration processes (section 5.4.2) are considered before the contribution of the Zibambele project to poverty alleviation (section 5.4.3).

### 5.4.1. Biographical details

Graph 5-1: Family composition



Graph 5-1 indicates that the majority of contractors employed in the project are from female-headed households who dominate recruitment. Findings also indicate that the Zibambele project is dominated by contractors fifty years or older with no formal schooling. As confirmation of results in figure 5-1 participants in the focus group discussion insist that there are no skills required to get appointment in the project and women-headed households are the main target for the project.

The data in the graph above claiming that 95% to 98% of all Zibambele contracts have gone to women-headed households are in line with contentions of Bhengu and Gcaba (2003). In KZN in particular the number of women-headed households dramatically increased through decades of civil conflicts that have seen thousands of women widowed and children orphaned.

#### 5.4.2. Public administration processes used to implement the project

Table 5-1: Appointed in the public meeting

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Yes</b>	269	56.9	57.0	57.0
	<b>No</b>	203	42.9	43.0	100.0
	<b>Total</b>	472	99.8	100.0	
<b>Missing</b>	<b>System</b>	1	.2		
<b>Total</b>		473	100.0		

Table 5-1 indicates that the majority of respondents claim that they were appointed during a public meeting convened by a ward councillor which indicates that DoT organises stakeholders for the implementation of Zibambele project.

Table 5-2: Recommended by traditional leader

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	<b>Yes</b>	119	25.2	25.2	25.2
	<b>No</b>	354	74.8	74.8	100.0
	<b>Total</b>	473	100.0	100.0	

Table 5-2 indicates that contractors were recruited during village meetings convened by *Amakhosi* (traditional leaders) which also supports the idea that traditional leadership forms part of DoT stakeholders for the implementation of the Zibambele project.

These two tables support Strebel's (2004) contention that indeed the DoT involves stakeholders such as local government; traditional leadership; farmers; public transport; community based organisations etc. in the form of Rural Road Transport Forums (RRTF). These forums consist of community representatives whose duty is to serve as the eyes and ears of the community in terms of all projects introduced by the DoT within their communities.

**Table 5-3: Supervisors visit sites once a week**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Strongly disagree</b>	5	1.1	1.1	1.1
	<b>Disagree</b>	20	4.2	4.2	5.3
	<b>Neutral</b>	181	38.3	38.3	43.6
	<b>Agree</b>	260	55.0	55.1	98.7
	<b>Strongly agree</b>	6	1.3	1.3	100.0
	<b>Total</b>	472	99.8	100.0	
<b>Missing</b>	<b>System</b>	1	.2		
<b>Total</b>		473	100.0		

Table 5-3 indicates that based on the survey questionnaires distributed to contractors the majority of respondents confirm that their supervisors visit them once a week to monitor their performance on worksites.

**Table 5-4: Supervisors do not visit sites regularly**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	<b>Strongly disagree</b>	3	.6	.6	.6
	<b>Disagree</b>	16	3.4	3.4	4.0
	<b>Neutral</b>	189	40.0	40.0	44.1
	<b>Agree</b>	258	54.5	54.7	98.7
	<b>Strongly agree</b>	6	1.3	1.3	100.0
	<b>Total</b>	472	99.8	100.0	
<b>Missing</b>	<b>System</b>	1	.2		
<b>Total</b>		473	100.0		

Table 5-4 confirms that supervisors from the DoT do not visit worksites of the Zibambele project regularly. This implies that Zibambele contractors monitor themselves at worksites most of the time which allows them to leave early if they wish or report on duty at any time of the day. During qualitative method a researcher paid site visit to observe contractors at work and discovered that

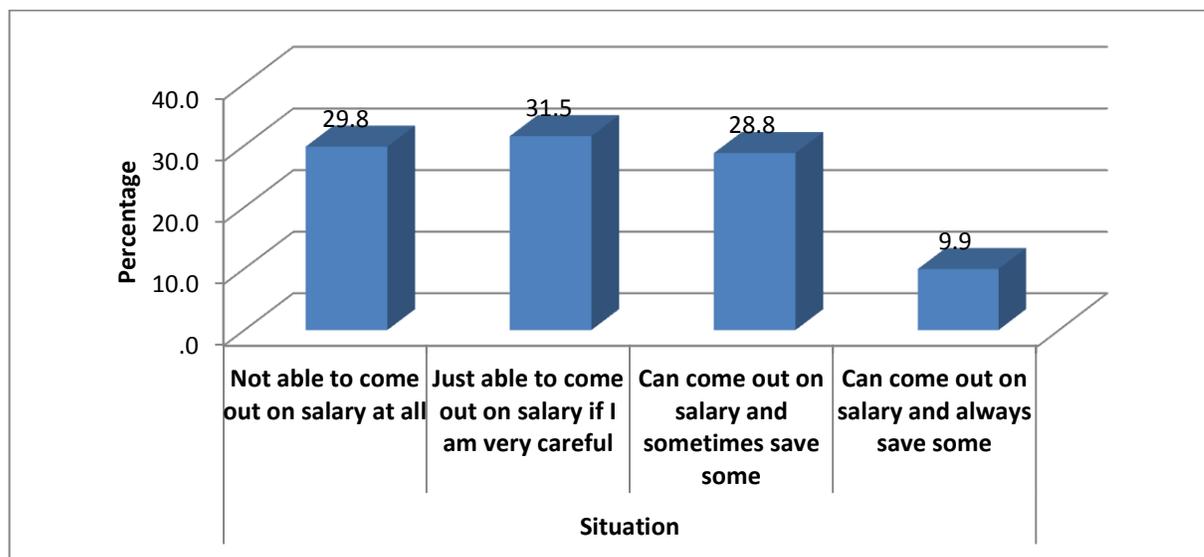
they report on duty and sign off at any time of the day because there are no supervisors to monitor them and these data discovered that supervisors do not come regularly on sites.

Strebel (2014) points out that the DoT deploys their officials to supervise contractors. This is confirmed by this study. However, these officials have a lot of work to do other than the supervision of contractors as a result they visit worksites once a week due to other commitments and time constraints.

The analysis now turns to the second research question and objective regarding the contribution of the Zibambele project to poverty alleviation, if any.

### 5.4.3. Contribution of the project towards poverty alleviation

Graph 5-2: Income

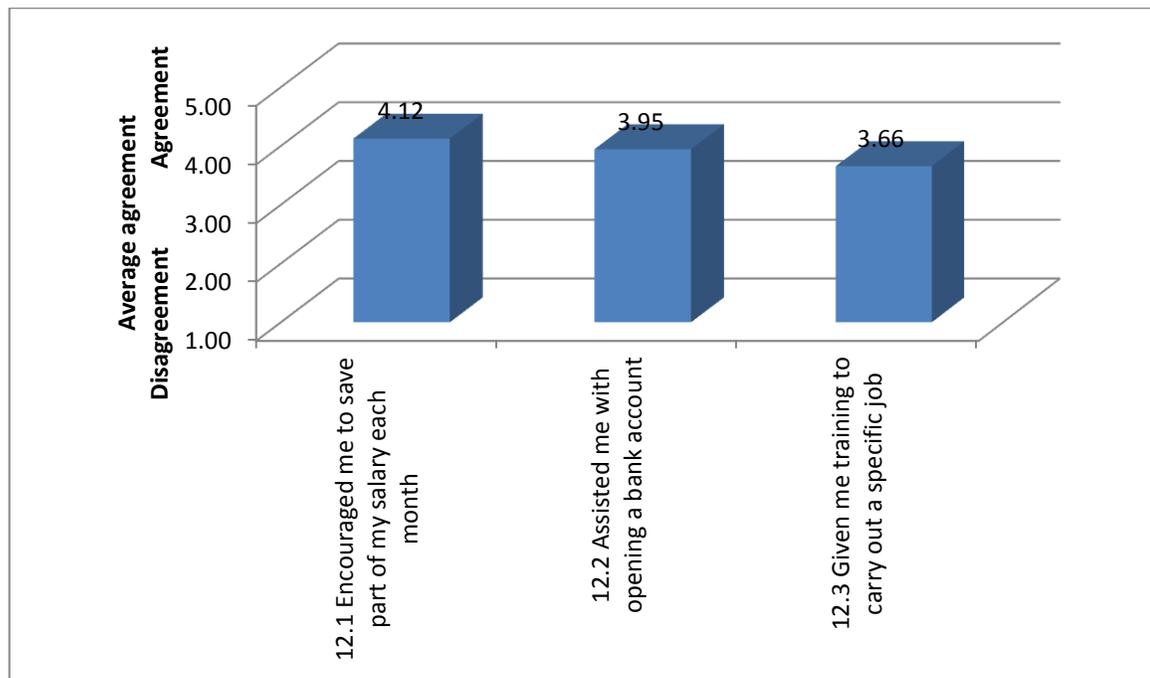


Graph 5-2 indicates that joining the project enables contractors to get a monthly salary although in most cases it is insufficient to meet their basic needs.

Not unlike the claim of DPW (South Africa. 2012:43), Graph 5-2 comprises study results showing that the low salary paid to Zibambele contractors is determined by wage rate in the labour market and living costs in a given geographical area.

Graph 5-3 on the next page, depicts the situation regarding accumulation of savings by contractors, or the lack thereof.

**Graph 5-3: Savings**



Graph 5-3 indicates that the majority of respondents feel that the Zibambele project has encouraged them to save part of their salary each month.

Graph 5-3 results corresponds to what Naidoo (2010:14) says about savings clubs that Zibambele encourages contractors to save a portion of their monthly earnings of up to twenty Rands contribution and social consultants are mobilised by the DoT to visit these clubs once a month and advise contractors on how to administer and manage their savings.

In light of the data analysed thus far, it is worth considering the impact of biographical variables on findings from the study. This is discussed next.

### **5.5. Impact of biographic variables in the study**

Graph 4-2 confirms that in terms of family composition, Zibambele project is dominated by female-headed households. This helps to achieve a positive outcome of the study to assess contribution of the project towards rural women. During focus group discussion participants agreed that the project has positively contributed to their lives by moving out from below poverty line.

Graph 4-2 indicates that most Zibambele contractors have no formal education which concludes a negative impact in the study because the researcher had to translate questionnaires from English into IsiZulu Language to accommodate their illiteracy level. Most contractors had to ask their family members to assist to fill in questionnaires which could lead to inaccuracy of information as

those family members might tick responses that were not chosen by a Zibambele contractor. Other questions were not answered to some of the questionnaires because contractors experienced difficulty in understanding the questions due to illiteracy.

Since this study involved a variety of data collection methods, triangulation is considered which improves the reliability and trustworthiness of results.

## **5.6. Triangulation**

Triangulation will be examined in terms of assessment of public administration processes used to implement Zibambele programme and contribution of the programme in the means of poverty alleviation towards rural women. Patton (2001) defines triangulation as a systematic method utilised by researchers to examine the consistency of different data sources, comparing different view point from various people, intention is not to seek consensus but rather to understand multiple ways of seeing data.

### **5.6.1. Public administration processes**

In terms of organising structures, participants in the focus group discussion indicated that an involvement of community structures by DoT in the project implementation enhanced their chances of getting employment opportunities in the project. Most participants revealed that their recruitment was determined by traditional leadership, and ward councillors. Table 4-1 confirms the remarks of participants during focus group discussion whereby 269 respondents from the total of 473 in the survey questionnaires claimed that they were recruited during public meeting convened by ward councillor. Bhengu, et al (2013) insists that Zibambele programme accommodates civil society structures as genuine community partners which includes structures such as CRRTF and CRSC consisting of community representatives. There is an agreement of data presented by participants in the focus group discussion with data in the Table 5-1, and Table 5-2 as participants state that their selection process done during public meetings were organised by traditional leadership and ward councillors and their selection criteria was based on the level of poverty they live and community members were given an opportunity to participate in the selection process applying a democratic process for appointment in the project.

In terms of staff mobilisation, Ndebele (2013) states that in the initial phase Zibambele focused on those families which are female-headed households identified as most destitute to enable the project becoming a gender affirmative programme. Participant Number five in the focus group discussion insists that pastor negotiated with DoT officials to be recruited in the project because of female-headed households were targeted for recruitment. Participant Number six also confirms that she

was recruited in the project as replacement of her mother who was a contractor for Zibambele project passed away. Officials from the DoT then recommended her to replace her mother because their family is the most destitute. Graph 4-2 emphasises that 61.1% respondents during survey questionnaires were employed as female-headed households.

The researcher discovered during focus group discussion that participants unanimously agreed that officials from the DoT do not visit sites regularly to monitor their work. Table 4-7 confirms that from a total of 473 survey questionnaires, 258 agree that supervisors do not visit sites regularly. But there is a disagreement of information since the researcher conducted a direct observation at Siyazakha Club, official from the DoT was present to monitor contractors and supplying reports to members of the saving club. This was also confirmed by the secretary of this savings club there an official attends their meetings regularly to monitor their progress and provide necessary supervision.

#### **5.6.2. Contribution of Zibambele towards poverty alleviation**

Participants in the focus group discussion agree that they form part of savings clubs contributing R20.00 monthly for investment purposes. This is supported by Graph 4-4 which states that from a total of 473 survey questionnaires 412 respondents are fully participative in various savings clubs. Ngubane (2011) insists that the DoT is responsible to set up savings clubs, monitor them and facilitate training workshops amongst members of the clubs. Graph 5-3 supports data presented during focus group discussion in the qualitative method whereby participants insist that they all belong to various savings club meet once a month to pay contribution of R20.00 for future investment. This is also supported by the researcher during direct observation with Siyazakha savings club an official of the DoT was actively facilitate the process, mentor and assist in financial statements of the club.

Graph 5-2 corresponds with data presented in the qualitative method about income as participants in the focus group discussion agree that joining Zibambele programme has changed their lives to the better although not sufficient to meet all their basic needs.

#### **5.7. Conclusion**

This chapter presented the analysis of data at both a qualitative and quantitative level. In the qualitative data analysis, the researcher compared data collected during the focus group discussion with data presented in the literature review based on two themes: public administration processes used to implement the Zibambele project based on structures that were organised to assist the DoT in the implementation of the project; skills required in staff recruitment and monitoring; controlling

and directing mechanisms used. The second theme was the contribution of Zibambele project to uplifting rural women out of poverty which includes income and savings opportunities by comparing findings from this study with data presented in the literature review. The upcoming final chapter highlights findings, conclusions and recommendations based on the outcomes of this study.

## **CHAPTER SIX: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **6.1. Introduction**

This chapter will summarise findings and present conclusions from the data collected using both qualitative and quantitative methods. In the qualitative section, the findings (based on data derived from focus group discussion and site visits) will be organised around two themes: the assessment of public administration processes used to implement the Zibambele project, and the contribution of the project to uplifting rural women from poverty. In the quantitative section, the findings will be based on three themes: biographical details, assessment of the public administration processes in the implementation of the Zibambele project, and the contribution of the project to tackle poverty alleviation among rural women. The chapter will conclude by presenting recommendations for the successful implementation of the project as well as implications for policy and practice together with implications for future research.

### **6.2. Findings and conclusions from the qualitative research instrument**

#### **6.2.1. Public administration processes towards Zibambele programme**

- The study found that no skills or qualifications are required for contractors to get appointment at Zibambele; their appointment is determined solely by the level of poverty at which they live. The study discovered that the majority of contractors are over 51 years of age, with little or no education. These elderly women lack the capacity to learn and be trained as entrepreneurs since age is against them. They may exit the project at any time and apply for an older persons' grant. It is concluded that Zibambele project organisers might find it impossible to introduce any form of skills to them because they are not motivated to learn anymore and lack the capacity to do so.
- The study discovered that the working relationship between young contractors and older ones is not good. There is a complaint from elderly contractors that the younger ones do not take their job seriously, that they do not respect the elders at work that they sit under the trees in groups gossiping about their seniors. These young contractors wait for their supervisors to arrive on site; then once they have left, they too leave their jobs early. They are also often absent.

- The findings also indicate contractors of all ages are expected to monitor themselves on site. But they arrive late at work and sign off duty at any time of the day, whereas their working hours are 08:00 to 16:00. It is said that a contractor can be absent from work for quite a long time but continue to receive his or her salary, and can appoint someone as a replacement with or without the knowledge of the DoT, while the salary is still paid to the contractor who is absent rather than the replacement. It is concluded that the DoT does not exercise full control over the administrative functions of the project, and that their monitoring mechanisms are not assisting them in terms of the efficient, effective use of financial resources.

The study observed a fault in the system of monitoring between the cost centre manager and the Zibambele officer who occupies the office at a district level. Every time the researcher requested any data from the cost centre manager, he was referred to the Zibambele officer, who was not fully cooperative with the study. This is an indication of communication breakdown between the two offices. The cost centre manager is not exercising full authority in terms of monitoring and accountability regarding the Zibambele officer, while there are no signs of reporting from the Zibambele officer to the cost centre manager. It is concluded that this administrative loophole is at least in part responsible for the DoT failure to implement the Zibambele programme in such a way as to meet its goals and the needs of society. When notified of the findings of the study, which indicates a lack of monitoring of the project, the Zibambele officer was expected to respond in terms of remedying the situation through the cost centre manager. However, there was no response from the Zibambele officer.

#### **6.2.2. Contribution of the Zibambele programme towards poverty eradication**

- The study found that the salary that contractors are receiving is very low in terms of meeting their basic needs and supporting their families, largely because they work only a few hours a month. However, the Zibambele programme forms part of EPWP, which means that the salary scale is set at a level decided upon for poverty alleviation.
- The Zibambele programme mobilises contractors through savings clubs, motivating them to save what little cash they receive for future investment and encouraging them to learn to become independent. But the findings show that the programme has no plan for assisting the savings clubs to spend their money in order to generate more income through small business entrepreneurship.

- Part of the Zibambele programme is to contribute to the development of the contractors and enhance their career prospects: for instance, by helping them to attain NQF certification in order to find permanent positions in government Departments, or training them to become contractors themselves running their own businesses. Unfortunately, the DoT has not implemented this policy.
- It is concluded that the programme contributes to service delivery in rural communities by maintaining access roads. Yet little attention is paid by the project to equipping contractors with technical skills for using their tools safely, e.g. how to use spade or slash, etc. The absence of training on safety measure such as how to react when they come upon a snake compromises the work environment of the contractors.

### **6.3. Findings and conclusion from the quantitative research**

The findings and conclusions are based on 75% survey questionnaires received respondents, out of a total of seven hundred survey questionnaires distributed to Zibambele contractors.

#### **6.3.1. Biographical details**

- The findings indicate that the Zibambele project focuses on rural women who are the head of their household (61.1% of responses received from Zibambele contractors). This is due to the fact that their men have died or abandoned them, escalating the number of female-headed households in KZN, in particular. This is supported by findings from the focus group discussion whereby participants indicate that some of them are widows; and single parents and have many dependants at home.
- The findings also reveal that 45.7% of respondents have no formal education, while 38.5% have primary education. A majority of contractors (43.3%) are aged over fifty, while 40% are aged between forty and forty-nine. Participants in the focus group discussion indicated that most of them will exit the project soon to apply for older persons grant since they are approaching sixty years of age; they have no formal education and upon their appointment in the project only the level of poverty they live was the only selection criteria. It is therefore concluded that the Zibambele project largely accommodates women who are heads of households, have minimal formal education, if any, and the great majority are over forty years of age.

### **6.3.2. Assessment of Public Administration towards the Zibambele project**

- Responses from contractors indicate that 65% believe that the DoT organised their stakeholders as community structures for the successful implementation of the project, including liaising with ward councillors and traditional leadership for purposes of the recruitment of contractors. It is concluded that the former act as the eyes and ears of the community to the DoT. This is also supported by participants in the focus group discussion whereby the majority claim that they were recruited during village meeting, community meetings and by community development workers.
- In terms of monitoring activities, the study found that the DoT practice is poor. 260 respondents indicated that officials visited contractors only once a week, which obliges them to monitor themselves (and enables them to report for duty at any time and sign off duty at any time). In the focus group discussion, it was also revealed by contractors that they can arrive at work at any time of the day because no one is monitoring them in their worksites. It is therefore concluded that there is insufficient monitoring by DoT of the Zibambele project.

### **6.3.3. Zibambele project contribution towards the eradication of poverty**

- The study received 86% responses which indicate that contractors gained monthly income by participating in the project. On the one hand, it was not enough to meet their basic needs. On the other hand, the policy is that the salary paid by the project is meant to help people who live under poverty line, i.e. poorest of the poor. This is part of the EPWP, which takes into account the prevailing wage rates in the labour market and the living costs in a given geographical area. Participants in the focus group discussion unanimously agreed that their monthly salary is very low to meet their basic needs and suggest that working hours must be increased a month in order to increase their salary. It is therefore concluded that efforts toward eradication of poverty are hindered by the insufficient salaries allocated to contractors.
- A total of 92% questionnaires received from respondents felt that participating in the project has encouraged them to form savings clubs, to which they contribute a little of what they earn for future investment. Respondents of 31.1% say they come out on their salary if they are very careful in using it, which means that savings is the best option for them to use for future endeavours. But 29.8% claim that they do not come out on their salary at all. Findings in the qualitative method indicate that all participants belong to various savings clubs whereby they contribute R20.00 a month for future savings, have bank account and meet

once a month to receive financial reports of their savings. It is therefore concluded that savings clubs are useful but that efforts toward financial literacy could be helpful to contractors.

#### **6.4. Recommendations**

- The study has achieved its objective to discover the contribution of Zibambele project to alleviate poverty whereby women receive salary as monthly income and move out from below poverty line, although the salary scale is not enough for them to meet their basic needs. Policy review is crucial, in order to reconsider the salary range for the EPWP. It is recommended that at least the hours of work be increased from 3 days a week to 5 days in order to improve the salary. This will enable contractors to meet their basic costs of living, taking into consideration that most of them have more than seven dependents at home.
- The objective of the study was achieved through savings club's initiatives, it was discovered that the project contributes successfully to rural women in the means of poverty alleviation by encouraging them to save little money they have for future investment and to allow them to join together in fighting poverty for themselves without depending much on government. However, it is recommended that the DoT needs to put more focus on assisting these savings clubs to be productive in terms of assisting these contractors to stand for themselves in the means of poverty alleviation. At this stage savings clubs fail to develop strategies to generate more income for themselves rather than receiving contribution of R20.00 from each member on a monthly basis as the only source of generating income.
- In its objective to assess contribution of the project to rural women, the study discovers that the project fails to uplift rural women out poverty by equipping them with necessary skills to become future entrepreneurs and stand for themselves due to low level of education and lack capacity to learn anything. It is crucial for the DoT to consider the capacity of contractors for self-development when recruiting. This implies that age and level of education must be taken into account if contractors are to benefit from the purpose of Zibambele, which is to help them to fend for themselves rather than getting a monthly salary. It is therefore recommended that the Zibambele programme should limit recruitment of contractors above 51 years of age with a low level of education since these contractors lack the capacity to serve the interests of the Zibambele programme. Young contractors should dominate recruitment since they have the capacity to benefit from training as business entrepreneurs, or to acquire various NQF qualifications and find placement in permanent positions. This implies that when a family is nominated during a public meeting for recruitment to Zibambele, the DoT needs to identify a

family member capable of being trained for future development. In the event of a suitable family member not being found, an elderly person should be the last option. This recruitment strategy is recommended because will allow Zibambele to maintain a continuous intervention for the elimination of poverty within society, rather than keeping the same contractors for a long period without self-development due to their incapacity to be trained for future endeavours.

- The purpose of the EPWP is to provide work experience to learners, preparing them to be placed in permanent positions. It is imperative for the DoT to identify contractors to carry out the duties of supervision at their work sites, in order to monitor absenteeism and performance and report daily to the DoT rather than expecting a foreman or other official from the DoT to travel long distances to monitor sites that are deep in the countryside. This will prevent contractors from reporting to work late or signing off duty at any time of the day, because they will have their immediate supervisors appointed from among themselves to report and monitor daily attendance registers. The study discovers that in its objective to assess public administrative processes applied to implement Zibambele project are not achieving good results since contractors are paid time they were not at work to cause financial constraints in the DoT. To enhance this objective, it is recommended that the DoT must appoint supervisors amongst contractors to monitor worksites to improve control.
- It is also crucial for the DoT to decentralise Zibambele management from the District level of municipality to local municipalities, to be managed fully by cost centre managers for reporting and controlling purposes. This recommendation will assist cost centre managers to have full knowledge of the progress of Zibambele within their area of jurisdiction, strengthen monitoring and have full administrative control. Zibambele officers will be held accountable for any poor performance through the office of the cost centre manager. Supervisors appointed on work sites will report directly to the Zibambele officers decentralised within local municipalities, providing cost centre managers with a day-to-day monitoring of work sites. These Zibambele officers will report on the performance of sites on a weekly basis to cost centre managers, who will then report directly to the Director's office. In its objective, the findings of the study indicate that the DoT applies poor public administration processes in terms of monitoring and control for the successful implementation of the project.
- The intervention of the Zibambele programme as a means of poverty alleviation should be extended to the children of contractors, since there is a concern amongst contractors that, while the salary they receive from Zibambele assists them to pay school fees for their children, once they finish grade 12 they have no means of paying fees for tertiary education.

## **6.5. Aligning study aim with the recommendations and results**

As indicated in chapter one, the aim of the study is to assess public administration processes used by DoT to implement Zibambele project towards poverty eradication amongst rural women. In the literature review section, it is also indicated that public administration processes through acronyms POSDCORB form the basis to achieve the aim of the study.

**Planning:** The results of the study indicate that contractors are not directly involved during policy formulation of Zibambele project by DoT as the power lies with head office of the DoT. It is recommended that direct participation in policy formulation of contractors will assist DoT to successfully plan and develop strategies that will assist contractors to stand for themselves in the means of poverty alleviation. Contractors know their challenges and they have strategies how to survive against poverty, therefore no any person can inform the DoT better than contractors themselves experiencing poverty on a daily basis.

**Organising:** The study discovers that contractors are organised through savings clubs to assist them to generate more income without much dependence on the project. However, these savings clubs struggle to assist contractors on other income generating strategies rather than R20.00 monthly contributions. DoT must work hard to organise other stakeholders such as other government Departments to provide skills to members on how to generate more income for themselves, provide more monitoring on the functions of the clubs, and the application of these skills acquired for these contractors to assist themselves.

**Staffing:** The results indicate that recruitment of the project is dominated by contractors above 51 years makes difficult for the project to provide skills opportunities to them because age is against them and lack capacity for self-development and with low level of illiteracy. It is recommended that Zibambele project must reconsider limiting recruiting contractors of this age because they have no capacity to learn, their focus is only for receiving monthly income in the project not to learn to do for themselves which make impossible for the project to achieve its objective to develop potential of contractors to learn to do for themselves.

**Directing:** The study discovers that policy formulation lies in the head office of the DoT Planning and Development as the highest structure of the DoT and contractors as implementing agency of the project are not involved directly during policy formulation. It is recommended that contractors are part of the project, even though their literacy level has a negative effect, but it is necessary for the DoT to have continuous consultation with contractors on the development strategies of the

project because they know their challenges and they can tell better than any other person how to survive against poverty, therefore, their full participation in policy formulation is imperative.

**Coordinating:** The results indicate that the DoT deploys consultants to the meetings of saving clubs to monitor progress and forward reports about the status of each club. One of the main duties of these consultants is to coordinate relevant structures inside and outside the DoT to assist savings clubs; however, challenges within these savings clubs do exist even though consultants are part of these meetings and do not provide any solutions. It is also noted that other consultants do not even bother themselves of attending these savings club's meetings. Decentralisation of Zibambele officers from district level to local level will eliminate these challenges, strengthen coordination and monitoring on the functions of these savings clubs, will save costs to the DoT because will get rid of these fruitless consultants to take full monitoring.

**Reporting:** The results indicate that Zibambele officer situated a district level is responsible for day to day functioning of the project, deploys foreman to worksites to monitor contractors. However, these foremen's do not visit sites regularly because they have other duties to perform in the DoT, as a result reports that are submitted to the head office by Zibambele officers on a monthly basis have inaccurate information because the DoT does not spend much time on work sites on the project. It is recommended that the DoT to consider decentralising Zibambele officers from district level to local level to allow more focus of the DoT to the project, this will also assist Zibambele offices to avoid receiving inaccurate information from worksites.

**Budgeting:** The study discovers that savings clubs have only one source of generating income by collecting R20.00 monthly contributions from their members. Consultants from the DoT who are deployed during the meetings of the savings clubs are not giving correct information of the failures or success of these clubs, as a results, other contractors are now reluctant to continue contributing their R20.00 to their savings clubs because of certain discrepancies of financial reporting from executive leadership which leads to dissatisfaction amongst members of financial spending of the clubs. Decentralisation of Zibambele officers from district level to local level of municipalities will decrease the work load these officials have at district level, will allow them to have manageable number of savings clubs and contractors within their area of jurisdiction. This will assist Zibambele officers to have full information of any financial challenges each savings club experiences and introduce urgently necessary remedial action without waiting for too long for the DoT to intervene on the savings club's challenges.

Implementation and monitoring: It is also suggested that DoT to consider employing supervisors who will monitor work sites on a daily basis amongst contractors themselves rather than deploying foreman's of the DoT who do not visit sites regularly, sometimes they visit sites once a week. This lack of proper monitoring of the DoT allows contractors to report any time of the day at work or sign off at any time allowing the DoT to pay contractors of time they did not work.

## **6.6. Implications for policy and practice**

Implications for policy and practice revolve around policy formulation and implementation as well as monitoring structures and implementation. The study discovered that policy formulation of Zibambele project is centralised in the head office of the DoT KZN under Planning and Development. The policy formulation does not involve lower structures of management which are only expected to implement policy in a form of top-down approach. Lower structures are expected to implement and provide monthly reports to senior management with regard to function of the project on worksites, as a result incorrect reports are received by senior management with regard to implementation of the project by officials of the DoT in lower structures of monitoring in worksites through bottom-up approach of reporting.

The study shows that there is no involvement of community structures during policy formulation of the project such as traditional leadership, ward councillors. These community structures are only involved during implementation of the project through recruitment whereby they are expected to assist the DoT to identify families that deserve appointment in the project.

The policy formulation process does not consider financial constraints of the project due to poor administrative and monitoring mechanisms are applied to implement the project to cause budgetary discrepancies within the DoT. Failure of the DoT to appoint full time officials to monitor worksites on a day to day basis leads to payment of contractors of the time they did not work. The policy formulation process does not consider accountability and effective use of financial resources of the DoT when implementing Zibambele project.

A top down approach policy formulation must be discouraged within the DoT for a successful implementation of the project. Lower structures of management including officials of the DoT must be involved in decision making as they have a better understanding in the field of implementation in worksites in contrast to senior management through joint operational plan.

Community structures must be organised in the manner that will allow them to be fully involved not only during implementation phase but also on monitoring mechanisms because Zibambele project is part of public policy. Such involvement implies that both management of the DoT and

community structures such as traditional leadership, ward councillors, community development workers, pastors, work together such as, to conduct home visits on a yearly basis to the families of contractors for an assessment of the contribution the project has made to each family. This joint monitoring process will enable the DoT to get a correct report about the contribution of the project to rural women, and if little progress is noticed during these visits both the DoT and community structures convene meetings to discuss a turnaround strategy for any challenges seen to be hindering a successful implementation of Zibambebe project within their communities.

The strengthening of monitoring through involvement of community leaders includes unannounced visits on sites by community leaders in order to observe their performance even in the absence of the DoT officials, contractors will avoid sitting under the trees, reporting late on duty because they will also be accountable to their community leaders who assisted them to be appointed in the project.

It is also suggested that community structures must be given a leading role in terms of monitoring to the implementation of the project since it occurs within their local areas and involves contractors who come from their areas. Traditional leadership should convene a quarterly meeting involving all stakeholders to assess progress and challenges within its implementation, if necessary taking DoT into account of any slow progress for the achievement of Zibambebe project objectives.

### **6.7. Implications to further research**

The objective of the study was to find out the contribution of Zibambebe programme towards rural women, monthly salary was discovered as an achievement of the study objective to assist rural women although is not enough to meet basic costs of living. Recommendations include increasing working days for these contractors which will automatically increase their salaries. The necessity for further research is based on transferring Zibambebe programme under EPWP as a project into a career opportunity for these rural women to be employed permanently in order to enjoy all fringe benefits as employees.

The conclusion of the study indicates that contractors at the age above fifty-one years dominate recruitment at the project; hence the project fails to meet its objective to assist rural women with skills to uplift themselves against poverty because these rural women have no level of education and lack capacity for self- development due to age. Recommendations claim that the project needs to eliminate this age target because it is impossible to train them as future entrepreneurs. However, the study findings also indicate that most families are led by females of this age particular, therefore there is a necessity for further research to determine the exact age target to be employed in the

project without side lining this age while considering that Zibambele aims to prepare rural women to learn to stand for themselves.

The study indicates that Zibambele project has poor monitoring, and administrative mechanisms which allow contractors to monitor themselves in worksites. Recommendations indicate that there is a need to employ supervisors amongst contractors rather than the DoT deploys officials in worksites to monitor because they do not visit sites on a daily basis. The conclusion of the study shows that most contractors have low standard of education which can become impossible for the DoT to appoint supervisors among contractors as they will be expected to compile monthly reports, attend meetings and allow contractors to sign attendance registers on a daily basis which requires people with level of education in good standard. Further research is crucial for the project to determine the recruitment criteria to be applied when appointing contractors that will be having good value for the project and the DoT to improve administrative and monitoring mechanisms to the project.

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## **APPENDICES**

### **APPENDIX ONE: FOCUS GROUP DISCUSSION GUIDE**

#### **WELCOMING REMARKS (RESEARCHER)**

I will first greet the participants, introduce myself and then request the participants to do the same

#### **PURPOSE OF THE INTERVIEW (MODERATOR)**

I will inform to the participants that all matters discussed are of great significance for an evaluation of Zibambele project contribution to the eradication of poverty on their lives at Ndwedwe Local municipality.

I will encourage respondents to feel free to express their own views in terms of the research topic. I will remind them that there is no right or wrong answers. I will emphasize to the respondents that the main purpose of this research is to obtain in-depth information that would contribute to the understanding of Zibambele project to uplift rural women with skills and poverty eradication. I will remind the respondents that all information will be treated as confidential. Then I will inform the respondents that they are entitled to their opinions. All respondents will be informed about the expected duration of the interview and I will seek permission to record the whole interview.

#### **INTERVIEW**

I will begin the interview process by posing a general question on the evaluation of Zibambele project, and then proceed to more specific questions as set below:

1. To what extent do Zibambele programme contributes to the eradication of poverty in their lives?
2. To what extent does Zibambele programme address their expectations and needs?
3. To what extent do managers and supervisors in the Department enforce them to execute duties that violate their rights as women?
4. How comfortable are the rural women participating in the programme in particular using equipment which is believed to be male oriented?

5. What barriers or limitations would you identify as women that prohibit the level of improvement as rural women?
6. Is Zibambele project being able to promote social cohesion among rural women?
7. What experience and skills have you gained by being part of Zibambele project?
8. What positive and negative effects has the experience had with Zibambele project?
9. What are your suggestions to improve management about Zibambele project?

### **CLOSING REMARKS**

I will provide an opportunity for any short final comments participants would like to make

Thank you very much for your contribution today. Are there any last comments that anyone would like to raise. The information you provide will assist write my dissertation and understand Zibambele programme.

## APPENDIX TWO: CONSENT FORM ISIZULU



KOLISHI LEZIFUNDO ZOMTHETHO KANYE NOKUPHATHA

ISIKOLE SOKUPHATHA; UBUCHWEPHESHE KANYE NEZOKUBUSA KUHULUMENI

UCWANINGO NGEZINGA LEMFUNDO EPHAKEME

UKWAZISWA NGOKUBAMBA IQHAZA KWINHLOLOVO

Mina..... (Amagama aphelele nesibongo) ngiyaqinisekisa ukuthi ngazisiwe futhi gniyaqonda ngokubamba iqhaza kulolucwaningo futhi ngiyavuma ukuzibandakanya kwinhlolovo.

Ngियाqonda ukuthi nginalo ilungelo lokuhoxa ekubambeni iqhaza kulolucwaningo uma ngifisa nganoma yisiphi isikhathi.

Ukusayina .....

Usuku: .....

Imvume yokusebenzisa okuqoshwayo

- Uma unesifiso sokuba yingxenywe yenhlolovo kusetshenziswa izinsiza zokuqopha inkulumo sicela ukhombise ngokubeka icashaza esikheleni esifanelekile ngezansi.

	<b>Ngiyafisa kusetshenziswe</b>	<b>Angifisi ukuba kusetshenziswe</b>
<b>Izinsiza kulalela</b>		
<b>Okokushutha izithombe</b>		
<b>Ukuqopha ngokubonwayo</b>		

### **APPENDIX THREE: DECLARATION LETTER TO RESPONDENTS**

#### Declaration Letter

This is to declare that I Thusi Vusumuzi Eugene will ensure that respondent's privacy is protected. I will not use the participants' name in any of the information received from this study or in any of the research reports. Any information received in the study will be recorded with a code number that will be secured. When the study is completed, the key that shows which code number goes with your name will be destroyed. Participants have the right to withdraw from the study at any time without any negative consequences.

I also confirm that respondents have the right to withdraw from the study at any time without negative consequences.

Signature: .....

Date: .....

## APPENDIX FOUR: SURVEY QUESTIONNAIRE ENGLISH

### Questionnaire development

#### Section A

#### Demographical details

1. Indicate your highest level of education

No formal education	Some or all primary school	Some High school	Matric	Post matric qualification

2. Indicate your family composition (Select ONE option only)

Female headed household-husband away	Single parent	Child headed family

3. Indicate your marital status

Married	Single	Divorced	Widowed	Separated

4. Indicate your means of living prior to joining the project

Statement	Yes	No
4.1 Living with social grant		
4.2 Begging food from neighbours		
4.3 Other _____		

**5. Indicate your age category**

18-30 years	31-40 years	41-50 years	51 years and above

**Section B**

**6. Indicate which of the following structures resulted in your successful appointment as a contractor on the Zibambele project**

Structure	Yes	No
6.1 To get appointment at the project I got recommendations from a public meeting convened by ward councillor		
6.2 To get appointment in the project I was recommended by the traditional chief in a village meeting		
6.3 My Pastor convinced the Department to appoint me to the project		
6.4 Our Saving`s club was visited by SITA to provide training on how to establish and register our small business		
6.5 An official of the Department facilitated the process to get my ID		
6.6 Bank officials visited our Saving`s club to assist for opening of bank account		
6.7 An official from the Department accompanied me to SASSA to facilitate the speedy processing of my application for an Older Persons Grant		
6.8 A financial adviser from the bank visited our Saving`s club with regard to methods of savings and investment		
6.9 After I was trained as a bricklayer; the Department engaged the municipality to get me a job in the RDP housing project in my area		
6.10 Our saving`s club registered a catering company which got the job to supply refreshment during the Municipality Imbizo to accumulate more cash in our club		
6.11 Community Development Worker visited families in the village for an assessment of poverty in the area		

**7. Indicate which of the following statements applied to you in order to get work on the Zibambele project.**

<b>To be appointed to the Zibambele project...</b>	<b>Yes</b>	<b>No</b>
7.1 No skills were required		
7.2 I needed a Matric certificate		
7.3 I needed a Post-matric qualification/diploma/degree		
7.4 I needed supervisory skills		
7.5 I needed technical skills		
7.6 I needed a drivers Licence		
7.7 My previous work experience was considered		
7.8 My level of poverty was considered		
7.9 The fact that my mother who was a contractor in the project had passed away and I was her replacement was considered		
7.10 The fact that I have many dependants at home and none of them was considered		

**8. Indicate your agreement with the following statements regarding the monitoring of activities on the Zibambele project**

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
8.1 Officials from the Department visit our sites to monitor our performance					
8.2 The Department allocates officials as our supervisors					
8.3 Supervisors visit our sites daily to monitor our performance					
8.4 Supervisors visit our sites once a week					
8.5 Supervisors do not visit sites regularly					

8.6 I sign an attendance register only when a supervisor arrives on site					
8.7 If the supervisor does not come; I sometimes report on duty after 10h00					
8.8 I only report on duty at 08h00 in the morning if I know that our supervisor will be coming to check our performance					
8.9 When it is hot; I sit under the trees for a couple of hours in the shade until the weather becomes conducive for me to continue with my work					
8.10 I quickly resume my work if I am resting and I see my supervisor coming					
8.11 Normal working hours are from 08h00 to 16h00					

**9. Indicate your agreement with the following statements**

<b>Statement</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
9.1 Because my supervisors do not visit sites regularly I can be absent from work without notifying my employer					
9.2 I can be absent from work for two to three months and get my child to continue with my job with the knowledge of my supervisor and I will continue to get paid monthly					
9.3 I can be absent from work for two to three months without notifying employer but will continue to get paid my salary every monthly					
9.4 I can be absent from work for two to three months without signing any leave forms for approval by management					
9.5 My child can replace me at work in my absence without signing any contract with the Department and my salary will be deposited into my account					

9.6 If I am absent from work due to illness I do not have to produce any sick note to my supervisor upon my return to work					
9.7 If I am absent from work without reporting it, my supervisor does not say anything and I continue to get my salary					
9.8 Management from the Department has meetings with us to discuss our challenges					
9.9 Management from the Department do not have any meetings with us to discuss our jobs					
9.10 Management from the Department consults our supervisors about our jobs					

**10. Indicate your agreement with the following statements with regard to funding for the Zibambebe project**

<b>Source of funding</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
10.1 The Department pays my monthly salary					
10.2 The Department supplies working equipment and uniforms					
10.3 When a government Department comes to give us training, they provide all the materials and tools we need.					
10.4 Through the Expanded Public Works programme; the Department of Public Works organised their service provider to provide various skills to us and issue certificates such as Computer Literacy; Office Administration; Bookkeeping; Secretarial; Receptionist; Cashier; and Catering					

**11. Indicate which of the following skills you have gained from working on the Zimbabwe Programme**

<b>SKILL</b>	<b>YES</b>	<b>NO</b>
11.1 Painting		
11.2 Plumbing		
11.3 Bricklaying		
11.4 How to register a small business		
11.5 Carpentry		
11.6 Computer literacy		
11.7 Office administration		
11.8 Secretarial		
11.9 Receptionist		
11.10 Switchboard		
11.11 HIV Counselling		
11.12 Community Development Worker		
11.13 Community Care Giver		
11.14 Cashier		
11.15 Motor mechanic		
11.16 Bookkeeping		
11.17 Catering		
11.18 Other: Please specify _____		

12. Indicate your agreement with the following statements regarding what the project has done to help you lift yourself from poverty:

The project has...	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
12.1 Encouraged me to save part of my salary each month					
12.2 Assisted me with opening a bank account					
12.3 Given me training to carry out a specific job					
12.4 Other: Please specify _____					

13. Select ONE of the options below which best describes your situation:

Through participating in the project...	Yes	No
13.1 I am not able to come out on my monthly salary no matter how hard I try		
13.2 I am just able to come out on my monthly salary if I am very careful		
13.3 I can come out on my monthly salary and I can <u>sometimes</u> save some in the bank as well		
13.4 I can come out on my monthly salary and I can <u>always</u> save some in the bank as well		

14. Select ONE of the options below which best describes your situation:

Through participating in the project...	Yes	No
14.1 I can assist the community to repair leaking pipes using my plumbing skills		
14.2 I can assist the Department of Human Settlement to construct RDP houses		

14.3 I can mobilise other rural women to establish and register small businesses		
14.4 I can attend to people living with HIV AIDS and who are bed ridden at home		
14.5 Other _____		

**15 Indicate your agreement with the following items that they will remedy challenges of poor authority in administrative functions in the project.**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
15.1 Supervisors must be placed full time on work sites					
15.2 Contractors must sign an attendance register every day in the morning and in the afternoon					
15.3 Contractors must get pre-approved leave of absence authority from management before taking days off					
15.4 Contractors must submit a sick note when they return to work after being absent due to illness					

## APPENDIX FIVE: SURVEY QUESTIONNAIRE ISIZULU

### IMIBUZO YOCWANINGO

### ISIGABA SOKUQALA

### IMINININGWANE YOMUNTU

**1. Khombisa ibanga lemfundo onalo**

ANGIFUNDANGA	INGXENYE YEBANGA LEMFUNDO EPHANSI	INGXENYE YEBANGA LEMFUNDO EPHAKEME	YIBANGA LESHUMI	IBANGA LEMFUNDO ENGAPHEZULU KWEBANGA LESHUMI

**2. Khombisa isimo somndeni wakho (Khetha impendulo eyodwa kuphela)**

Umuzi obhekwe ngumuntu wesimame kuphela-ubaba wekhaya wahamba	Umzali oyedwa	Umuzi obhekwe wuntwana

**3. Khombisa isimo somshado**

Ngishadile	Angishadile	Ngehlukanisile	Ngingumfelo/Mfelokazi	Ngishadile kodwa sikhala ngokwehlukana

**4. Ukukhombisa indlela yokuziphilisa ngaphambi kukaZibambele project**

Sitatimende	Yebo	Cha
4.1 Ngiphila ngesibonelelo sikahulumeni		
4.2 Ngicela komakhelwane		

4.3 Okunye		
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**5. Khombisa iminyaka yakho**

<b>18-30 weminyaka</b>	<b>31-40 weminyaka</b>	<b>41-50 weminyaka</b>	<b>51 weminyaka nangaphezulu</b>

Isigaba sesibili

**6. Khombisa ukuthi yiziphi izinhloko zomphakathi ezakulekelela ukuba uqashwe kwaZimbabwe**

<b>Uhlaka</b>	<b>Yebo</b>	<b>Cha</b>
6.1 Ngaphakanyiswa kumhlangotho womphakathi owawuhlelwe yikhansela lendawo		
6.2 Ukuqashwa kwami kwaZimbabwe nganconywa kwimbizo yomphakathi ehlelwe yinkosi yendawo		
6.3 Umfundisi wami waxoxisana nabomnyango wezokuthutha ngesimo sami sobubha wancoma ukuba bangiqashe		
6.4 Inhlangotho yethu yokonga ivakashelwe abakwa SITA ukuzosifundisa ngokusungulwa nokubhalisa amabhizinisi		
6.5 Umsebenzi wonyango wezokuthutha wangilekelela ukuba isicelo sami sepasi sisheshe kumnyango wezasekhaya		
6.6 Umsebenzi wasebhange wakashela inhlangotho yethu yokonga ukuzosivulela I account		
6.7 Umsebenzi womnyango wezokuthutha wangiphelezela kwa SASSA ukuba kusheshiswe isicelo sami sempesheni yokukhula		
6.8 Umluleki wase bhange wakashela inhlangotho yethu yokonga ukusifundisa ngokonga		
6.9 Emva kokuthola uqeqesho lokwaka, umnyango wezokuthutha wangilekelela ukuthola umsebenzi ekwakiweni kwezindlu zomxhaso endaweni yakithi		

6.10 Inhlangotho yethu yokonga yanikezwa umsebenzi wokunikezela ngokudla emhlanganweni kamasipala		
6.11 isisebenzi somphakathi savakashela endaweni yethu ukuzohlaziya isimo sobubha		

**7. Khombisa ukuthi yikuphi okwadingeka kuwena ukuze uthole ukuqashwa kwaZibambeke**

<b>Ukuqashwa kwami kwaZibambeke....</b>	<b>Yebo</b>	<b>Cha</b>
7.1 Akudingekanga khono		
7.2 Kwadingeka ibanga leshumi		
7.3 Kwadingeka imfundo yezinga elingaphezu kwebanga leshumi		
7.4 isipiliyoni sokuphatha		
7. Ikhono lobuchwepheshe		
7.6 Kwadingeka izincwadi zokushayela		
7.7 Ulwazi lwakamuva lomsebenzi		
7.8Izinga lobubha engiphila ngaphansi kwalo		
7.9. Umama wami wayeqashwe kwaZibambeke wadlula emhlabeni kwase kudingakala umuntu emndenini ozongena esikhalelni sakhe		
7.10 Ngesizathu sokuthi baningi abantu engibabhekile kwaba yiyona mbangela yokuqashwa kwami		

**8. Khombisa isitatimende ovumelana naso mayelana nokuphathwa komsebenzi wakaZimbabwe abonyango wezokuthutha**

<b>Isitatimende</b>	<b>ngivumelana a nhlobo</b>	<b>Angivumelani</b>	<b>Anginakho ukuphawula</b>	<b>Ngiyavumelana</b>	<b>Ngivumelana ngokugcwele</b>
8.1 Abasebenzi bomnyango wezokuthutha bayafika ukuzobheka umsebenzi					
8.2 Umnyango wezokuthutha usinikezela ngabasebenzi bakhe ukuba basibheke ukuthi sisebenza kanjani					
8.3 Abaphathi bafika nsu zonke ukuzobheka umsebenzi wethu					
8.4 Abaphathi bafika kanye ngesonto ukuzobheka umsebenzi wethu					
8.5 Abaphathi bethu abafiki njalo ukuzosibheka ukuthi sisebenza kanjani					
8.6 Ngisayina ukuthi ngifikile emsebenzi kuphela uma kufike umphathi wazosibheka					
8.7 Uma umphathi engafikile ngivamise ukufika emsebenzi ngehora leshumi emini					
8.8 Ngifika kuphela ngesikhathi esifanelekile emsebenzini uma ngazi ukuthi umphathi womsebenzi uyeza					
8.9 Uma ilanga lishisa ngiye ngihlale ngaphansi komthunzi kuze kube ilanga liyaphola					
8.10 Ngisukuma ngokushesha ngibuyele emsebenzini uma ngibona umphathi eqhamuka uma kade ngihleli ngaphansi					

komthunzi					
8.11 Isikhathi somsebenzi kusukela ku 08:00 kuya ku 16H00 ntambama					

**9. Khombisa ukuthi yisiphi isitatimende ovumelana naso ngezansi**

<b>Isitatimende</b>	<b>Angivumelani nhlobo</b>	<b>Angivumelani</b>	<b>Anginambono</b>	<b>Ngiyavumelana</b>	<b>Ngivumelana ngokugcwele</b>
9.1 Angimazisi umphathi uma ngingezi emsebenzini uma ngazi ukuthi akazufika ukuzosibheka emsebenzini					
9.2 Ngingalova emsebenzini izinyanga ezimbili ngicele ingane yami ingibambe emsebenzini ngolwazi lomphathi wami ngiqhubeke ngithole umholo wami ugcwele					
9.3 Ngingalova emsebenzini izinyanga ezimbili ngaphandle kokwazisa umphathi wami kodwa ngiqhubeke ngithole umhlolo wami ugcwele					
9.4 Ngingalova emsebenzini ngaphandle kokusayina ifomu lelivi eligunyazwe wumphathi					
9.5 Ingane yami ingangibambela emsebenzini uma ngingekho ngaphandle kokusayina isivumelwano nomnyango wezokuthutha kodwa ngikhokhelwe umholo wami ugcwele					
9.6 Uma ngingekho emsebenzini ngenxa yokugula angdingeki ukuletha incwadi kadokotela					

9.7 Uma kade ngingekho emsebenzini umphathi ngingamazisanga uye engasho lutho ngiqhubeke ngithole umholo wami ugcele					
9.8 Abaphathi bomnyango bayayibamba imihlangano nathi singabasebenzi mayelana nomsebenzi wethu					
9.9 Abaphathi bomnyango wezokuthutha abayibambi imihlangano nathi singabasebenzi mayelana nokusebenza kwethu					
9.10 Abaphathi bomnyango wezokuthutha baxoxisana kuphela nomphathi wethu mayelana nomsebenzi wethu					

**10. Khombisa ovumelana ngakho kulezitatimende ezilandelayo mayelana noxhaso lukaZibambele**

<b>Indlela yoxhaso</b>	<b>Angivumelani nhlobo</b>	<b>Angivumelani</b>	<b>Angibambono</b>	<b>Ngiyavumelana</b>	<b>Ngivumelana ngokugcwele</b>
10.1 Umnyango wezokuthutha yiwona kuphela osikhokhela umholo wethu					
10.2 Umnyango wezokuthutha yiwona kuphela osinikeza umfaniswano wokusebenza					
10.3 Uma kukhona umnyango kahulumeni ozosinika uqeqesho uye uphathe zonke izinsiza kufunda ezidingekayo					
10.4 Uhlelo lomsebenzi wophakathi olwengamelwe wumnyango yemisebenzi yomphakathi luhlela kanye nelibambisene nabo ukusinikeza amakhono ahlukene kanye					

nezitifiketi njenge computer, ukuphathwa kwehhovis, ukugcinwa kwemininingwane, omambhalane; kanjalo kanjalo.					
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**11. Khombisa ukuthi yiliphi ikhono osulizuzile ngokubamba iqhaza kuZibambele**

<b>Ikhono</b>	<b>Yebo</b>	<b>Cha</b>
11.1 Ukupenda		
11.2 Ukulungisa amapayipi		
11.3 Ukwakha		
11.4 Ukubhalisa ibhizinisi		
11.5 Khaphenti		
11.6 Khompuyutha		
11.7 izifundo zokuphatha		
11.8 Omambhalane		
11.9 Okubuzwa kuyena		
11.10 Ukuphendula izingcingo		
11.11 Ukululeka ngengculazi		
11.12 Ukusebenzela umphakathi		
11.13 Ukunakekela abagulayo		
11.14 Ukuqoqa imali		
11.15 Ukukhanda izimoto		
11.16 Ukugcinwa kwamabhuku		
11.17 Ukupheka		
11.18 Okunye: cacisa _____		

**12. Khombisa ukuthi yikuphi uZibambele asekusize ngakho ukuphuma kububha**

Uzibambele ungisize.....	Angivumelani nhlobo	Angivumelani	Anginambono	Ngiyavumelana	Ngivumelana ngokugcwele
12.1 Ngokungigquguzela ngokonga umholo wami njalo ngenyanga					
12.2 Ungisize ngokuvula account ebhange					
12.3 Unginikeze ikhono ukwenza umsebenzi othile					
12.4 Okuny: Cacisa _____					

**13. Khetha impendulo eyodwa ngezansi evumelana nawe**

<b>Ngokubamba iqhaza kuZibambele...</b>	<b>Yebo</b>	<b>Cha</b>
13.1 Angikwazi ukumelana nomholo wami noma ngingazama kanjani		
13.2 Ngiyamelana nomholo wami uma ngiwusebenzisa ngokuqaphela		
13.3 Ngiyamelana nomholo wami futhi ngesinye isikhathi kube khona engikubekayo abhange		
13.4 Ngiyamelana nomholo wami futhi ngikwazi ukbeka okuthize ebhange njalo		

**14. Khetha impendulo eyodwa ngezansi evumelana nawe**

<b>Ngokubamba iqhaza kuZibambele...</b>	<b>Yebo</b>	<b>Cha</b>
14.1 Ngingasiza umphakathi ukuphesha amapayipi amanzi avuzayo		
14.2 Ngingasiza umnyango wokuhlaliswa kwabantu ukwakha izindlu zomxhaso kahulumeni		
14.3 Ngingaqoqa abanye abantu besimame basemakhaya sizisungulele amavhizinisi		
14.4 Ngingasiza abantu abahaqwe yingculazi nabagulayo emakhaya		
14.5 Okunye: cacisa _____		

**15. Khombisa ovumelana nacho mayelana nokulungisa isimo sokuphatha sikaZibmbele kumnyango wezokuthutha**

<b>Statimende</b>	<b>Angivumelani nhlobo</b>	<b>Angivumelani</b>	<b>Anginawo umbono</b>	<b>Ngiyavumelana</b>	<b>Ngivumelana ngokugcwele</b>
15.1 Abqaphathi kumele babe khona emsebenzini ngaso sonke isikhathi					
15.2 Abasebenzi kumele basayine uma bengena noma bephuma emsebenzini njalo					
15.3 Abasebenzi kumele bathole imvume kubaphathi uma belova emsebenzini					
15.4 Abasebenzi kumele balethe ubufakazi bukadokotela umakade elovile ngenxa yokugula					

## APPENDIX SIX: GATEKEEPERS LETTER



transport

Department:  
Transport  
PROVINCE OF KWAZULU-NATAL

### Office of the Head of Department

Enquiries: Mr. BS Gumbi

Telephone: 033 355 8808

Email: [sbusiso.gumbi@kzntransport.gov.za](mailto:sbusiso.gumbi@kzntransport.gov.za)

28 August 2015

School of Management: IT and Governance  
Westville Campus  
Private Bag x 54001  
Durban  
4000

Dear Sir/Madam

#### RE: MASTERS DEGREE PUBLIC ADMINISTRATION

Student: Mr. Vusumuzi Thusi  
Student Number: 961 093 779

*Research Topic: An assessment of the Public Administration processes of the rural women poverty alleviation programme: A Case study of Zibambele project in Ndwedwe local Municipality*

Mr. Vusumuzi Thusi has been granted permission to conduct this research in the Zibambele project of Department of Transport (KZN) at Ndwedwe Local Municipality. This is done as a sample to improve service excellence within the project. He has access to the relevant Dept. of Transport (KZN) Zibambele project data needed to facilitate this research.

A handwritten signature in black ink, appearing to read 'BS Gumbi', written over a horizontal line.

**BS Gumbi**  
**HEAD: TRANSPORT**

**Street Address:** 172 Burger Street-Pietermaritzburg - 3201 Republic of South Africa - Tel: (27) (33) 355 8808 Fax: (27) (33) 355 8021

**Postal Address:** Private Bag X9043 - Pietermaritzburg 3200 - Republic of South Africa

**Website:** [www.kzntransport.gov.za](http://www.kzntransport.gov.za)

# APPENDIX SEVEN: ETHICAL CLEARANCE LETTER



21 August 2017

Mr Msumuzi Eugene Thusi (961093779)  
School of Management, IT & Governance  
Westville Campus

Dear Mr Thusi,

**Protocol reference number: HSS/1620/015M**

**Project title: Public Administration processes towards self-determination: A case of Ndwedwe Rural Women and the Zibambeko Project**

### Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 11 August 2017 has now been approved as follows:

- Change in Title

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

**PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Shamila Naidoo (Deputy Chair)

/ms

cc Supervisor: Dr Given Mutinta  
cc Academic leader Research: Professor Brian McArthur  
cc School administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shenzka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X5-001 Durban 4000

Telephone: +27 (0) 31 260 2597/2590-4500 Facsimile: +27 (0) 31 260 4039 Email: [ethics@ukn.ac.za](mailto:ethics@ukn.ac.za) / [snvc@m@ukn.ac.za](mailto:snvc@m@ukn.ac.za) / [ethics@ukn.ac.za](mailto:ethics@ukn.ac.za)

Website: [www.ukn.ac.za](http://www.ukn.ac.za)

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