

SECTION 5: STRATEGIC PLANNING FOR DEVELOPMENT,
MONITORING AND EVALUATION



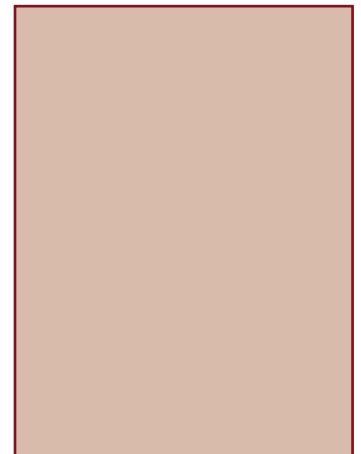
**Head: Strategic Planning for Development Monitoring and Evaluation
Mr James Mlawu**



**Senior Manager:
Development
Ms Jabu Bhengu**



**Senior Manager:
Monitoring & Evaluation
Mr Francois Mostert**



**Senior Manager:
Research & Information
Management
(vacant)**

INTRODUCTION

The restructured KwaZulu-Natal Department of Transport is based on the customer / client / contractor model. The introduction of an internal client / contractor relationship within the KwaZulu-Natal Department of Transport has created a matrix management system with clear lines of responsibility and accountability.

The Chief Directorate: Strategic Planning for Development, Monitoring and Evaluation is responsible for developing a standard format for business plans to assist responsibility managers to cost inputs against outputs that are set against clear development goals and outcomes which are consistent with the Provincial Growth and Development Strategy. The KwaZulu-Natal Department of Transport's business plans must now detail, on a project by project basis, how development goals will be achieved within the context of government's mandate of equity, the enhancement of democracy and the social and economic empowerment of disadvantaged populations and communities in all aspects of transport planning.

REPORT OF THE HEAD OF DEPARTMENT

Considerable progress has been made in ensuring that all responsibility managers, within the KwaZulu-Natal Department of Transport, now perform the core functions of the Department and, in the process,:

- facilitate social and economic integration to reverse the spatial planning legacy associated with separate development,
- redistribute services to achieve equity,
- promote social and economic development,
- consult communities and stakeholders on an ongoing basis,
- create new sustainable jobs,
- create economic opportunities for new market entrants,
- facilitate the transfer of skills,
- alleviate poverty.

KwaZulu-Natal Department of Transport business plans are expected to incorporate clear prioritisation methodologies that are both scientifically robust and transparent and which allow the Department to defend its priority lists in circumstances where social need overwhelmingly exceeds financial resources.

A major achievement in 2001/2002 was the involvement of Rural Road Transport Forums, and their stakeholder constituencies, in the prioritisation of projects to maintain, upgrade and develop our provincial road network. This ensured that all road infrastructure investments were recorded on a project by project basis and that they were anchored in the communities that they serve. As such, progress in implementing business plans can now be monitored on a project by project basis both by the Department and by the communities whose interests these projects are meant to serve. In as much as 74,8% of the KwaZulu-Natal Department of Transport budget is allocated towards roads, it is a considerable achievement to be able to report that three quarters of the Department's entire budget allocation has been through a thorough consultation process with community stakeholders who have contributed in developing a programme of well defined priority projects. We know, and community leadership knows, precisely which roads will be upgraded, what new constructions will be initiated, the maintenance regime within regions and how work will be programmed.

Responsibility managers can now be held accountable for managing their core functions in terms of an input based to output based budgeting process with well defined measurable targets.

The KwaZulu-Natal Department of Transport held its sixth Annual Summit in Pietermaritzburg on 8 May 2001. The summit was attended by over 3 000 people representing both rural and urban communities from throughout KwaZulu-Natal. Among the guests were over 130 traditional leaders. The theme of the summit was "Empowering Communities for Prosperity".

The Chief Director: Strategic Planning for Development, Monitoring and Evaluation is also Chairman of the African Renaissance Road Upgrading Programme. He has the Directorate: Development and the Directorate: Monitoring and Evaluation to assist him in his functions.

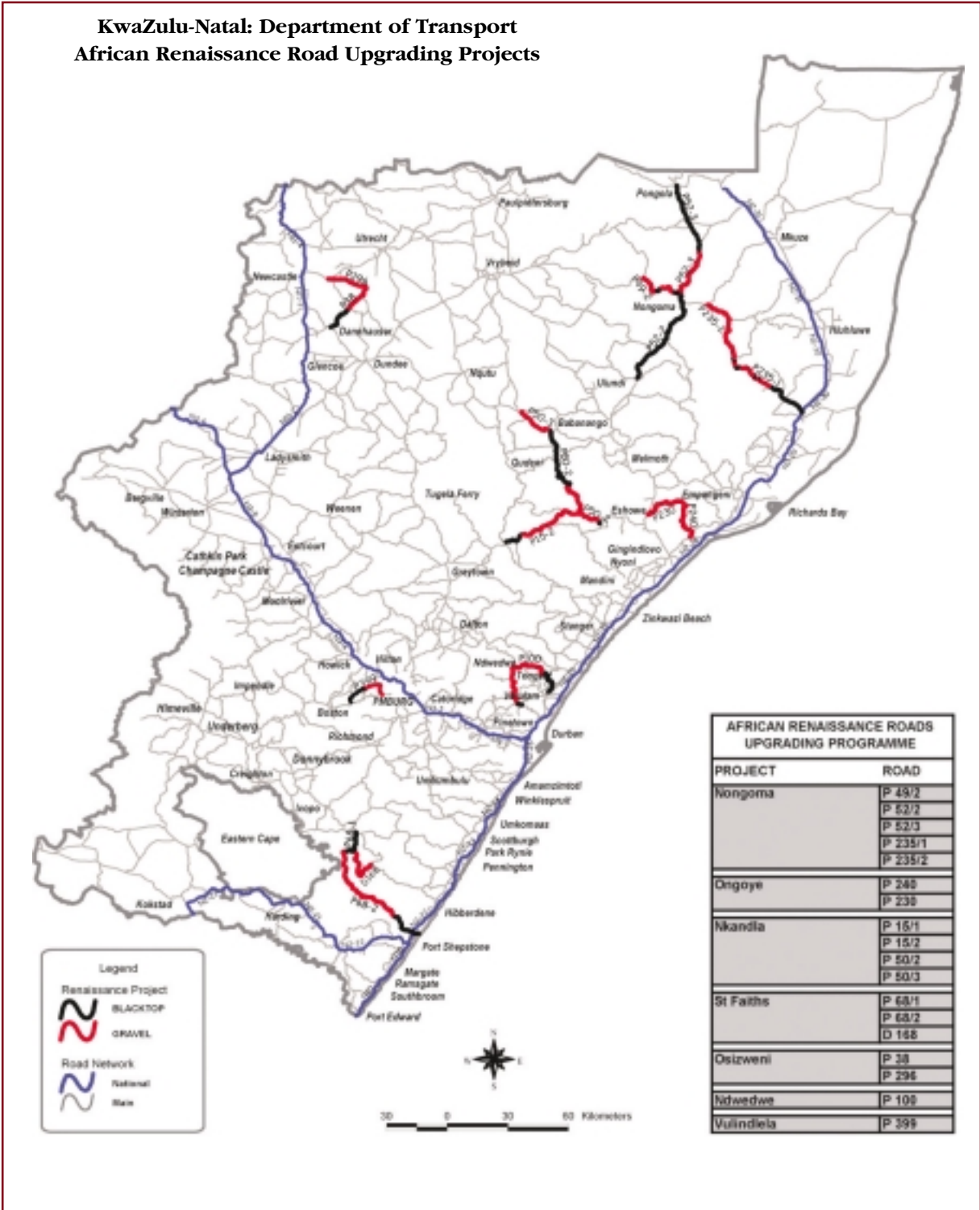
AFRICAN RENAISSANCE ROAD UPGRADING PROGRAMME

In announcing the KwaZulu-Natal Department of Transport's African Renaissance Road Upgrading Programme (ARRUP) Minister Ndebele, our MEC for Transport, noted:

"Central to the lasting eradication of poverty is the creation of a growing business sector that creates sustainable jobs which, in turn, increases the productivity of our country. The small business sector must reflect economic empowerment of ordinary citizens and not just the upper echelons of society."

And at the turning of the sod at the first ARRUP project, Minister Ndebele continued:

"Our constitution, our mandate to govern and our African Renaissance are based on the principles of participatory democracy and that government uses its budgets, and devises innovative investment strategies, to secure equity and the abolition of poverty in a transparent and accountable manner..... This is a non negotiable. If our budgets are not reaching grassroots communities and making a real tangible difference in the lives of poor people – who are our majority citizens and our majority voters – then we, as government, will have failed in the mandate we have been given by the people of South Africa."



He added, "Our African Renaissance Road Upgrading Programme is about the upgrading and blacktopping of major corridors throughout the Province of KwaZulu-Natal. Our African Renaissance Road Upgrading Programme is about constructing those transport corridors that will breathe new life into the economy of our province..... (To unlock) a massive but undeveloped potential to create new jobs, new business opportunities and to diversify the region's economy so that our children need not have to leave home to find work."

ARRUP is by far the boldest roads development initiative yet undertaken by the KwaZulu-Natal Department of Transport and the investment of R720 million over 5 years is possibly the biggest capital investment in rural

REPORT OF THE HEAD OF DEPARTMENT

infrastructure ever made by a provincial department. Its development goals are such that they cannot possibly be achieved by the Department acting alone. All ARRUP projects are not only designed within a methodology that brings together all the KwaZulu-Natal Department of Transport core functions in an integrated transport planning exercise with communities, they are designed within the context of promoting co-operative good governance.

The ARRUP projects are expected to bring about a complex of changes to the lives of beneficiary communities. These include:

- a more competitive transportation market in which the benefits from savings in transport costs are passed on;
- a diversified local economy with new investment opportunities in: Agriculture, Tourism, Transport, Construction, Small Industries and Trade;
- better access to health, education, extension services, banks, etc.;
- an improved range of public facilities which are motivated on the basis of cost savings associated with available plant and professionals on site;
- improved access to government programmes;
- improved access to investors;
- improved access to donors;
- an improved capacity to manage community and local economic development initiatives with community participation;
- an improved capacity to manage diverse business ventures with maximum community participation; and
- an increased standard of living in rural areas in relation to the standard of living in nearby urban areas. This will reduce rural / urban migration.

The KwaZulu-Natal Department of Transport expects that the ARRUP projects will be managed in their construction phase to:

- normalise the construction industry;
- increase local work opportunities;
- create opportunities for local suppliers;
- create opportunities for Vukuzakhe contractors;
- upgrade local assets;
- create a safe road environment;
- enhance the Department's reputation as an innovative service provider; and
- enhance the Department's reputation for promoting participatory democracy.

Having laid the foundations for ARRUP in the 2001/2002 financial year, the Department is confident that it will construct 47 km of blacktop roads, create 46 000 person days of employment and award 148 contracts to emerging contractors in the following year.

Contract documents relating to ARRUP projects are drawn up to promote the growth of an integrated and fully representative road construction industry. The first contracts on the ARRUP programme were awarded in October 2001 for the upgrading and surfacing of the road between Mtubatuba and Hlabisa that passes through the Hluhluwe Mfolozi Park. For the construction of this 26 km section of road, eight contracts have been awarded with a total value of R67 million. Of these contracts, two have been awarded to established contractors and six to emerging contractors. The emerging contractors will be responsible for the construction of a bridge, five culverts and 16 km of blacktop road.

An interesting feature of this project is that all the stone aggregate will be sourced locally. A newly established quarry at Ngebeza just north of Hlabisa will blast and crush 330 000 ton of rock to be used in the layer works and concrete works.

This R16 million contract is the largest quarrying contract ever awarded by the Department. At the end of the contract the community will inherit a valuable asset, namely a working quarry with the potential to also produce downstream products also e.g. pre-cast concrete products.

Construction has also started on the road from Nkandla to Fort Louis where four emerging contractors are working on the upgrading of structures and surfacing of 17 km of road.

All ARRUP projects are now well advanced in the design phase; and some projects are already under construction. Thirteen joint ventures between well established and recently established civil engineering consulting firms have been contracted to oversee the design and supervision phases of the projects. The bottom line of each joint venture is to build on the capacity of newly established firms. Indeed, many of the contracts have been awarded in such a way that the recently established civil engineering consultants lead the joint venture agreement. The net result of bringing together old and new civil engineering consultants has been the creation of a remarkably innovative think tank.

It is already clear that the harnessing of civil engineering capacities in this way has resulted in project designs that extend the normal parameters of road design in South Africa to bring a focus on the renewal of communities through the unprecedented creation of community assets and opportunities. Thus, for example, site offices are being identified and established with a view to their future use value to communities. These include:

- identifying abandoned buildings, e.g. shops, clinics and missions, which could be renovated as site offices and later used as public facilities;
- identifying derelict buildings that have been destroyed by political violence and renovate these to act as site offices and symbols of the future as well as the past;
- identifying the building needs of other government authorities and erect site offices in accordance with their design requirements and negotiate with them to take over the site offices for their own use; and
- establishing attractive and appropriate accommodation facilities that can be transferred to local communities to promote eco-tourism, community centres, housing for the aged and HIV/AIDS orphans.

Other novel design initiatives include the:

- use of spoil materials to construct school and other playing fields;
- removal of alien plants within road reserves and replanting with indigenous trees and shrubs as part of a road beautification programme;
- establishment of locally owned and managed indigenous plant nurseries;
- establishment of small dams and boreholes to provide water during construction which can also be used by communities for both human and animal consumption;
- establishment of local quarries that can be used to promote small industries locally such as block making, paving, tombstones and the supply of crushed stone; and
- construction of bus and taxi shelters using local materials.

These design principles for ARRUP roads are already being implemented. Here it is important to emphasise that neither Departmental personnel nor consultants work in isolation of community stakeholders. Project Liaison Committees, which are representative of all major stakeholders including AmaKhosi and Local Government, are formed to oversee and contribute their knowledge to the successful implementation of projects. PLC's have been established and are playing an active role in the design and implementation of the Hlabisa, Nkandla, St Faiths, Osizweni, Ndwedwe and Vulindlela projects.

ARRUP projects have become an important vehicle to realise the objectives of co-operative governance and integrated rural development. Most projects are designed to last at least three to four years. In effect this means a concentration of civil engineering professionals, contractors and plant, in rural communities, that can be cost efficiently utilised to plan and implement a new dispensation that goes beyond the delivery of road infrastructure.

Further, the fact that ARRUP projects are all multi-year projects creates a unique environment for the training of Vukuzakhe contractors and technicians. The Department has forged a strong partnership with CETA and, together, we are confident that a new day has dawned for Black economic empowerment in the construction industry. ARRUP will be used to intern S3 and S4 technicians who require two periods of six months practical training before they are allowed to graduate. The names and contact details of local technicians who have applied to the Department over the

REPORT OF THE HEAD OF DEPARTMENT

past three years have been forwarded to project managers. A profile of local technicians from communities that stand to benefit from ARRUP projects is:

Ndwedwe	130
Nkandla	9
Nongoma	9
Ongoye	24
Osizweni	39
St Faiths	24
Vulindlela	56
Total	<u>291</u>

The upgrading of gravel roads to blacktop does involve considerable expenditure on materials which could benefit local merchants were they sufficiently well informed and organised to supply. The PLC's are assisting with the registration of local suppliers. ARRUP projects have provided an opportunity for local merchants and traders to interact with the Department as though they were a "chamber of business". This augurs well for the circulation of new cash in beneficiary communities. Properly managed, the local supply of materials for ARRUP projects could make a significant impact on regional and sub-regional poverty gaps.

DIRECTORATE: DEVELOPMENT

Historically the Directorate: Development grew out of the Sub-Directorate: Community Access Roads. The Directorate: Development was therefore allocated a budget for local roads part of which is used to enhance public participation in the Directorate's and the Department's programmes. This has been achieved through the establishment of clear communication channels with the Rural Road Transport Forums and the running of capacity building workshops for the social empowerment of the forums.

The Directorate has developed and incubated programmes aimed at achieving economic empowerment of poor and mainly rural communities. Current programmes include the Staged Advanced Emerging Contractor Programme (Vukuzakhe) and the nationally acclaimed Zibambele Programme. These programmes are the Department's contribution to the transformation of both the construction industry and the economy of KwaZulu-Natal.

The restructuring of the KwaZulu-Natal Department of Transport on a customer / client / contractor basis and the Department's commitment to develop a balanced road network gave the Directorate: Development the critical role of supporting the Head of Department's client role. The Directorate: Development is responsible for researching and developing policy directives that inform integrated development, enhance democratic governance, promote equity and secure the social and economic empowerment of disadvantaged communities.

Both the Roads for Rural Development programme and the Road to Wealth and Job Creation initiative were pioneered by the Directorate: Development. In October 2001 the Directorate initiated an extensive evaluation and review of the progress made by its various programmes, paying particular attention to Zibambele and Vukuzakhe. The study was commissioned to Afridata Research and Research International and was designed to measure the impact of these programmes on the lives of those who had been awarded contracts of one sort or another, their families and the communities in which they work and live.

A stratified random sample of 3 023 people was selected as being representative of the broader rural community in the province. Within this sample:

- one third of respondents were chosen because they lived close to roads where Zibambele and Vukuzakhe contractors were working;
- one third were chosen because they lived somewhat further from these sites; and
- one third were chosen precisely because they resided so far from such roads that they might plausibly never have heard of either programme.

A further 252 Zibambele contractors and 206 Vukuzakhe contractors were interviewed using snowball sampling techniques. Given the homogeneous nature of both groups of contractors, that is the fact that their circumstances do not differ markedly from one part of the province to another, these sample sizes were calculated to be statistically representative of their respective universes and thus they allow us to generalise our findings with a considerable degree of certainty and reliability.

The detailed findings of this social impact study are reported under their respective sub-directorates. However it is pertinent to note that, despite the lack of visual advertising, such as signboards identifying projects with the Department, the Department nevertheless does enjoy considerable visibility in rural communities. So much so that Zibambele scored the highest points in terms of rural awareness of organisations and programmes. While the Department is to be applauded in this regard, it is perhaps disturbing that rural awareness of Zibambele is almost double that of awareness of HIV/AIDS programmes. Certainly a case can be made in support of the view that Integrated Transport Planning can form the backbone of Integrated Development Planning. In this regard it is noteworthy that very high scores were obtained for the performance of all programmes in terms of improved road and service accessibility and communities' positive understanding of government.

The social impact study does provide irrefutable evidence that the Roads for Rural Development programme and the Road to Wealth and Job Creation initiative are having a positive impact on the daily lives of rural communities. Not only has there been a dramatic improvement in rural mobility and community access to services, we now have sufficient evidence to demonstrate that the injection of cash into impoverished communities, through the Vukuzakhe and Zibambele programmes, is starting to bear fruit both for the contractors concerned, their families, their communities and the market economy of the province.

There is evidence that a small, but significant, increase in spending on consumer durables has taken place in the rural areas over the past few years. It is possible to extrapolate from the survey results that some of the spending on consumer durables and semi-durables can be attributed to incomes newly derived from the Zibambele and Vukuzakhe programmes. Not only are a growing number of people in the rural areas purchasing goods and services never before acquired, they are paying cash for these items. In as much as a high percentage of goods and services are purchased locally, there has been a sustained new cash injection into stagnant rural economies.

The Directorate: Development also commissioned the Southern African Labour and Development Research Unit (SALDRU), under Professor Francis Wilson at the University of Cape Town, to undertake an independent review of the cost effectiveness and impact of Zibambele. While the results of this ongoing evaluation are reported on under the Zibambele sub-directorate, it is appropriate to thank Professor Wilson and Ms Anna McCord, who conducted the research, not only for the professional rigour that they brought to the programme but also for their tireless enthusiasm. They have become ambassadors for Zibambele.

RURAL ROAD TRANSPORT FORUMS

Rural Road Transport Forums receive ongoing training in a programme that has been specifically designed to build their capacity to engage the KwaZulu-Natal Department of Transport in an informed and orderly way and, at the same time, act as a resource to their communities. The programme is designed in modular form and covers the members' three year term of office. Each module is made up of three workshops and each workshop builds on the previous workshop.

MODULE 1: Developing Good Governance in Communities.

Outcomes of the module are:

- participants will understand and be able to put into practice democratic procedures;
- participants will understand how to develop accountability to the KwaZulu-Natal Department of Transport, their communities and the sectors that they represent;
- participants will understand the Rural Road Transport Forum Constitution and expected code of conduct.

REPORT OF THE HEAD OF DEPARTMENT

MODULE 2: Effective and Efficient Meetings.

Outcomes of the module are:

- participants will understand how to conduct effective and efficient meetings;
- participants will understand the need for proactive participation in committee meetings;
- participants will understand how to make and implement decisions in committee meetings;
- participants will be able to plan, conduct and record a range of meetings to achieve development goals. These include Rural Road Transport Forum committee meetings, community meetings, ad hoc work related meetings, one-on-one meetings / interviews and learning group meetings;
- participants will also learn the additional skills of conflict resolution, problem solving, presentation and communication.

MODULE 3: Development Planning.

Outcomes of the module are:

- participants will understand how to draw up business plans;
- participants will understand budgets and cash flows;
- participants will understand how to justify their method of prioritisation;
- participants will understand how to do a needs assessment of the community,;
- participants will understand how to monitor and implement business plans.

In 2001/2002 the Department took a giant step forward in the development of regional business plans by consulting with forums concerning the prioritisation of projects on all road programmes. This development has made a significant contribution in creating increased opportunities at the community level in that programmes which were previously confined to local roads have now been geared up to include the entire Provincial Road Network.

The following findings from the social impact study bear testimony to the fact that the Roads for Rural Development programme is beginning to have a positive impact on community life in rural KwaZulu-Natal. The responses do draw attention to the need for the Department to give more attention to integrated transport planning. This will be corrected in our 2002/2003 business plan.

Rating of roads in area – Strongly Agree / Agree (sample 3 023)

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
There are good transport services available to you and your neighbours	32%	31%	34%	30%	34%
The roads allow better access to medical care now compared with 5 years ago	45%	41%	46%	45%	49%
The roads allow access to a bigger variety of stores	51%	45%	53%	53%	56%
The roads make it easier to get children to school now compared with 5 years ago	46%	41%	46%	49%	53%
Transport is cheaper now so I have more money to spend on other things	8%	5%	9%	9%	11%
I have a better idea of what the government and KZN DOT are doing for my area	24%	22%	22%	24%	27%
I have a say in the construction of the road	35%	42%	29%	33%	32%

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
It is easier to communicate with people in other areas / communities because of the roads	49%	41%	55%	51%	54%
The way the roads are looked after now shows us that the government cares about us	36%	34%	38%	31%	38%
The roads have made travelling much safer now compared with 5 years ago	44%	39%	47%	44%	49%
DISAGREE. Crime has increased because it's now easier for criminals to get into and out of the area	33%	35%	30%	36%	32%
DISAGREE. Taxis have become more dangerous now because it is easier for them to speed on the roads	41%	45%	36%	42%	38%

VUKUZAKHE

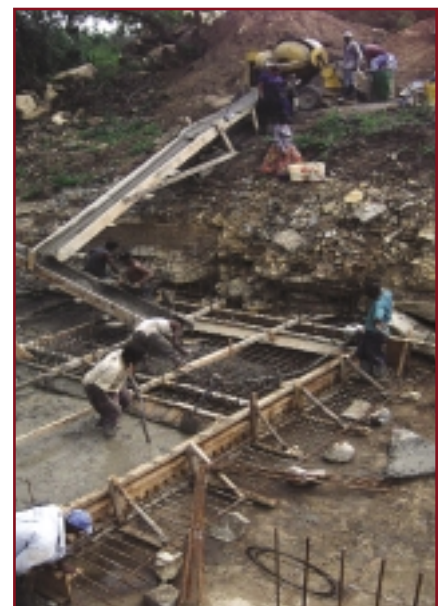
The Sub-Directorate: Emerging Contractors (SMME) and Job Creation is responsible for developing the policies, procedures and training programmes to secure a sustainable and viable emerging business sector in KwaZulu-Natal. The programme has focussed on using contract ZNT373T to promote a Four Staged Advancement Programme available to emerging contractors who are registered on the KwaZulu-Natal Department of Transport’s database.



The main thrust of the programme has been:

- the unbundling of contracts to cater for all sectors of the road construction and maintenance industry;
- the restructuring of contracts to secure collective participation by emerging contractors and established contractors within large contracts;
- maximising job creation;
- managing the emerging contractor database; and
- the establishment of Vukuzakhe Associations.

The Vukuzakhe programme is expected to address the structural constraints that restrict the growth, development and transformation of the construction industry in KwaZulu-Natal. The Department has started to address the training needs of emerging contractors by assisting them in 2001/2002 to form associations. The establishment of Vukuzakhe Associations will enable the KwaZulu-Natal Department of Transport to conduct its relationship with this sector in a more cost efficient way and in a manner that will result in social and economic empowerment.



It is clear from the social impact study that the majority of Vukuzakhe contractors do appreciate the requirements of the Staged Advancement system. It is also clear that the programme is highly valued by both the community at large and the contractors involved. The following responses by contractors bear testimony to this:

REPORT OF THE HEAD OF DEPARTMENT

Responses by Vukuzakhe contractors – Strongly Agree / Agree (sample 206)

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
The Vukuzakhe programme is helping black people get better jobs	91%	93%	98%	86%	76%
The Vukuzakhe programme helps the area to develop	98%	97%	98%	100%	100%
The Vukuzakhe programme has techniques that help the area advance	97%	94%	98%	100%	100%
The Vukuzakhe programme works with and helps the local community	97%	95%	98%	100%	100%
The Vukuzakhe programme is well known for assisting education	39%	35%	52%	29%	34%
The Vukuzakhe programme provides equal opportunities for all	64%	59%	67%	86%	55%
The Vukuzakhe programme exploits its workers and treats them badly	12%	10%	7%	10%	31%
The Vukuzakhe programme assists many small businesses to develop by giving them work	88%	89%	84%	95%	86%
The Vukuzakhe programme assists job creation by creating small businesses	91%	92%	88%	95%	93%
The Vukuzakhe programme is always there when I need them	68%	59%	76%	76%	76%
The Vukuzakhe programme pays me on time	58%	42%	81%	57%	66%
The Vukuzakhe programme allows the community to participate in upgrading this area	96%	94%	100%	95%	93%
The Vukuzakhe programme helps people to understand how the government works	93%	89%	100%	86%	97%
The Vukuzakhe programme allows us to gain the knowledge and skills necessary to run our own businesses	80%	72%	93%	76%	79%
The Vukuzakhe programme has improved the standard of living of people in this area	95%	92%	100%	95%	93%

Vukuzakhe contractors are strongly supportive of the role of the Rural Road Transport Forums and the way the programme is administered as well as the Department's use of consultants.

Responses by Vukuzakhe contractors concerning Rural Road Transport Forums (RRTFs)

– Strongly Agree / Agree (sample 206)

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
The RRTFs help the community to understand the workings of the government	59%	45%	79%	52%	72%
The RRTFs help develop leadership skills	35%	23%	53%	33%	41%
The RRTFs keep the community informed about contracts in the area	60%	46%	79%	52%	72%
The RRTFs ensure transparency when awarding contracts in this area	50%	37%	76%	57%	38%
The RRTFs are good at advising the KwaZulu-Natal Department of Transport on the needs and priorities of roads in the area	68%	51%	84%	76%	86%
The RRTFs are efficient in finding contractors in the area who can be involved in the construction of roads	54%	35%	76%	62%	72%

Responses by Vukuzakhe contractors concerning the administration of the programme

– Strongly Agree / Agree (sample 206)

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
Completion of tender documents is NOT too difficult	23%	13%	22%	43%	41%
I am given enough time to tender for a contract	60%	53%	64%	81%	59%
I DO NOT wait too long to hear if my tender is successful	8%	7%	12%	-	7%
The requirements for getting a contract are NOT too strict	35%	35%	28%	38%	48%
The tender process is fair	69%	61%	79%	76%	69%
The programme has helped create jobs for more people	95%	93%	97%	95%	97%
I know that the KwaZulu-Natal Department of Transport supports me	96%	94%	98%	100	93%
The programme has equipped me with the skills and knowledge necessary to run my business	84%	79%	91%	95%	83%
The programme has improved community life by employing local labourers	97%	97%	98%	95%	97%

REPORT OF THE HEAD OF DEPARTMENT

Responses by Vukuzakhe contractors concerning supports provided by civil engineering consultants
 – Strongly Agree / Agree (sample 206)

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
The consultant I deal with really helps me to do my contract very well	69%	66%	74%	90%	55%
The consultant gives me a lot of help in running my business	63%	63%	67%	62%	52%
The consultant is always available when I need him and helps me with all my queries	63%	61%	67%	71%	52%
The consultant lets me run my business my way and does not interfere in matters that do not concern him	79%	79%	83%	81%	72%
The consultant deals with me as a businessman and partner and not just as one of his labourers	76%	74%	78%	81%	76%
The consultant shows no racist tendencies	67%	64%	66%	71%	79%

One of the most striking achievements of the Vukuzakhe programme is the ability of contractors to create sustainable employment opportunities. Statistics showing the extent of unemployment in South Africa are notoriously unreliable. In part this relates to the inadequacy of data showing the extent and growth of informal sector employment.

A recent report by Statistics South Africa calculated that one million jobs were lost between February 2001 and September 2001. They reported that our expanded unemployment rate is 41,5%. This includes discouraged job seekers who want to work but who have given up looking for employment. The official unemployment rate is reported to be 29,5% with KwaZulu-Natal registering a rate of 33,5%. The official unemployment rate measures only those jobless who are not only willing to work but who have actively looked for work within four weeks of the unemployment survey.

Many economists attribute the loss of employment opportunities to decades of economic mismanagement during apartheid which have come home to roost as South Africa takes its place in the global economy. This is well illustrated by the number of jobs lost in the motor manufacturing sector where South Africa has performed well on international markets. Between 1994 and 1999 some 296 000 jobs in motor manufacturing were lost, partially through the industry's drive to become more competitive at an international level.

In this context, the performance of Vukuzakhe contractors in creating new jobs is nothing short of phenomenal. The social impact study indicates that in March 2002 the 206 Vukuzakhe contractors in the sample employed some 2 500 people. It is possible therefore to extrapolate from the sample and conclude that the total number of contractors currently provide paid work to approximately 17 500 people. The sample further indicates that most Vukuzakhe contractors employ people from the districts in which their contracts are awarded. In this way local work opportunities have been created in rural communities.

The results of the social impact study indicate that, while there are many corrections and refinements to be made, by and large the Vukuzakhe programme is achieving what it was established to achieve. We are confident therefore that with the organisation of contractors into associations, together with the full implementation of the African Renaissance Road Upgrading Programme, solid building blocks are in place to take the programme boldly forward.

ZIBAMBELE



Zibambele is the KwaZulu-Natal Department of Transport’s flagship poverty alleviation programme. Zibambele is a form of labour intensive road maintenance in which a household is contracted to maintain a specific length of road. The winning of the coveted Impumelelo award in 2000 as the most innovative programme focusing on the reduction of poverty and the improvement in the quality of life of the poor has propelled Zibambele into the national and international spotlight. It was therefore considered important to verify independently whether or not the programme was achieving what it set out to do.

Zibambele was designed as a cost efficient rural road maintenance system which could provide sustainable contract opportunities to destitute families, particularly women headed households. Preliminary results from SALDRU indicate that the Zibambele programme has indeed achieved its objectives. It is certainly a credit to all involved that a young programme like Zibambele has been rated as outperforming well resourced and well founded national and international poverty alleviation programmes.

The social impact study findings on Zibambele are beyond the Department’s expectations. The programme has allowed many heads of households to put food on their tables and to meet other pressing needs such as schooling and healthcare. However, it is clear that the benefits for the contractors are not only in monetary terms. They feel skilled, respected and dignified. They are full of hope for their futures and that of their children. It is appropriate that we let the social impact study findings speak for us and for Zibambele contractors.

Rating of the selection process for Zibambele

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
Very Fair	68%	77%	53%	79%	60%
Fair	31%	23%	43%	21%	38%
Neither Fair nor Unfair	2%	-	4%	-	2%
Unfair	-	-	-	-	-

Life has changed because of the Zibambele programme

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
Yes	96%	97%	94%	98%	98%
No	4%	3%	6%	2%	2%

REPORT OF THE HEAD OF DEPARTMENT

Opinions and attitudes towards the Zibambele programme

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
Zibambele makes me feel part of the community	97%	94%	99%	100%	100%
I am proud to work for Zibambele	94%	97%	90%	95%	95%
I can now get / access credit like everyone else	63%	91%	44%	40%	52%
The work I do for Zibambele is NOT important	7%	8%	7%	2%	7%
I am respected by my family	95%	98%	91%	98%	93%
I can now talk as a woman / man	75%	93%	59%	67%	64%
I am no longer dependent on money earned by my husband / wife / family	61%	83%	46%	45%	50%
People respect the work that I do for Zibambele	78%	87%	65%	74%	83%
I am embarrassed to work for Zibambele	1%	-	3%	-	-
The Zibambele programme has improved my quality of life	82%	96%	62%	86%	76%
Zibambele shows that the government cares about me and my community	91%	97%	90%	86%	83%
I am grateful for Zibambele because it has given me a job	92%	97%	85%	93%	88%
By working for Zibambele I have a say in the construction / building of roads	87%	92%	79%	90%	81%

One of the most pleasing results of the survey was the way Zibambele contractors feel themselves affirmed as having and being in control of their future despite the fact that they do not, for the most part, expect to earn an income outside of Zibambele.

Statement association with life today – STRONGLY DISAGREE / DISAGREE

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
Poor people will always be poor	67%	66%	63%	74%	69%
Nothing I can do will make my life better	67%	65%	68%	67%	71%
I will always be poor	71%	66%	76%	71%	76%
I do not expect to have a better quality of life in the future	83%	86%	75%	81%	90%
My children will never have a good education	51%	55%	38%	55%	57%

	TOTAL	EMPANGENI	LADYSMITH	PMB	DURBAN
I will never be able to influence government	58%	48%	65%	69%	57%
I cannot choose where I want to get a sick child treated	47%	46%	40%	48%	60%
I cannot choose which school to send my child to	46%	44%	38%	48%	62%
I cannot be involved in upgrading / improving the area in which I live	73%	72%	72%	74%	79%
Zibambele is the only way I will ever earn money	10%	14%	4%	7%	10%
I cannot choose where I go to shop	51%	60%	34%	52%	55%

In 2001/2002 a total of 9 856 Zibambele contracts were awarded out of the 10 000 that were targeted. Manuals have been developed to guide the further implementation of the programme and to train KwaZulu-Natal Department of Transport staff in their supervision responsibilities.

A constitution has been compiled in consultation with Zibambele contractors to guide their organisation into savings clubs. Indications from the social impact study are that Zibambele contractors are enthusiastic about joining savings clubs – only 2% of contractors surveyed indicated that they would be unlikely to join.

DIRECTORATE: MONITORING AND EVALUATION

Monitoring and Evaluation is a newly established Directorate, specifically established to assist the Department in monitoring performance and to develop appropriate evaluation criteria to measure the impact of various programmes and plans on the target audiences. This directorate further promotes the ethos of Good Governance in the Department.

The concept of Mission Directed Work Teams has been piloted in the Pietermaritzburg Region and has achieved outstanding results. One of the teams increased its productivity output in excess of 100%. The introduction of the Mission Directed Work Team Productivity and Management Programme in the Department puts the Department on a par with leading large companies in South Africa and internationally.

In order to monitor output by all the components in the Department effectively, a measuring instrument has to be put in place which will allow for the measurement of various diverse outputs.

The programme "Mission Directed Work Teams" provided such a tool which has the following characteristics:

- **Measurement takes place at the lowest possible level typically at foreman level.**
- **Measurement is done against specific measurable items only i.e. only items which can be measured specifically are catered for.**
- **Measurement is against specific set targets.**

The output targets are set by each foreman in conjunction with the regional director and in this way lower level staff members take ownership of their outputs. At monthly intervals, results achieved by all teams are presented to the regional director who then compiles these into a single report to the Directorate: Monitoring and Evaluation to reflect his service delivery for that month. At any time during the month line function managers and staff from Monitoring and Evaluation can visit a team to check the recorded measurements against the actuals in the field as field managers usually measure and record their outputs on a daily basis.

Business plans are submitted to the Chief Directorate: Strategic Planning for Development, Monitoring and Evaluation approximately eight (8) months before the commencement of a financial year. These business plans are scrutinised by the Directorate: Monitoring and Evaluation in order to extract from them the specific services to be delivered by

REPORT OF THE HEAD OF DEPARTMENT

each component in the Department. These outputs are then compiled showing annual target quantities for reporting on by each component within the Department.

Although the monthly service delivery reports focus on outputs, overall or macro expenditure per item is also recorded in order to determine unit rates for comparison with private sector agencies and the performance of other Government Departments. Annually an evaluation exercise is conducted to advise management regarding the relative performance of the Department in relation to industry norms and standards.

All components within the Department develop their own specific policies to guide staff in the correct implementation of procedures. These policies are reviewed by the Directorate: Monitoring and Evaluation in order to ensure their compliance with national norms and standards as well as to eliminate duplication or contradictions within policies.

During field inspections staff of this Directorate do inspect work procedures to ensure compliance with these policies.