

1. GLOSSARY OF TERMS / DEFINITIONS

EPWP - The Expanded Public Works Programme

The Expanded Public Works Programme (EPWP) is a nation-wide Government programme aiming at drawing significant numbers of unemployed into productive work, so that they increase their capacity to earn an income.

EPWP Project

Deliberate attempt by public sector bodies and Non-Governmental Organizations to use expenditure on goods and services to create work opportunities within the four sectors (Infrastructure, Social, Environment & Culture and Non State) of EPWP for the unemployed on a temporary basis under the Code of Good Practice for EPWP. Training will be applied where it is a pre-requisite to perform the task.

EPWP Worker/Beneficiary

An unskilled or semi-skilled person working temporarily or on a contract basis on an EPWP designed project.

Labour-intensive

Methods of construction involving a mix of machines and labour, where labour utilizing hand tools and light plant and the equipment, is preferred to the use of heavy machines, where technical and economically feasible. (Note: The normal emphasis on the cost effectiveness and quality of the asset must be retained)

Key Performance Indicator (KPI)

A qualitative or quantitative measure of a service or activity used to compare actual performance against set standard or other target. In the context of EPWP, the key performance indicators relate to worker demographics, project budget, training days, wages, social impact studies, etc.

Work Opportunity

Paid work created for an individual on any EPWP project for any period of time.

By hand

It refers to the use of tools, which are manually operated and powered.



Capital Expenditure (CAPEX)

Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential. CAPEX increases the value of an asset.

Cash flow

The stream of costs and / or benefits over time resulting from a project investment or ownership of an asset.

Community Liaison Officer (CLO)

The CLO is a member of the targeted community. The CLO is selected by the Project Steering Committee (PSC) **in consultation with the contractor** and is subsequently contracted by the contractor to provide social facilitation services. The CLO will be the link between the community and the project, **also perform duties as per his/her appointment.**

Demographic Characteristics of Workers

The number of workers that fall within the following categories must be recorded:

- Youth (16 ñ35 years of age)
- Women
- People with disabilities

Person-days of Employment

The aggregate of the number of people who worked on a project multiplied by the number of days each person worked.

Project Budget

The project budget is the price tendered by the contractor plus the professional fees for the professional service provider appointed to design and supervise the project.

Project Wage

Minimum Daily Wage Rate (whether task-rated or time rated) paid per beneficiary and **as per the Ministerial Determination**. The minimum daily rate cannot be less than the minimum wage rate as specified in the Ministerial Determination for EPWP. **The minimum wage rate as per the Ministerial Determination for EPWP will take effect from 1 November annually.**

Task-rated worker

Means worker in which a worker is paid a fix rate for performing a task.



Time-rated worker

Means worker in which a worker is paid on the basis of the length of the time worked.

Person-Days of Training

The number of Training Person-days is the number of people who attended training multiplied by the number of days of training. A distinction must be made between accredited and non-accredited training person-days.

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2. LIST OF ABBREVIATIONS

MLM	Mandeni Local Municipality
DPW	Department of Public Works
DORA	Division of Revenue Act
IDP	Integrated Development Plan
KPI	Key Performance Indicators
CAPEX	Capital Expenditure
CBO	Community-based Organisations
EPWP	Expanded Public Works Programme
CETA	Construction Education and Training Authority
SETA	Sector Education and Training Authority
SAQA	South African Qualifications Authority
SMME	Small Micro to Medium Enterprises
PFMA	Public Finance Management Act
PSC	Project Steering Committee
COIDA	Compensation of Injuries and Diseases Act
UIF	Unemployment Insurance Fund
OHSA	Occupation Health and Safety Act.
MINMEC	Minister and Members of Executive Committee of Public Works
MEC	Member of the Executive Committee
MM	Municipal Manager
MFMA	Municipal Finance Management Act
NPO	Non-profit Organisations
DSC	District Steering Committee
ED	Enterprise Development
DoL	Department of Labour
CI	Corporate Identity
SCM	Supply Chain Management



3. INTRODUCTION

3.1 EPWP BACKGROUND

Job creation and skills development remain key priorities of the South African Government. The Expanded Public Works Programme (EPWP) is a Cabinet endorsed Programme aimed at creating 6 million work opportunities by 2019. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme's overall coordinator is the National Department of Public Works (DPW).

The Programme is implemented in the context of strategic Government initiatives which includes the New Growth Path (NGP). The NGP outlines key job drivers, such as *targeting more labour-absorbing activities across the main economic sectors; and substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy.*

3.2 RATIONALE FOR THE EPWP MUNICIPAL POLICY

The persistently high rate of unemployment in South Africa is one of the most pressing socio-economic challenges facing the Government and similarly Mandeni Municipality. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward. Job creation and skills development as stated in the Integrated Development Plan (IDP) will remain key priorities for the Municipality.

Cabinet has adopted EPWP as a primary vehicle for creation of work opportunities and has endorsed a conceptual framework which designates a specific role and targets for each municipality in terms of the Programme. To date the Municipality has given effect to the call by signing an Implementation Protocol with the MEC of KZNCOGTA to partner and co-operate in terms of EPWP. In order to mainstream the Programme through the Municipality, an EPWP policy is required to guide on the implementation of EPWP within the Municipality.

For the EPWP to be effective the Programme needs to be incorporated in all activities of the Municipality. This will require that every project as per the IDP will promote EPWP principles and re-structure project activities to facilitate and create greater employment opportunities per unit of expenditure, where possible.

This policy is therefore prepared for the entire Municipality, with the intention to close the identified gaps and challenges on the implementation of EPWP, strengthen the existing interventions and introduce new ones.



3.3 CHALLENGES FACING THE MUNICIPALITY TO IMPLEMENT AND DELIVER ON EPWP OBJECTIVES AND TARGETS

The EPWP has been implemented at a small scale within the Municipality yet with commendable outcomes in terms of the involvement of local communities in delivering local assets and transfer of wages.

Although the Programme has been introduced at a small scale within the Municipality, it has the potential to follow suit in terms of the achievements of several comparable municipalities by addressing the following:

- Capacity in terms of designing projects labour-intensively.
- Institutionalization of EPWP within the Municipality
- Capacity in terms of reporting.
- Dedicated coordination capacity within the Municipality.
- Achievement of longer duration of work opportunities targets.

4. POLICY VISION

The vision of the MLM EPWP Policy is in keeping with the overall Vision of the Municipality and is as follows:

“To be a sustainable economic hub through the empowerment and development of local communities through the Expanded Public Works Programme”

5. POLICY GOAL

The goal of the MLM EPWP Policy is:

“To facilitate the creation of sustainable jobs through the Expanded Public Works Programme by providing clear directions”.

6. EPWP MUNICIPAL POLICY OBJECTIVES

The objective of this Policy document is to provide a framework within which the Municipality and its departments implement the EPWP. This policy document is aimed at providing an enabling environment for the Municipality to increase the implementation of EPWP, through the re-orientation of its line budgets and channelling a substantial amount of the overall annual budget allocation and human resources towards the implementation of EPWP. Through this policy the Municipality aims to achieve the following:

- Mainstreaming the implementation of the EPWP by:
 - ❖ adopting the EPWP as an approved delivery strategy for project implementation by including EPWP guidelines and principles;
 - ❖ implement the Programme in all EPWP sectors;
 - ❖ addressing under reporting on the EPWP;



- ❖ developing skills within communities through the provision of training, with the emphasis on accredited programmes;
 - ❖ entrenching the EPWP methodology to all IDP projects, where applicable; and
 - ❖ re-engineering the planning, designing and implementing of projects in line with EPWP.
- Institutionalising the Programme by:
 - ❖ guiding on the EPWP Governance Structures within the Municipality;
 - ❖ clarifying the role of each Department in terms of EPWP;
 - ❖ informing all Departments within the Municipality on how their functions should contribute towards achieving the EPWP objectives; and
 - ❖ securing ownership from all Departments to lead on the implementation of the EPWP, with the support from Project Management Unit within the Municipality.
 - Guiding the implementation of the Programme by:
 - ❖ providing guidance on employment conditions, skills development and enterprise development;
 - ❖ promoting the adoption of supply chain and procurement policies in line with EPWP;
 - ❖ maximising the percentage of the annual total budget spent and retained within local communities through employing and capacitating local labour and small businesses; and
 - ❖ defining key performance indicators to monitor, evaluate and report all EPWP initiatives.

7. LEGISLATIVE AND POLICY FRAMEWORKS

The development of this policy is informed and guided by the following legislative and policy prescripts:

- The Constitution of South Africa (Act 108 of 1996);
- The Integrated Development Plan (2012 ñ 2017);
- Municipal Finance Management Act (Act 56 of 2003);
- Division of Revenue Act (2013);
- The Municipal Systems Act (Act 32 of 2000) (as amended);
- The Basic Conditions of Employment Act (Act 75 of 1997);
- Skills Development Act (Act 37 of 2008);
- 2003 Cabinet Memo which approves the implementation of EPWP;
- EPWP Phase 2: Consolidated Programme Overview, 2009;
- Ministerial Determination 4: Expanded Public Works Programme, No. 35310 Gazetted 4 May 2012;
- Code of Good Practice for employment and conditions of work for Expanded Public Works Programme, no 34032, gazetted 18 February 2011;
- Expanded Public Works Programme (EPWP) Institutional Arrangement Framework, (2012);



- National Development Plan 2011; and
- New Growth Path 2010 (draft).

8. SCOPE OF APPLICATION

The provisions of this Policy apply to all Departments, Agents or Contractors working or contracted to the Municipality.

9. EPWP INSTITUTIONAL ARRANGEMENT

This refers to the overall coordination of EPWP and contextualises the governance structures and accountability within the Programme across all spheres of Government, as far as it impacts on the Municipality.

9.1 POLITICAL LEADERSHIP OF THE EPWP AT NATIONAL AND PROVINCIAL SPHERE

The Minister of Public Works has been mandated by Cabinet to champion the EPWP, and will:

- provide leadership and direction on the design, framework and implementation of the EPWP;
- report to the Cabinet on progress in implementing the EPWP and achieving the EPWP targets;
- mobilise political leadership at National, Provincial and Local spheres to ensure the effective implementation of the EPWP in these spheres;
- convene and chair the Public Works Inter ñ Governmental Forum which will oversee the implementation of the EPWP; and
- Ensure that the Department receives the resources necessary and sufficient to enable it to provide technical support to participating Public Bodies, monitor the implementation of the EPWP and evaluate the impact of the EPWP.
- Cabinet recently established a Presidential Public Employment Coordination Commission to achieve greater synergy during EPWP Phase 3 between different EPWP programmes/projects and other poverty alleviation and employment initiatives. The Commission consists of relevant Ministers, the nine Premiers and SALGA and is chaired by the President or Deputy President. The Commission will meet quarterly, supported by the DPW's current EPWP Branch, which will provide technical secretariat services to the Commission.

At Provincial level, the Premier will:

- provide leadership and direction on the implementation of the EPWP in the Province;
- ensure that the Province meets the targets specified in the protocol agreements signed by respective Mayors of the Municipalities;
- appoint a member of the Provincial Executive Committee to coordinate and lead the EPWP in the Province;
- appoint members of the Provincial Executive Committee to be responsible for promoting the EPWP in the infrastructure, social and environmental sectors;



- ensure the effective coordination of participating public bodies in the Province and monitor the implementation of the EPWP in the Province;
- assist and mobilise municipalities in the Province to meet the targets specified in the protocol agreements;
- ensure that the EPWP is incorporated in the infrastructure plan or provincial growth and development plan of the Province;
- ensure that the provincial departments incorporate EPWP FTE targets into their programme plans;
- ensure that the Province's EPWP targets are incorporated in the performance agreements of senior officials responsible for implementing the EPWP in the Province;
- report on implementation of the EPWP in the Province and progress in meeting the Province's EPWP targets in the Premier's annual speech at the opening of the Provincial Legislature;
- Report on the implementation of EPWP in the Province to the Presidential Co-ordinating Council;
- Ensure that the EPWP is a standing agenda item at meetings of the Provincial Executive Committee and the Extended Provincial Lekgotla; and
- Convene the Provincial Inter- ñ Government Forum with Executive Mayors/Mayors of municipalities within Province to assess progress on the implementation of EPWP;
- Ensure that the Provincial Treasury complies with the Department's requirements for disbursing the EPWP conditional grant in the Province and in particular, ensure that participating public bodies in the Province cannot draw down any portion of the EPWP conditional grant from the provincial revenue fund, except in accordance with the terms of a disbursement letter provided by the Department.

9.2 TECHNICAL MANAGEMENT OF THE EPWP

At a technical level, the following capacity has been created to coordinate and implement the Programme:

- The Minister of Public Works has mandated the Director-General of DPW to create an EPWP Branch that is responsible for the overall coordination of the Programme. The EPWP is headed by a Deputy Director-General. This branch has technical capacity across the sectors, training, monitoring and evaluation and small business development. The Branch develops policy, funding mechanisms, guidelines and provides monitoring and evaluation expertise. Capacity has been created at a regional level to ensure cooperation between the National and Provincial spheres in terms of EPWP and the transfer of knowledge with regard to the above mentioned areas of specialisation.
- Cabinet passed a resolution at the beginning of 2014 to transfer the responsibility for coordination of the EPWP programme within KwaZulu-Natal (KZN) to the provincial Department of Public Works, in order to align institutional arrangements in this province with national practice. During the 2014/2015 financial year, the KZN Department of Transport and the KZN Department of Public Works (KZN DoPW) will co-manage the programme, with a phased handover of responsibilities over the course of the year. The KZN DoPW will



develop its capacity to coordinate the programme over this period and will take over full responsibility for provincial coordination, support and monitoring of the provincial EPWP programme from April 2015.

9.3 GOVERNANCE STRUCTURES UNDER EPWP

Different structures and committees have been established nationally, provincially and locally to coordinate and monitor EPWP implementation at different spheres of Government. These include amongst others:

- Public Works Inter ñ Governmental Forum, which the Minister will convene and will consist of:
 - ❖ the Minister;
 - ❖ the Provincial MECs responsible for the EPWP;
 - ❖ a representative of the South African Local Government Association (SALGA); and
 - ❖ any other person whom the Minister may from time to time invite.

The Public Works Inter ñ Governmental Forum will:

- ❖ coordinate and align the implementation of the EPWP;
 - ❖ consider the progress towards achieving the EPWP targets, assess performance, detect failures and initiate preventative or corrective measures where necessary;
 - ❖ consider any policy challenges or programme design issues emanating from the National or sector coordinating committees;
 - ❖ conduct an annual review of Inter ñ Governmental protocols concluded by the Minister and Provincial Premiers on the implementation of EPWP; and perform such other functions as the Minister may determine from time to time.
- Premiers Inter ñ Governmental Forum, which the Premier will convene and will consist of:
 - ❖ the Premier;
 - ❖ the Provincial MECs responsible for the EPWP
 - ❖ the Metropolitan, District and Local Municipalities;
 - ❖ a representative of the South African Local Government Association (SALGA); and
 - ❖ any other person whom the Premier may from time to time invite.

The Premiers Inter ñ Governmental Forum will:

- ❖ coordinate and align the implementation of the EPWP within the Province;
 - ❖ consider the progress towards achieving the EPWP targets, assess performance, detect failures and initiate preventative or corrective measures where necessary;
 - ❖ consider any policy challenges or programme design issues emanating from the Provincial Steering Committees or sector coordinating committees;



- ❖ conduct an annual review of Inter ñ Governmental protocols concluded by the Minister, the Premiers and the Executive Mayors/Mayors on the implementation of the EPWP; and
 - ❖ perform such other functions as the Premier may determine from time to time.
- The Public Works Heads of Departments Committee, which the Director ñ General of the National Department of Public Works will convene and will consist of:
 - ❖ the Director ñ General of the National Department of Public Works,
 - ❖ the Heads of Department of the Provincial departments responsible for EPWP; and
 - ❖ any other person whom the Director ñ General may from time to time invite.

The Public Works Heads of Departments Committee will provide technical support and advice to the Publics Inter ñ Governmental Forum on the progress and implementation of the EPWP.

- The National EPWP Coordinating Committee, which the Deputy Director ñ General responsible for the EPWP in the National Department of Public Works will convene and will consist of:
 - ❖ the Deputy Director ñ General,
 - ❖ the National EPWP Unit;
 - ❖ the EPWP National sector co-ordinators;
 - ❖ the EPWP Provincial co-ordinators; and
 - ❖ any other person whom the Deputy Director ñ General from time to time invite.

The National EPWP Coordinating Committee will:

- ❖ monitor and evaluate the progress of the EPWP across all spheres and sectors of Government;
 - ❖ identify constraints to the implementation of the EPWP and consider possible solutions;
 - ❖ identify EPWP best practice examples;
 - ❖ report to the Minister on the implementation of the EPWP and progress on meeting EPWP targets; and
 - ❖ any planning, design, implementation and technical support issues already raised by a sector or Province.
- The Provincial Steering Committee, which the Head of Department of the Provincial Department or his/her delegate responsible for the coordination of EPWP in a Province, will convene and will consist of:
 - ❖ senior officials from sector coordinating departments in the Province;
 - ❖ the EPWP Programme Manager;
 - ❖ senior officials from District and Local Municipals in the Province; and



- ❖ any person whom the Head of Department of the coordinating Provincial Department may from time to time invite.

The Provincial Steering Committee will:

- ❖ monitor and evaluate the progress of the EPWP within a Province at Provincial and Local spheres across the different sectors;
 - ❖ identify constraints to the implementation of the EPWP and consider possible solutions;
 - ❖ identify EPWP best practice examples;
 - ❖ report to the Premier of the Province on the implementation of the EPWP and progress on meeting EPWP targets; and
 - ❖ any planning, design, implementation and technical support issues raised by a sector or Province.
- The District Municipal Steering Committee, which the Municipal Manager of the District Municipality or his/her delegate responsible for the coordination of EPWP at a District Municipal level, will convene and will consist of:
 - ❖ senior officials from all the local municipalities within the District, with representation from all the relevant EPWP sector Departments within the municipalities;
 - ❖ officials from the lead Coordinating Department within the Province;
 - ❖ the provincial sector coordinating departments in the Province;
 - ❖ the EPWP Programme Manager; and
 - ❖ any person whom the Municipal Manager of the District Municipality may from time to time invite.

The District Municipal Steering Committee will:

- ❖ monitor and evaluate the progress of the EPWP within the District Municipality across the different sectors;
- ❖ identify constraints to the implementation of the EPWP and consider possible solutions;
- ❖ identify EPWP best practice examples;
- ❖ report to the Provincial Steering Committee on the implementation of the EPWP and progress on meeting EPWP targets; and
- ❖ and planning, design; implementation and technical support issues raised by a sector or Municipality.

9.4 EPWP COORDINATION WITHIN THE MANDENI LOCAL MUNICIPALITY

EPWP cuts across all the Departments and Units of the Municipality. Each Department must make a systematic effort to target the unskilled and unemployed and develop a plan to utilise their budgets to draw significant numbers of the unemployed into productive work, in such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalised pool of unemployed people. Figure 2 below outlines the overall coordination of EPWP within MLM.



9.5 ROLES AND RESPONSIBILITIES

9.5.1 POLITICAL CHAMPION: THE MAYOR

In line with the EPWP Institutional Arrangement Framework and Protocol Agreement signed by the MEC of KZNCOGTA and the Mayor, the Mayor will provide political leadership and direction in the implementation of the EPWP within the Municipality. The Mayor may appoint the chairperson of the Infrastructure Development and Technical Services Portfolio Committee to champion the EPWP in all relevant sectors.

The aforementioned appointed Councillor must ensure that EPWP is entrenched within the Municipal IDP and key policies and programmes of the Municipality.

9.5.2 ADMINISTRATIVE CHAMPION: THE MUNICIPAL MANAGER

The Municipal Manager (MM) as the Administrative champion is responsible for the overall coordination of EPWP in the Municipality. This Municipal Policy provides for the following institutional arrangements within the Municipality. The MM must:

- Appoint the Director: Technical Services to coordinate the Programme across all Departments;
- Appoint a coordinator for each EPWP sectors at least at the Director level;
- Ensure that all Directors of the Municipality have EPWP target and or compliance matters in their annual performance contracts/agreements;
- Ensure that EPWP is incorporated in the IDP of the Municipality; and
- Review and monitor on a monthly basis, the EPWP reporting at the Management Meeting.

9.5.3 OVERALL COORDINATOR OF EPWP IN MLM: DIRECTOR: TECHNICAL SERVICES

The appointed overall coordinator of EPWP within the Municipality will be responsible for:

- Establishing appropriate EPWP capacity within his/her Department. This capacity will where possible:
 - ❖ provide an understanding of EPWP in the Municipality;
 - ❖ provide a monthly reporting template which will capture EPWP work opportunities, FTEs and training;
 - ❖ consolidate the monthly reports submitted by the respective sector coordinators for the Management meeting;
 - ❖ crowd-in technical support from National and Provincial Departments for example, on the designing of contracts and monitoring implementation;
 - ❖ provide regular feedback on the performance of the municipality in terms of the Programme;
 - ❖ attend EPWP Municipal Summit on an annual basis;



- ❖ sample contract documents to ensure that labour-intensive principles are included in contracts;
 - ❖ provide standard EPWP clauses to be incorporated into tender documentation, which also include training requirements;
 - ❖ monitor that EPWP coordinators brand and profile EPWP projects; and
 - ❖ monitor the municipality's performance with regard to its performance on the incentive.
- Report on the EPWP performance at the Management meeting, on a monthly basis;
 - Prepare EPWP relevant inputs into Mayoral and MM statements and speeches;
 - Attend the EPWP Municipal Summit on an annual basis;
 - Attend the PSC and RSC;
 - Address implementation challenges across the sectors.
 - Identify corrective measures, especially in terms of the Municipality not reaching its targets and compliance concerns.

9.5.4 SECTOR COORDINATION AND DEPARTMENTAL RESPONSIBILITIES

As per 9.5.2, the MM appointed coordinators, at a Director level, per sector, namely

- Infrastructure Sector, lead by the Director: Technical Services. **Note: This Director is also the overall EPWP coordinator.**
- Environment and LED Sector, lead by the Director: Economic Development, Planning and Human Settlements
- Social, Non State Sectors and Culture, lead by the Director: Community Services and Protection Services
- Cross cutting support, lead by the Chief Financial Officer and Director: Corporate Services.

The appointed Sector Coordinators are responsible for;

- Designing EPWP relevant projects and incorporated EPWP principles into the contracts;
- Reporting monthly, as per the template provided by the Office of the Director: Technical Services
- Ensuring that the appointed contractor adheres to required EPWP specified conditions in the contracts;
- Liaising with the Sector Lead Departments Provincially and Nationally;
- Keeping abreast with sector specific developments;
- Liaising and representing the MLM on the relevant provincial EPWP Committees;
- Disseminating sector specific information to the dedicated EPWP Coordinators identified by each of the Departments.
- Sector Coordinators are also responsible for programmes design, implementation and reporting on the EPWP System; and
- Monitor, evaluate and report on sector specific Key Performance Indicators (KPIs) to the Municipal Manager.



The Sector Coordinators will engage all Departments within the Municipality. The Departments are expected to contribute to sector specific objectives and targets by:

- Appointing dedicated EPWP ‘Co-ordinators’
- Selecting suitable projects for inclusion in the MLM’s EPWP Implementation Plan;
- Participating in setting uniform task or daily rates for beneficiaries to be employed on labour intensive projects;
- Identifying projects which are suitable for inclusion in the MLM’s Learnership programmes;
- Ensuring that the planning, design and contract administration of labour intensive works are carried out by consultants who have completed the necessary skills training;
- Monitoring and reporting on the implementation of EPWP projects;
- Ensuring that there are labour intensive component in all projects and that there is inclusion of EPWP conditions in all the projects that go out to tender.
- Facilitating and arranging appropriate awareness campaigns among local communities to illustrate the benefits of labour-intensive methods in projects implementation;
- Ensuring that all the projects of their Departments are compliant to the Department of Labour’s legislations and the Ministerial Determination on Expanded Public Works Programme.

All Departments will have the responsibility of implementing EPWP and hence all Departmental Heads will have EPWP Targets in their Implementation Plans and Performance Contracts, which will be cascaded down to officials of the departments.

9.5.5 EPWP STEERING COMMITTEE

The Municipality will form the EPWP Steering Committee to be responsible for the strategic direction and coordination of EPWP. The Steering Committee will be chaired by the Director: Technical Services. This Committee is constituted as follows:

- Director: Technical Services
- Director: Economic Development, Planning and Human Settlements
- Director: Community Services & Protection Services
- Chief Financial Officer
- Director: Corporate Services

9.5.5.1 RESPONSIBILITIES OF THE EPWP STEERING COMMITTEE

The responsibility of the Steering Committee is to:

- Coordinate the overall municipal-wide EPWP and related issues;
- Review of the Municipality’s EPWP Policy;
- Set EPWP targets for each department and Sectors;
- Create an enabling climate for the successful implementation of EPWP in MLM;

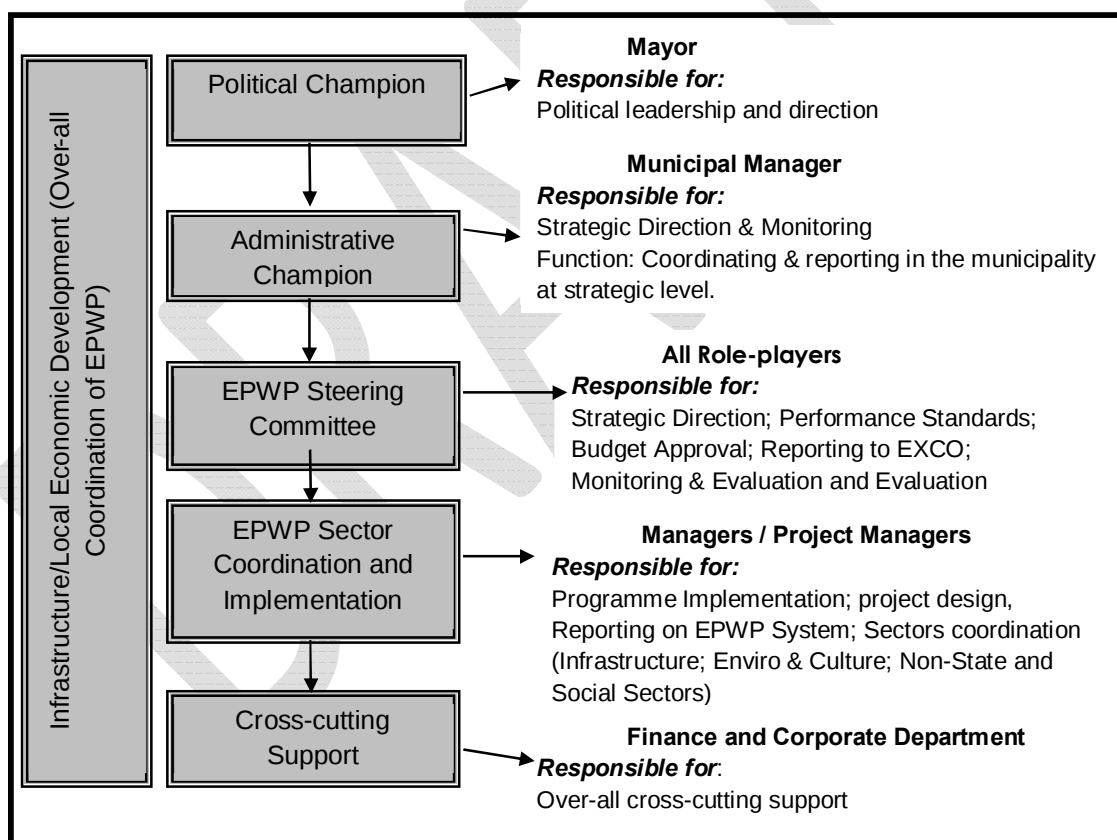


- Report to the Management Meeting;
- Monitor and Evaluate the Programme;
- Set Performance Standards; and
- Compile an EPWP Management Plan.

The Management Plan includes the outputs for each sector and will be used to:

- Guide the execution of the EPWP, including project selection;
- Document EPWP related decisions and assumptions;
- Define Sector reviews;
- Facilitate communication among stakeholders; and
- Provide a baseline for progress measurement and programme control.

Figure 2: Overall coordination of EPWP within MLM



9.5.6 SECTORS CLASSIFICATIONS AND COORDINATION

Various MLM Departments are grouped according to EPWP Sectors in line with their core businesses.

10. EPWP SECTORS OVERVIEW

The objectives of the programme and its day-to-day activities shall provide guidance on which sector the programme belongs to.

10.1 THE ENVIRONMENT AND CULTURE SECTOR PROGRAMMES:

The aim of the Sector is to: Build South Africa's natural, social and cultural heritage, and in so doing, dynamically uses this heritage to create both medium and long term work and social benefits. Examples of projects in the Environment and Culture Sector include:

- Sustainable land based livelihoods (Greening, Working for Water & Wetlands etc.);
- Tourism and creative industries (Working for Tourism, etc.);
- Parks and beautification (People and Parks, Cemetery Maintenance, Community Parks, etc.);
- Coastal management (Working for the Coast);
- Sustainable energy (Working for Energy).

10.2 SOCIAL SECTOR PROGRAMMES:

The objectives of the Sector is to contribute to the overall Government objectives of improving the delivery of health services, early childhood development, community crime prevention, school nutrition and other social development oriented services through programmes such as:

- Community safety programmes (crime reporting, crowd control, school patrol, disaster emergency response, fire fighting, floods impact support and community safety officials);
- Home community based care (home community based care Services (TB, HIV/Aids) and pharmaceutical assistants;
- Early Childhood Development (early childhood development, homework services, literacy programs, peer education, social issues awareness and career guidance);
- Sports and recreation (life guards, sports academy, seasonal employment: holiday resorts and nature reserves);
- Social Services (domestic violence, rape counselling and support, child labour, suicide counselling, abuse counselling and support, substance abuse). Graduate development programmes (updating indigent register and debt collection).



10.3 INFRASTRUCTURE SECTOR PROGRAMMES:

The Infrastructure sector is aimed to promote the use of labour-intensive methods in the construction and maintenance of public infrastructure. Infrastructure Sector Programmes includes:

- Road construction;
- General construction and maintenance (construction of buildings, dams, reservoirs etc. and their maintenance);
- Storm water programmes (storm water drainage systems);
- National youth services (aimed at developing and training youth between the age of 18 and 35 years on artisan trades in the built environment);
- Zibambele programmes (contractor development programme); and
- Large Projects (aimed at providing support to public bodies in the implementation of projects with a value of greater than R 30 million labour-intensively).

10.4 NON-STATE SECTOR:

The objectives of the Sector are to create an avenue where NPO's; NGOs; and CBOs can assist government in **achieving** the overall Government objectives of job creation through socially constructive activities in their local communities. The Municipality will support the delivery of the Non-State Sector through measures such as facilitating and mobilising NPOs, NGOs and CBOs.

10.5 CROSS-CUTTING SUPPORT PROGRAMMES

EPWP programmes in the different Sectors will include the following:

10.5.1 TRAINING:

This refers to capacity building and skills development of both officials and EPWP beneficiaries. Accredited training aligned to the National Qualifications Framework will be prioritised to enhance the placement of beneficiaries beyond the EPWP projects.

The training provided will depend on the type of projects implemented and may vary from learnerships and/or skills programmes to artisan development programmes

The municipality will optimise on various funding pockets for training including the National Skills Fund (NSF) and the training of municipal officials on Labour Intensive Methods will be prioritised to ensure that the municipal projects are designed and implemented labour intensively. Municipal Funding will also be utilised to support training.



10.5.2 ENTERPRISE DEVELOPMENT:

This refers to any form of intervention aimed at developing small business including cooperatives, through business development support services and access to the market in the form of Learnership and targeted procurement.

The municipality will capacitate SMMEs and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through appropriate Learnership Programmes and SMMEs development initiatives. It will also maximise the percentage of the annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.

10.5.3 COMMUNICATION AND BRANDING

The Municipality will ensure that all EPWP projects are branded; profiled and comply to the EPWP Corporate Identity (CI) Manual as provided by NDPW. On annual bases, the Municipality may submit entries for the Kamoso Awards hosted by both National and Provincial Departments of Public Works.

11. KEY PERFORMANCE INDICATORS (KPIs)

The following KPIs are applicable to the implementation of all projects which form part of the EPWP:

11.1 EMPLOYMENT OPPORTUNITIES

The number of employment opportunities created, irrespective of the duration of each of the jobs, during the period under review.

11.2 PERSON-DAYS OF EMPLOYMENT

The number of people who worked on a project multiplied by the number of days each person worked.

11.3 PROJECT BUDGETS

The total expenditure aggregated for all EPWP projects inclusive of all the sectors, Infrastructure, Environment and Culture, Social and Non State Sectors.

11.4 PERSON-TRAINING DAYS

Are the days of formal (accredited) or informal training undertaken during a project. The number of days of training reported on the MIS are subtracted from the person-days of work, where reported as a single figure for person-days of work and will account for fewer person-years of training.



11.5 DEMOGRAPHICS

The number of work opportunities created for women, the youth and people with disabilities expressed as a ratio of the total number of work opportunities created for any given period, for each of the four sectors.

11.6 EXPENDITURE RETAINED WITHIN LOCAL COMMUNITIES

The amount of the budget spent and retained within local communities through the procurement of goods and services from local manufacturers, suppliers and service providers is recorded for a given period.

11.7 PROJECT TASK RATES

Where applicable, rates for the same or similar tasks will have to be uniform for the MLM. Task and time rates must comply with the terms of the Ministerial Determination on EPWP. **The minimum wage rate as per the Ministerial Determination for EPWP will take effect from 1 November annually.**

11.8 EPWP TARGETS FOR THE MLM

In line with the Protocol Agreement between the Mayor and the MEC of KZNCOGTA, the minimum EPWP work opportunity targets are depicted in table 1 below. Departments and Sectors may set targets above these minimum on the availability of projects and budgets. These targets will be reviewed annually depending on the availability of budget and will be attached to the policy as an appendix.

Table1: MLM EPWP Phase 3 targets.

Financial Year	Work opportunities (WO)	Full Time Equivalents (FTEs)
2014/15		
2015/16		
2016/17		
2017/18		
2018/19		
Total		

12. TRAINING REQUIREMENTS

12.1 TRAINING OF BENEFICIARIES

Training of beneficiaries will be provided through the project budget or through the National Skill Fund (NSF) from the Department of Higher Education and Training in partnership with the National Department of Public Works. Workers will be paid a



daily allowances/stipends by the contractor (included in the project cost) whilst attending training.

12.2 CONSULTANTS AND CONTRACTORS

All consultants and Contractors implementing and managing Labour-Intensive projects for the Municipality shall be trained on Labour-Intensive Methods (LIC) by accredited trainers. Staff members and Management are required to have completed skills programmes as depicted in Tables 2 and 3.

Table 2: Training Requirements for Private Sector Consultants

	POSITION	NQF	UNIT STANDARD TITLE
1	Person responsible for the design and documentation	7	Development and promote labour intensive construction strategies
2	Person responsible for contract administration	5	Manage labour-intensive construction projects

Table 3: Training Requirements for Private Sector Contractors

	POSITION	NQF	UNIT STANDARD TITLE
1	Site Agent / Site Manager	5	Manage labour-intensive construction projects

13. TARGET GROUPS AND BENEFICIARIES RECRUITMENT

The Municipality will prioritise the EPWP target groups during the recruitment of beneficiaries. Women (55%); youth (55%) and persons with disabilities (2%). By using a sound Social Facilitation process, the Municipality will drive the beneficiaries' recruitment supported by the Provincial Coordinating Department and/or Sector Lead Department in the Province. **Each EPWP worker will be selected in accordance with a clear set criteria and a fair and transparent process that includes community participation, so as to maximise benefits to the target groups. Community-based organisations (CBOs) and Non-profit organisations (NPOs) will be involved in the selection process, where applicable.**

EPWP beneficiaries must be:

- South African citizens with a valid bar-coded Identity Document;
- Residents of designated area where project is being implemented;
- **Workers from other areas may be employed if they have skills that are required for project and there are not enough persons in the local communities who have those skills or who could undergo appropriate skills training. However,**



workers from the communities should not exceed 20% of all persons working on a programme;

- Persons from indigent households; and
- Households with no income and priority given to one individual per household.

EPWP Beneficiaries Recruitment criteria:

- The local community, through all structures available, must be informed of and consulted about the establishment of any EPWP.
- Identify the neediest households that are poor through all community leadership structures namely; ward councilor, ward committee member, community development workers and traditional authority in rural wards.
- Select poor households from the Municipal indigent register.
- Preference must be given to the targeted groups in selecting workers.
- To help target the poorest of the poor the following criteria is suggested to apply:
 - People who come from households where the head of the household has less than a primary school education;
 - People who come from households that have less than one full time person earning an income;
 - People who come from households where subsistence agriculture is the source of income.
- Ward Councilors to facilitate the selection process and submit final lists of beneficiaries to the relevant municipal departments for consideration.

Recruitment of the Community Liaison Officer (CLO)

- The CLO is a member of the targeted community. The CLO is selected by the Project Steering Committee (PSC) in consultation with the contractor and is subsequently contracted by the contractor to provide social facilitation services. The CLO will be the link between the community and the project, also perform duties as per his/her appointment.
- The PSC will put forward a shortlist of at least three (3) candidates to be interviewed by the contractor for engagement by the contractor to fulfill the duties of the CLO under the project.
- The minimum requirement for the CLO is the senior matric certificate.
- The CLO must have the necessary skills and must be able to speak, read and write isiZulu and English.

14. CONDITIONS OF EMPLOYMENT

EPWP beneficiaries will be employed under the conditions of employment stipulated in the Ministerial Determination and Code of Good Practice for EPWP. The Municipality will ensure that its projects fully comply with Labour Legislations such as Unemployment Insurance Fund (UIF), Compensation of Injuries and Diseases Act (COIDA), and Occupation Health and Safety Act (OHSA). Specific clauses addressing Labour Legislations compliance will be put in all EPWP Municipal contracts with service providers.



The employment may be terminated for one of the following reasons:

- If the contractor does not get additional contracts from the EPWP.
- Funding for the programme comes to an end.
- If the worker repeatedly do not perform in terms of the tasks set out in the work programme.
- If a worker have worked a maximum of 24 months within a 60 month cycle.
- If a worker is absent for more than three (3) consecutive days without informing the employer of an intention to return to work will have terminated the contract. However, the worker may be re-engaged if a position becomes available.

15. EPWP INCENTIVES

The Municipal Manager on an annual basis will sign the Incentives Agreement with the National Department of Public Works in which the Municipality agrees to receive and utilise the EPWP Incentive Grant on the basis of the stipulations, requirements, conditions and obligations assigned to the agreement. By signing the Incentive Grant Agreement, the Municipality confirms its willingness to receive the grant as well as its undertaking to put in place measures to abide by the requirements of the progress reporting, audit and disbursement procedures.

16. SUPPLY CHAIN MANAGEMENT (SCM) PROCESSES

The legislations and policies governing public sector procurement will be adhered to, in the implementation of EPWP within the Municipality. The Municipal Finance Management Act (MFMA, 2003) and the Municipal procurement policies will apply, unless where The National Treasury has granted the permission to deviate from the stipulated SCM processes.

16.1 REPORTING PROCESS

The Municipality will adhere to the EPWP Monitoring and Evaluation reporting processes by ensuring the following:

- Register the project on the EPWP Reporting System;
- Recording of the data at the project level using templates provided by the NDPW for EPWP;
- Verify if the information/data is correct;
- Capture the project data on the EPWP Reporting System on a monthly basis;
- Correct all the non-compliant projects within a week. Project files should be kept for auditing purposes.

17. ENDORSEMENT OF THE POLICY

The policy must be endorsed by the Council to ensure that it is binding and everybody complies.



18. REVIEW OF THE POLICY

The policy will be reviewed annually or, as and when required.

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