



EXPANDED PUBLIC WORKS PROGRAMME
Creating opportunities towards human fulfilment

EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

POLICY

For

Maruleng Local Municipality

2021 - 2024

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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 technically 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 and expenditure, work opportunities and full time equivalent (FTEs), training days, wages, social impact studies, etc.

Work Opportunity

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

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 ownership of an asset.

Community Liaison Officer (CLO)

The CLO is a member of the targeted community. The CLO is selected by the Local Municipality subsequently contracted by the contractor to provide social facilitation services. The CLO will be the link between the community and the project.

Demographic Characteristics of Workers

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

- Youth (16 –35 years of age) 55%
- Women (55%)
- People with disabilities (2%)

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 total cost for project implementation (it may include price tendered by the contractor plus the professional fees for the professional service provider appointed to design and supervise the project where applicable).

Project Wage

Minimum Daily Wage Rate (whether task-rated or time rated) paid per beneficiary. The minimum daily rate cannot be less than the **minimum wage rate as specified in the Ministerial Determination for EPWP. The minimum wage rate is adjusted annually in November, in line with inflation.**

Task-rated worker

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

Time-rated worker

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

Person-Days of Training

The Person-days Training 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.

2. LIST OF ABBREVIATION

CAPEX	Capital Expenditure
CETA	Construction Education and Training Authority
CI	Corporate Identity
COIDA	Compensation of Injuries and Diseases Act
DF	District Forum
DoL	Department of Labour
DORA	Division of Revenue Act
DPW	Department of Public Works
ED	Enterprise Development
EPWP	Expanded Public Works Programme
IDP	Integrated Development Plan
KPI	Key Performance Indicators
LGSETA	Local Government Sector Education and Training Authority
MEC	Member of the Executive Committee
MFMA	Municipal Finance Management Act
MINMEC	Minister and Members of Executive Committee of Public Works
MLM	Maruleng Local Municipality
MM	Municipal Manager
MMC	Member of the Mayoral Committee
MSA	Municipal Systems Act
NCC	National Coordination Committee
NGP	National Growth Path
NSC	National Steering Committee
OHSA	Occupation Health and Safety Act.
PFMA	Public Finance Management Act
PSC	Project Steering Committee
SAQA	South African Qualifications Authority
SCM	Supply Chain Management
SETA	Sector Education and Training Authority
SMME	Small Micro to Medium Enterprises
UIF	Unemployment Insurance Fund

INTRODUCTION

2.1 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. 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.

2.2 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. 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 Maruleng local 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 Maruleng Local Municipality has given effect to the call by signing an Implementation Protocol with the MEC for Co-operative Governance, Human Settlement and Traditional Affairs to partner and co-operate in terms of EPWP. In order to mainstream the Programme throughout 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 Maruleng Local Municipality, with the intention to close the identified gaps and challenges on the implementation of EPWP, strengthen the existing interventions and introduce new ones.

2.3 Challenges facing the Maruleng Local 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, transfer of wages, and the creation of sustainable livelihoods, the other challenge includes:

- Non alignment of the IDP with EPWP Principles,
- Capacity in terms of designing projects labour-intensively.
- Institutionalization of EPWP within the municipality
- Achievement of longer duration of work for unskilled and semi-skilled workers
- EPWP not included in the Managers performance agreements for senior managers
- Too much reliance on MIG Funding excluding Equitable shares for EPWP implementation
- MLM Programme biased towards environment & culture and infrastructure sector(nothing was done under social and non-state sector)
- Only infrastructure reports submitted and no reporting on other projects implemented by other departments e.g. SPED and Community services

Although the Programme has been introduced at a small scale within the MLM, 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(MLM)
- Reporting of all EPWP projects implemented by MLM.
- Dedicated coordination capacity within the Municipality.
- Achievement of longer duration of work opportunities targets.
- Identify and communicate the activities within all EPWP projects that People with Disabilities (PWD) will participate on by utilizing the existing PWD / Youth databases for recruitment of beneficiaries for EPWP projects
- Innovative methods to attract the youth into the program. (media, branding)
- Alignment of all EPWP projects with IDP's
- Compliance to Ministerial Determination (COIDA, UIF and PPE)
- Formation of cooperatives as exit strategy
- Procurement strategy to support existing cooperatives (support for local products)
- Dedicate budgets for maintenance projects to promote long term work opportunities
- Municipalities to implement social sector projects
- Pilot National programmes at Provincial and local government level as part of innovation
- EPWP District Forum resolutions and progress serves on a quarterly basis at the Mayors Forum and MMs Forum
- EPWP steering committee must be established in all Municipalities, members be formally appointed by the MM, Mayor to issue a communique to the MEC of Public Works
- The EPWP report will serve on a monthly basis at relevant Portfolio Committees as well as council

3. Policy Vision

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

“is to become the powerhouse of socio - economic development through sustainable and integrated agriculture and tourism”

4. Policy Goal

The goal of the MLM EPWP Policy is to:

“Enhance the delivery capacity of the MLM with regard to EPWP by addressing challenges, providing an integrated and coordinated approach to support the implementation of EPWP for the holistic development our society”.

5. 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 MLM 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 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 Technical Services within the Municipality.
- Guiding the implementation of the Programme by:
 - providing guidance on employment conditions, skills development and enterprise development;
 - promoting the adaptation 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.

6. 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 – 2017);
- Municipal Finance Management Act (Act 56 of 2003);
- Division of Revenue Act (depending on the applicable year);
- The Municipal Systems Act (Act 32 of 2000);
- 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).

7. Scope of Application

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

8. 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.

8.1 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 thereby is responsible to provide overall coordination and leadership on the policy, design and implementation of the EPWP. The Minister reports to Cabinet on progress in implementing the EPWP and achieving the EPWP targets and also mobilises resources and political support at National, Provincial and Local spheres.

At provincial level, the Premier provides leadership and direction on the implementation of the EPWP in the province. The Premier appoints a Member of the Executive Committee (MEC) to coordinate and lead the EPWP in the Province. MECs of Public Works, are mandated to promote EPWP, ensure effective coordination and participating of public bodies and monitor performance. MECs must also ensure that EPWP aligns with key economic policies and programmes of the provinces.

The programme must be championed by Mayor of MLM and the Mayor will appoint a member of the Executive Committee (EXCO) to provide an over sight role to ensure accountability by Directors.

8.2 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.
- The Limpopo Province MEC for Public Works has mandated the Head of Department to create a Provincial EPWP Unit, which is responsible for the overall coordination and achievement of EPWP at a provincial level. This Unit is headed by a General Manager EPWP. The Unit ensures that all public bodies in the Province participate in the EPWP, manages EPWP sectoral coordination and facilitates monitoring and evaluation at a provincial level. Capacity has been created at a regional level within the province to ensure a sound inter-face between the national and local sphere.
- The Mayor of the Maruleng Municipality has mandated the Municipal Manager to assign the Technical Services Department to co-ordinate all EPWP projects within the Maruleng Local Municipality. The Technical Services in consultation with other departments Directors make sure that all EPWP job creations are reported to the Department of Public Works every month. Capacity must be created within the MLM to ensure a sound inter-face between the national and local sphere.

8.3 Governance Structures under EPWP

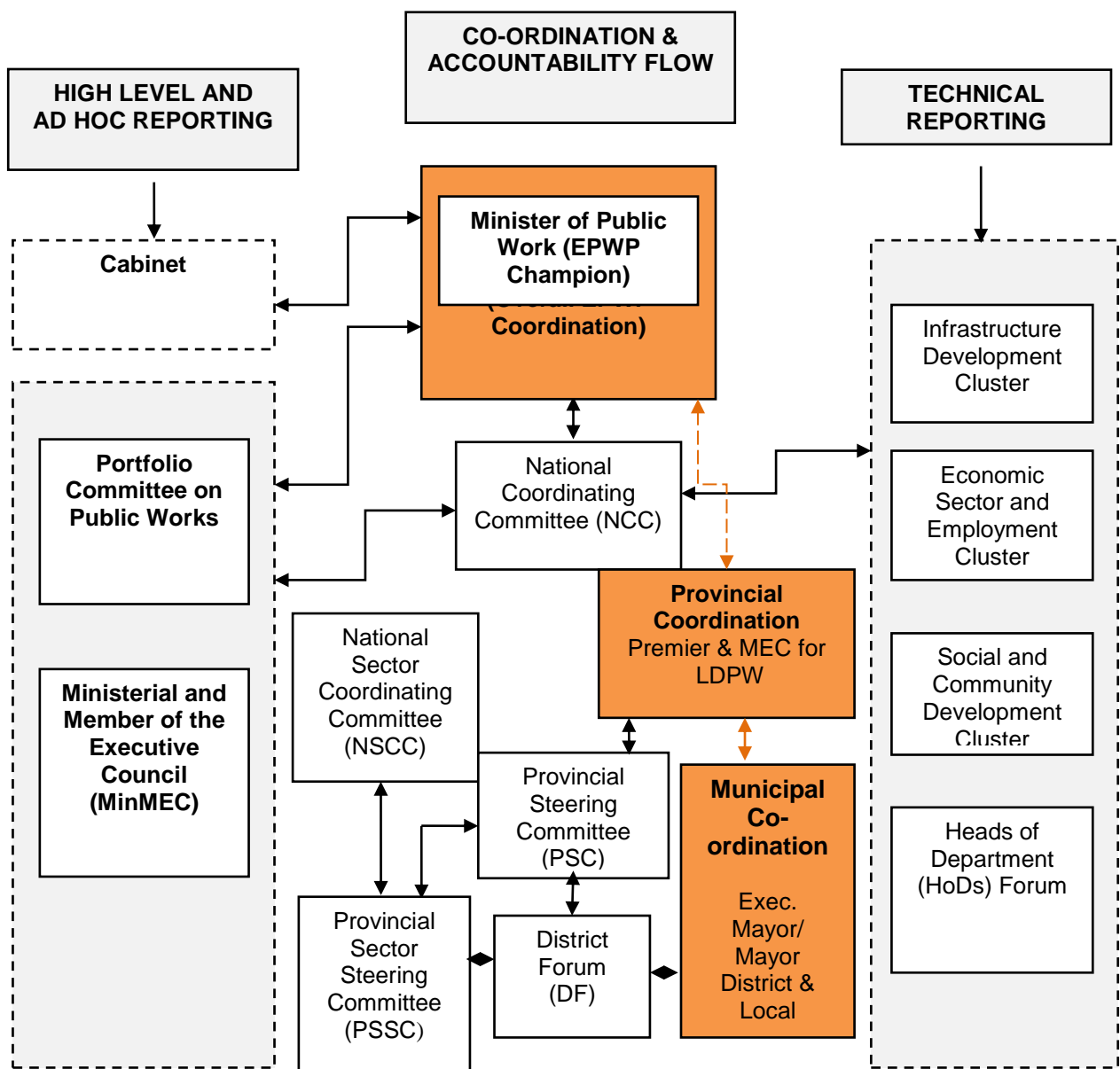
Different structures and committees have been established nationally, provincially and locally to coordinate and monitor EPWP implementation at different spheres of Government. These include amongst others:

- National Coordinating Committee (NCC) brings together all key National sphere policymakers, all nine (9) EPWP Provincial Coordinating Departments, such as the Limpopo Provincial Department of Public Works, and sector champions from the National Departments: of Social Development, Environmental Affairs, Transport and Cooperative Governance. This is the highest decision making body in the Programme, which meets on a quarterly basis. The resolutions from this Committee are presented to the Minister of Public Works, and in turn the Portfolio Committee of Public Works and the various Clusters of Government.
- National Sector Committee (NSC): Each sector has a NSC which is chaired by DPW, DSD and DEA for the infrastructure, social and environment and culture sectors respectively. The decisions of the NCC are shared with all Departments that form part of the NSC. The NSCs brings together all sector specific contributing Departments from National and Provincial sphere to discuss sector specific issues such as funding, reporting, the enabling environment where sector progress and challenges are discussed. These are the highest sector decision making structures. These Committees sit on a quarterly basis.
- Provincial Steering Committees (PSCs): is the coming together of the municipalities and departments in the province to account on the progress made in terms of job creation targets and challenges. Monitor and evaluate the implementation of EPWP in the province. The decisions of the NCC are shared with all Departments and municipalities that form part of the PSC within the Limpopo Province. Best practises are shared with Public Bodies for replication. The PSC for Limpopo sit quarterly.
- Provincial Sector Coordinating Committees (PSCCs): These Committees lead and champion EPWP different Sector Programmes in the province and monitor the implementation of those programmes. The committees sit on a monthly basis.
- District Forum (DF): Coordinate all sectors at a district level. Consider expansion programmes to upscale job opportunities. Quarterly reports for each municipality are presented and discussed, best practice is also shared by public bodies.

The EPWP Coordinating structure is depicted in figure 1 below:

Figure 1: Overall Coordination of EPWP

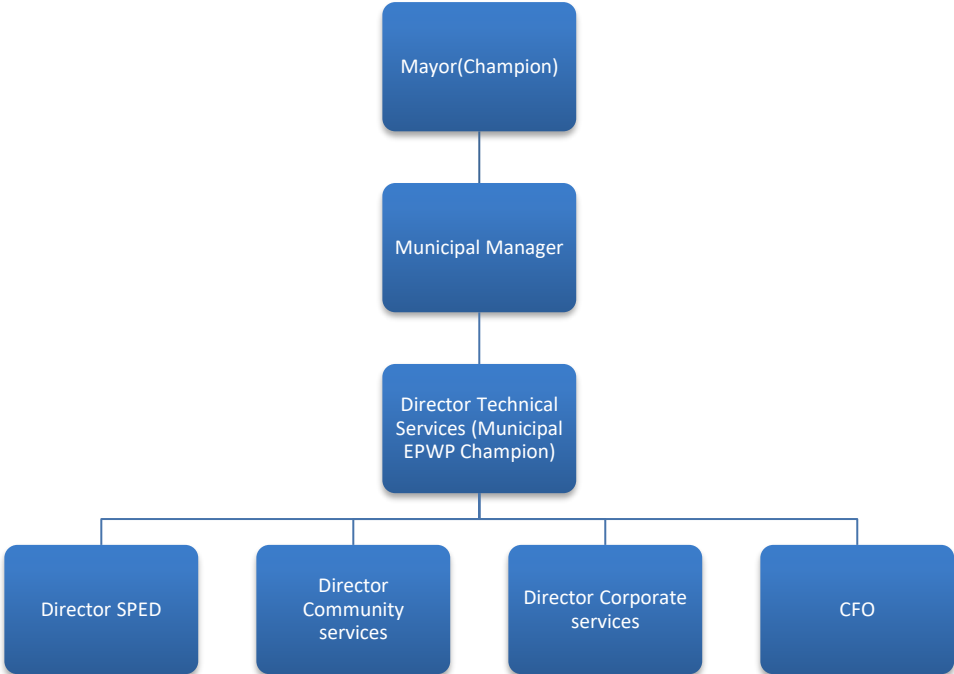
EXPANDED PUBLIC WORKS PROGRAMME (EPWP) CO-ORDINATION FLOW & REPORTING



EPWP Coordination within the Maruleng Local Municipality

EPWP cuts across all the Departments and Units of the Maruleng Local 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 Maruleng Local Municipality.

Figure2: Overall coordination of EPWP within Maruleng Municipality



8.4 Roles and Responsibilities

8.4.1 Political Champion: The Mayor

In line with the EPWP Institutional Arrangement Framework and Protocol Agreement signed by the MEC COGHSTA in Limpopo and the Mayor. The Mayor will provide political leadership and direction in the implementation of the EPWP within the Municipality. The Mayor will appoint one (1) Member of the Executive Committee (EXCO) to champion and lead the EPWP in the following Sectors in the Municipality:

- Infrastructure Sector; (overall champion)
- Social

- Environment & Culture Sector

The appointed Members must ensure that EPWP is entrenched within the Municipality's IDP and key policies and programmes of the Municipality.

8.4.2 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 Director to coordinate the Programme across all Departments;
- Appoint a coordinator for each EPWP sector at a Sectional heads 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;
- Ensure that the annual EPWP deliverables are an intergral part of the Municipal Strategic Planning process; and
- Review and monitor on a monthly basis, the EPWP reporting at the Management Meeting.

8.4.3 Overall Coordinator of EPWP in Maruleng Municipality: 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:
 - 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, represent the Municipality at the PSC and DF and provide feedback to the Municipality;
 - attend EPWP Municipal Summit on an annual basis;

- sample contract documents to ensure that labour-intensive principles are included in the 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;
 - Address implementation challenges across the sectors.
 - Identify corrective measures, especially in terms of the Municipality not reaching its targets and compliance concerns

8.4.4 Sector Coordination and Departmental Responsibilities

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

- Infrastructure Sector, led by the Director: Technical Services. Note: This Director is also the overall EPWP coordinator.
- Environment and Culture Sector, Social and Non state lead by the Director Community 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 Department of Public Works
- Ensuring that appointed contractors 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 Municipality 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 EPWP System; and
- Monitor, evaluate and report on sector specific Key Performance Indicators (KPIs) to the MM.

The Sector Coordinators will engage all Departments within the Municipality, as per figure 3 detailed below. 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 Municipality'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 Municipality's Learnership programmes;
- Ensuring that the planning, design and contract administration of labour intensive works are carried out by technical experts who have completed the necessary skills training;
- Monitoring and reporting on the implementation of EPWP projects.
- Ensuring that there is labour intensive component in all the projects and inclusion of EPWP conditions in all the projects that go on 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.

8.4.5 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 is formed by: Head of Departments (Directors), Sector Coordinators and chaired by the Director: Technical Services. This Committee is constituted as follows:

- Infrastructure Sector Coordinator
- Environment and Culture Sector Coordinator
- Social Sector Coordinator
- Non State Sector Coordinator
- Finance
- Corporate Services Department

- Communication
- Spatial Planning and Economic Development Department
- IDP Manager

9.5.5.1 Responsibilities of the EPWP Steering Committee

The responsibility of the Steering Committee is to:

- Coordinate the overall Municipal-wide coordination of 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
- Report to the Management Meeting;
- Monitor and Evaluate the Programme;
- Set Performance Standards; and
- Compile an EPWP Management Plan.

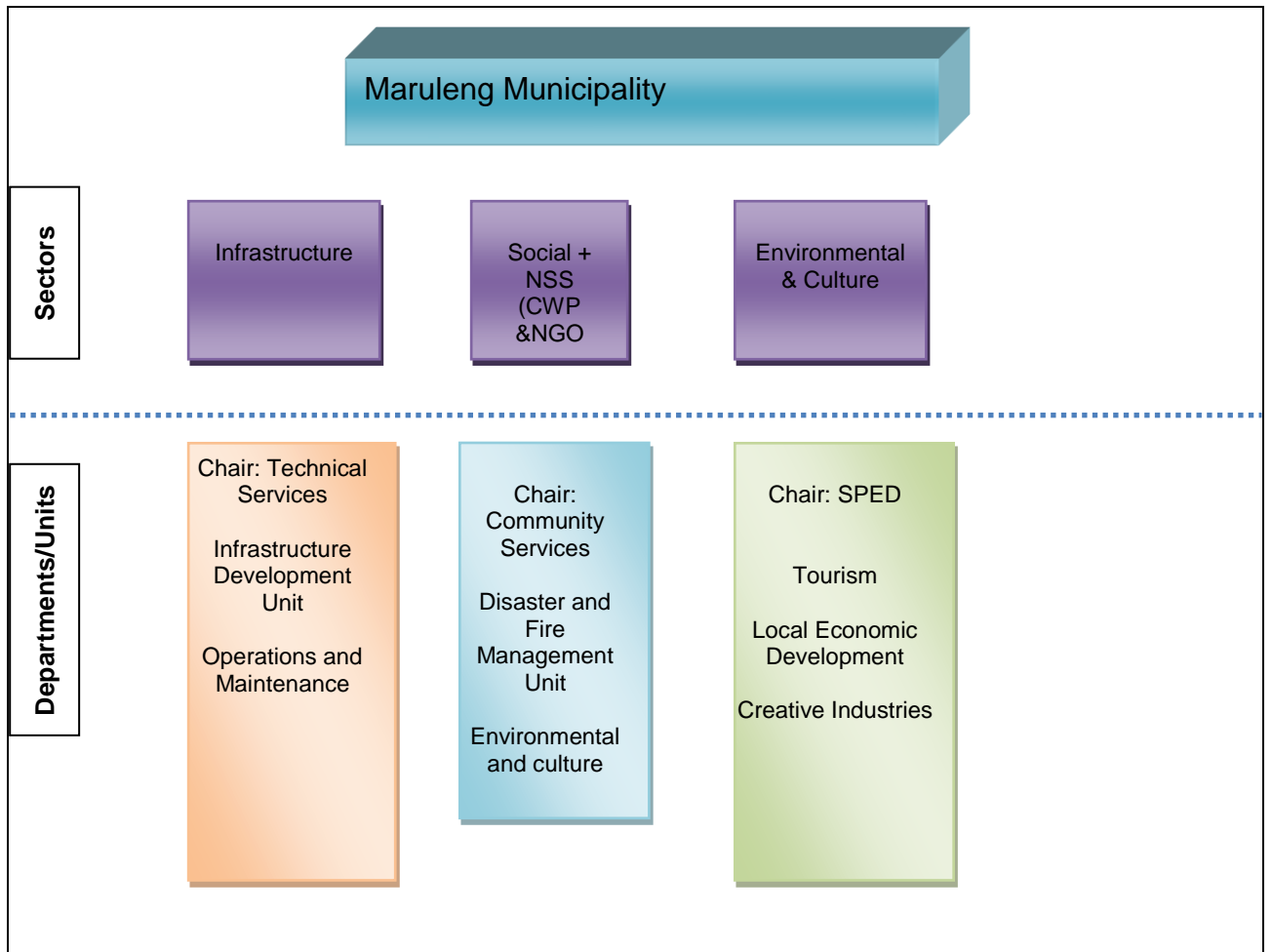
The Management Plan includes the outputs for each sector and will be used to:

- 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.

8.4.6 Sectors Classifications and Coordination

Various MLM Departments are grouped according to EPWP Sectors in line with their core businesses as depicted in figure 3 below.

Figure 3: Departments - Sector Classification



9. EPWP Sectors Overview

The objectives of the programme and its day-to-day activities guide on which sector does the programme belongs to.

9.1 The Environment and Culture Sector Programmes:

The aim of the Sector is to: 'Build South Africa's natural, social and cultural heritage, and in doing so, 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.)

- Waste Management(waste collection/litter picking)
- Sustainable energy (Working for Energy)

9.2 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).

9.3 Infrastructure Sector programmes:

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

- Road and Bridges construction;
- General construction and maintenance (construction of buildings, community facilities, Cemeteries etc. and their maintenance);
- Storm water programmes (storm water drainage systems);
- Water and sanitation projects;
- National Youth Services (aimed at developing and training youth between the age of 16 and 35 years on artisan trades in the built environment);
- Vukuphile programmes (Learnership aimed at training and developing contractors and supervisors in labour-intensive methods of construction); 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).

9.4 Non-State Sector:

The objectives of the Sector are to create an avenue where NPO's; NGOs; and CBOs can assist government in 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.

9.5 Cross-Cutting Support Programmes

EPWP programmes in the different Sectors will include the following:

9.5.1 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, 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.

9.5.2 Enterprise Development:

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

The municipality will capacitate SMME's 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.

9.5.3 Communication and Branding

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

10. Key Performance Indicators (KPIs)

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

10.1 Employment Opportunities

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

10.2 Person-days of Employment

The number of person-days of employment created during the period under review excluding weekends and holidays.

10.2 Projects Budgets

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

10.3 Person-Training Days

The total number of training opportunities aggregated and expressed in the equivalent number of person-training days.

10.4 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.

10.5 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.

10.6 Project Task Rates

Where applicable, rates for the same or similar tasks will have to be uniform for the Maruleng Municipality. Task and time rates must comply with the terms of the Ministerial Determination on EPWP.

10.7 EPWP Targets for the Maruleng Municipality

In line with the Protocol Agreement between the Mayor and the MEC Coghsta Limpopo, 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 appendix to the policy.

Table1: Maruleng Municipality EPWP Phase III targets.

Financial Year	Infrastructure Sector		Environment & Culture Sector		Social Sector	
	(WOs)	(FTEs)	(WOs)	(FTEs)	(WOs)	(FTEs)
2019/2020	143	47				
2020/2021	143	47				
2021/2022	143	47				
2022/2023	143	47				
2023/2024	143	47				
Total	718	236				

11. Training Requirements

11.1 Training of Beneficiaries

Training of beneficiaries will be provided through the project budget or through the National Skill Fund (NSF) from the Minister Department Education and Training in partnership with the National Department of Public Works. Workers will be paid a daily allowance/stipend by the implementing body/contractor (included in the project cost) whilst attending training.

11.2 Consultants and Contractors

All consultants and Contractors implementing and managing Labour-Intensive projects for the Municipality, training on Labour-Intensive Methods (LIC) is mandatory. 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

Personnel	NQF	Unit Standard Title	Skills Programme Description
Administrator / Site Supervisor	5	Manage Labour Intensive Construction Projects	Supervisor Skills Programme against this single unit standard
Designer	7	Develop and Promote Labour Intensive Construction Strategies	Supervisor Skills Programme against this single unit standard

Table 4: Training Requirements for Private Sector Contractors

Personnel	NQF	Unit Standard Title	Skills Programme Description
Team leader / Supervisor	2	Apply Labour-Intensive Construction Systems and Techniques to Work Activities	This unit standard must be completed And
		Use Labour-Intensive Construction Methods to Construct and Maintain Roads and Stormwater Drainage	any one of the 3 listed unit standards must be completed
		Use Labour-Intensive Construction Methods to Construct and Maintain Water and Sanitation Services	
		Use Labour-Intensive Construction Methods to Construct, Repair and Maintain Structures	
Foreman / Supervisor	4	Implement Labour-Intensive Construction Systems and Techniques	This unit standard must be completed And
		Use Labour-Intensive Construction Methods to Construct and Maintain Roads and Stormwater Drainage	any one of the 3 listed unit standards must be completed
		Use Labour-Intensive Construction Methods to Construct and Maintain Water and Sanitation Services	
		Use Labour-Intensive Construction Methods to Construct, Repair and Maintain Structures	
Site Agent / Manager	5	Manage Labour-Intensive Construction Processes	Skills Programme against this single unit standard

12. Target Groups and Participant's Recruitment

The Municipality will prioritise the EPWP target groups during the recruitment of Participant's. Women (55%); youth (40%) and persons with disabilities (2%). By using 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.

EPWP participant's must be:

- South African citizens with a valid bar-coded Identity Document;
- Residents of designated area where project is being implemented;
- Persons from indigent households; and
- Households with no income and priority given to one individual per household.

13. 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 full 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.

14. EPWP Incentive Agreement

The Municipal Manager on an annual basis will sign the Incentive 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.

15. Supply Chain Management (SCM) Processes

The legislations and policies governing public sector procurement will be adhered to in the implementation of EPWP within the Maruleng Local 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.

15.1 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 LDPW.
- 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 after the Data Dump and analysis report has been received.
- Project files should be kept for auditing purposes

16. Endorsement of the Policy

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

17. Review of the Policy

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

MARULENG LOCAL MUNICIPALITY

EPWP POLICY IMPLEMENTATION FRAMEWORK

1. Introduction

The Integrated Development Plan (IDP) remains the principal strategic planning instrument for Maruleng Local Municipality and the IDP-process remains the vehicle for:

- Facilitating community participation in the planning process;
- Identifying community needs; and
- The prioritisation and integration of these needs.

The essence of the policy objectives stated in this document are summarised by the following key words:

- **Creation of short term jobs** for the **unemployed by labour-intensive** methods;
- **Development of skills**;
- **Development of SMMEs** and **emerging contractors** through **appropriate learnerships**; and
- **Procurement of goods** and **services** from **local manufacturers, suppliers** and **service providers**.

As a general rule, all programmes and projects (CAPEX, OPEX and the procurement of goods and services) should be structured in line with the EPWP guidelines to increase labour intensity of any project and be included in Municipal EPWP Plan.

2. Project Life Cycle

Projects are usually divided into a number of project phases. Collectively the project phases are known as the project life cycle. Each project phase consists of one or more stages. The completion of a project phase is usually marked by a review of the deliverables due and the project performance to date.

Using the built environment as an example, the project phases comprising the project life cycle of a typical infrastructure project can be described as follows:

- **Initial Phase** –Project Initiation Stage – Feasibility Stage
- **Development Phase** –Planning Stage – Design Stage
- **Procurement Phase** –Tender Stage – Evaluation / Adjudication Stage
- **Execution Phase** –Construction Stage – Close-out Stage

It is during the Initial and Development Phases of the project life cycle that appropriate interventions will result in the optimisation of the EPWP outcomes of a project. This concept is aptly illustrated by the structured approach followed whilst implementing labour-intensive projects.

The approach consists of the following steps:

- Compile a pre-feasibility report;
- Prepare a preliminary design report; and
- Complete the design.

Only projects that prove beyond doubt that they cannot have EPWP/labour intensive elements/content can be considered to be implemented out of EPWP conditions and a written approval must be obtained from the Maruleng Local Municipality EPWP Coordinator to implement that project outside of EPWP conditions. .

2.1 Project Initiation and Feasibility Stages

For all projects key elements that are addressed during the initiation and Feasibility stages include but not limited to the following:

- Suitability of the project for the application of labour-intensive methods;
- Commitment from the Maruleng Municipality to the greater use of labour per unit of expenditure;
- Ability of the Consultant to produce suitable designs and documentation for labour-intensive construction;
- Acceptability of the project and availability of both skilled and unskilled Unemployed labour within the community; and
- Availability of contractors (both local and otherwise) to carry out the work.

2.2 Planning and Design Stages

Job creating opportunities are optimised through the application of labour-intensive design guidelines during these stages of the project life cycle. Consultants appointed to carry out the design of labour-intensive works, must have completed the necessary Labour-Intensive Construction (LIC) NQF skills training as endorsed by the CETA.

3. EPWP Management Plan

All the departments should develop an EPWP Management Plan that adheres to the sector management plan. The EPWP Management Plan describes the processes required to implement, monitor, evaluate and report on the agreed EPWP KPI's.

The EPWP Management Plan consists of the following elements.

- Integration Management
- Scope Management
- Time Management
- Cost Management
- Communication Management

3.1 Integration Management

EPWP projects will follow the existing project approval process as defined by the Municipality and will also be monitored by EPWP Co-ordination Office (Technical Services).

3.2 Scope Management

Scope Management is the process required to ensure that all endeavours executed by the Maruleng Local Municipality and its entities which satisfy the EPWP objectives are included in the Maruleng Local Municipality's EPWP Plan.

3.3 Time Management

A time plan indicating the sequence and estimated duration of each EPWP project will be prepared for each financial year.

3.4 Cost Management

Cost management is the process required to ensure that:

- The EPWP component of each programme/project budget is accurately determined and allocated;
- The EPWP cost baseline is established for the period under review (usually the current financial year);
- Factors that create changes in the cost baseline are identified timeously; and
- If and when changes to the baseline do occur, these are managed and controlled.

3.5 Communication Management

Communication management is the process to ensure the timely and appropriate generation, collection and distribution of project information. Included in the Communication Management Plan are the following:

- The format, content and frequency of progress reports;.
- An outline showing all the reporting relationships;
- A complete stakeholder contact list;
- Meeting schedules;
- A distribution schedule for the minutes of the various meetings; and
- Outlines of typical agendas for the various meetings.

4. Guidelines for the Implementation of EPWP Projects

DPW will continuously provide Sector Guidelines on the implementation of EPWP projects.

4.1 Projects

All the Departments are expected to contribute to the EPWP objectives and targets. International and local experience has shown that with well-trained supervisory staff and an appropriate employment framework, labour-intensive methods can be used to successfully implement projects and create additional work opportunities than using the conventional methods.

On the basis of this experience the Departments are required to carryout projects utilising labour-intensive methods. It is important to understand what is meant by *labour-intensive*, so by definition:

Labour-intensive projects is the economically efficient employment of greater proportion of labour as is technically feasible throughout the implementation process to achieve the standard demanded by the specification; the result being significant increase in employment being generated per unit of expenditure by comparison with conventional equipment-intensive methods.

Therefore, labour-intensive projects are those projects in which the labour content has been optimised and will in most projects comprise between 30% and 80% of the project costs.

The approach to be adopted by the Maruleng Local Municipality in the implementation of labour intensive projects is that existing and planned projects are reviewed to incorporate the philosophy of labour-intensive construction.

The “Guidelines for the Implementation of Labour-intensive Infrastructure Projects” provides a framework for the implementation of labour-intensive projects under the EPWP and gives guidance on;

- The identification of suitable projects;
- The appropriate design for labour-intensive projects;
- The specification of labour-intensive works; and

- The compilation of contract documentation for labour-intensive projects.