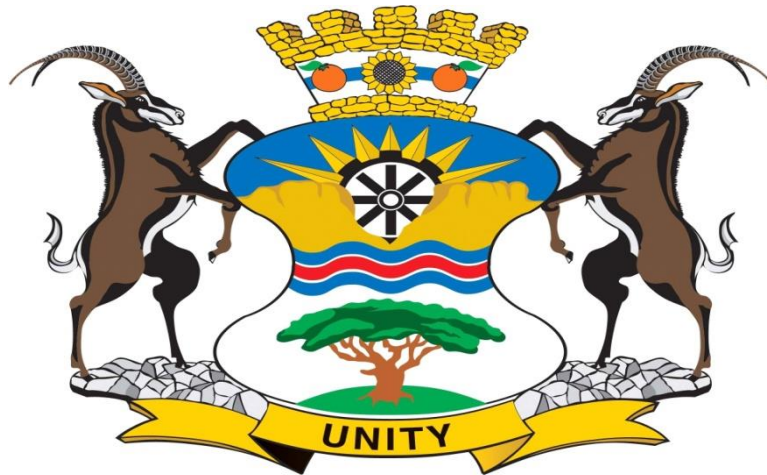


RUSTENBURG LOCAL MUNICIPALITY



EXPANDED PUBLIC WORKS PROGRAMME (EPWP) POLICY

DRAFT

TABLE OF CONTENTS

	<u>Page no</u>
1. GLOSSARY OF TERMS / DEFINITIONS	1
2. LIST OF ABBREVIATION	3
3. BACKGROUND	4
4. POLICY OBJECTIVES	7
5. LEGAL FRAMEWORK	8
5.1 The Constitution	8
5.2 Integrated Development	8
5.4 Conditions of Employment	8
6. INSTITUTIONAL ARRANGEMENTS	10
6.1. Organisational Structure	10
6.1.1 Sector Classification	11
6.1.2 Overall EPWP Coordination	12
6.2 Roles and Responsibility	13
6.2.1 EPWP Steering Committee	13
6.2.2 Sector Coordinators	13
6.2.3 Responsibilities of the Departments	14
6.2.3.1 Head of Departments	14
6.3 Key Performance Indicators (KPIs)	15
6.3.1 Employment Opportunities	15
6.3.2 Person-days of Employment	15
6.3.3 Project Budgets	15
6.3.4 Person-Training Days	15
6.3.5 Demographics	15
6.3.6 Expenditure Retained within Local Communities	15
6.3.7 Project Task Rates	15
7. IMPLEMENTATION FRAMEWORK	16
7.1 Introduction	16
7.2 Project Life Cycle	16
7.2.1 Project Initiation and Feasibility Stages	17
7.2.2 Planning and Design Stages	17
7.3 EPWP Management Plan	18
7.3.1 Integration Management	18
7.3.2 Scope Management	18
7.3.3 Time Management	18
7.3.4 Cost Management	18
7.3.5 Communication Management	19
7.4 Guidelines for the Implementation of EPWP Projects	19



7.4.1	Infrastructure Projects	20
7.5	EPWP Targets for the RLM	20
7.6	Training Requirements	20
7.6.1	Infrastructure	20
7.6.1	Public Sector Officials	20
7.6.2	Consultants and Contractors	21
7.6.3	Workers	21
7.6.4	Non State Sector	21
7.7	Progress Reporting	22
7.8	Monitoring and Evaluation	22
7.8.1	Infrastructure	22
7.8.2	Other Sectors	22
8	Special EPWP Projects	23
8.1	Community Based Programme	23

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 either by ward committee or the Municipality in conjunction with 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)
- 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. 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 line with inflation rate.

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.

2. LIST OF ABBREVIATION

RLM	Rustenburg Local Municipality
DPW	Department of Public Works
DORA	Division of Revenue Act
IDP	Integrated Development Plan
KPI	Key Performance Indicators
CAPEX	Capital Expenditure
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
MMC	Member of the Mayoral Committee
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
NCC	National Coordination Committee
MFMA	Municipal Finance Management Act
NSC	National Steering Committee
DSC	Municipality Steering Committee

ED	Enterprise Development
DoL	Department of Labour
CI	Corporate Identity
SCM	Supply Chain Management
DM	District Forum
PMU	Project Management Unit

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 4.5 million work opportunities from 2014. 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 Purpose 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 Rustenburg local municipality. High youth unemployment rate 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. The Municipality has given effect to the call by signing an Implementation Protocol with the Minister of Public Works 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 delivery on EPWP objectives and targets

The EPWP has been implemented by the PMU 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, the creation of sustainable livelihoods and a reduction of crime.

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 challenges:

- Capacity in terms of designing projects labour-intensively.
- Institutionalization of EPWP within the Municipality
- Capacity in terms of reporting.
- Establishment and Capacitate a dedicated EPWP Unit/Section within the Municipality.
- Achievement of longer duration of work opportunities targets.

4. Policy Vision

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

“A world class city where all communities enjoy a high quality of life”

5. Policy Goal

The goal of the RLM EPWP Policy is to:

“To continuously improve the quality of life, economic growth and eradicate poverty through best practice, sustainability and inclusive governance”.

6. EPWP Municipal Policy Objectives

The objective of this Policy document is to provide a framework within which the Municipality and its Directorates/Units 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 Municipality on how their functions should contribute towards achieving the EPWP objectives; and

- securing ownership from all Directorates/Units 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 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.

7. Legislative and Policy Frameworks

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

- 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).

8. Scope of Application

The provisions of this Policy apply to all Departments, Municipal–Owned Entities, 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, Provincial & Local Government Sphere

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

At local (municipal) level, the Executive Mayor also provides leadership and direction on the implementation of the EPWP in the municipality. The Executive Mayor appoints a Member of the Mayoral Committee (MMC) to coordinate and lead the EPWP in the Municipality. MMC must also ensure that EPWP aligns with the IDP and other key economic policies and programmes.

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.
- The North West MEC for Roads and 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 Chief Director. 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 district level within the province to ensure a sound inter-face between the provincial and local sphere.

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:

- National Coordinating Committee (NCC) brings together all key National sphere policymakers, all nine (9) EPWP Provincial Coordinating Departments, such as the North West Provincial Department of Roads and 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

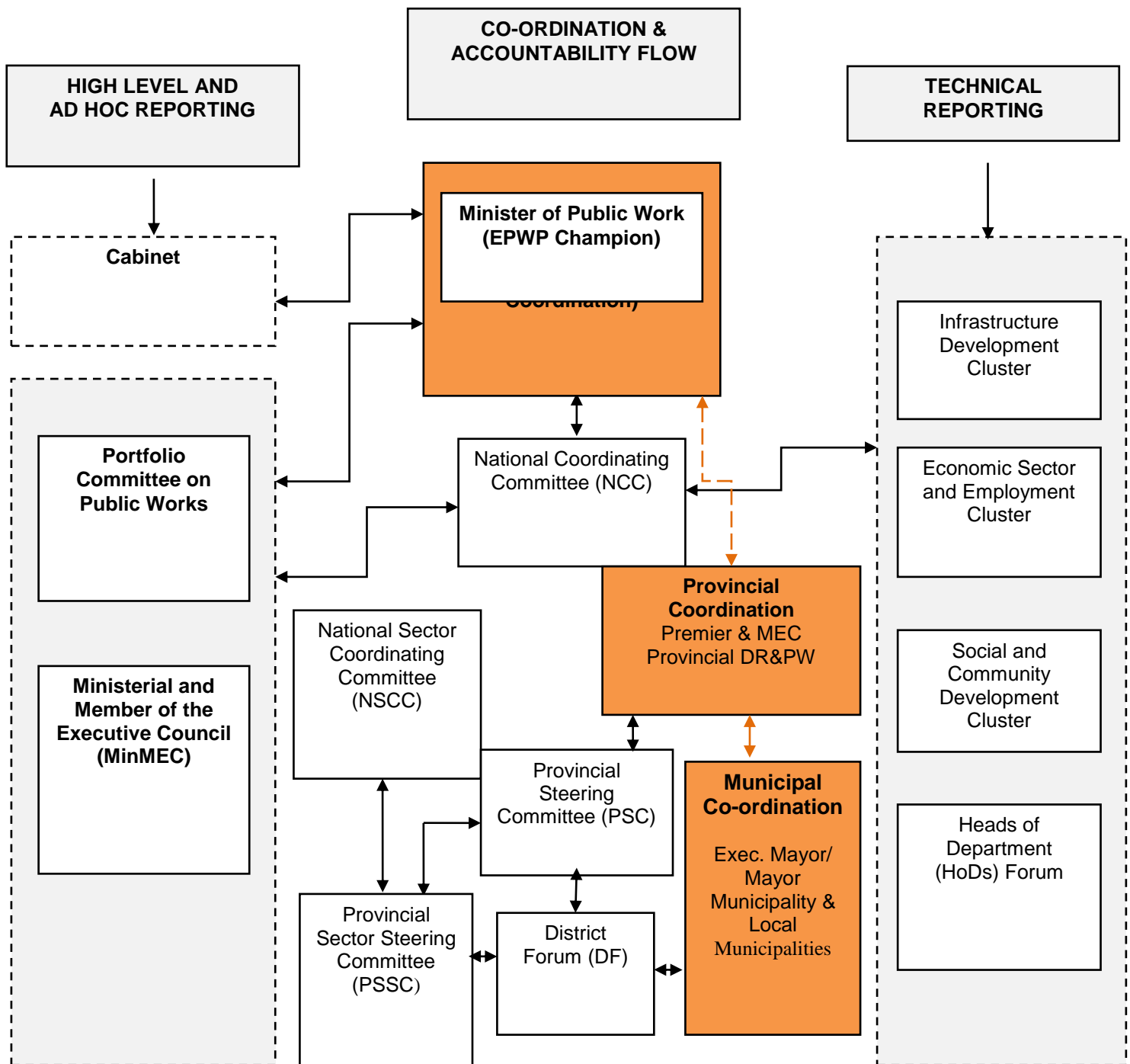
Public Works, and in turn the Portfolio Committee of Public Works and the various Clusters of Government.

- 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 North West. Best practises are shared with Public Bodies for replication.
- Provincial Sector Coordinating Committees (PSCCs): These Committees lead and champion EPWP different Sector Programmes in the province and monitor the implementation of those programmes.
- District Forums (DFs): Coordinate all sectors at a District Municipality level. Consider expansion programmes to upscale job opportunities. Quarterly reports for each municipality are presented and discussed, best practise are 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



9.4 EPWP Coordination within the Rustenburg local municipality

EPWP cuts across all the Directorates/Departments and Units of the Municipality. Each Directorate 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 RLM.

9.5 Roles and Responsibilities

9.5.1 Political Champion: The Executive Mayor

In line with the EPWP Institutional Arrangement Framework and Protocol Agreement signed by the Minister of Public Works and the Executive Mayor. The Executive Mayor will provide political leadership and direction in the implementation of the EPWP within the Municipality. The Executive Mayor will appoint a Member of the Mayoral Committee (MMC) to champion and lead the EPWP in the following Sectors for in the Municipality:

- Infrastructure Sector;
- Social and Non State Sectors;
- Environment & Culture Sector (1 member for Creative Industries and 1 for overall Sector coordination)

The appointed Mayoral Committee (MMC) must ensure that EPWP is entrenched within the Municipality 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 Strategic Coordinator: Director – Programmes Management to coordinate the EPWP across all Departments;
- Appoint the Unit Manager to directly manage the Programme;
- Appoint a coordinator for each EPWP sectors at the Technician level;
- Ensure that all Directors of the Municipality have EPWP targets 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 Lekgotla is held to discuss the annual targets and performance against the previous year targets; and
- Review and monitor on a monthly basis, the EPWP reporting at the Management Meeting.

9.5.3 Strategic Coordinator: Unit Manager – Project Management Unit (PMU)

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

- Provide a strategic leadership and role;
- 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 EPWP Municipal Summit on an annual basis;
- Attend the PSC;
- 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 Overall Coordinator of EPWP in RLM: Section Manager - EPWP

The appointed EPWP Manager within the Municipality will be responsible for:

- Establishing appropriate EPWP capacity in the unit.
- Primarily responsible to integrate, co-ordinate, project manage and financially administer the EPWP as a programme in the unit/municipality,
- Ensure project compliance with all applicable legislation, policies and conditions applicable to EPWP,
- Project performance and cash flow reviews,
- Liaison with the Provincial and National Departments as well as other line departments through formal regular evaluation / progress meetings and on an ad hoc basis,
- Ensure submission of monthly, quarterly, bi-annual, annual and ad hoc reports to Public works as determined in applicable legislation or required by the EPWP Management unit.
- Responsible for the management of the team and their respective outputs.

9.5.5 Sector Coordination and Departmental Responsibilities

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: Infrastructure Services and Planning;
- Ensuring that 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 RLM 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 Head of Department.

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 RLM’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 RLM’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 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.

9.5.6 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: Unit Managers, Sector Coordinators and chaired by the Director: Programmes Management. This Committee is constituted as follows:

- Infrastructure Sector Coordinator
- Environment and Culture Sector Coordinator
- Social & Non State Sectors Coordinator
- Budget & Treasury;
- Corporate Support Services;
- Communication Unit
- Unit Managers(Technical & Infrastructure Services)
- Local Economic Development (responsible official)
- Project Management Unit

9.5.5.1 Responsibilities of the EPWP Steering Committee

The responsibility of the Steering Committee is to:

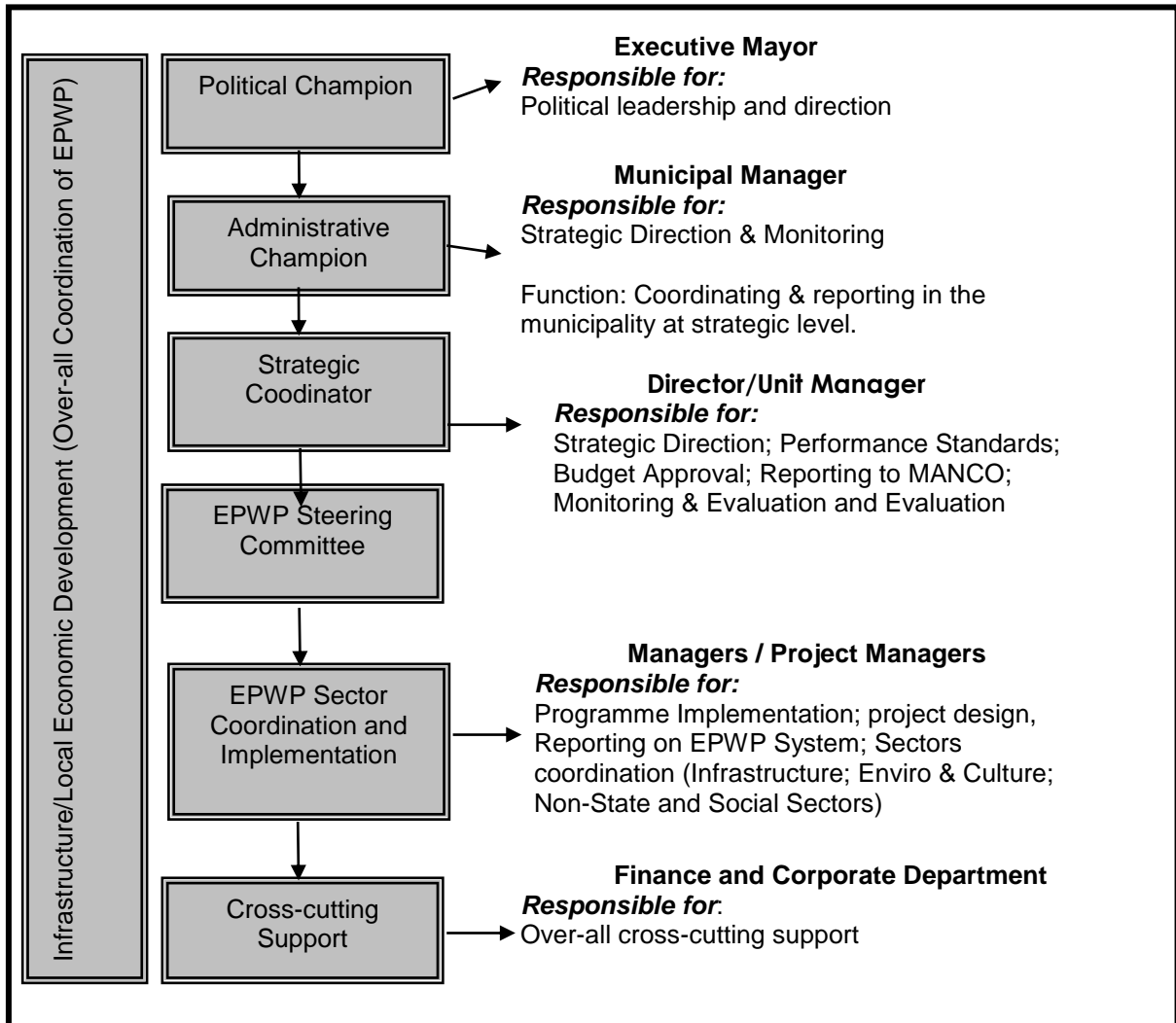
- Coordinate the overall Municipality-wide coordination of EPWP and related issues;
- Review of the Municipality's EPWP Policy;
- Set EPWP targets for each department and Sectors;
- Create an enabling climate for the successful implementation of EPWP in RLM;
- Report to the Management Meeting(through Chairperson);
- 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 RLM



10. Cluster Coordination

Due to the complexity and size of wards, the wards are clustered for easy and efficient monitoring. A total of six (6) coordinators were proposed and approved by Council as follows:

- Cluster 1 – Ward 01 to Ward 13 (Greater Bafokeng Areas to Tlhabane)
- Cluster 2 – Ward 12 to Ward 38 (Ramochana to Boitekong)
- Cluster 3 – Ward 24 to Ward 28 (Chachalaza to Lethabong including Monnakato)
- Cluster 4 – Ward 29 to Ward 30 (Lekgalong to Makolokwe)
- Cluster 5 – Ward 31 to Ward 36 (Marikana to Mathopestad)
- Cluster 6 – Greater CBD

11. EPWP Sectors Overview

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

11.1 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.)
- Sustainable energy (Working for Energy)
- Food for Waste

11.2 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).

11.3 Infrastructure Sector programmes:

The Infrastructure sector is aimed to promote the use of labour-intensive methods in the construction and maintenance of public infrastructure. The funding sources will include MIG and others available. 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);
- Water and sanitation projects;
- National youth services (aimed at developing and training youth between the age of 18 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).

11.4 Non-State Sector:

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

11.5 Cross-Cutting Support Programmes

EPWP programmes in the different Sectors will include the following:

11.5.1 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.

11.5.2 Enterprise Development

This refers to any form of intervention aimed 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.

The use of Cooperatives – In 2001, the Cabinet resolved that the mandate for the development and promotion of co-operatives be transferred from the Department of Agriculture to the Department of Trade and Industry (**the dti**), to ensure that co-operatives are given recognition and allowed to flourish in all sectors of the economy.

11.5.3 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.

12. Key Performance Indicators (KPIs)

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

12.1 Employment Opportunities

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

12.2 Person-days of Employment

The number of person-days of employment created during the period under review. This is calculated by aggregating the duration of each of the job opportunities created and dividing the total by the appropriate unit (days, weeks or months). The result is the number of person-days for any given review period.

12.3 Project Budgets

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

12.4 Person-Training Days

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

12.5 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.

12.6 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.

12.7 Project Task Rates

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

12.8 EPWP Targets for the RLM

In line with the Protocol Agreement between the Executive Mayor and the Minister of Public Works, 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: RLM EPWP Phase 3 targets.

Financial Year	Work opportunities (WO)	Full Time Equivalentents (FTEs)	Allocation
2016/17	2,310	778	R4,219,000
2017/18	2,765	934	Not yet allocated
2018/19	3,002	1,017	Not yet allocated

13. Training Requirements

13.1 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 allowance/stipend by the contractor (included in the project cost) whilst attending training.

13.2 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

	Position	NQF	Unit Standard Title
1	Person responsible for the design and documentation	7	Develop and promote labour intensive construction strategies
2	Person responsible for contract administration	5	Manage labour-intensive construction projects

Table 4: Training Requirements for Private Sector Contractors

	Position	NQF	Unit Standard Title
1	Site Agent / Site Manager	5	Manage labour-intensive construction projects

14. Target Groups and Beneficiaries Recruitment

The Municipality will prioritise the EPWP target groups during the recruitment of beneficiaries. 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 beneficiaries 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 (per indigent register).

15. 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.

16. 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.

17. 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.

17.1 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 DRPW.
- 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

18. Endorsement of the Policy

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

19. Review of the Policy

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

RUSTENBURG LOCAL MUNICIPALITY

EPWP POLICY IMPLEMENTATION FRAMEWORK

Introduction

The Integrated Development Plan (IDP) remains the principal strategic planning instrument for RLM 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.

1. 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/engineering 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 – 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 RLM EPWP Coordinator to implement that project outside of EPWP conditions. .

1.1 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 RLM 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.

1.2 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.

2. 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

2.1 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.

2.2 Scope Management

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

2.3 Time Management

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

2.4 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.

2.5 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.

3. Guidelines for the Implementation of EPWP Projects

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

3.1 EMM 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 carry out 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 as great a proportion of labour as is technically feasible throughout the implementation process to achieve the standard demanded by the specification; the result being a 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 RLM 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.

ANNEXURES

ANNEXURE A: INCENTIVE GRANT AGREEMENT

**ANNEXURE B: MINISTERIAL DETERMINATION 4: NO. 35310
GAZETTED, 4 MAY 2012**

ANNEXURE A

INCENTIVE GRANT AGREEMENT

ANNEXURE B
MINISTERIAL DETERMINATION 4: NO.
35310 GAZETTED, 4 MAY 2012