



OKHAHLAMBA LOCAL MUNICIPALITY

EXPANDED PUBLIC WORKS PROGRAMME

POLICY **2020/21**



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA



EXPANDED PUBLIC WORKS PROGRAMME

TABLE OF CONTENTS

1. GLOSSARY OF TERMS / DEFINITIONS
2. LIST OF ABBREVIATIONS
3. BACKGROUND
4. VISION
5. MISSION STATEMENT
6. POLICY GOAL
7. EPWP MUNICIPAL POLICY OBJECTIVES
8. LEGISLATIVE AND POLICY FRAMEWORK
9. SCOPE OF APPLICATION
10. EPWP INSTITUTIONAL ARRANGEMENT
 - INTRODUCTION
 - PROJECT LIFE CYCLE
 - PROJECT INITIATION AND FEASIBILITY STAGES
 - PLANNING AND DESIGN STAGES
 - EPWP MANAGEMENT PLAN
 - INTEGRATION MANAGEMENT
 - TRAINING REQUIREMENTS
 - SCOPE MANAGEMENT
 - TIME MANAGEMENT
 - COST MANAGEMENT
 - COMMUNICATION MANAGEMENT
 - EPWP INCENTIVES
 - SCM PROCESSES

1. GLOSSARY OF TERMS / DEFINITIONS

EPWP - The Expanded Public Works Programme

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

Labour-intensive

Labour-intensive projects is the economically efficient employment of a great proportion of labour as is technically feasible throughout the project cycle 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.

Key Performance Indicator (KPI)

A qualitative or quantitative measure of a service or activity used to compare actual performance against set standard or another target. In the context of EPWP, the key performance indicators relate to worker demographics, project budget, training days, salaries, 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 or ownership of an asset.

Community Liaison Officer (CLO)

The CLO is a member of the targeted community, recommended by the ward Councillor and his/her ward committee and appointed by the contractor to provide labour brokerage services and liaison with the targeted communities. The appointed CLO should work closely with the Municipal Community Liaison Officer.

Demographic Characteristics of Workers

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

- Youth (18 –35 years of age)
- Women
- People with disabilities
- Aged

Geographic Information Systems (GIS)

Software, which provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.

Life Cycle

The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

Life Cycle Cost

The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation, and disposal costs.

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. The budget set aside by the municipality to cater for EPWP municipal projects.

Project Wage

Minimum Daily Wage Rate (whether task-rated or time rated) per individual project.

Training Person-Days

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

OLM	Okhahlamba Local Municipality
COGTA	Corporative Governance and Transitional Affairs
DWA	Department of Water Affairs
DOT	Department of Transport
DSD	Department of Social Development
DPW	Department of Public Works
DEA	Department of Environmental Affairs
DTI	Department of Trade and Industry
DORA	Division of Revenue Act
IDP	Integrated Development Plan
KPI	Key Performance Indicators
CAPEX	Capital Expenditure
OPEX	Operational Expenditure
EPWP	Expanded Public Works Programme
CETA	Construction Education and Training Authority
SETA	Sector Education and Training Authority
SALGA	South African Local Government Association
SAQA	South African Qualifications Authority
SMME	Small Micro to Medium Enterprises

3. INTRODUCTION

3.1 BACKGROUND

Job creation and skills development remain the key priorities of the South African Government. The Expanded Public Works Programme (EPWP) is the South African Government initiated programme aimed at creating 4.5 million work opportunities by 2020. 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), as mandated by Cabinet.

The Programme is not implemented in isolation with other Government strategic initiatives, the New Growth Path (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*. EPWP work opportunities are all linked to the NGP Job drivers and expected to contribute to the NGP targets through its Full-Time Equivalent (FTE) targets.

3.2 Rationale for the EPWP Municipal Policy

The persistently high rate of unemployment in South Africa is one of the most pressing socio-economic challenges facing the Government and Okhahlamba Local Municipality is not immune to these challenges. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward. Therefore, job creation and skills development will remain the key priority of Okhahlamba local Municipality and Government in general.

These challenges necessitated the Municipality to develop this Policy to guide on the implementation of EPWP within the Municipality. The Policy will be embedded within the Integrated Development Plan (IDP) of the Municipality and the Municipality is expected

to promote EPWP principles and re-structure its activities to facilitate and create greater employment opportunities per unit of expenditure.

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. As a strategic document, the Policy will consequently offer a set of priorities and recommendations as the way forward to turn the general concept of EPWP into action within the Municipality, thus ensuring that job creation is realised and contribute to the overall development of the society at large.

3.3 Challenges facing the Municipality to implement and deliver on EPWP objectives and targets

The following are amongst the key challenges facing the Municipality in the implementation of EPWP:

- Capacity in terms of designing projects labour-intensively.
- No provision of accredited or Non-accredited trainings for beneficiaries in our projects.
- Capacity in terms of reporting.
- Achievement of longer duration of work opportunities targets.
- No exit strategies for our projects

4. Policy Vision

“To be the champions of sustainable Local Economic and Community development, through good governance.”

5. MISSION STATEMENT

“We are a united community striving to provide basic services, eradicating poverty and promoting LED through co- operative governance and public participation”

6. Policy Goal

The main goal of this Policy is to:

“Enhance the delivery capacity of Okhahlamba Local Municipality on EPWP through addressing its challenges, providing integrated and coordinated approach to support the implementation of EPWP for the holistic development of the society”.

7. EPWP Municipal Policy Objectives

The objective of this Policy document is to provide a framework within which the Council and its departments implement the Expanded Public Works Programme (EPWP). This policy document aims to provide an enabling environment for the Council to increase the implementation of EPWP, through the re-orientation of the line budget function and channelling a substantial amount of the overall annual budget allocation towards the implementation of EPWP. Through this policy, Okhahlamba Local Municipality aimed to achieve the following objectives:

- To have EPWP as an approved delivery strategy for projects implementation, employment creation and skills development by ensuring that EPWP guidelines and principles are adhered to in the implementation of any Municipal project across all the EPWP sectors inter alia, the Infrastructure, Social, Environmental & Culture and Non-State Sectors;
- To maximise the percentage of the Council's annual total budget spent and retained within local communities in the form of wages and by promoting the procurement of goods and services from local manufacturers, suppliers, and service providers.
- To adopt and align cluster and departmental annual business plans to the EPWP in-line with prioritised socio-economic objectives
- Using clearly defined key performance indicators to monitor and evaluate all EPWP initiatives, including those being implemented using Provincial and National Government budgets.
- To inform all Departments and Units within the Council on how their functions should contribute towards achieving the EPWP objectives.
- To entrench the EPWP methodology within the Council's Integrated Development Plan.
- Okhahlamba Local Municipality –has adopted a policy on Municipal driven cooperatives which seeks to create opportunities for the local unemployed people within the municipality as part of the Expanded Public Works Programme and Operation Sukuma Sakhe. As the aim of the programme set to combat poverty and unemployment within our local municipality.

- To capacitate SMME's and emerging contractors within local communities by facilitating the transfer of sustainable technical, managerial and financial skills through appropriate Cooperatives and SMMEs development initiatives;

8. 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 No.108 of 1996)
- The Public Finance Management Act (PFMA, 1999).
- Public Service Act (PSA, 1994).
- Municipal Finance Management Act (MFMA, 2003).
- Division of Revenue Act (DORA, 2006)
- The Municipal Systems Act (Systems Act, 2000)
- The Basic Conditions of Employment Act (BCEA, 1997).
- Skills Development Act (SDA, 1998)
- Cabinet Memo 2003 approving 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
- New Growth Path 2010

9. Scope of Application

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

10. EPWP Institutional Arrangement

This refers to the coordination of EPWP across all the spheres of Government and the roles and responsibilities of all the parties involved.

11. Overall Coordination of EPWP

At National level, the Minister of Public Works has been mandated by Cabinet to champion the EPWP, and thereby is responsible to provide 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 mobilises resources and political support at National, Provincial and Local spheres.

At a technical level, the overall co-ordination of the Programme is done by the EPWP Unit in DPW, which is head by a Deputy Director-General.

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.

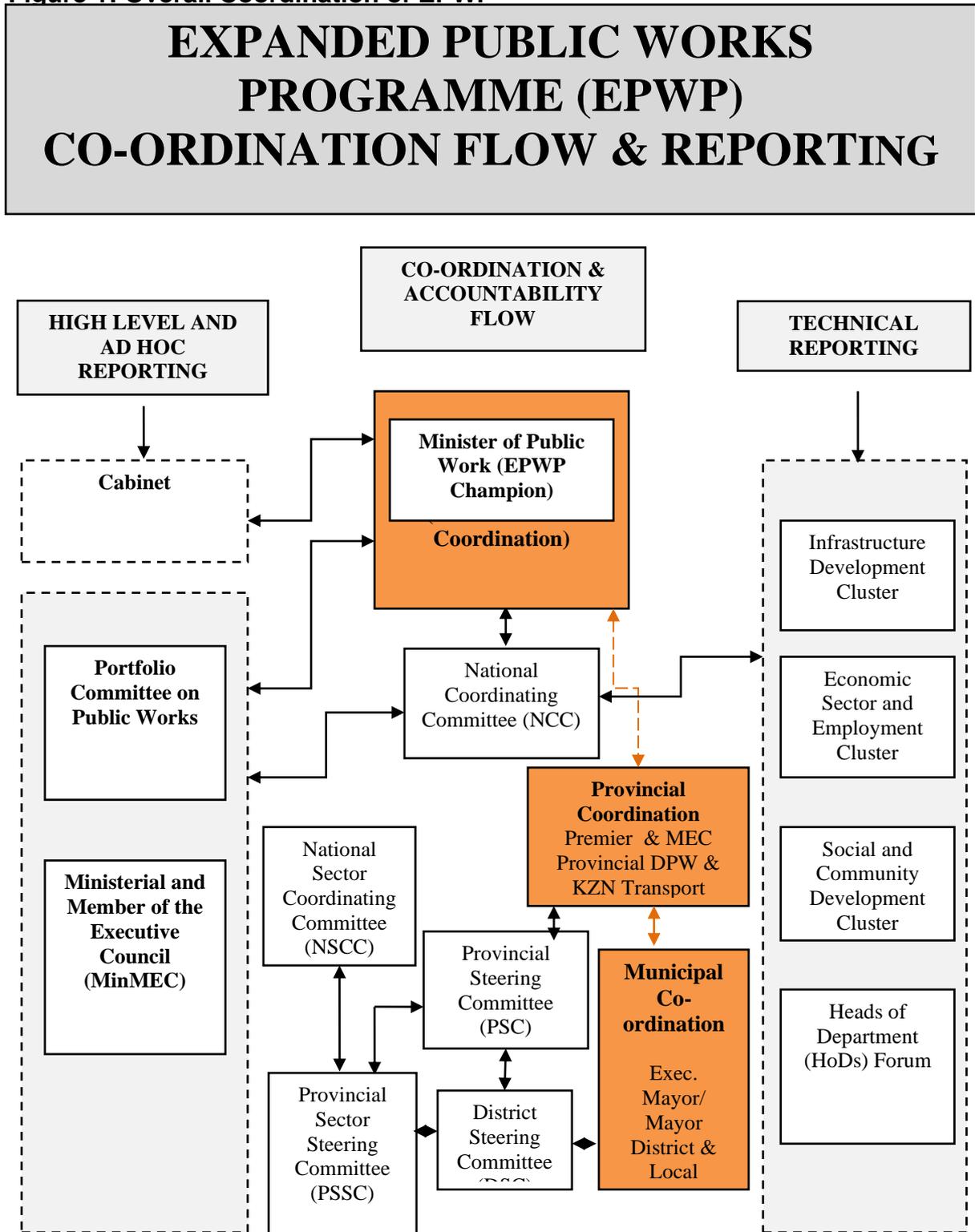
In the Local Sphere of Government, The Mayor provides leadership and direction on the implementation of the EPWP in the municipality. The Mayor may appoint a Member of the Executive Committee (EXCO) to champion and lead the EPWP in the Municipality. The appointed EXCO member must also ensure that EPWP aligns with IDPs and key policies and programmes within the municipalities. Also ensure the effective coordination and monitor the implementation of the EPWP within the Municipality; assist and mobilise departments within the Municipality to meet their targets.

The Municipal Manager (MM) appoints the Director (ED) and or delegate functions of the coordination of EPWP to a particular Unit. The Director has to ensure that the EPWP is incorporated in the development plan of the Municipality and also ensure that the Municipal departments incorporate EPWP FTE targets into their programme plans.

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); National Sector Committee (NSC); Provincial Steering Committees (PSCs); Provincial Sector Coordinating Committees (PSCCs); and District Steering Committees (DSCs).

The EPWP Coordinating structure is depicted in figure 1 below:

Figure 1: Overall Coordination of EPWP



a. EPWP Coordination within Okhahlamba Local Municipality

EPWP must cut across all the Departments and Units of the Council. 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 the Municipality.

b. Roles and Responsibilities

i. Political Champion: The Mayor

In line with the EPWP Institutional Arrangement Framework and Protocol Agreement signed by the Minister of Public Works and The Mayor, the Mayor will provide political leadership and direction in the implementation of the EPWP within the Council. The Mayor may appoint a Member of the Executive Committee (EXCO) to champion and lead the EPWP Sectors in the Council. The appointed member of EXCO must ensure that EPWP is aligned with IDPs and key policies and programmes of the municipality.

ii. Administrative Champion: The Municipal Manager

The Municipal Manager will appoint the Director and or delegate functions of the overall coordination of EPWP to a particular Department or Unit and ensure that all the Directors of the Municipality have EPWP as an item in their performance contracts/agreements. The appointed/delegated Director will ensure that the EPWP is incorporated in the development plan of the Municipality and also ensure that the Municipal departments incorporate EPWP FTE targets into their programme plans. The appointed/delegated Director will ensure the effective coordination and monitor the implementation of EPWP within the Municipality; assist and mobilise departments within the Municipality to meet their targets.

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, assigned Directors and chaired by the Co-ordination Office or designated Head of Department. This Committee is constituted as follows:

- Technical Services
- Social Services
- Finance Department
- Corporate Services
- Municipal Manager's Office

1. The EPWP Steering Committee will be responsible for;

- Overall Council-wide coordination of EPWP and related issues.
- Review of the Council's EPWP Policy.
- Setting EPWP targets for each department and Sectors.
- Creating an enabling climate for the successful implementation of EPWP in the Municipality.
- Reporting to EXCO
- Programme Monitoring and Evaluation
- Setting performance Standard
- Compiling 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.

iii. Sector Coordination

Sector Coordinators are appointed by the Municipal Manager or his designate for each of the four sectors namely.

- Infrastructure Sector
- Environment and Culture Sector
- Social Sector; and
- Non-State Sector

The appointed Sector Coordinators should at least be at a Management Level and are responsible for:

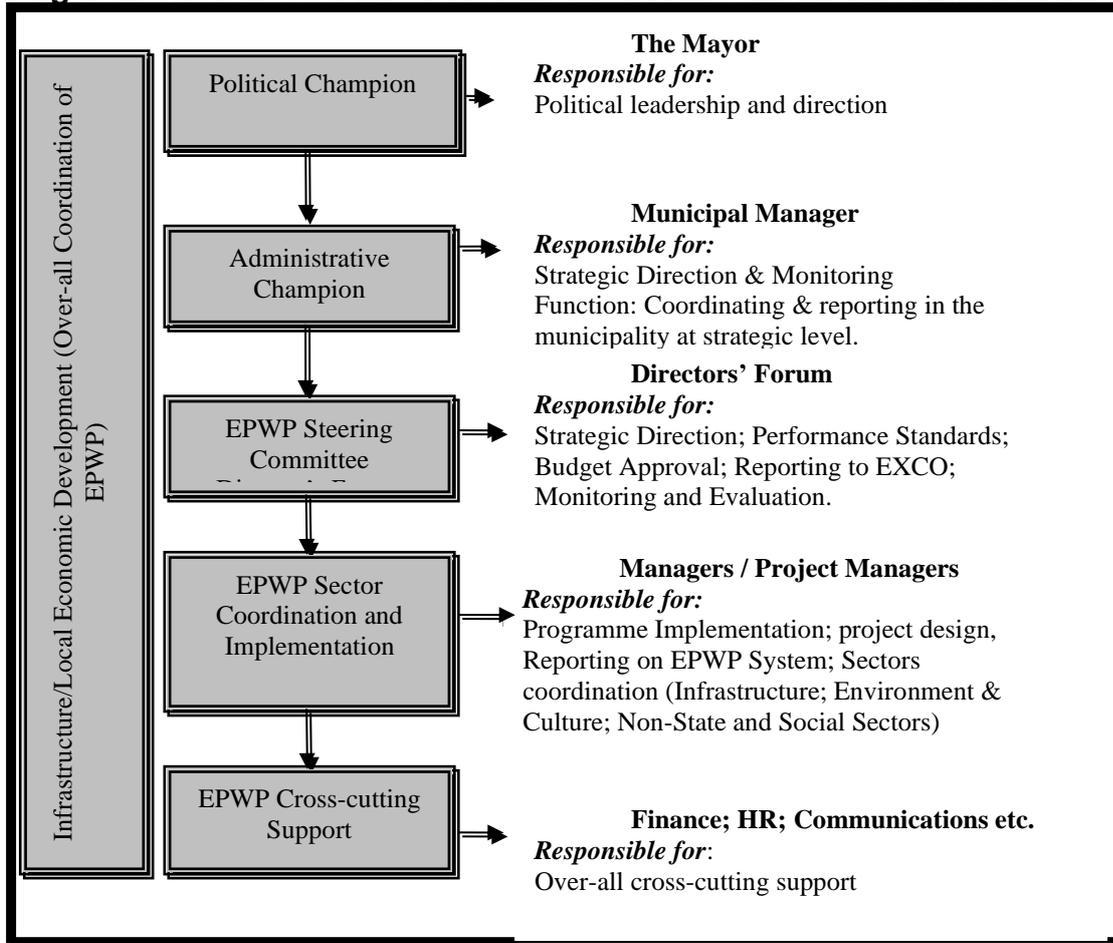
- Liaising with the Sector Lead Departments Provincially and Nationally.
- Keeping abreast with sector specific developments.
- Liaising and representing the Municipality on the relevant provincial EPWP Committees.
- Disseminating sector specific information to the dedicated EPWP Champions identified by each of the Departments.
- Sector coordinators are also responsible for programmes design, implementation and reporting on EPWP System; and
- Monitors evaluate and report on sector specific KPIs to the Municipal Manager.

iv. Responsibilities of the Departments

All Departments will have a responsibility in the implementation of EPWP. All the Departments and their Heads will have EPWP Targets in their Business Plans and Performance Agreements, which will cascade down to officials of the departments. Amongst other things the Departments are responsible for:

- The appointment of a dedicated EPWP “Champions
- The selection of suitable projects for inclusion in the EPWP Projects Plan.
- Participating in setting task rates for workers to be employed on labour intensive projects
- Ensuring that the planning, design and contract administration of labour-intensive works are carried out by consultants who have completed the necessary skills training i.e. NQF Level 7;
- 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.
- Facilitate and arrange appropriate awareness campaigns among local communities to illustrate the benefits of labour-intensive methods in projects implementation.
- Ensure 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.

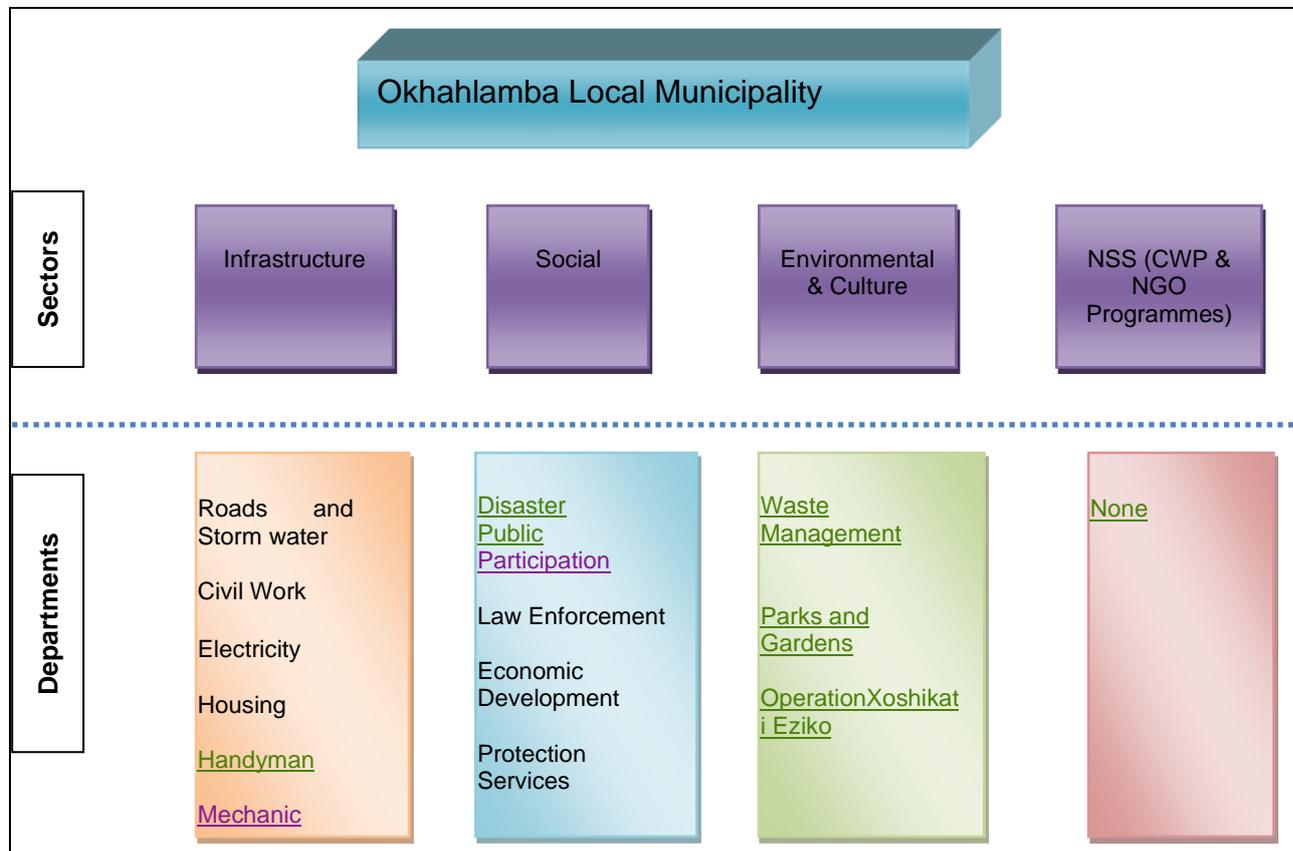
Figure2: Overall coordination of EPWP within Okhahlamba Local Municipality



v. Sectors Classifications and Coordination

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

Figure 3: Departments - Sector Classification



12. EPWP Sectors overview

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

a. 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.)
- Waste management (Working on Waste, Food for Waste etc.)
- Tourism and creative industries (Working for Tourism, etc.)
- Parks and beautification (People and Parks, Cemetery Maintenance, Community Parks, etc.)_Handy Man Team (Maintenance)

b. 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, firefighting, 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 (lifeguards, 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).

c. Infrastructure Sector programmes:

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

- Road construction and maintenance.
- 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).

d. 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.

e. Cross-Cutting Support Programmes

EPWP programmes in the different Sectors will include the following:

- National Youth Services.

i. Training:

This refers to capacity building and skills development of both officials and EPWP beneficiaries). Training can either be accredited or non-accredited. The emphases should be on accredited training recognised by SAQA (Skills 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. This will be prioritised to ensure that the municipal projects are designed and implemented labour intensively.

ii. Enterprise Development:

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

iii. Communication and Branding

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

13. Key Performance Indicators (KPIs)

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

❖ Employment Opportunities

The number of employment opportunities created irrespective of a duration.

❖ 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.

❖ Project Budgets

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

❖ Full Time Equivalent

Full time equivalent job” refers to one person-year of employment. One-person year is equivalent to 230 person days of work. Person-years of employment = total number of person days of employment created for targeted labour during the year divided by 230.

❖ Demographics

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

❖ 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.

❖ Project Task Rates

Where applicable, rates for the same or similar tasks will have to be uniform for the Municipality. Task and time rates will have to comply with the terms of the Ministerial Determination. To ensure compliance with the general requirements of the EPWP and specific requirements of any of the conditional grants such as the MIG and Departments will have to record, monitor, evaluate and report on the KPIs in a standard and uniform manner.

14. EPWP Targets for Okhahlamba Local Municipality

In line with the Protocol Agreement between the 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 this 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: Local Municipality EPWP Phase targets.

Financial Year	Work opportunities (WO)	Full Time Equivalent (FTEs)
	Infrastructure Sector & Environment and Culture Sector	
<u>2018/19</u>	<u>507</u>	<u>150</u>
<u>2019/20</u>	<u>367</u>	<u>143</u>

15. Endorsement of the Policy

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

16. Review of the Policy

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

OKHAHLAMBA LOCAL MUNICIPALITY

EPWP POLICY IMPLEMENTATION FRAMEWORK

1. Introduction

The Integrated Development Plan (IDP) remains the principal strategic planning instrument for Okhahlamba 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. It is important to include EPWP in most projects that have been identified and listed during the IDP consultative works.

2. Project Life Cycle

Projects are usually divided into several 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 – 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 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 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.

3.2 Scope Management

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

Based on 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 Okhahlamba 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.

5. Training Requirements

5.1 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

5.2 Training of Workers/Beneficiaries

Training of workers/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.

6. Target Groups and Beneficiaries Recruitment

The Municipality will prioritise the EPWP target groups during the recruitment of beneficiaries. Women (55%); youth and (40%). 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.

7. 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), and Occupation Health and Safety Act (OHSA). Specific clauses addressing Labour Legislations compliance will be put all EPWP Municipal contracts with service providers.

EPWP Beneficiaries leave days

*Each beneficiary is entitled to 12 days' vacation leaves only, within a period of that given contract.

(As per Basic Condition of Employment Act,1997) (-Ministerial Determination 4: Expanded Public Works Programmes).

- Sick Leave – A worker is unable to work or account of illness or injury is entitled to claim one day's paid sick leave for every full month that the worker has worked in terms of a contract.
- A worker may accumulate a maximum of twelve days's sick leave in a year.
- Accumulated sick – leave may not be transferred from one contract to another contract.
- An employer must pay a task-rated worker the worker's daily task rate for a days's sick leave.
- An employer must pay a time – rated worker the worker's daily rate of pay for a day's sick leave.
- An employer must pay a worker sick pay on the worker's usual payday.
- Before paying sick- pay, an employer may require a worker to produce a certificate stating that the worker was unable to work on account of sickness or injury if the worker is-
 - (a) Absent from work for more than two consecutive days; or
 - (b) Absent from work on more than two occasions in any eight- week period
- A medical certificate must be issued and signed by a medical practitioner, a qualified nurse or a clinic staff member authorised to issue medical certificates indicating the duration and reason for incapacity.

•

- Maternity Leave – A worker may take up to four consecutive months' unpaid maternity leave.
- A worker is not entitled to any payment or employment – related benefits during maternity leave.
- A worker must give her employer reasonable notice of when she will start maternity leave and when she will return to work.
- A worker is not required to take the full period of maternity leave. However, a worker may not work for four weeks before the expected date of birth of her child or for six weeks after the birth of her child, unless a medical practitioner, midwife or qualified nurse certifies that she is fit to do so.

- Family Responsibility Leave – Workers, who work for at least four days per week, are entitled to three days paid family responsibility leave each year in the following circumstances-
 - (a) When the employee's child is born.
 - (b) When the employee's child is sick.
 - (c) In the event of death of – (i) the employee's spouse or life partner
(ii) the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild, or sibling.

8. 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.

9. 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.

10. Reporting Process

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

- Recording of the data at the project level using templates provided.
- Verify if the information/data is correct.
- Capture the project data on the EPWP Reporting System monthly.

The table below indicates the process workflow of the EPWP Reporting System.

10.2 REPORTING TIMELINES

First 2 quarters of the provincial financial year, data must be reported before the 15 of April each year

- Financial expenditure reports must be reported to NDPW on monthly bases, end of each month
- Beneficiary and project data must be submitted by the 15th of each month