



CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD

CITY OF CAPE TOWN

IMPLEMENTATION OF THE EXPANDED PUBLIC WORKS PROGRAMME POLICY (EPWP) (POLICY NUMBER 12421)

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1. Definitions and Abbreviations

The glossary terms and abbreviations mentioned in the policy below are defined as follows:

“City” means the City of Cape Town, a municipality established by the City of Cape Town Establishment Notice No. 479 of 22 September 2000, issued in terms of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998), or any structure or employee of the City acting in terms of delegated authority;

“Code of Good Practice” means the Code of Good Practice for employment and conditions of work for the Expanded Public Works Programme, issued in terms of section 87(2) of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);

“Community-based work” means any project that generates work opportunities for the unemployed persons within the community;

“CWP” means Community Works Programme;

“Direct employment” means EPWP workers employed and managed by the City;

“Elementary occupation” means any occupation involving unskilled or semi-skilled work;

“Employer” means any department within the City or an appointed service provider that hires workers to perform EPWP work for the City;

“EMT” means the Executive Management Team of the City;

“EPWP” means the Expanded Public Works Programme run by the City. It is a national government initiative aimed at reducing poverty through providing income relief by creating temporary work for the unemployed;

“EPWP Integrated Grant” means the Grant funding received by the NDPW&I from the National Treasury which is then transferred to the eligible Public Body in line with the conditions of the Division of Revenue Act;

“EPWP Job Creation Target” means the number of full time equivalent jobs and planned work opportunities that the City must create;

“EPWP Project” means any undertaking by the City, which involves the creation or maintenance of infrastructure or the provision of a municipal service, which has the potential to create employment for unskilled or semi-skilled workers;

“EPWP Ministerial Determination” gazetted by the Minister of Labour in terms of the Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997), which applies to all Employers and employees engaged in the Expanded Public Works Programmes;

“EPWP work opportunity” means paid work created by the City or its Service Provider for persons working on EPWP projects for any period of time within the employment conditions of the Code of Good Practice for Special Public Works Programmes;

“EPWP worker” means a person employed by the City or its appointed service provider for temporary work on an EPWP project;

“Full Time Equivalent (FTE) Job” refers to 1 person-year of employment. One-person year is equivalent to 230 person days of paid work = Total number of person days of employment created for Targeted Labour during the year divided by 230.

“IDP” means the City’s Integrated Development Plan;

“Implementing line department,” means any line department within the City responsible for implementing EPWP projects either directly or indirectly;

“Indirect employment” means the employment of EPWP workers by a contractor or service provider appointed by the City;

“Infrastructure Sector” means construction and maintenance of public sector funded projects where the use of labour-intensive methods is preferred;

“Jobseeker” means any person looking for work in the EPWP or similar programmes and

registered on the City's jobseekers' database;

"Jobseekers Database" means the City's database for the Registration and Management of Jobseekers;

"JSDB" means the City's Jobseeker Database;

"Labour intensity" refers to the size of the Labour component and is calculated as the percentages of wages against the Project expenditure;

"Labour intensive" means the utilisation of manual labour with hand tools or light plant and equipment whenever technically feasible and economically viable without compromising the quality of work;

"Low skilled work" means work that does not require a person to have received any prior training related to the job in order to be able to operate at a satisfactory standard;

"Mainstreaming EPWP" means the reorientation of line departments' budgets to increase number of work opportunities created, particularly for the unskilled labour, through the use of labour intensive methodologies on projects implemented by the line department;

"Minimum legal employable age" means 18 years of age;

"NDPW&I" means the National Department of Public Works and Infrastructure;

"Operating Project Budget" means a budget used in financing an identified EPWP project for operational works using temporary labour;

"PPM" means Portfolio Management;

"Protocol Agreement" means an agreement, which provides an agreed framework for co-operation and co-ordination between the three spheres of Government to promote the implementation, mainstreaming and co-ordination of EPWP between the City and the National Department of Public Works & Infrastructure;

“Public Body” means a government department, municipality, public or municipal trading entity established in terms of empowering legislation;

“Random selection” means the random selection of registered jobseekers from the Jobseekers electronic database that is maintained by the City;

“Responsible Agent” means any authorised official or professional service provider of a Public Body who is responsible for the implementation of EPWP projects;

“SCM” means the City's Supply Chain Management;

“Service Provider or Implementing Agent” means any contractor, professional agent or entities appointed by the City to provide goods, services or construction works, including community based programmes or projects;

“Semi-skilled work” means work requiring a person to have some degree of training or familiarity with the core functions of the job before being able to operate efficiently;

“Wage Threshold” means the minimum and maximum EPWP wage rates as per the Ministerial Determination and the City's EPWP approved designation schedule.

2. **Problem Statement**

- 2.1. Cape Town is facing very high rates of unemployment, poverty and inequality. These challenges impede the development and growth of Cape Town's residents and have significant social ramifications that restrict access to opportunities. Although it remains lower than the youth unemployment rate for the country, it is still notably higher than in other developing countries.
- 2.2. South Africa's economy, including that of Cape Town, features high levels of structural unemployment, underpinned by the persistent skills gap and a lack of employment opportunities in certain communities. The poor skills and employability of school leavers results in high youth unemployment.
- 2.3. EPWP is part of the national government's short to medium-term strategy to reduce unemployment and poverty. The programme focuses on four main sectors namely: Infrastructure Sector; Social Sector; Environment and Culture Sector and Non-State Sector.
- 2.4. Accountability for the planning, design and implementation of the EPWP in the City is currently fragmented, leading to a lack of clarity around roles, responsibilities and accountability between departments.
- 2.5. Evaluation and reporting of EPWP programmes and projects is not consistent across the City, which means that it is difficult to establish insights into the effectiveness of the programme against its desired outcomes.

3. **Desired Outcomes**

The City has identified the EPWP as a critical tool not only for poverty alleviation, but also important in fostering economic inclusion through effectively improving the employability of marginalised residents in the city. The programme is important in responding to the current skills gaps and lack of opportunities within specific communities, as well as South Africa's economy in general.

The desired outcomes of this policy are as follows:

- Improve the employability of programme participants as a result of the skills development and work experience they received on the programme
- Alleviate poverty through short-term employment in the execution of the City's projects and programmes

The aim of this Policy is to:

- 3.1. Drive the implementation of the EPWP within the City;
- 3.2. Establish implementation principles that ensure the efficient and effective implementation of the EPWP across the City;
- 3.3. Set minimum goals and standards for all EPWP implementing line departments;
- 3.4. Maximise the creation of temporary work opportunities through the promotion of labour intensive methodologies, where appropriate, in the execution of the City's programmes and projects;
- 3.5. Set clear targets for the implementation of EPWP to be included in the IDP and Service Delivery Budget Implementation Plans (SDBIPs);
- 3.6. Establish accountability and responsibility for the planning, design and implementation of the EPWP at all levels within the City through mainstreaming the implementation of EPWP in the City;
- 3.7. Establish an EPWP methodology that will ensure effective evaluation and reporting of all the EPWP Programmes and Projects within the boundaries of the City; and
- 3.8. Contribute to an effective and efficient platform with which the City achieves sustainable success on its Inclusive Economic Growth and Social Development Strategies.

4. **Strategic Intent**

This policy aligns with a number of overarching strategic documents that inform the City's priorities, such as the:

- 4.1. **Integrated Development Plan (IDP):** The EPWP is an important element of the City's priorities on Economic Growth, and is a project under Objective 1.3 Increased jobs and investment in Cape Town. The City will work with public and private sector stakeholders to create quality temporary jobs and training opportunities. Communities will be linked to training and funding offered by other spheres of government and NGOs, and public

facilities made available to partners for this purpose. The City will also make optimal use of the temporary work opportunities, apprenticeships and skills development opportunities already available in the organisation as a launch pad to job readiness and full employment.

- 4.2. **City of Cape Town's Inclusive Economic Growth Strategy (2021) and Social Development Strategy (2013):** EPWP projects are a key policy lever in the City's focus on encouraging job creation and skills development. The Social Development Strategy identifies EPWP as a critical tool for poverty alleviation and improving the employability of marginalised residents. Setting minimum policy standards on the effective implementation of the EPWP in the City will enhance access of a considerable number of unemployed young and other marginalised people, to work opportunities.
- 4.3. **Provincial One Cape 2040 Vision:** One of the most important expressions of the vision is that it identifies work as a single most important mechanism for social inclusion. The vision is premised on improving skills, building confidence, increasing opportunities for work experience, self-reliance and social integration. Developing a clear policy on the implementation of the EPWP in the City, will improve access to opportunities for unemployed youths and other marginalised people and employment prospects to unemployed young and other marginalised people to work opportunities.
- 4.4. **National Development Plan (NDP):** Chapter three of the NDP on the 'Economy and Employment' recognizes the value of public employment schemes as a mechanism to address unemployment. The NDP set annual public employment targets of two million opportunities per year by 2020. It places particular emphasis on EPWP opportunities in the social and cultural sector, where employment schemes can complement social delivery programmes. The efficient execution of this policy will ensure that the City continues to meet its annual target for EPWP opportunities, thus contributing to the national target. The City's approach to EPWP as outlined above is also consistent with the thematic focus areas identified in the NDP.

5. **Policy Parameters**

5.1. This policy applies to:

- a) City Line departments; including the directorate responsible for the City's EPWP and implementing agents involved in City's Public Employment Programmes and projects; and
- b) Persons employed to work on the City's EPWP programmes and projects.

5.2. This Policy does not apply to:

- a) Permanent or fixed term contract employees on the City's staff establishment; and
- b) Labour broker employees contracted by the City.

5.3. This policy must be read in conjunction with the City's EPWP Standard Operating Procedures (SOP); EPWP Performance Indicator Measurement Sheet (PIMS), EPWP Records Management Framework (RMF) and the Policy on the Management of the Jobseekers Database issued by the Corporate EPWP Office;

6. **Principles**

6.1. This policy shall be guided by the following underlying principles:

- a) Compliance – complying with all relevant legislation and government policies relating to EPWP;
- b) Equity – establishing fair standards in all aspects of the implementation of EPWP in the City;
- c) Equal opportunities for all – ensuring that all qualifying persons enjoy equal access to EPWP work opportunities;
- d) Good governance – ensuring that the City's EPWP meets the requirements of good governance including prescripts relating to transparency and efficient financial management;
- e) Empowerment – providing opportunities for the empowerment of people, including the poorest members of the community in accordance with the City's strategic focus on creating 'Inclusive Economic Growth';
- f) Professionalism – ensuring that the City's EPWP programmes and projects are managed in a professional manner; and

- g) Access to information and communication - ensuring that information on the City's EPWP programmes is readily available and effectively communicated to all stakeholders.

7. **Role-players and Stakeholders**

7.1. This policy will have a direct impact on the EPWP related activities of the following role-players and stakeholders:

- a) The Executive Management Team (EMT);
- b) All Directorates and line departments;
- c) Contracted service providers whose contracts include EPWP targets;
- d) EPWP workers; and
- e) EPWP jobseekers.

7.2. The roles and responsibilities of various role-players and stakeholders are outlined in clause 26 below.

8. **Regulatory Framework**

8.1. This policy draws its legal mandate from the following laws as amended from time to time:

- a) The Constitution of the Republic of South Africa, 1996;
- b) Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997);
- c) Employment Equity Act, 1998 (Act No. 55 of 1998);
- d) Division of Revenue Act (DoRA);
- e) Intergovernmental Governmental Relations (IGR) Framework Act, 2005 (Act No.13 of 2005);
- f) Local Government: Municipal Systems, 2000, (Act No 32 of 2000);
- g) Local Government: Municipal Finance Management Act, 2003, (Act No. 56 of 2003), (MFMA);
- h) Unemployment Insurance Act, 2001, (Act No. 63 of 2001);
- i) Compensation for Occupational Injuries and Diseases Act, 1993, (Act No.130 of 1993);
- j) Protection of Personal Information Act, 2013 (Act No. 4 of 2013);
- k) National Archives and Record Service of South Africa Act, 1996 (Act No.43 of 1996)

and the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No. 3 of 2005);

- l) Occupational Health and Safety Act 85 of 1993; and
- m) Any other laws, which may be applicable from time to time.

8.2. **Other Documents**

- a) The City of Cape Town's Integrated Development Plan (IDP);
- b) Code of Good Practice for Employment and Conditions of Work- for Special Public Works Programmes;
- c) Ministerial Determinations 4: 4 May 2012, Expanded Public Works Programmes, issued in terms of Section 50 of the Basic Conditions of Employment Act 1997;
- d) National Department of Public Works and Infrastructure (NDPW&I) EPWP Recruitment Guidelines, 2017;
- e) The City's Records Management System and Procedure, 2019; and
- f) The City's Supply Chain Management Policy, 2019.

9. **Policy Directives (General rules and application)**

General

- 9.1. The implementation of the EPWP in the City is a line department function and work opportunities are created through programmes and projects utilising line department's budgets.
- 9.2. The Corporate EPWP Office must regard a work opportunity (EPWP) as paid work created for an individual on a project (EPWP) for any period of time, within the employment conditions of the EPWP Code of Good Practice and the Ministerial Determinations 4: 4th May 2012, Expanded Public Works Programmes, issued in terms of Section 50 of the Basic Conditions of Employment Act, 1997.
- 9.3. Where eligible, the same jobseeker or person can be employed on different projects and each period of employment will be counted as a work opportunity, provided that an employment contract is concluded for each work opportunity.

Wage threshold

- 9.4. An EPWP worker shall not be paid less than the minimum EPWP wage rate per day as per the EPWP Ministerial Determination or City's approved designated payment rates as adjusted annually.
- 9.5. A wage threshold, per sector shall be established and reviewed as and when necessary, using information and guidance from NDPW&I and other relevant stakeholders.
- 9.6. An EPWP worker paid more than the maximum EPWP wage threshold shall not be counted or considered as an EPWP work opportunity.
- 9.7. All learnerships, experiential training and apprenticeships shall constitute a work opportunity, provided they comply with the minimum and maximum stipulated EPWP wage rates threshold per day.

Start and termination date

- 9.8. An EPWP employment contract or letter of employment with a start and termination date shall define the duration of employment and validate a work opportunity.
- 9.9. The termination date must be determined by the employer and can either be –
 - a) fixed term date;
 - b) the end of a contract; or
 - c) when the work for which the EPWP worker was employed becomes unavailable.

Reporting and communication to the Corporate EPWP Office

- 9.10. Relevant multi-year tender projects must be registered with the Corporate EPWP Office at the beginning of every financial year, as per Section 490 of the City's SCM policy which states:

All labour earning less than a threshold wage, determined in accordance with National Guidelines, that is employed for the provision of services or construction works for the City, shall be reported in the prescribed format, on a monthly basis, to the Corporate EPWP Unit;

- 9.11. Line departments are required to submit a monthly project labour report to the Corporate EPWP Office; and must include information on the number of work opportunities created on direct or indirect EPWP projects implemented using grant funding or line functional budgets.

Record keeping

- 9.12. Line departments are required to collect and safely store evidence or records, including certified identity documents, to support performance achievements as reported on the monthly project labour report. In the case of indirect employment, all documentation including certified identity documents must be collected during the contract period or prior to the end of the contract or project.
- 9.13. All data must be collected, stored, managed and accessed in a manner which is in keeping with the National Archives and Record Service of South Africa Act, 1996 (Act No.43 of 1996), the Provincial Archives and Records Service of the Western Cape Act, 2005 (Act No. 3 of 2005), and the Protection of Personal Information Act, 2013.
- 9.14. Line departments must ensure that all the source documentation is submitted on time to the City by the employer or service provider for filing and safe keeping.
- 9.15. It is the responsibility of the relevant line departments to ensure that the implementing agent or service providers must submit all relevant source documentation to the line department for filing and safe keeping.
- 9.16. Line departments must ensure that complete records of all verifiable EPWP projects reported are supported by the following set of source documents:
 - a) Certified copies of identity document not older than three months;
 - b) Copies of employment contracts or appointment letters stipulating the start and termination date of contract;
 - c) Copies of signed monthly project labour reports containing the EPWP worker's information per project;
 - d) Proof of payment information (payslip/payroll reconciliations); and
 - e) Copies of attendance registers and timesheets.
- 9.17. Source documents must be retained on file either in an electronic or hard copy format by line departments for a period of three years.
- 9.18. A proper filing system must be implemented to retain the EPWP records and regular supervisory reviews must be conducted.
- 9.19. Line departments are required to timeously submit the source documentation to support their EPWP performance achievements, within 3 (three) working days of receiving a request for verification and testing to determine its validity, accuracy and completeness by the EPWP Corporate Office, IDP Office, Internal Auditors, National Department of Public Works and Infrastructure (NDPW&I), and the Auditor-General (AG).
- 9.20. The Corporate EPWP Office is responsible for oversight over EPWP record management and will continually monitor EPWP record management controls in line departments. This

will be effected through quarterly reviews, regular verification assessments and completeness tests of source documents, to ensure line departments adhere to the requirements of the EPWP Records Management Framework and audit standards.

- 9.21. Line departments must ensure that where projects are implemented by third parties (contractors or service provider), the projects are aligned to the relevant supply chain requirements, in order to give effect to EPWP audit requirements.
- 9.22. Line departments must ensure that contracts with external service providers are diligently inspected to determine whether the contractual conditions allow the City to access or request the necessary information (source documents) from the service provider. If not, this should be addressed as an addendum to the contract or included when the contract is renewed or when future contracts are concluded.
- 9.23. Line departments must ensure that external service providers, who utilise their own employees for administrative purposes, submit a new fixed dated temporary employment contract as an annexure to the original employment contract of such workers who are permanent employees on their payroll. This annexure must be aligned to the period of service contract entered between the City and the service provider.

10. **Implementation**

10.1. The City has two institutional arrangements governing the EPWP and these are as follows:

10.1.1. **The EPWP Working Group:** responsible for the strategic decision-making relating to the EPWP and communication to the Executive Management Team (EMT).

10.1.2. **The EPWP Coordinators Forum:** oversees the implementation of EPWP projects, evaluates and considers operational requirements of EPWP projects, and receives reports relating to progress, risks and implementation issues.

10.2. The Executive Management Team (EMT) (as the Executive Directors responsible for the achievement of the EPWP job creation targets) shall:

- a) Appoint each Directorate's Support Service Manager, or an equivalent senior staff member, to represent each directorate and EMT on the EPWP Working Group (WG);
- b) Not further delegate the responsibility down to staff members below the level of the support service manager, as mentioned in 10.2 (a) above;

- c) Assess the performance of his/her appointed member of the WG quarterly;
- d) Be responsible for taking the necessary actions and corrective measures in responding to the reports as to the performance outcomes of the delegated WG member.

10.3. The WG member appointed in section 10.2 (a) shall undergo appropriate training as identified and recommended by the Corporate EPWP office, and approved by the Executive Director responsible for EPWP, prior to commencing their duties as WG members.

11. EPWP Working Group (Chaired by the Executive Director responsible for EPWP or a delegated authority)

11.1. The EPWP Working Group (WG) Chairperson shall:

- 11.1.1. In consultation with the Corporate EPWP Office and other relevant stakeholders; propose a terms of reference (ToRs) to be considered by the appointed WG members;
- 11.1.2. Include the process and responsibility of appointing the EPWP Coordinators Forum members, including the chairperson of the forum, and how they shall be skilled, monitored and evaluated on their roles and responsibilities – in the ToRs mentioned in 11.1.1;
- 11.1.3. Appoint a secretariat from the Corporate EPWP office for the WG;

11.2. The EPWP Working Group shall:

- a) Evaluate and consider governance requirements of the programme;
- b) Evaluate the outcomes and impact of the programme;
- c) Receive reports from the Corporate EPWP Office relating to overall progress against set targets of the City;
- d) Evaluate and consider risks and implementation challenges escalated from the EPWP Coordinators Forum for decision-making;
- e) Determine the regularity of its meetings, which must be at least once every month;
- f) Report to EMT on a quarterly basis or at any time where such reporting is deemed necessary;
- g) Ensure that the implementation of EPWP projects is monitored by the responsible

- line officials and reported to the EPWP Corporate Office in the prescribed format;
- h) Ensure compliance with EPWP Audit standards as determined by the Auditor General auditing rules and standards; and
 - i) Escalate strategic and oversight issues to the EMT, on a quarterly basis, for guidance and executive decision making.

11.3. Each WG member shall be responsible for taking the necessary actions and corrective measures in responding to the reports on the performance of their delegated Coordinators Forum members.

12. **EPWP Coordinators' Forum (CF)**

12.1. The EPWP Coordinators' Forum (as appointed in process mentioned in 11.1.2 above shall:

- a) consist of all Departmental Support Service Managers;
- b) consider, advise and report back unresolved matters that are pertinent to the delivery of the EPWP objectives; to the EPWP Working Group, on a monthly basis; and
- c) Oversee the implementation of EPWP projects, evaluate and consider operational requirements of EPWP projects, and receive reports relating to progress, risks and implementation issues.

12.2. Each Coordinators Forum (CF) member shall be responsible for taking the necessary actions and corrective measures in responding to the reports on the performance of their department's EPWP project implementation through their oversight on EPWP project managers and implementers.

13. **EPWP Budget**

- 13.1. Line departments shall be required to use existing line function budgets to increase the labour intensity of programmes and projects, in order to optimise the number of EPWP job opportunities being created;
- 13.2. The City shall utilise the EPWP Integrated Grant for Municipalities and other related grants in accordance with provisions outlined in the DORA; and
- 13.3. The City may also make internal allocations towards the implementation of the EPWP as deemed appropriate or necessary by Council.

14. EPWP Integrated Grant for Municipalities

- 14.1. The City shall participate in the EPWP Integrated Grant by entering into an annual Grant agreement with the NDPW&I.
- 14.2. The EPWP Corporate Office shall make recommendations for the internal allocation of the EPWP Integrated Grant, in accordance with the provisions published in the DORA.

15. EPWP Targets

- 15.1. The City shall enter into an EPWP Protocol Agreement with the NDPW&I.
- 15.2. The EPWP Protocol Agreement shall include, inter alia, EPWP targets, requirements, rules of implementation and reporting on EPWP projects.
- 15.3. The City shall endeavour to achieve the EPWP Job Creation Targets outlined in the Protocol Agreement, which includes targets on the participation of persons with disabilities. This will apply to any agreement entered into with the National Department of Public Works and Infrastructure or any other agreement that may replace the current Agreement.
- 15.4. The City (Corporate EPWP Office) shall develop an Annual EPWP Implementation Plan to meet the targets contained in the Protocol Agreement.
- 15.5. The EPWP Job Creation Targets shall be included in the City's IDP and cascaded to Implementing Line Departments' SDBIP's.
- 15.6. The EPWP Job Creation Targets shall be included in the performance agreements of all Executive Directors of the City.
- 15.7. The City shall endeavour to achieve the target for participation of women, youth and people with disabilities as set by the National EPWP guidelines.
- 15.8. EPWP job creation targets shall consist of both the number of work opportunities created and the Full Time Equivalentents (FTEs).

16. Establishment of procedures, processes and advisory services

- 16.1. The Corporate EPWP office shall establish procedures, processes and provide advice or assistance to the implementing departments, in order to facilitate the development of implementation plans and oversight mechanisms – and where deemed appropriate, may request for resources from the implementing line in order to aid the effectiveness

and efficiency required for such advisory services.

- 16.2. All relevant Line Departments must align their procurement specifications (tender and request for quotations) to give effect to EPWP reporting, audit and record management standards.
- 16.3. Project Managers must ensure that the design specification on all procurement specifications includes a minimum labour intensity threshold as determined by the NDPW&I or the City's Corporate EPWP Office.
- 16.4. SCM and PPM departments must consult with the Corporate EPWP Department to ensure all EPWP requirements are updated annually with associated systems and documents.

17. **Employment of Jobseekers**

- 17.1. The recruitment and selection of job seekers shall be done in accordance with the "Management of the Jobseekers Database Policy" as approved by Council.
- 17.2. All applicable labour relations, basic conditions of employment and special legislation/Acts on the employment of participants must be fully adhered to.

18. **Skills Development and Training**

- 18.1. The Corporate EPWP office shall develop and maintain the City's Public Employment and Skills Development Framework which will guide the training of officials, EPWP workers and Service Providers.

19. **Skills Development of Officials**

- 19.1. Skills development for officials shall be facilitated by the Corporate EPWP office in consultation with the City's Training and Human Resource Departments, from the Corporate Services Directorate.

20. **Skills Development of EPWP Workers**

- 20.1. Training of workers is not a prerequisite on EPWP projects but should be implemented where it's deemed possible and practical by the relevant department.
- 20.2. The provision of training to EPWP workers shall be determined at project level based on

the following factors:

- a) Training provided as outlined in the City's EPWP Public Employment and Skills Development Framework;
- b) The duration of the programme or project;
- c) The nature of the work which may reasonably require training;
- d) The availability of training budget; and
- e) The training and development objectives of the programme or projects.

20.3. The cost of training shall be incorporated into the programme or projects' budgets.

20.4. Notwithstanding paragraph (a) above, it is imperative that wherever possible and practical – EPWP workers are provided with training in order to enhance their ability to enter formal employment.

21. The Training requirements for Service providers in the Infrastructure Sector

21.1. Service providers shall be responsible for their own training at their own costs.

21.2. The minimum training requirements for service providers, for the design, implementation and administration of public employment projects and the promotion of labour intensive strategies shall be determined by the Corporate EPWP Office annually or when required.

21.3. All tenders and RFQs with an EPWP component are to ensure that the appointed service providers already have the necessary implementation knowledge, or will acquire it, at their own costs.

22. Education and strategic partnership based interventions

22.1. Strategic partnership-based interventions shall be utilised in enhancing the City's job creation programmes. Some of these partnership-based interventions may include:

- a) Partnerships with the business community to provide assistance and opportunities for small contractors to acquire business skills, financial management and literacy skill and exposure of EPWP participants to other networks as possible exit strategies;
- b) Partnerships with construction and other trade skills companies: Well established companies may provide small contractors and EPWP participants with some exposure to skills transfer, mentorship and other platforms of meaningful

collaboration; and

- c) Partnerships with provincial sphere of government, public entities and EPWP implementing line departments within the City: The City may utilise their capital and operational resources as well as intellectual assistance to promote the mainstreaming of labour intensive methodologies that can provide opportunities to emerging small contractors and EPWP participants.
- d) Partnerships with NGOs focused on youth development and particularly, job-readiness programmes

23. **EPWP Rate of Pay**

- 23.1. The minimum and maximum threshold for the rate of pay must be in accordance with the EPWP Ministerial Determination and City's approved EPWP designations and rates of pay.
- 23.2. The minimum and maximum threshold for the rate of pay must be used as a guide when project wage rates are determined.
- 23.3. The Executive Director responsible for EPWP shall review and approve EPWP designations and rates of pay annually or when required.
- 23.4. The rates of pay shall be reviewed by the Executive Director responsible for the City's EPWP in line with annual Consumer Price Index adjustments taking into account the following:
 - a) Rates of pay for similar types of work elsewhere in the City; and
 - b) Relevant industry trends.

24. **Application of EPWP Principles**

- 24.1. Every project in the City must be viewed as an opportunity to implement the objectives of EPWP.
- 24.2. Directorates must consider EPWP imperatives when planning, designing and implementing projects.
- 24.3. Directorates shall on an annual basis submit a list of EPWP projects, as well as major projects that will not contribute towards the EPWP objectives.
- 24.4. EPWP principles shall include:
 - a) The use of labour intensive methods: Implementing Line Departments must be required to identify programmes and projects, across all sectors that will be

implemented utilising labour intensive methodologies.

- b) Conditions of Employment: Workers employed in elementary occupation on an EPWP project must be employed in compliance with the EPWP Ministerial Determination and Code of Good Practice.

25. **EPWP Communication, Branding and Marketing**

25.1. The Corporate EPWP Office will develop and implement a communication strategy for EPWP, and ensure that:

- a) The EPWP brand for the City is aligned to the City's corporate standards, and with National EPWP's Corporate identity and guidelines; and
- b) The cost for branding and marketing shall be incorporated into the programme or project budgets.

26. **EPWP Role-players and Stakeholders**

26.1. The roles and responsibilities of the role-players/stakeholders shall be as follows, and each role player and stakeholder must develop their own Standard Operating procedure (SOP) relevant to their respective sections which must be submitted to the EPWP office within three months of this policy being approved:

26.2. **The Corporate EPWP Office**

The City's Corporate EPWP office shall:

- a) Be responsible for oversight over the implementation of this policy;
- b) Report on EPWP performance to EMT, Subcouncils, line departments and the NDPW&I;
- c) Monitor and review this policy and other relevant EPWP policies, in consultation with other relevant stakeholders and role-players;
- d) Facilitate and monitor EPWP projects tracking tool to ensure that EPWP projects are registered with the Corporate EPWP Office;
- e) Coordinate and monitor the implementation of the EPWP City-wide;
- f) Facilitate the setting of EPWP targets;
- g) Assist line departments, where necessary with technical advice and assistance;
- h) Liaise with relevant national and provincial forums including Provincial Steering Committees and relevant Sector Committees;

- i) Be the custodian of all EPWP performance, progress reports and statistics in the City;
- j) Develop and issue data verification and auditing standards in terms of EPWP reporting;
- k) Advise and facilitate the training of officials in implementing line departments on EPWP compliance;
- l) Institute random or regular reviews or take the necessary steps to monitor compliance with the EPWP requirements;
- m) Be primarily responsible to ensure good governance by managing and overseeing the operational efficiency of the jobseekers database at the Centralized Randomisation office in terms of this policy;
- n) Facilitate and monitor the registration of prospective jobseekers on the jobseekers' database from the sub council offices;
- o) Be responsible for the random selection of potential Jobseekers for EPWP work opportunities;
- p) Conduct a pre-random selection process to determine if sufficient number of jobseekers who meet the EPWP employment criteria and requirements of the project are registered on the Jobseekers Database;
- q) Facilitate the jobseeker awareness drive and campaigns in accordance with the needs or demands of this policy;
- r) Check and quality assure the random selection request forms for completeness;
- s) Acknowledge receipt of random selection request and confirmation of turn-around time;
- t) Provide monthly EPWP JSDB Management reports on performance of the Jobseekers data and information in the prescribed format with time lines as determined by the EPWP & CWP Department; and
- u) Facilitate inclusion of mechanisms that will allow the City's project managers to initiate the random selection process and see the workers' availability for employment on EPWP projects.

26.3. **Corporate Services**

Through each Area Director's office in charge of Sub-councils, the City's four Areas shall:

- a) Manage the implementation and operational efficiency of the Jobseekers help-desk at Sub-council or any other delegated office;
- b) Facilitate and monitor the registration of prospective jobseekers on the electronic database; and

- c) Report on the performance of the EPWP jobseekers help-desk in the prescribed format and time line as determined by the City's Corporate EPWP Office.

26.4. Human Resources Department

Through the Human Resources Department:

- a) Advise on the application of other Human Resources policies affecting persons covered by this policy;
- b) Generate employment contracts for EPWP workers directly employed by line departments where applicable;
- c) Manage the direct employment payroll for EPWP;
- d) Advise the Executive Director responsible for EPWP on rates of pay and designations for EPWP workers, in consultation with the City's Corporate EPWP Office;
- e) Lead and guide the City's EPWP implementation in incorporating and implementing the Corporate Records Management Framework and policy; and
- f) Actively participate and guide the Corporate EPWP Public Employment Skills Development framework.

26.5. The Information Systems and Technology Department (IS&T)

The IS&T department shall be responsible for the enhancement and maintenance of the jobseekers database system

26.6. Line Department/s or its appointed service provider

Line Department/s or their appointed service provider shall comply with the policy directives (clause 9) above, as listed under the general rules and application of this policy.

26.7. Supply Chain Management

All service providers must be made aware of EPWP conditions and guidelines before they start quoting or tendering for EPWP identified contracts or projects. Prevailing conditions surrounding EPWP do vary, depending on the types of services required by a line department. The service can be either capital or operational. These services must be assessed separately.

26.8. The Supply Chain Management department must:

Align the relevant supply chain management (SCM) requirements, documentation,

including specified standard terms and conditions, service level agreements and reporting specifications to give effect to the requirements of EPWP.

26.9. Contract Management Unit

Guide implementers on the contract management aspects of EPWP implementation and reporting.

27. Policy Monitoring and Evaluation

27.1. The Corporate EPWP Office shall conduct regular monitoring and evaluation of research outcomes on the implementation of the EPWP with particular emphasis on the following:

- a) The impact of the EPWP on beneficiary communities;
- b) The impact of the EPWP on the City's strategies, objectives, processes, people and technologies; and
- c) The projects registered with the EPWP Corporate Office by line departments, in order to ensure that the projects on the internal City's Jobseekers Database are reconciled with the City's projects on the National reporting system.
- d) Annual reports on the effectiveness of this policy shall be presented to the relevant Section 79 Committees. The reports will demonstrate the level of compliance with the Policy and note how effectively the desired outcomes are being achieved.

27.2. The Corporate EPWP office shall, evaluate and review the policy every five (5) years or sooner if the need arises, to ensure that it remains efficient and relevant to the City's changing operating environment.

28. Section 79 Committees of Council

Receive reports and representations on the effectiveness of this policy, and make recommendations on any amendments to the policy.