EXPANDED PUBLIC WORKS
PROGRAMME POLICY

2017/18
<table>
<thead>
<tr>
<th>Related Legislation/Applicable Section of Legislation</th>
<th>The development of these guidelines is guided by the following legislative and policy prescripts:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Division of Revenue Act (As promulgated annually)</td>
<td>• Division of Revenue Act (As promulgated annually)</td>
</tr>
<tr>
<td>- Cabinet Memo 2003 approving the implementation of EPWP</td>
<td>• Cabinet Memo 2003 approving the implementation of EPWP</td>
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<tr>
<td><strong>Related Policies, Procedures, Guidelines, Standards, Frameworks</strong></td>
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<tr>
<td><strong>Replaces/ Repeals (whichever is relevant, if any)</strong></td>
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</tr>
</tbody>
</table>
| **Policy Officer (Name/Position)** | Mr Msipha  
Director Infrastructure |
| **Policy Officer (Phone)** | 040 6733 097 |
| **Policy Sponsor (Name/Position)** |  |
| **Department Responsible** | INFRASTRUCTURE DEVELOPMENT AND TECHNICAL SERVICES |
| **Unit responsible** | PROJECT MANAGEMENT UNIT |
| **Applies to** | All NLM Community |
| **Key Words** |  |
| **Status** | Reviewed |
| **Council approval date** | 07 March 2017 |
| **Version** | 1 |
# Revision Record

<table>
<thead>
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<th>Date</th>
<th>Version</th>
<th>Revision Description</th>
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1. TITLE
EPWP Policy

2. PURPOSE
To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development.

3. SCOPE
This policy applies to:
- To all Ngqushwa community

4. PROCEDURE DETAIL
1.1 EPWP Background

The Expanded Public Works Programme (EPWP) is South African Government initiated programme aimed at creating 4.5 million work opportunities by 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 is co-ordinated by 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.

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

1.2 EPWP Phase 3

In November 2013, Cabinet approved the implementation of EPWP Phase 3 for another 5-year period (2014/15-2018/19), with increased targets and more focused and specific objectives, which include amongst other things:

- The increased focus on community-driven programmes such as the CWP, which through the transfer of wages will provide an economic stimulus,, target the poorest areas and consolidate and strengthen markets in marginalised local economies. These types of programmes will broaden the development impact.

- The introduction of a set four of (4) core principles to improve compliance to the EPWP guidelines in terms of minimum wages and conditions of employment, selection of EPWP workers, provision of public goods and services as well as adherence to a minimum level of labour intensity. This will assist in creating synergy for the broader development impact and multipliers from PEPs.

- Fostering synergy and convergence amongst sectors and intra/inter-sectoral collaboration.

- Systematic approach in the measuring impact to be included in the design of the sector programmes, with an explicit intention to strengthen their development impacts and multipliers.
• Strengthening the ability of public bodies to identify and provide quality assets and services that have transformative impacts on community development.

• Training interventions to be specific to the operational needs of the different sectors. Collaborations with FET Institutions and SETAs to be enhanced to work towards accredited training.

• Enterprise development interventions to be limited to sub-programmes that use small and medium enterprises in the delivery of services and assets.

This focused mandate of the EPWP Phase 3, emphases the three main outputs, namely employment creation, income support, and the development of community assets and the provision of services, delivered on a consistent basis at the required quality creates the platform to enable broader development impacts. The injection of income in communities, participation of beneficiaries and utilisation of assets will enhance the livelihoods and local economic development.

2 Policy Statement

The introduction of the significant changes in EPWP Phase II requires intensification of EPWP implementation and coordination by all spheres of government. More than 30% of the overall EPWP Phase II targets have to be contributed by the local sphere of government, as a result more attention and support must be provided to municipalities in order to maximise their contribution to the overall EPWP objectives.

3 Objectives of the Policy

• To provide a framework within which the municipality and its departments implement the Expanded Public Works Programme (EPWP).
To provide an enabling environment for the municipality to increase the implementation of EPWP, through the re-orientation of the line budget function and channelling a substantial amount of its overall annual budget allocation and human resources towards the implementation of EPWP.

Through this policy the municipality is 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.
- To inform all Departments and Units within municipality on how their functions should contribute towards achieving the EPWP objectives; (clarify the support function roles further within municipalities e.g. finance, corporate service) (Acknowledge that the model varies)
- To entrench the EPWP methodology within the IDP (incorporate EPWP in the IDP);
- To develop skills within communities through on-the-job and/or accredited training of workers and thereby developing sustainable capacity within communities;
- To 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;
- To re-engineer how the planning, design and implementation programmes/projects within the existing municipal operational and capital budgets in order, to maximize greater employment opportunities per unit of expenditure.
- To maximise the percentage of the municipal’s annual total budget spent and retained within local communities by promoting the procurement of goods and services from local manufacturers, suppliers and service providers.
• To have council buy-in on the implementation of EPWP on all projects
• To establish EPWP Forum within the Municipality.
• To report all Municipal created work opportunities on monthly bases to the EPWP Reporting System.
• To invest the incentive money on more job creation
• To design innovative Labour Intensive Construction (LIC) methods in order to maximise job creation.

4 Amendments to the existing EPWP Policy

In light of the above, the following amendments to the EPWP Municipal Policy have been incorporated and the Municipality commits to implement these priorities and creates an enabling environment to achieve these targets for EPWP Phase 3 in line with this Policy:

4.1 Introduction and monitoring of the four (4) EPWP Universal Principles

The Principles form the basis for deciding whether a project or programme is part of the EPWP and may be reported as such. Through compliance with principles such as the Ministerial Determination, social protection outcomes of EPWP are enhanced and a minimum level of income transfer is ensured.

While some of these are not necessarily new but in EPWP Phase 3 are made much more explicit, are constantly monitored and that specific measures are taken to ensure adherence, such as exclusion of EPWP reports when projects that do not comply to these criteria. The Municipality will take all possible steps to ensure that the four (4) EPWP Universal Principles are adhered to in all the projects it implements.

The following universal Principles are introduced:

UNIVERSAL EPWP PRINCIPLES
<table>
<thead>
<tr>
<th>Principle</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adherence to the EPWP Minimum wage and employment conditions under the EPWP Ministerial Determination</td>
<td>The EPWP Ministerial determination of 2012 sets out a minimum wage for the EPWP and the EPWP must seek to achieve full compliance with this determination. There is currently substantial non-compliance with the minimum wage.</td>
</tr>
<tr>
<td>2. Selection of workers based on (a) A clearly defined process and (b) A defined criteria</td>
<td>The selection of each worker should be done on a clear set of criteria to minimize patronage and abuse during selection. The selection should also happen in accordance with clear transparent and fair procedures.</td>
</tr>
<tr>
<td>3. Work provides or enhances public goods or community services</td>
<td>The work output of each EPWP project should contribute to enhancing public goods or community services.</td>
</tr>
<tr>
<td>4. Minimum labour intensity appropriate to sector</td>
<td>A minimum labour-intensity benchmark appropriate to each sector should be set as sectors differ too much to apply a common standard across all sectors. Furthermore programmes within each sector would also be encouraged to set their own benchmarks.</td>
</tr>
</tbody>
</table>

### 4.2 Convergence and contributing to sustainable livelihood

As the EPWP keeps growing both in terms of overall scale and the number of sub-programmes, to avoid duplication and overlaps the Municipality will strengthen collaboration and synergy with other public bodies. Improve complementarities and convergence, whereby programmes rather collaborate with each other and build on each other’s strengths in order to increase their overall impact.
Continuous capacity building and training of Programme participants will be prioritised to contribute to their sustainable livelihood during and after their involvement in the Programme. Using different pillars (Financial Capital, Physical Capital, Natural Capital, Social Capital and Human Capital) the Municipality will strive to improve sustainable livelihood of the Programme participants directly and indirectly.

### 4.3 New targets

The new targets for the municipality for the entire EPWP Phase 3 for the period (2015/16-2018/19) are outlined below and broken down per annum. The Municipality will ensure that the work opportunity targets and Full-Time Equivalent are met and all the EPWP sectors are implemented within the municipality.

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>Work opportunities (WOs)</th>
<th>Full Time Equivalents (FTEs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16</td>
<td>182</td>
<td>56</td>
</tr>
<tr>
<td>2016/17</td>
<td>221</td>
<td>72</td>
</tr>
<tr>
<td>2017/18</td>
<td>221</td>
<td>90</td>
</tr>
<tr>
<td>2018/19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4.4 Demographic Targets

In line with the EPWP Phase 3 and in recognition of the extremely high rates of youth unemployment, the overall youth target is 55 per cent; women 55 per cent and people with disabilities is 2 per cent. The designated target for youth increased from 40 per cent in EPWP Phase 2 to 55% in EPWP Phase 3. All the Municipal projects will strive to meet and where possible exceed these targets.

### 4.5 Focused Reporting
EPWP Phase 3 put in place increasing emphasis not just on reaching work opportunity targets, but also pays greater attention to the quality of the services that are provided and the new assets created. In order to achieve this objective the municipal reporting will include:

4.5.1 **Work opportunities created** – these are traditional numbers of work opportunities that have been reported through the programme.

4.5.2 **Assets created** – using the identified unit of measure (e.g. hectares of land cleared, kilometres of road constructed, etc.) given by the EPWP relevant sector to report the asset created.

4.5.3 **Service rendered/delivered** – reporting of service rendered and its impact is critical for EPWP Phase 3. The Municipality will also provide the report on the service rendered and the impact to participants and beneficiaries.

### 4.6 Quarterly and annual report on incentive projects

In line with the Division of Revenue Act, the Municipal will submit quarterly and annual non-financial reports within thirty (30) days after the end of each quarter on impact of the incentive grant received as far as job and asset creation or service rendered are concern.

### 4.7 Training of EPWP Participants

Phase 3 training is to enhance skills and entrepreneurial capacity of participants; enhance the participants’ future employability, opportunity to access further education/vocational training and/or to establish and manage their own enterprises. To improve training and its outcomes, the Municipality will:

i. Prioritise accredited project based training including skills programme, artisan development interventions and learnership.

ii. Set aside budget for training to augment the limited external funds
iii. Report all training interventions to the EPWP system irrespective of whether internal or external funded.

4.8 In line with the Cabinet Approval for the EPWP Phase 3 proposal, the Municipality will further mainstream the implementation of the programme through having a dedicated capacity to monitor the implementation and reporting of the programme and improve convergence within the Municipality.

5 Vision

The vision of this EPWP Policy is in line with the overall Vision of the Municipality.

6 EPWP Institutional Arrangement (Within the LM)

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.

7 Overall Coordination

The organisational structure for the coordination and implementation of EPWP is informed by the EPWP Institutional Arrangement Framework from National Department of Public Works. Figure 1 below depicts the Municipal EPWP Coordinating Structure.

Figure 1: Municipal EPWP Coordinating Structure
The Municipality will form EPWP Steering Committee to be responsible for the strategic direction and co-ordination of EPWP. The Steering Committee will be chaired by the Mayor. This Committee is constituted as follows:

- Member of the Executive Committee (EXCO) EPWP Champion
- Appointed/Delegated Manager
- A representative from the Corporate Service Unit;
- Municipal EPWP Coordinator;
- Infrastructure Coordinator (EPWP responsible person within the department)
- Environment Coordinator (EPWP responsible person within the department)
- Social Coordinator (EPWP responsible person within the department)
The EPWP Steering Committee will be responsible for the following:

- Overall coordination of EPWP.
- Regular reviews (annually) of the municipal’s EPWP policy.
- Setting overall EPWP Municipal targets.
- Creating an enabling climate for the successful implementation of EPWP.
- Compiling an EPWP Management Plan.

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

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

8 EPWP Sectors Overview

8.1 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, such as:

- Sustainable land based livelihoods (greening, agriculture)
- Waste management (working on waste, food for waste)
- Tourism and creative industries (working for tourism)
- Parks and beautification (people and parks, Cemetery Maintenance)
- Sustainable energy (working for energy, rural electrification, alternative energy)
8.2 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, 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 (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).

8.3 Infrastructure Sector programmes:
The Infrastructure sector is aimed at promoting the use of labour-intensive methods in the construction and maintenance of public infrastructure.

- Road construction and maintenance (Paving projects, Macadam bases)
- General construction and maintenance (construction of buildings, community halls etc. and their maintenance)
- Storm water programmes (stone pitch drainage, culverts, stone bridges)
• 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).
• 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).
• All infrastructure related programmes.

8.4 Non-State Sector:
The objectives of the sector are to create an avenue where Non Profit Organisations (NPO's) can assist government in creating income for large numbers of individuals through socially constructive activities in their local communities.

9 Cross-Cutting Support Programmes:

9.1 Training Support
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.

9.2 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.
9.3 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 1.

Table 1: Training Requirements for Private Sector

<table>
<thead>
<tr>
<th>Position</th>
<th>NQF</th>
<th>Unit Standard Title</th>
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</thead>
<tbody>
<tr>
<td>1 Person responsible for the design and documentation</td>
<td>7</td>
<td>Develop and promote labour-intensive construction strategies</td>
</tr>
<tr>
<td>2 Person responsible for contract administration</td>
<td>5</td>
<td>Manage labour-intensive construction projects</td>
</tr>
<tr>
<td>3 Site Agent/ Site Manager</td>
<td>5</td>
<td>Manage labour-intensive construction</td>
</tr>
</tbody>
</table>

9.4 Enterprise Development

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

9.5 Communication and Branding

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

10 **EPWP Sector Initiatives to be implemented by the Municipality:**

Various Departments and Units are grouped into EPWP Sectors to be implemented by the municipality and in accordance with their core businesses as depicted in the Table below to lead and coordinate sector activities within the Municipality.

**Table 2: Municipal Departments by EPWP Sectors**

<table>
<thead>
<tr>
<th>Infrastructure Sector</th>
<th>Environment and Culture Sector</th>
<th>Social Sector</th>
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<tbody>
<tr>
<td>Engineering Department</td>
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<tr>
<td>Project Management Unit</td>
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<tr>
<td>Strategic Planning and LED</td>
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<tr>
<td>Finance, Communications</td>
<td>HR</td>
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</tr>
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</table>

11 **Project Identification, Design and Selection of beneficiaries**

11.1 **Project identification**

Suitable projects will be identified by various Municipal Departments using EPWP provided Sectors Guideline. The PMU Manager, EPWP Coordinator working together with EPWP Technical Support (From the Department of Public Works) will work together in identifying projects that could be EPWP complaint.
11.2 Project Design

EPWP Sectors guidelines will also be used at the initial projects design phase to ensure that the projects optimise the use of labour-intensive methods. Specific clauses related to the use of labour-intensive methods will be incorporated into tender / contract documents under special condition of contracts, specifications and schedule of quantities. This will be done in liaison with DPW’s Technical Support team.

11.3 Target Groups and Beneficiaries Recruitment

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

EPWP beneficiaries must be:

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

12 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. Municipality will ensure that its projects full comply with Labour Legislations such as Unemployment Insurance Fund (UIF), Compensation of Injuries and Diseases Act (COIDA), and Occupation Health and Safety
Act (OHSA). Specific clauses addressing Labour Legislations compliance will be put to all EPWP Municipal contracts with service providers. The municipality should ensure that the service providers do adhere to the Basic Conditions of Employment, and where the municipality is the employer on EPWP projects, it should champion the compliance on terms of condition.

13 EPWP Incentives

The Municipal Manager 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. The municipality must adhere to the Incentive Policy issued by EPWP section of the Department of Roads and Public Works. The incentives will be utilized by the municipality in further creating more job opportunities with the area of which has high levels of unemployment; general unemployment is at 48.1% and youth unemployment is at 59.6% (STATSA 2011).

14 SCM Processes

The legislations and policies governing local government sector procurement will be adhered to in the implementation of EPWP within the Municipality. The Municipal Finance Management Act (MFMA, No.56 of 2003) and the Municipal procurement policies will apply, unless where The National Treasury has granted the permission to deviate from the stipulated SCM processes.
15 Programme Performance indicators (PPIs)

The performance of the Municipality in the implementation of EPWP will be measured by work opportunities created, Full Time Equivalent employment created and most importantly consistent and credible reporting on the MIS system.

16 Work Opportunities (WOs) Created

Opportunity to work provided to targeted individual for any period of time. The quality of WO is measured by duration, the level of income and regularity of employment.

17 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.

18 Demographics

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

19 REPORTING PROCESS

The Municipality will adhere to the EPWP Monitoring and Evaluation reporting process 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 on a monthly basis.
- Correct all the non-compliant projects within a week after the Data Dump and analysis report has been received.
- Ensure that service providers that are implementing the EPWP projects/programmes do comply with Labour Relation Act and other pieces of legislation.
- Ensure reports are submitted timeously, as the MIS system closes for calculating FTE reported quarterly

20 **Endorsement of the Policy**

The amendment to the EPWP Municipal is endorsed by the Council and all Departments and Units of the Municipality including entities shall comply with the Policy and its amendments.

21 **Implementation, Monitoring and Review of This Policy**

- This policy shall be implemented once approved by Council.
- The appointed Municipal EPWP Champion / Co-ordinator will provide a quarterly report to the Council on the implementation and monitoring of this policy.
- Policy will be reviewed annually or as and when required

5. **ROLES AND RESPONSIBILITIES**

<table>
<thead>
<tr>
<th>Role</th>
<th>Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>In line with the EPWP Institutional Arrangement Framework and Protocol Agreement signed by the Minister of Public Works and the</td>
<td>Honourable Mayor</td>
</tr>
</tbody>
</table>
Mayor. The Mayor will provide leadership and direction on the implementation of the EPWP in the municipality. The Mayor will appoint a Member of the Executive Committee (EXCO) to champion and lead the EPWP in the Municipality. The appointed EXCO member will ensure that EPWP is aligned with IDP and key policies and programmes of the municipality.

The Municipal Manager (MM) of Local Municipality will appoint/delegate a Manager and or delegate functions of the overall coordination of EPWP to a particular Unit and ensure that all the Managers have EPWP as an item in their performance contracts/agreements. The appointed/delegated manager will ensure that the EPWP is incorporated in the developmental plans of the Municipality and also ensure that the Municipal departments incorporate EPWP FTE targets into their programme plans. The appointed/delegated Manager will ensure the effective coordination and monitor the implementation of EPWP within the Municipality; assist and
6. MONITORING, EVALUATION AND REVIEW

A report detailing the progress with the implementation of EPWP Policy with specific reference to achievement of this policy has to be compiled every year by the person with the responsibility for implementation and monitoring. The policy must be made available to all consulting parties for perusal and comment and must be circulated to all staff members by means of circulars, notices and notice board.

7. DEFINITIONS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Term</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW</td>
<td>Department of Public Works</td>
</tr>
<tr>
<td>DORA</td>
<td>Division of Revenue Act</td>
</tr>
<tr>
<td>DSC</td>
<td>District Steering Committee</td>
</tr>
<tr>
<td>ED</td>
<td>Executive Director</td>
</tr>
<tr>
<td>EPWP</td>
<td>Expanded Public Works Programme</td>
</tr>
<tr>
<td>IDP</td>
<td>Integrated Development Plan</td>
</tr>
<tr>
<td>LED</td>
<td>Local Economic Development</td>
</tr>
<tr>
<td>EXCO</td>
<td>Executive Committee</td>
</tr>
<tr>
<td>MM</td>
<td>Municipal Manager</td>
</tr>
<tr>
<td>NCC</td>
<td>National Coordinating Committee</td>
</tr>
<tr>
<td>NSC</td>
<td>National Sector Committee</td>
</tr>
<tr>
<td>PSC</td>
<td>Provincial Steering Committee</td>
</tr>
<tr>
<td>PSCC</td>
<td>Provincial Sector Coordinating Committee</td>
</tr>
<tr>
<td>CWP</td>
<td>Community Work Programme</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>E&amp;Cs</td>
<td>Environment and Culture sector</td>
</tr>
<tr>
<td>FETs</td>
<td>Further Education and Training</td>
</tr>
<tr>
<td>NDP</td>
<td>National Development Plan</td>
</tr>
<tr>
<td>NGP</td>
<td>New Growth Path</td>
</tr>
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<td>SETAs</td>
<td>Sector Education and Training Authorities</td>
</tr>
<tr>
<td>PWD</td>
<td>People With Disabilities</td>
</tr>
<tr>
<td>WOs</td>
<td>Work Opportunities</td>
</tr>
</tbody>
</table>

8. SUPPORTING DOCUMENTS
NONE

9. REFERENCES
NONE

APPENDIX
NONE