

(ITEM 7 P A11 – CC 29/11/2012)

RESOLVED

- a) That cognizance be taken of the report regarding the Policy workshop held on 13 September 2012 and revision of all Council's Policies and By-Laws in order to have the same updated and compliant with the most recent and applicable legislation, by LBV attorneys.
- b) That the following policies be adopted by Council and be advertised in Council's libraries and be published on Council's website in terms of Section 21A of the Local Government: Municipal Systems Act, act 32 of 2000:

- ✶ Leave Policy
- ✶ Grievance Policy
- ✶ Legal Services Policy
- ✶ Travel and Subsistence allowance Policy
- ✶ National Fresh Produce Market Policy
- ✶ Bill Boards Policy
- ✶ Internet Policy
- ✶ Servers Security Policy
- ✶ Workstation Security Policy
- ✶ E-mail use Policy
- ✶ Investors Policy
- ✶ Public Private Partnership Policy
- ✶ ~~Password Protection Policy~~
- ✶ Expanded Public Works Programme
- ✶ ~~Informal Trading Policy~~

Reviewed & approved on 29/1/16 CC3/2016

Reviewed & approved on 29/1/16 CC3/2016

**COMMUNITY &**

# PPP POLICY

## **PUBLIC-PRIVATE PARTNERSHIP POLICY**

### **1. SCOPE**

This document outlines policy, objectives, interventions and definitions that shall be used to develop strategies and procedures in relation to service agreements between Council and a service partner. This policy shall be subject to the provision of the following:

- The Constitution of the Republic of South Africa, Act no 108 of 1996;
- The Preferential Policy Framework Act, Act no 5 of 2000;
- Municipal Systems Act, Act no 32 of 2000;
- Municipal Finance Management Act, Act no 56 of 2003 (MFMA);
- Broad-Based Black Economic Empowerment Act, Act no 53 of 2003 (BBBEEA);
- Labour Relations Act, Act no 66 of 1995 (LRA);
- Public Finance Management Act, Act no 1 of 1999 (PFMA);
- Amended Treasury Regulation no 16 (Gov. Gazette 25915) (PFMA)
- Any other applicable legislation.

### **2. PURPOSE**

To achieve improved and greater levels of service, and leveraging additional capacity and investment by finding an appropriate combination of options with private sector involvement.

### **3. POLICY STATEMENT**

To establish a well structured and properly implemented Public-Private Partnership (PPP) arrangement to lead to significant improvements in the efficiency of service delivery.

Greater efficiency means that significantly more services can be delivered while still remaining within the Council's overall budget limits.

By contracting a specialist service provider, specialist knowledge and expertise can be gained. It can also reduce council expenses for equipment rental, lease costs, etc.

By entering into a Public-Private Partnership with a specialist service provider, council can save on capital cost of infrastructure expansion and technology upgrades. By linking the provision of municipal services to a definite contractual arrangement, council will be able to know the cost in advance and therefore may be in a better position to prepare the budget and plans.

Council is committed to ensure that the historically disadvantaged can participate fully and effectively in municipal procurement and contracting.

#### 4.4 **Build/Operate/Transfer (BOT)**

Here the service provider undertakes to design, build, manage, operate, maintain and repair at its own expense, a facility to be used for the delivery of a municipal service. Council becomes the owner of the facility at the end of the contract. BOT's may be used to develop new facilities, or expand existing ones. The service provider assumes the responsibility for operating and maintaining the existing facility, but may or may not (depending on the contract) assume responsibility for any replacement or improvement of the facility. A BOT typically requires the council to pay the service provider a fee (which may include performance incentives) for the services provided, leaving the responsibility of tariff collection with the council.

#### 4.5 **Concession**

In a concession the service provider undertakes the management, operation, repair, maintenance, replacement, design, construction and financing of a municipal service facility or system. The service provider may assume responsibility for managing, operating, repairing and maintenance of related existing facilities. The contractor collects and retains all service tariffs, assumes the collection risks and pays council a concession fee. The municipality still remains the owner of any existing facilities operated by the concessionaire and the ownership of any new facilities constructed by the concessionaire is transferred to the municipality at the end of the concession period.

### 5. **BENEFITS FROM PUBLIC-PRIVATE PARTNERSHIPS**

Council should be able to structure cost effective service delivery arrangements that address the needs of the communities. This means that PPP's should meet the following requirements:

- For council, PPP's must be an accessible, relevant, viable and beneficial service delivery option with clearly understood risks. However, council must realise that it is still ultimately responsible for the delivery of service. This is emphasized in Section 81 (1) of the Systems Act, which imposes a range of "service authority" functions on the municipality including regulating and monitoring the provision of the service by the service provider.
- For communities, PPP's must result in accessible, affordable, equitable, reliable and safe services that are delivered to acceptable standards of quality and accessibility.
- For society at large, PPP's must support the furtherance of important societal goals such as empowerment, the sustainable management of the natural environment, local economic development, social equity and justice.
- For potential service providers, PPP's must be sufficiently worthwhile and feasible with clearly understood risks so that a viable and competitive market of potential service providers is created and efficiency gains are maximised

- (aa) provide value for money to the municipality;
- (bb) be affordable to the municipality;
- (cc) transfer appropriate technical, operational and financial risks to the private party; and
- (dd) impact on the municipality's revenue flows and its current future budgets;

- (c) takes into account any relevant information; and
- (d) explains the capacity of the municipality to effectively monitor, manage and enforce the agreement.

5 (5) The national government may assist municipalities in carrying out and assessing feasibility studies referred to in subsection (4).

(6) When a feasibility study has been completed, the accounting officer of the municipality must –

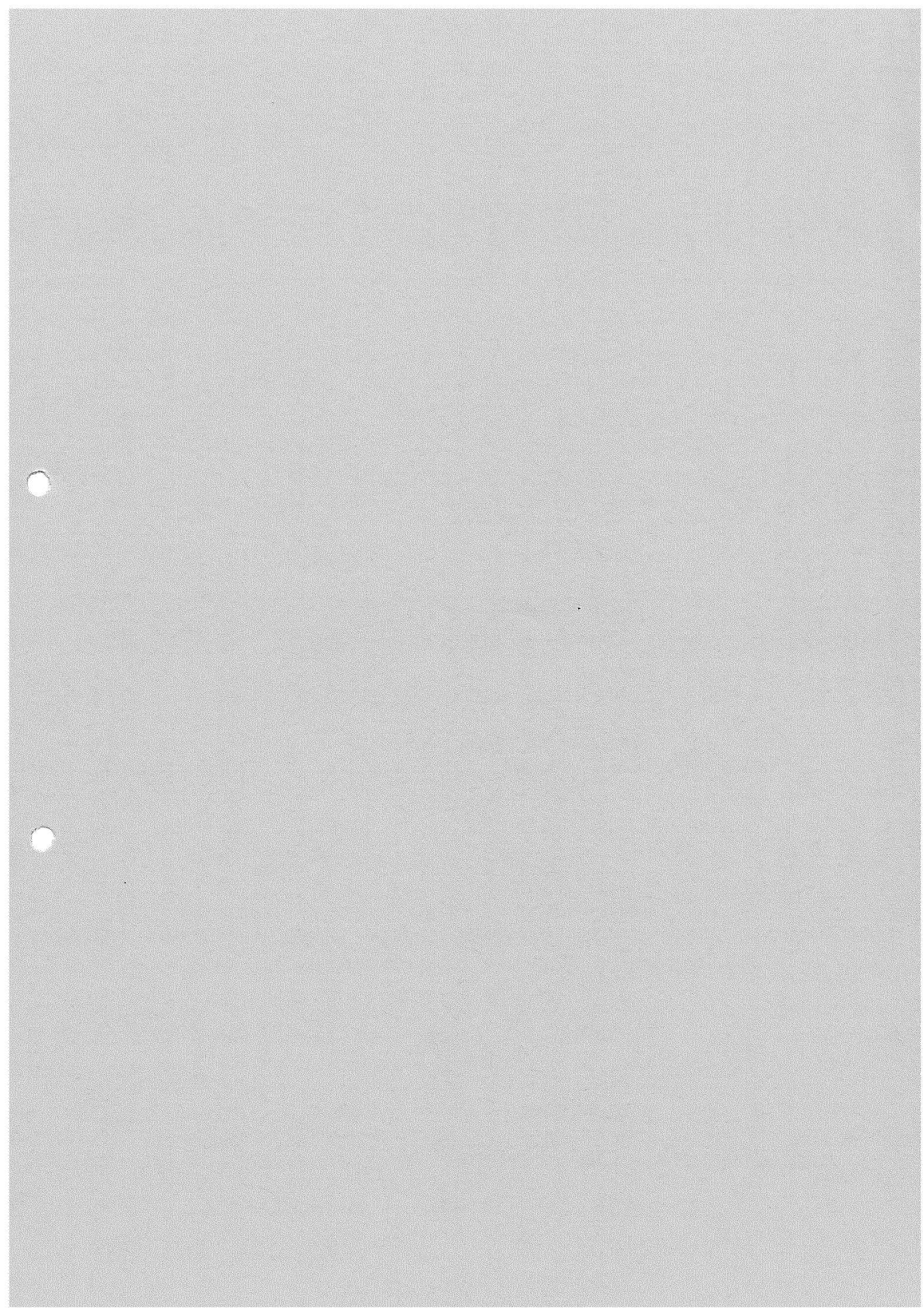
- (a) submit the report on the feasibility study together with all relevant documents to the council for a decision, in principle, on whether the municipality should continue with the proposed public-private partnership;
  - (b) at least 60 days prior to the meeting of the council at which the matter is to be considered, in accordance with section 21A of the Municipal Systems Act –
    - (i) make public particulars of the proposed public-private partnership, including the report and the feasibility study; and
    - (ii) invite the local community and other interested persons to submit to the municipality comments or representations in respect of the proposed public-private partnership; and
  - (c) solicit the views and recommendations of –
    - (i) the National Treasury;
    - (ii) the national department responsible for local government;
    - (iii) if the public-private partnership involves the provision of water, sanitation, electricity or any other service as may be prescribed, the responsible national department; and
    - (iv) any other national or provincial organ of state as may be prescribed.
- 20 (7) Part 1 of this Chapter applies to the procurement of public-private partnership agreements. Section 33 also applies if the agreement will have multi-year budgetary implications for the municipality within the meaning of that section.

## 8. POWER OF AUTHORITY

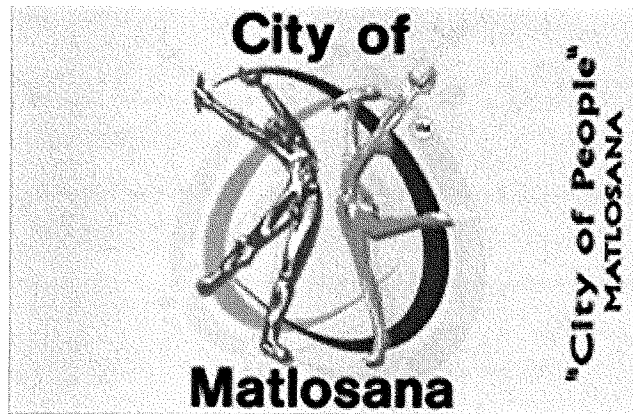
40 Only the Accounting Officer of council may enter into a PPP agreement on behalf of council after the procedures of the Supply Chain Management Policy has been followed. Strategic reporting must be submitted to the Executive Mayor and council during the process for approval.

**Policy approved by Council on 29 November 2012, CC116/2012**





# CITY OF MATLOSANA



## PASSWORD PROTECTION POLICY

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<b>Approval</b>
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## 0. DOCUMENT CONTROL

### 0.1 Revision Record

Revision	Date	Change Record	Changed By

### 0.2 Issue Control

This policy is issued by the [DEPARTMENT OF CORPORATE GOVERNANCE] on behalf of the City of Matlosana, to whom any change requests or queries should be directed. The review life for this document is 12 months.

### 0.3 Distribution

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## 1. INTRODUCTION

Passwords Protection is an important aspect of computer security. A poorly chosen password may result in unauthorized access and/or exploitation of City of Matlosana's resources. All users, including contractors and vendors with access to City of Matlosana systems, are responsible for taking the appropriate steps, as outlined below, to select and secure their passwords.

## 2. PURPOSE

The purpose of this password protection policy is to establish a standard for creation of strong passwords, the protection of those passwords, and the frequency of change.

## 3. OBJECTIVES

The objectives of the **Password Protection Policy** are;

- To establish a standard for the creation of strong passwords in the COM.
- To protect those passwords that is issued to End-Users of Computers.
- To ensure that the passwords are changed as frequency as possible.
- To administer the passwords issued to Computer Users in the Municipality.

## 4. SCOPE OF THE POLICY

The scope of this policy includes all personnel who have or are responsible for an account (or any form of access that supports or requires a password) on any system that resides at any City of Matlosana facility, has access to the City of Matlosana network, or stores any non-public City of Matlosana information.

## 5. STATUTORY AND REGULATORY FRAMEWORK

Provide the statutory and regulatory framework for the policy. For example "to comply with all relevant legislative requirements including:

- The Constitution of the Republic of South Africa, 1996
- Municipal Structures Act, 1998
- Municipal Systems Act No 32 of 2000
- The Municipal Supply Chain Management Regulations
- Division of revenue act
- Municipal Finance Management Act No 56 of 2003

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## **6. AUDIENCE AND APPLICABILITY**

The policy is applicable to everyone in the Municipality who has access to the ICT services and network infrastructure of the Municipality.

## **7. PASSWORD PROTECTION POLICY**

- 7.1 All production system-level passwords must be part of the City of Matlosana administered global password management database.
- 7.2 All system-level passwords (e.g., root, enable, Windows Administrator, application administration accounts, etc.) must be changed on at least a quarterly basis.
- 7.3 All production system-level passwords must be part of the City of Matlosana administered global password management database.
- 7.4 All user-level passwords (e.g., email, web, desktop computer, etc.) must be changed at least every six months.
- 7.5 User accounts that have system-level privileges granted through group memberships or programs such as "sudo" must have a unique password from all other accounts held by that user.
- 7.6 Where SNMP is used, the community strings must be defined as something other than the standard defaults of "public," "private" and "system" and must be different from the passwords used to log in interactively. A keyed hash must be used where available (e.g., SNMPv2).

## **8. RESPONSIBILITIES AND ACCOUNTABILITIES**

- 8.1 The Municipal Manager is accountable for establishment of the standards and norms governing the creation, allocation, and management of the passwords of the Municipality.
- 8.2 The Municipal Manager may take the necessary steps in ensuring that that:
  - 8.2.1 The Chief Information Manager provides passwords to municipal employees,
  - 8.2.2 The IT Manager in the office of the CIO creates, allocates, suspends, monitors, deleted, archived, un-suspends and administer the password
  - 8.2.3 The IT Manager allocates the responsibility without abdicating accountability to the Information Systems Security employee in the IT section
  - 8.2.4 The Information security employee must ensure that passwords are secured, encrypted, and security full proof
  - 8.2.5 That the security officer monitors, reports and evaluates from time to time any violation, potential breaches, and malpractices of password protection from the Users.

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## 9. RESPONSIBILITIES OF THE ACCOUNTING OFFICER

The Accounting Officer at the advice of the CIO can make a determination on the following:

- 9.1.1 Review of the Password Protection Policy,
- 9.1.2 Change the policy if it is not compliant with information security legislation,
- 9.1.3 Propose amendments and and/or deletions on the policy,
- 9.1.4 Obtain approval of Council of the Password Protection Policy,
- 9.1.5 Provide directives to the CIO on the development, implementation, monitoring, and evaluation of the passwords in the municipal environment,
- 9.1.6 Generate guidelines, norms and standards for the management of the password protection policy.

## 10. RESPONSIBILITIES OF THE CHIEF FINANCIAL OFFICER

- 10.1.1 The Chief Financial Officer is responsible for the assessing and evaluating of the risk on the accessing of the financial information system of the Municipality
- 10.1.2 Appropriate password rights to Finance Department employees,
- 10.1.3 Revoking the rights of allocation and usage of the password by the Finance Department employees,
- 10.1.4 Ensure that mechanism exists to allocate, change, and delete passwords of retired, suspended, dismissed and employees no longer in the employ of the Finance Department in the Municipality.

## 11. CROSS REFERENCE TO OTHER POLICIES

- 11.1 General Guidelines are provided for in **Annexure 1: General Password Construction Guideline** document for the City of Matlosana.

- 11.2 Annexure 2: Standards for Password Protection in the City of Matlosana.



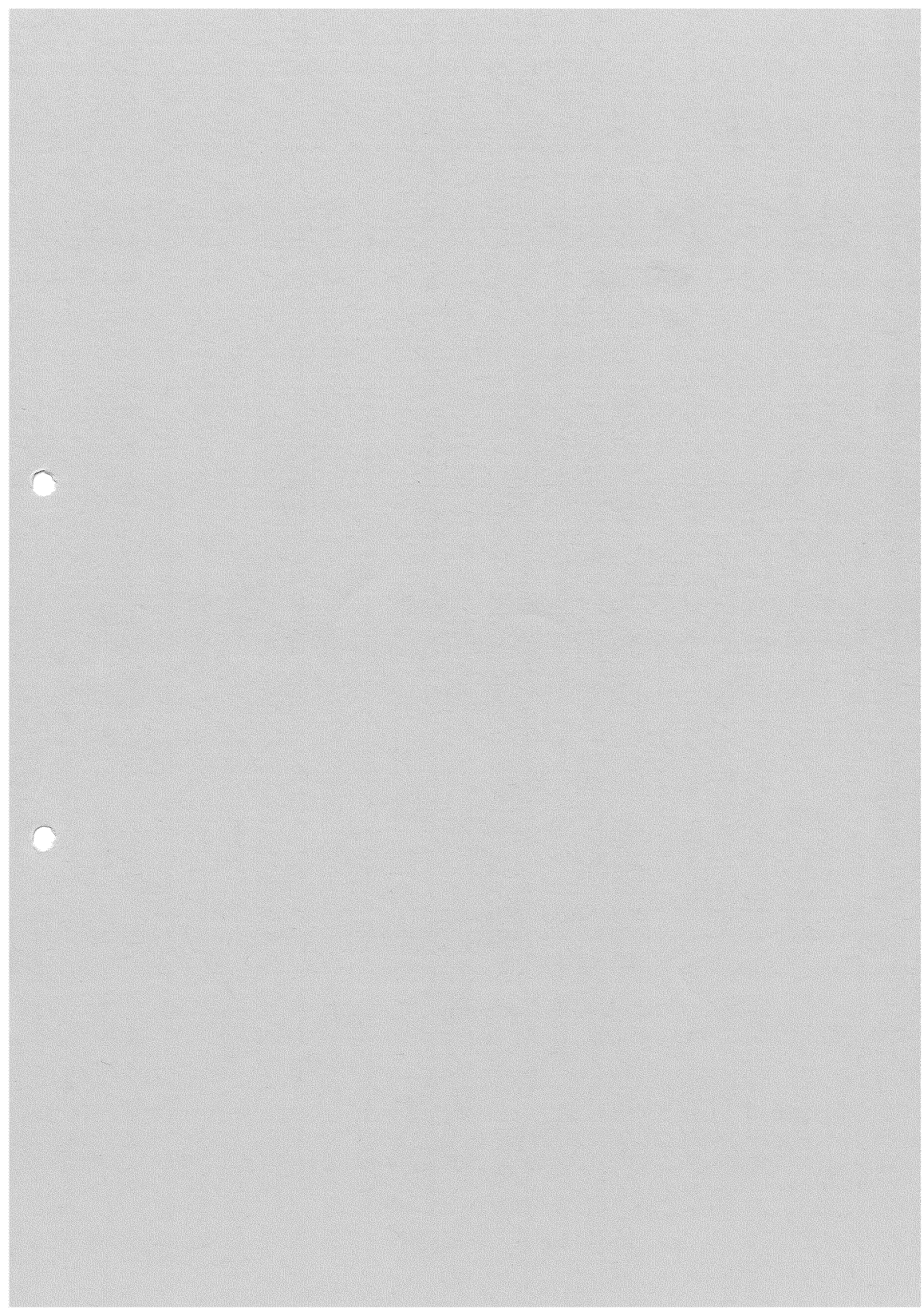
## **12. ESCALATION PROCEDURE**

- 12.1 The Information Systems Security employee shall escalate any deviations or violation of the policy to the Information Technology Manager
- 12.2 The Information Technology Manager after evaluating the merits of the violation and the extend shall report the violation or breach to the CIO
- 12.3 The CIO shall immediately issue a directive to the IT Manager to suspend the Password and to institute a formal and proper investigation.
- 12.4 On the outcome of the investigation, the CIO shall inform the Accounting Officer of such for a ruling or further investing upon which a decision shall be taken on the necessary course of action.
- 12.5 The CIO may allow deviation only on the basis of an operation that requires such an intervention
- 12.6 The Chief Financial Officer may approve or decline such request for a deviation

## **13. REPORTING & DISCLOSURE REQUIREMENTS**

The Chief Information Officer shall report from time to time the management, administration and operationalisation of the password protection policy, guidelines, norms and standards to the Municipal Council.

**Policy approved by Council on 29 November 2012, CC116/2012**



## **CITY COUNCIL OF MATLOSANA**

### **EXPANDED PUBLIC WORKS PROGRAMME POLICY**

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- **GLOSSARY OF TERMS / DEFINITIONS**

**EPWP – The Expanded Public Works Programme**

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

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 other target in the context of EPWP, the key performance indicators relate to

**Work Opportunity**

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

**By Hand**

It refers to the use of tools, which are manually operated and powered.

**Capital Expenditure (CAPEX)**

Expenditure used to create new assets or to increase the capacity of existing assets beyond their original design capacity or service potential .CAPEX increases the value of an asset.

**Cash Flow**

The stream of costs and /or benefits over time resulting from a project investment or ownership of an asset.

**Community Liaison Officer (CLO)**

The CLO is a member of the targeted community, recommended by the ward committee and appointed by the contractor to provided labour brokerage services and liaison with the targeted communities.

**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 System**

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, and 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.

### **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.

- **LIST OF ABBREVIATION**

**COM        CITY OF MATLOSANA**

**COGTA     CORPORATIVE GOVERNANCE AND TRANSITIONAL AFFAIRS**

**DWA        DEPARTMENT OF WATER AFFAIRS**

**DSD        DEPARTMENT OF SOCIAL DEVELOPMENT**

**DPW        DEPARTMENT OF PUBLIC WORKS**

**DEA        DEPARTMENT 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**

**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 2014. The Programme is implemented by all spheres of government, across four (4) defined sectors, namely the Infrastructure, Social, Non-State and Environment and Culture sectors. The Programme's overall coordinator is the National Department of Public Works (DPW), 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 **the NGP targets through its Full-Time Equivalent (FTE) targets.**

#### **3.2 Rational for the EPWP Municipal Policy**

The persistently high rate of unemployment in South African is one of the most pressing socio-economic challenges facing the Government and City of Matlosana 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 City of Matlosana and Government in general.

The 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 the 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 delivery on EPWP objectives and targets**

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

- Capacity in terms of designing projects labour-intensively.
- Capacity in terms of reporting
- Dedicated coordination capacity within the Municipality.
- Low incentive draw –down.
- Achievement of longer duration of work opportunities targets.

#### **4. Policy Vision**

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

To be innovative City in the implementation of EPWP.

#### **5. Policy Goal**

The of the City Council of Matlosana EPWP policy is to:

Enhance the delivery capacity of the city on EPWP through addressing its challenges providing integrated and coordinated approach to support the implementation of EPWP For the holistic development of the society”.

#### **6. EPWP Municipal Policy Objectives**

The objectives of this Policy a framework within which the city and its departments implement the expanded public works programme [EPWP]. This policy document is aimed to provide an enabling environment for the city 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 and human resources towards the implementation EPWP. Through this policy the city is aimed to achieve the following the 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 Sector;

- To develop skills within communities through EPWP training programmes ,by accredited training providers;
- To maximise the percentage of the City's annual total budget spent and retained within local communities in the form wages and by promoting the procurement of goods and services from local manufacture ,suppliers and services providers;
- To adopt and align cluster and departmental annual business plans to the EPWP in line with prioritised socio economic objective;
- Using clearly key performance indicators, evaluate and report all EPWP initiatives, including those being implemented using Provincial and National Government budget
- To inform all Departments and Units within City on how their functions should towards
- .To capacitate SMME'S and emerging contractors within local communities by Facilitating the transfer of sustainable technical, managerial an financial skills through appropriate Learner ship Programme and Semmes development initiatives;
- Re-engineer how the planning; design and implementation of projects within the City maximize greater employment opportunities per unit of expenditure.

## **7. Legislatives and Policy Frameworks**

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

- 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 System Act[System 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

## **8. Scope of Application**

The provisions of this Policy apply to all Line Departments, Municipal-Owned Entities; Agent or Contractors working for the Municipalities.

## **9. EPWP Institution Arrangement**

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

### **9.1 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 implementation the EPWP and achieving the EPWP targets and also mobilises resources and political support at National, Provincial and local spheres

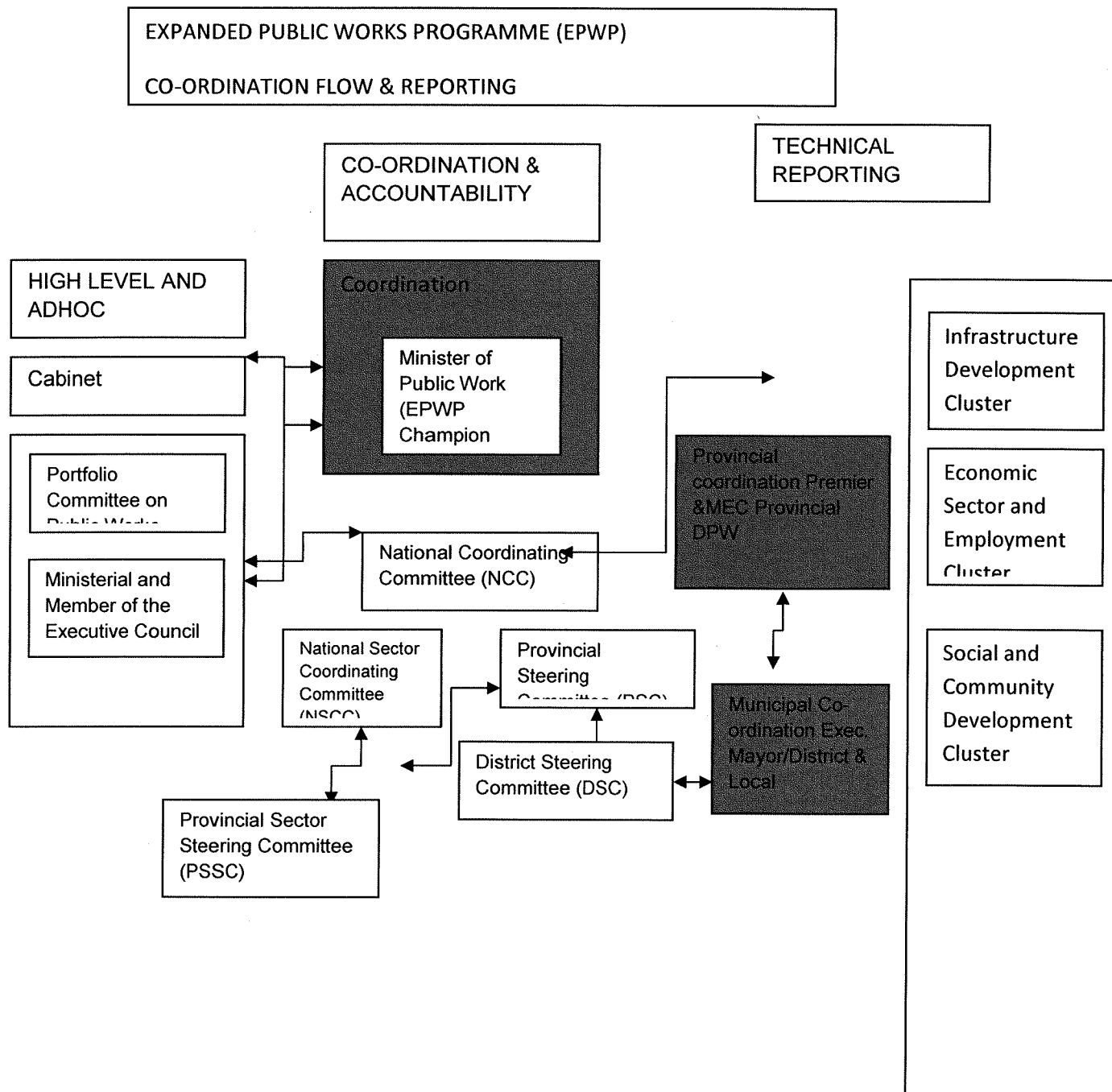
At technical level, the overall co-ordination of the Programme is done by the EPWP Branch in DPW, which is head by a deputy Director-General.

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] coordinate and lead the EPWP in the Province. MEC of Public Works, are mandated to EPWP, ensures effective coordination 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 Executive Mayor provides leadership and direction on the implementation of the EPWP in the municipality. The Executive Mayor appoints a Member of the Mayoral Committee [MMC] to champion and lead the EPWP and key policies and programmes within the municipalities. Also ensure the effective coordination and monitor the implementation of the EPWP within the Municipality to meets their target.

The Municipal Manager [MM] appoints the Director 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 department incorporate EPWP FTE target 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 [PSC]; Provincial Sector Coordinating [PSCCs]; and District Steering Committees [DSCs].



## 9.2 EPWP Coordination within the City

EPWP must cut across all the Departments and Units of the City. Each Department must make a systematic effort to target the unskilled and unemployed and develop a plan to utilise their budget 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 City of Matlosana.

### **9.3 Roles and Responsibilities**

#### **9.3.1 Political Champion: The Executive Mayor**

In line with the EPWP Institutional Arrangement Framework and Protocol Agreement signed by the Minister of Public Works and the Executive Mayor. The Executive Mayor will provide leadership and direction in the implementation of the EPWP within the City. The Executive Mayor will appoint 3 members to the Mayoral Committee/s (MMC/s) to champion and lead the EPWP Sectors in the City. The appointed MMC/s must ensure that EPWP is aligned with IDOs and key policies and programme of the municipality.

#### **9.3.2 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 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 the 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.

#### **9.3.3 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 Department Head of Department. This Committee is constituted as follows:

- 8. Infrastructure Coordinator**
- 9. Environment and Culture Coordinator**
- 10. Finance Department**
- 11. Human Resource**
- 12. Corporate Department**
- 13. Communication**
- 14. Legal Department**

##### **9.3.3.1 The EPWP Steering Committee will be responsible for:**

- Overall City-wide coordination of EPWP and related issues.
- Review of the City's EPWP Policy.



- Setting EPWP targets for each department and sectors
- Creating an enabling climate for the successful implementation of EPWP in City of Matlosana.
- 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;
- Defined Sector review;
- Facilitate communication among stakeholders ;and
- Provide a baseline for progress measurement and programme control.

#### **9.3.4 Sector Coordination**

Sector Coordinators are appointed by the Director or his designated 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 Deputy Director Level and are responsible for;

- Liaison with the Sector Lead Departments Provincially and Nationally;
- Keeping abreast with sector specific developments;
- Liaison and representing the City Council of Matlosana on the relevant provincial EPWP Committees;
- Disseminating sector specific information to the dedicated EPWP Champions identified by each of the Departments.

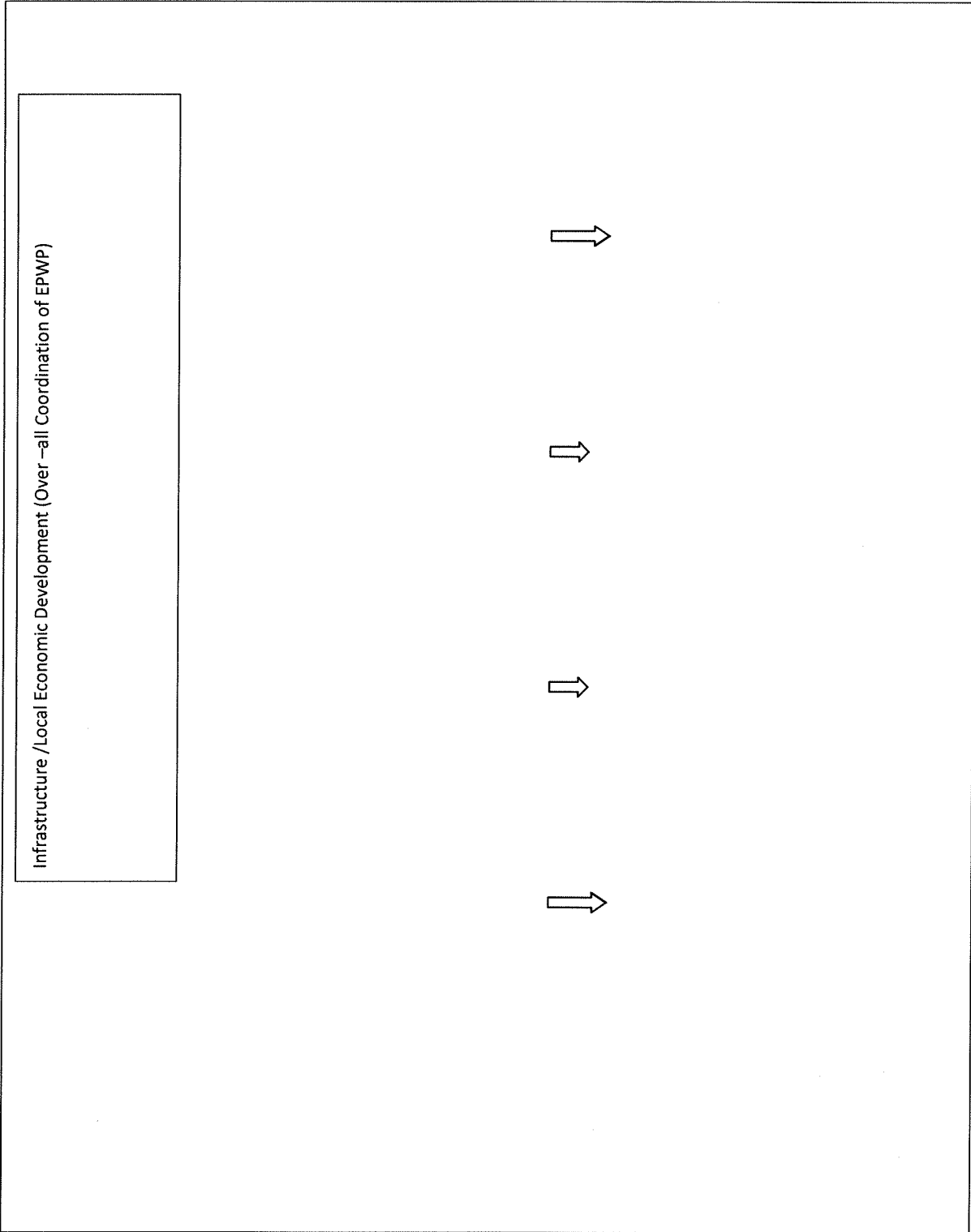
- Sector coordinators are also responsible for programmes design, implementation and reporting on EPWP System; and
- Monitor, evaluate and report on sector specific KPIs to the Head of Department.

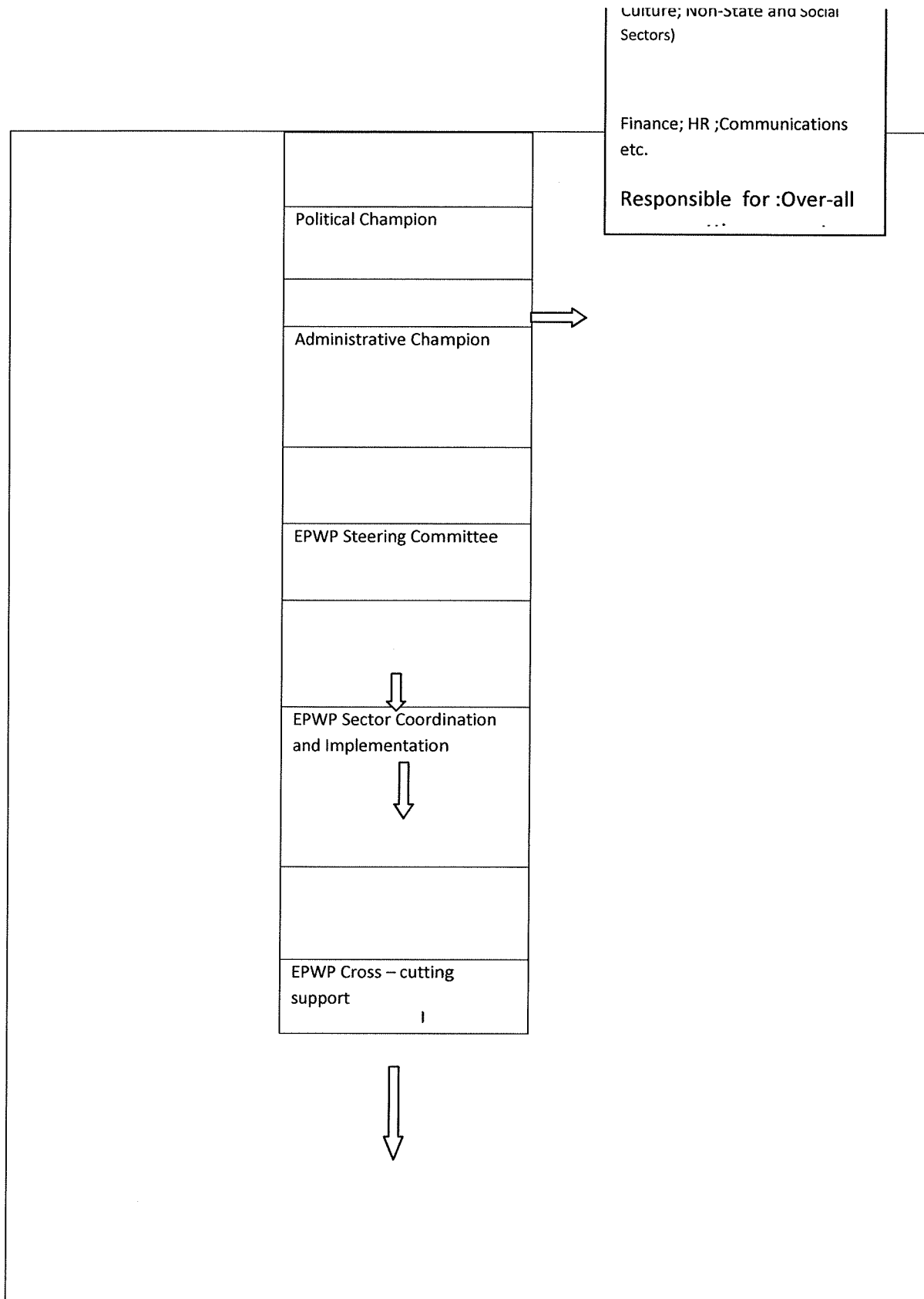
### **9.3.5 Responsibilities of the Departments**

All the City 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 City Council of Matlosana EPWP projects plan;
- Participating in setting task rates for workers to be employed on labour intensive projects;
- The identification of projects which are suitable for inclusion in the City Council of Matlosana’s Learner ship programmes;
- Ensuring that the planning ,design and contract administration of labour intensive works are carried out by consultants who have completed the necessary skills training;
- Monitoring and reporting on the implementation of EPWP projects.
- Ensuring that there is labour intensive component in all the projects and inclusion of EPWP conditions in all the projects that go on tender.
- 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.

Figure 2: Overall coordination of EPWP within City Council of Matlosana

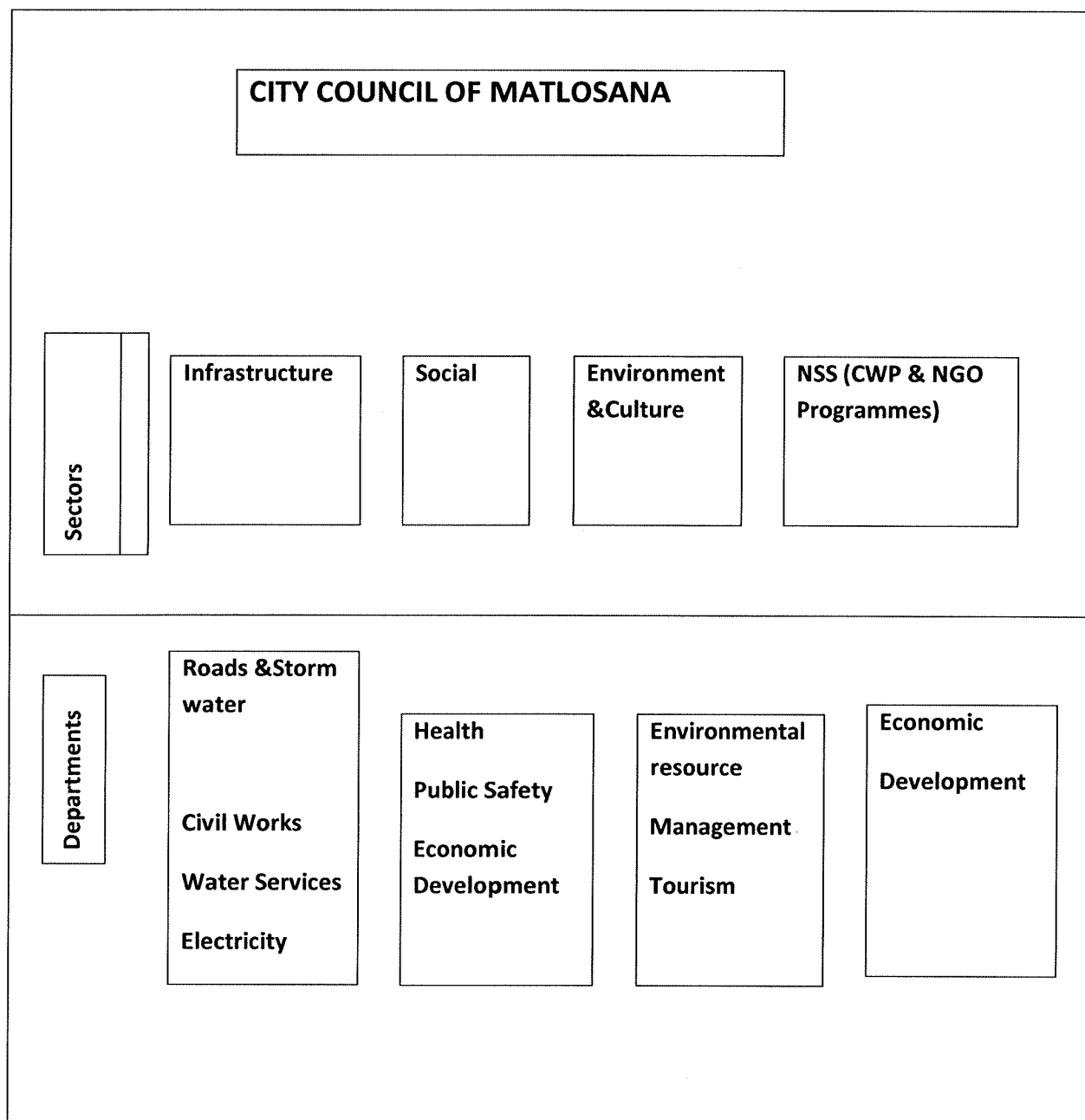




### 9.3.6 Sector Classifications and Coordination

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

**Figure 3: Departments –Sector Classification**



## 10. EPWP Sector overview

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

### 10.1 The Environment and Culture Sector Programmes:

The aim of the Sector is to: "Build South Africa's natural ,social and culture heritage, and in doing so, dynamically uses this heritage to create both medium and long term work and social benefits:  
Examples of projects in the Environment and Culture Sector include:

- Sustainable land based livelihoods (Greening, Working for Water & Wetlands etc.)
- Tourism and creative industries(Working for Tourism, etc)
- Waste management (Working on Waste, Food for Waste etc.)
- Parks and beautification (People and Parks, Cemetery Maintenance, Community Parks, etc.)
- Coastal management (Working for the Coast)
- Sustainable energy(Working for Energy)

## **10.2 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 programme [crime reporting, crowd control, school patrol ,disaster emergency response, fire fighting, floods Impact support and community safety officials]
- Home community based care [home community based care Services TB, HIV/Aids] and pharmaceutical assistants,
- Early Childhood Development [early childhood development, homework service, literacy programs, peer education, social issues awareness and career guidance]
- Sport and recreation [life guards, sport 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].

## **10.3 Infrastructure Sector programmes**

The Infrastructure sector is aimed to promote the use of Labour-intensive methods construction and maintenance of public infrastructure. Infrastructure Sector Programme includes

- Road construction and maintenance;
- General construction and maintenance [constructions of buildings, dam's 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 artisan trades in the built environment];

- Vukuphile programmes [Learner ship aimed at training and development contractors and supervisors in labour-intensive methods of construction]; and
- Large Projects [aimed at providing to public bodies in the implementation of projects of with a value of greater than R30 million labour-intensively.

#### **10.4 Non-State Sector**

The objective of the Sector an avenue where NPO's; NGOs; and CBOs can assist government in the overall Government objectives of Job creation through social constructive activities in the local communities. The Municipality will support the delivery of the Non-State Sector through measures such as Facilitating and mobilising NPOs

#### **10.5 Cross-Cutting Support Programme**

EPWP programme in the different Sectors will include the following;

##### **10.5.1 Training**

This refers to capacity building and skills development of both officials and EPWP beneficiaries. Training can either be accredited on non-accredited. The municipality will optimise on various Funding pockets for training 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 implementation labour intensively.

##### **10.5.2Enterprise Development**

This refers to any form of intervention aimed develop small business including cooperatives, through business development support services and access to market in the form of Learner ship and targeted procurement]. The community will capacitate SMMEs and emerging contractors within local communities by facilitating the transfer of sustainable technical; managerial and financial skills through appropriate Learner ship Programme and SMMEs development initiatives. It will also maximise the percentage of the annual total budget spent and retained within local communities by promoting de procurement Of goods and services from local manufacturers, suppliers and service providers.

##### **10.5.3 Communications and Branding**

The 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 bases, the Municipal will submit entries for the Kamoso Awards hosted by both National and Provincial Department of Public Works.

#### **11. Key Performance Indicators [KPIs]**

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

### **11.1 Employment Opportunities**

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

### **11.2 Person-Days of Employment**

The number of person-days of employment 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 and months]. The result is the of person-days for any given review period.

### **11.3 Projects Budget**

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

### **11.4 Person-Training Days**

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

### **11.5 Demographics**

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

### **11.6 Expenditure Retained within Local Communities**

The amount of the budget spent and retained within local communities through the procurement of goods and services from local manufactures , suppliers and service providers is recorded for a given period.

### **11.7 Project Task Rates**

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

### **11.8 EPWP Targets for the City Council of Matlosana**

In line with the Protocol Agreement the Executive Mayor and the Minister of Public Works, the minimum EPWP work opportunity targets are depicted in table 1 below . Department and Sectors



may set target above these minimum on the availability of the projects and budgets. These targets will be reviewed annual depending on the availability of budget and will be appendix to the policy.

**Table 1: City Council of Matlosana EPWP Phase 2 targets.**

Financial Year	Work opportunities(WO)			Full Time Equivalents(FTEs)		
	Infrastructure sector	Environment & Culture Sector	Social Sector	Infrastructure Sector	Environment t & Culture Sector	Social Sector
2011/12	2470	166.75	18.75	845.75	60.5	14.75
2012/13	2815.75	172	22.3	1015	76.75	16.25
2013/14	3622.75	219	30.75	1326.25	107.75	21.75
<b>Total</b>	<b>8908.5</b>	<b>557.75</b>	<b>71.8</b>	<b>3187</b>	<b>245</b>	<b>52.75</b>

## **12. Endorsement of the Policy**

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

## **13. Review of the Policy**

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

# **CITY COUNCIL OF MATLOSANA**

## **EPWP POLICY IMPLEMENTATION FRAMEWORK**

### **1. INTRODUCTION**

The Integrate Development Plan (IDP) remains the principal strategic planning instrument for City Council of Matlosana 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 learner ship ; and
- Procurement of goods and service form 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 intensive of any project and be included in Municipal EPWP Plan.

## **2. Project Life Cycle**

Projects are usually divided into a number of project phases. Collectively the project phases are known as the 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 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 APWP outcomes of a project. This concept is aptly illustrated by the structured approach followed whilst implementation labour-intensive projects.

The approach consists of the following steps;

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

Only project that prove beyond doubt that they cannot have EPWP /labour intensive element/content can be implemented out of approval must be obtained from the COM EPWP Coordinator to implement that project outside of EPWP conditions.

## **2.1 Project Initiation and feasibility Stages**

For all the projects key element that are addressed during the Initiation and Feasibility stages include but not limited to the following;

- Suitability of the projects for the application of labour-intensive methods;
- Commitment from the COM 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 Unemployment 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 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 Integrated 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 COM and its entities which satisfy the EPWP objectives are included in the COM 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**

The 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 of the Financial year];
- Factors that create changes in the cost baseline are identified timely; and
- If and when changes to the baseline do occur these are managed and controlled.

### **3.5 Communication Management**

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

- The format, content and frequency of progress reports;.
- An outline showing all the reporting relations;
- A complete stakeholders 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 City Council of Matlosana**

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

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

Labour-intensive projects 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 significant increase in employment being generated per unit of expenditure by comparison with conventional equipment-intensive methods.

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

The approach to be adopted by the COM 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	6	Develop and promote labour intensive construction strategies
2.	Person responsible for contract administration	5	Manage labour- intensive construction

**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 works/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 daily allowance/stipend by the contractor [ include in the project cost] whilst attending training

## 6. Target Groups Beneficiaries Recruitment

The Municipality will prioritise the EPWP target groups during the recruitment of beneficiaries. Woman [55%]; youth [40%] and persons with disabilities. By using sound Social Facilitation process, the Municipality will drive the beneficiaries' recruitment supported by the Provincial Coordinating and/or Sector Lead Department in the Services.

**EPWP beneficiaries must be:**

- South African citizens with a valid bar-coded Identity Documents.
- Residents of designated area where project is being implementation;
- 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 Practise for EPWP. The Municipality will ensure that its projects full comply with Labour Legislation such as Unemployment Insurance Fund [UIF], Compensation of Injuries and Diseases Act [COIDA], and Occupation Health and Safety Act[OHSA]. Specific clauses addressing Labour Legislation compliance will be put all EPWP Municipal contracts with service provide.

**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 processes**

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 on a monthly basis.
- Correct all the non-compliant projects within a week after the Data Dump and analysis Report has been received.

**Policy approved by Council on 20 November 2012, CC116/2012**