



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF PUBLIC WORKS



EXPANDED PUBLIC WORKS PROGRAMME

Creating opportunities towards human fulfilment

Limpopo Department of Public Works

National Youth Service

2009/2010 Skills Development Programme

Project/Document Number:

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Prepared by Chief Directorate EPWP
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Project Executive Summary

Project Title	LDPW National Youth Service Skills Development Programme					
Programme	Skills Development & Knowledge Transfer					
Sector	Expanded Public Works Programme					
Sub-sector	Infrastructure Sector					
Name of SPO/ Implementing Agent	Limpopo Department of Public Works-Programme 2 Public Works Infrastructure and Building Maintenance					
Type of Organisation	NGO	CBO	Trust	CC	PTY	Public
Existing Mgmt Structures	BOD	<u>Management Committee</u>		Advisory	Other	
Key Training Needs Identified	1. Skills in Building maintenance 2. Construction management 3. Entrepreneurial and life skills 4. Artisan Development					
Accreditation	Service Provider			Training Materials		
	Yes			Yes		
Overall Project Objective	The objective of the programme is to involve 500 young learners in the maintenance of state assets while at the same time training youth to become artisans in the construction industry.					



Intended Beneficiaries	Direct: 500 young people Indirect: LDPW will have refurbished buildings					
	Urban: 5 Districts Peri Urban: Cost centres Rural: Other:					
	Male: 40% Female: 60%					
	People with Disability: 2%					
Geographical Coverage & Project Site	Five districts in the Limpopo Province					
Duration	1 year (12 months)					
Project Start Date	1 April 2009 TO 31 March 2010					
Project Financing	Total Project Budget = R19. million UYF Contribution = None Other Cumulative SPO Amount (If funded previously by UYF) =N/A					
Budget Line Item	Admin	Capex	Project Activities	Salaries	Training/ Capacity Building	Marketing/ Advertising
Budgeted Amount	Own funding	Own funding	R4. million	R 8. million	DoL (R 7million)	Own funding



Executive Summary

Are the planned outcomes of the project consistent with the organisation's mission, goals, objectives and experience? Explain how?	Yes, the objectives and the outcome are the same as the UYF/NYS mission goal and objectives. Youth development, skills development, gaining work experience, community in service and job placements which all form part of the overall objectives of the EPWP programme run by the department
Does the organisation have a management structure that includes board, staff leadership and involves young people in decision making? Explain how?	<p>Each programme has institutional and management structures that involve all local stakeholders and the young people. Team leaders will be appointed from among the youth along the lines of the NYS leadership development practices.</p> <p>In addition the LDPW has its own management structure which will be directly responsible for programme management in its infrastructure components</p>
Does the project provide support and learning programs that are comprehensive and enable young people to access economic opportunities? Explain how?	Accredited CETA registered skills training service providers will be used and learners will complete unit standards up to the NQF level 3 qualification. Once they have successfully completed the programme they will receive certificates that they have completed the unit standards and have work experience. this will facilitate them securing employment in the building sector. The Department of Labour will oversee the programmes
Does the project give opportunity to young people to play a leadership role and open new opportunities that assist with life choices? Explain how?	As indicated above team leaders will be appointed learners to be working on each District/project. Team leaders will receive additional leadership training. All young people will complete the NYS accredited youth development induction programme which has life skills and entrepreneurial skills incorporated.
Does the organisation have the systems to collect, analyse and disseminate information about participants? Is the information sufficient to assess the impact of services? Explain how?	The programme has been developed in a way that enables close working partnership between the LDPW, Skills Development Facilitator, Works Inspectors and Project Managers supervising the projects and the youth development service. The Management structures of the department are in place and mentors will be appointed through regularly and will have set criteria that ensure their support in the youth programmes. This ensures a greater chance of success for the youth component of the programme.



1. Introduction

Limpopo Province has the 4th largest population in South Africa at 5.8 million (12%). Women make up to 55% of the adult population while the youth constitute about 35% of the population. The bulk of the economically active population is unskilled or semi-skilled and the overall level of poverty in the Province is relatively high currently estimated at 60%. The unemployment rate is estimated to be 49% and is the second highest in the country. Women, youth and people with disabilities are the most affected and make up the larger portion of the poor in the Province. In addition, due to mainly historical imbalances, basic infrastructural services are in a deplorable state coupled with massive backlogs in construction and maintenance of public infrastructure. These pose significant socio-economic challenges to the province.

The National and Provincial governments initiated several development projects in the Province aimed at mitigating the above challenges since the establishment of the democratic dispensation in 1994. One of the most significant ones is the Expanded Public Works Programme (EPWP). The EPWP is a Government's strategic initiative aimed at addressing unemployment and improving the livelihoods of the poor; mainly women, youth and people with disability. The programme covers all spheres of government and state-owned enterprises.

In line with the above overall National Government policy and with due consideration of the socio-economic situations of the Province, the Limpopo Cabinet in January 2005, outlined and approved the Provincial EPWP strategy. It also mandated the Limpopo Department of Public Works (LDPW) to coordinate the implementation of the programme in the Province.

The LDPW through its EPWP Directorate is coordinating programme activities in four sectors namely, Economic, Environment, Infrastructure and Social. It is also offering programme support and guidance to implementing agencies (the departments, municipalities and other public bodies), in terms of the identification, planning and implementation of projects according to the EPWP principles and procedures.

In addition the LDPW is implemented EPWP projects of its own through the Sakhasonke Contractor Development Programme, Beautification education food security and poverty alleviation projects as well as youth internship programmes and a National Youth Service first intake in 2007/8 and



2008/9. The LDPW is also in the process of realigning all of its building construction and maintenance projects to EPWP principles. These are expected to create significant number of job opportunities for the unemployed in all parts of the Province. The main targets of the programme are women, the youth and people with disability.

Similarly the LDPW intends to expand its youth internship programme by recruiting more youth and attach them to its ongoing projects related to building construction and maintenance. It is further intended to link the internship programme to and implement it along the lines of the National Youth Service (NYS) programme of the Umsobomvu Youth Fund (UYF).

2. The National Youth Service

The Government of South Africa through the Umsobomvu Youth Fund (UYF) intends to massify the National Youth Service by involving government departments and other public bodies. The National Department of Public works (NDPW) was approached and requested to realign its activities, particularly EPWP, to NYS objectives and boost skills development and employment opportunities for the youth particularly in the built environment.

The model is to integrate the NYS into the EPWP projects of the DPW. In other words, when applying the EPWP criteria, an additional layer of youth development and in-service criteria will be applied. The youth is the main target beneficiaries of the EPWP and the programme has already created significant opportunities for them. As such the EPWP projects lend themselves extremely well to the NYS as the EPWP guidelines and the NYS guidelines have many overlaps in their objectives, except where the specific youth aspects need to be applied. Implementing agencies are expected to apply these additional criteria and guidelines in the formulation of their EPWP projects to be implemented from 2007 and beyond.

The DPW intends to roll out youth development programmes through its national and provincial offices nation wide. The NDPW's is responsible for the maintenance and refurbishing of public buildings, such as, offices, hospitals, police stations, court houses, prisons etc. A large amount of money is spent on these works every year and involves various types of works including civil,



electrical, mechanical and environmental works. This offers a great opportunity for the youth and other target groups to benefit in terms of skills transfer as well as earning a living out of it.

As part of the social responsibility programme and in response to the national call for the massification of the EPWP, the LDPW is planning to continue and attach a further 500 young interns to its various projects for duration of one year covering the period April 2009 to March 2010.

3. Current Situation

The LDPW is currently undertaking an NYS placement of 504 young NYS learners with the aim of empowering the youth through artisan skills development. The learners were selected from the five operational districts and underwent various skills training in the following areas: plumbing, horticulture, landscaping, bricklaying, masonry, electrical, air-conditioning & refrigeration and painting.

The skills training was carried out in phases where by the learners were taken through an initial theoretical and practical training coupled with industrial attachment over a one year period starting October 2007 and will complete in October 2008. The LDPW paid for the stipend during the training and placement while the Department of Labour paid for the theoretical training.

The selection of learners was done in such a way that the overall logistical requirements (such transport and accommodation) are minimised.

At the end of the programme, the young learners are expected to have acquired marketable skills in their chosen trade

4. Proposed programme

As indicated above the LDPW intends to roll out a second NYS project involving a total of 500 youth again in 2009/10. To achieve this target the LDPW will recruit, through NYS, 500 new learners with 400 learners placed within the department while 100 learners would be placed with various institutions both public and private. The learners will be deployed on projects in the five districts depending on their chosen trade and scope of work. It is imperative also to note that the terms and conditions of engagement of the learners will be rationalised and realigned with NYS revised NYS requirements. The 504 youths already in the programme will exit the programme at



the end of October 2008 in this financial year or at the end of the of the 2008/09 financial year. They will be subjected to various exit strategies through which they could be gainfully employed and addition Building Maintenance and The HRD section should workout a plan for the youth beyond October 2008 to March 2009 while recruiting the 500 NYS learners for the financial year 2009/2010.

The programme will run for duration of one year within which the learners are given adequate training and practical experience which will help them to compete and be gainfully employed in the labour market. The young learners will be trained through SETA accredited training programmes in building construction and maintenance skills. They will also receive life skills and entrepreneurial skills training. The learnerships are to be conducted in stages as follows:

Recruitment and induction	One month by LDPW and Umsobomvu
Theoretical technical training	Three months LDPW and DoL
Job placement/ attachment to projects	Seven months LDPW
Life skills training	One month learners

The LDPW will make available building construction and maintenance programmes located in the 5 districts. The cost of the physical works is fully covered by respective projects and the District LDPW offices will be responsible to oversee the works utilising services of its Works Inspectors and Project Managers. Moreover, the building construction and maintenance projects will be integrated and packaged in a way that allows the learners to learn some skills while being productive on the site. The list of projects to be undertaken including trades, budget for construction works and number of placements above the 500 Placed is attached will be provided in the Programme Public Works in their Annual Performance Plan and projects work break down structures giving the numbers identified and the numbers required to maintain the 500 quota of the NYS

The key activities will be the maintenance/refurbishment of public buildings as identified by the LDPW and include the following types of work/trade:

- Painting



- Plastering
- Tiling
- Carpentry
- Laying Vinyl/ Carpeting of floors
- Fitting of doors, windows and glass
- Bricklaying
- Plumbing
- Electrical works
- Roofing
- Air conditioning & refrigeration
- Landscaping
- Horticulture
- Paving
- Welding
- And not limited

5. Objective

The objective of the programme is to involve young people in the maintenance of state assets while at the same time training youth to become artisans in the construction industry. Through the involvement in the programme the youth will ultimately gain marketable skills which they can use in career development and to earn a living or for further career development.

6. Beneficiary Details

Target beneficiaries of the programme include:

- Unemployed young people between the ages of 18-34 who have an interest in a career in the built environment sector.
- Youth with minimum educational qualification in all grades and standards passed.
- Youth with N stream courses are encouraged to participate



- Matriculants will have added advantage although it is not a requirement.
- No experience is needed to join the skills development programme but the candidates with proof of participation in previous voluntary community services will have added advantage
- Basic arithmetic and maths are a requisite to be able to interpret work schedules and quantities
- A ratio of 60% women to 40% men, 2% disabled would be enrolled. Note that as the projects are to be implemented in a number of different areas, the demographics will vary, some will be rural, some urban and some Peri urban

7. Implementation Plan for LDPW NYS Programme

As mentioned above the LDPW National Youth Service Skill Development programme will be carried out in stages with the details being outlined below:

7.1 Recruitment and Induction

Young Learners will preferably be recruited from within the community in which the programme is being implemented. Under only exceptional conditions will this requirement be removed and only after consultation with all stakeholders.

The primary method of selecting young people will be to search existing data bases within the local areas, those of the Youth Commission, the CETA and the Department of Labour as these data bases contain applications for workers that are interested in the construction industry. Secondly recruitment can be done through publicly advertising and calling for candidates. In case of the later, advertisements in the local community will be strategically placed in clinics, youth centres, community halls, labour centre etc.

The overall coordination of the recruitment process will be carried out by the NYS SPO (project manager) in partnership with the skills development managers, and the District LDPW offices. Recruitment will be based on the criteria outlined under the target beneficiaries and due consideration will be given to the demography of the target areas.

The recruitment target is 500 learners in the 5 districts are as follows:

Centre	Total
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Capricorn	100
Mopani	100
Vhembe	100
Sekhukhune	100
Waterberg	100
Total	500

After recruitment, the learners will be given detailed briefing/induction on the objectives of the programme by Umsobomvu Youth Fund, scope of the programme, code of conduct, roles and responsibilities of all role players, stipends and other payments as well as deployment programme by LDPW.

A skills assessment will be done on all beneficiaries during the month when recruitment is carried out. Recognition of Prior Learning (RPL) will be done for those with work experience and skills programmes designed based in previous experience and the needs of the project.

Through standard case management practices, each young person's details will be captured on file and updated each time a course is completed. Copies of certificates will be kept in the file for future reference

Other activities to be carried out during the first month include:

- Signing of contract agreement with learners
- Reorientation and Induction
- Final design of skills programmes
- Signing of the contracts with the service providers (contractors, consultants, etc.)
- Detailed project planning integrating skills development, life and entrepreneurial skills and work experience



7.2 Theoretical technical Training

The young learners in the programme will go through skills programmes (**not learnerships**) for three (3) months. The skills programmes will be carefully designed by the youth development worker/SPO or by the programme managers based on the particular needs and activities of project chosen for placement. For instance, some refurbishment works may involve building of new walls. Others may require extensive painting and plastering works, where as others may require intensive plumbing repairs/maintenance or improvement of sewage systems. The youth development worker and/or programme managers, in consultation with the artisan/contractor on site, should consider the type and scope of work and design suitable package of training during the planning phase.

The training will be based on CETA unit standards and shall be conducted by an accredited service provider. A list of unit standards that already exist within the CETA that can be applied for this programme are available from the Department of Labour and should be utilised during the design of training programmes.

During the technical training the learners will be accommodated, on a full board bases, in an institution and given stipends of R55 per day to cover their ancillary expenses.

7.3 Job Placement or Attachment to projects

The young learners will spend a minimum of six (6) month on the job placement so that they gain experience in the trade they chose. The learners will be assigned on specific duties and are expected to diligently execute and deliver quality work as they would in normal employment. However it should be noted that they should not be a replacement of full time employees.

During job placement/attachment to projects the learners will be supervised by the artisan/works inspector on site/supervising consultant whom will be employed by the department or through a normal tender process. The difference being that the tender process will set different criteria for the contractor and will include requirements for willingness to work closely with the youth development team members (which will be employed by the NYS). Additionally the budget requirements will differ, where payment to the young people during attachment will be based on a learner allowance to cover transport and food rather than a full wage. The Departmental project managers will be



required to monitor this output very closely so that contractors don not default as it will affect objectives of the NYS.

The learners will be paid a stipend of R1000 per month for the duration of the job placement. In addition they will be given safety clothing and equipment as well as the tools they require on the job. The R1000 a month is a cumulative calculation of the R55p/day stipend and should not be construed as above the R55/day stipend.

7.4 Exit Opportunities/Placement

During the 12 months that the project is being implemented, the project managers will look for exit opportunities for the young people. At the point at which the accreditation certificates have been handed to the young learners as they should be ready for employment and it is expected that most of them may be absorbed in the private sector or enrol on entrepreneur development schemes supported by the Department of Economic Development. Some, a small percentage (based on national statistics only 3%) of the learners will wish to become entrepreneurs and run their own businesses. In such case the learners will be encouraged and helped to join the UYF programmes designed to assist entrepreneurs.

Participating CIDB registered contractors will also be encouraged to employ some of the young people in their firms. Provincial government and the EPWP programme will be targeted to provide the young people with exit opportunities. Developers in the provinces will be approached to participate in the NYS programme for future exit opportunities. A detailed list of Exit Strategies that are being recommended is available from the EPWP unit.

7.5 Programme Management

The Human Resources Development (HRD) Directorate of LDPW will be responsible for the overall management and coordination of the skills development programme including the recruitment, training as well as job placement of youth. In addition the HRD will:

- work with the Building Maintenance and Capital Works Projects Management directorates in identifying suitable projects and allocation of the necessary projects and funding for the programme;



- in collaboration with NYS project managers (PM) and NDPW, identify and engage training service providers, and
- **work with the LDPW EPWP unit which will have an oversight** role in the overseeing the supervision of learners attached to construction sites while the day-to-day supervision is carried out by LDPW artisans and or CIDB registered construction companies and accredited NYS service providers with experience in the building industry and youth development.

By virtue of the building contractors' involvement in the supervision of the learners there may be a need to compensate them for their additional inputs. In such cases the necessary changes will be written into contract documents for the works or separate agreement will be drawn for the same. If there are two separate companies engaged for the construction and provision of NYS management services then a clause must be added in their respective contract documents to oblige them to work closely and in harmony to achieve the programme objectives collectively. In both the above cases the Building Directorate will be responsible to streamline the contract documents to reflect the situation in the particular project(s).

The LDPW project managers (PM) will co-ordinate and synergize the construction work in such a way that it enables the young people to complete all aspects of their training, the skills training, the youth development training and the practical experience and service components.

A Programme Management Committee (PMC) will be established at the Provincial level which will oversee the activities of the programme. The PMC will be comprised of representatives from:

- LDPW EPWP head office
- LDPW HRD, Building Maintenance and Capital Works Projects Management)
- NYS project managers
- LDPW District office representatives
- DoL
- CETA
- Contractors and/or Service Provider Organization (SPO) involved on project implementation



- Youth Commission representatives

The PMC will draw up its terms of reference at the first meeting. The PMC will meet bi-weekly to start with and thereafter once a month as the project start running smoothly.

The young Learners will be divided into groups comprising minimum of ten learners. A team leader will be selected from each group to form a project or district youth committee as applicable. This committee will take the issues raised by young learners to its youth representative at the PMC. In this way, the youth representative can bring issues to the attention of the management committee.



7.6 Roles and responsibilities

Partner	Roles and Responsibilities
LDPW	<ul style="list-style-type: none">- Oversee overall project implementation through the EPWP unit- Provide funding for construction and maintenance works- Provide funding for allowances and transport for learners- Establish and Chair Management committee meetings- Prepares training plans- Participate in the engagement of training service providers- Supervise the training and work attachment of learners- Liaise with DoL, NYS managers, NDPW to ensure smooth running of the skills development programme.- Identifying exit opportunities and strategies
National Youth Service	<ul style="list-style-type: none">- Provide NYS content- Coordinate the selection of learners- Assist in the preparation of training plans- Participate in the engagement of training service providers- Oversight of the training and work attachment of learners- Collaborate with various partners, i.e., NDPW, LDPW, DoL, in the participation of youth and other stakeholders to ensure smooth running of the skills development programme.
DoL	<ul style="list-style-type: none">- appoint training service providers/skills trainers- provide funding for the accredited skills training- monitor the service providers/skills trainers
Skills Facilitators/Trainers	<ul style="list-style-type: none">- Prepare training plan- conduct training plan- Provide mentorship on site



Contractor/LDPW Artisans	<ul style="list-style-type: none">- Carry out construction work- Supervise the learners during attachment- Provide on site quality control- Provide building project management- Provide building related components such as insurance, tools, safety equipment & clothing- Provide building materials- Provide on site for training
Service Provider Organisation (SPO)	<ul style="list-style-type: none">- Coordination of building and youth activities- On site support for young people- Case management- Ensure the best integration of the skills training, youth development and work experience possible- Provide training on building materials- Assist in identifying exit opportunities and strategy- Post project tracking- Reporting against project objectives

7.7 Case Management & Mentorship

Case management files will be created for each young person and administered with assistance from an administrator by the youth development project manager. The details on the files will consist of:

- Qualifications that the young person has prior to the project
- RPL that the young person has achieved during the project phases
- Details of the participants, ID, DOB, Address, next of kin, medical history, school attendance, etc.
- Details of the participant's involvement in community work



- Letters of reference and competency
- Weekly updates on performance of the learner
- Disciplinary action required during the project
- Awards or service excellence notes
- Time sheets
- Certificates for unit standards achieved during the project
- Work experience in service file records
- Community in service records during the project
- Any other useful information

The Case management files will be kept by the project managers to be appointed by the Service provider Organization (SPO) with the approval of LDPW. The project managers will be individuals with extensive experience in youth development work. In this way he/she will be able to provide mentorship on the youth development aspects to the learners. Case management will form the basis for tracking of the programme.

8. Sustainability of the Programme

These projects are being implemented by the LDPW which has budgets on a yearly basis to refurbish and maintain public buildings. The Department therefore can continue to undertake youth development programmes at least in the short to medium term. The programme can also be integrated to the ongoing Expanded Public Works Programme which the Government is keen in up scaling its implementation. The programme can also be integrated to the DoL skills training programme provided it is proven to be successful in the initial phases. The programme is filling the gap of the general shortage of artisans in the country while at the same time creating opportunities for the youth. It is therefore highly likely that the programme could be adopted by other government bodies, the private sector, NGOs, CBOs and other organs of civil society.

The key ingredients of a sustainable programme are stakeholder participation, government/ political support, ownership and commitment by implementing agencies, sustained financing, and the fact



that it is demand driven and participatory in nature. The Youth development programme satisfies all these.

9. Monitoring & Evaluation

The programme will follow strict monitoring and evaluation regime as follows:

- The Programme Management Committee will have management meeting every week at the initial stages of the programme and monthly thereafter. Progress Reports from the participating projects will be consolidated and submitted to UYF/Steering committee through the LDPW every quarter.
- Reporting will be made against the measurable goals. Impacts will be assessed both quantitatively and qualitatively. NYS managers and programme managers will assess the progress based on these assessments and mitigate any risk to the programme, which are similar generic risks worked out for the EPWP which are contained in the business plan.
- A completion report will be prepared that covers all aspects of the programme and assess achievement so the goals against the measurable impacts and means of verification at the end of the 2009/2010 financial year can be done. Measurement will also be time based. All deviations from the goals and impacts as stated in the concept document must be explained satisfactorily.
- Case management will be utilized for all reporting.
- Post project tracking will continue to measure the success of the programme once the implementation phase has been completed.

10. Project Budget

The total budget for the LDPW youth skills development programme is R12. million to be defrayed from Vote 9 which represents the direct inputs, related to project management, Stipends, transport allowances and other cost related to the programme, while R7 million would be defrayed from the National Skills Fund as administered by the Department of Labour. This cost excludes cost of physical construction works and tools, protective clothing and equipment to be used by learners. These costs will be covered under the regular Programme 2 budget under building maintenance,



projects budget and will be built into the maintenance schedules or tender prices for physical works.
The breakdown of the required budget is presented in the table below:

Description	Expenditure type	Total Budget (R'000')	Quarterly Budget (R'000')			
			1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Project management		Own funding				
Full board accommodation		R2,000	R2,000			
Stipend		R8,000	R2,000	R2,000	R2,000	R2,000
Transport		R2,000	500	500		500
Contingency		Own funding				
Total		R12,000	4,500	2,500	2,500	2,250



11. Time Plan

Recruitment and Induction	The LDPW and the Youth Commission will commence with recruitment once the business plan has been approved, target date is 1 November 2008 to 30 March 2009
Theoretical technical Training	Theoretical and Technical training will be done by an accredited service provider appointed by Department of Labour, target date to commence training is 1 April 2009
Job Placement/Attachment to Projects	On June 16 2009 The project should be re launched and on 18 June placed learners should report on site to commence their service
Monitoring and Evaluation	Monitoring will be done continuously on a daily basis by LDPW supervisors, Monthly by the Project Management. EPWP Sector Committee, Quarterly by NDPW, DOL, CETA, NYS, LDPW and stakeholders at community level, target date for final evaluation is 31 March 2010
Exit Opportunities	All stakeholders will work exit strategies for each individual based on outcomes of his/her participation on the programme. Target date will be 29 February 2010



12. Special Conditions/Conditions precedent

The ministerial Determination, Special Public Works Programmes issued in terms of the Basic Conditions of Employment Act of 1997 by the Minister of Labour in the Government Notice No R63 of 25 January 2002, shall apply to works described in the scope of works as being labour intensive and which are undertaken by unskilled or semi skilled workers. These conditions do not apply to persons employed in the supervision and management of Special Public Works Programme.

13. Recommendation

The Limpopo Department of Public Works EPWP Programme recommends through the Head of Department that the business plan for the implementation of the National Youth Service Skills Development Programme for 2009/2010 Financial Year be approved for implementation under Programme 2 Public Works of the Departmental Vote 9 of the Limpopo Provincial Administration.

Prepared by

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General Manager EPWP
T. Malele

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Date

Signed by:

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R. Naidoo

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Date

Signed by:

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General Manager Buildings
Maintenance Services
A. Kaseke

.....
Date

Funds available/Not available

.....
Chief Financial Officer

.....
Date



PW Kekana

Recommended/Not Recommended

.....

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**Head of Department
S.M Thobakgale**

Date

Comments.....
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**Approved/Not Approved/Amended
Member of the Executive Council
R.M Semenya**

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Date



Notes