



EXPANDED PUBLIC WORKS PROGRAMME



Limpopo Province EPWP

Phase IV Business Plan 2019/20 to 2023/24



LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA



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Public Works and Infrastructure
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LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA
DEPARTMENT OF PUBLIC WORKS

This provincial five-year Business Plan has been compiled as a framework and road map to provide strategic guidance in the implementation of Limpopo Province Expanded Public Works Programme (EPWP) Phase IV. Implementation of this plan shall ultimately achieve the goal of using public investment to achieve the dual socio-economic objectives of employment creation and poverty alleviation. The business plan process and content are informed by experiences gained and lessons learnt from implementation of Phases I, II and III of the EPWP. The Business Plan has been prepared in a consultative and participatory process involving key stakeholders, and with that in mind, shall be a fundamental reference document for all EPWP Government Implementing Agencies.

The structure of the Business Plan comprises of an Executive Summary and six (6) Chapters. The Executive Summary is a brief on the entire plan; **Chapter 1** is the Introduction and Background; **Chapter 2** is the Limpopo Province geographical setting, its administrative profile, the socio-economic context and its development priorities; **Chapter 3** is an elaboration of the strategies and approaches for the roll out of EPWP Phase IV Programme in Limpopo Province; **Chapter 4** is an elaboration of the Sector Programmes, and related employment generation targets and budgets; **Chapter 5** contains the Risk Management and Sustainability of the programme; and **Chapter 6** is the Recommendations and Conclusions.

The Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) avails itself of this opportunity to express its sincere gratitude to all Heads of Provincial Departments, Municipal Managers and Accounting Officers of State Owned Enterprises as well as all other stakeholders who provided the necessary information and participated in the various meetings/workshops that were held in the process of the compilation of this Business Plan.

In this same spirit, the LDPWRI calls upon all stakeholders to use this Business Plan in the successful implementation of the EPWP Phase IV in Limpopo Province.

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With Technical Assistance from: The International Labour Organization (ILO).

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GLOSSARY OF TERMS

Term	Definition
Code of Good Practice for Expanded Public Works Programmes	The Minister of Labour gazetted a Code of Good Practice for employment and conditions of work for Expanded Public Works Programmes. The code provides good practice guidelines to all stakeholders involved in EPWP in respect of working conditions, payments and rates of pay, disciplinary and grievance procedures. It also promotes a common set of good labour practices and minimum standards and conditions of work in the different EPWP projects.
Cost per FTE	Cost per FTE is calculated by: dividing the total budget for an EPWP project by the number of Full Time Equivalent jobs (FTEs) planned to be created.
Division of Revenue Act (DoRA)	An Act of Parliament, normally prepared annually, which determines the share of revenue and allocation of funds to different spheres of Government. The current DoRA is issued in Gazette Notice No. 43025 of 17 February 2020
EPWP Participant	A person employed to work in an EPWP project under the Code of Good Practice for Special Public Works Programmes or the learnership determination for unemployed learners.
Full Time Equivalent job (FTE)	FTE refers to one person-year of employment. One-person year is equivalent to 230 person days of work. Person-years of employment is computed as the total number of person days of employment created for targeted labour during the year divided by 230. For task-rated workers, tasks completed should be used as a proxy for 8 hours of work per day
Incentive FTE target	“Incentive FTE target” means the targeted number of full-time equivalent jobs that the programme is required to create using its incentive allocation within one fiscal year.
Job creation targets	The number work opportunities that a sector implementing body must create
Labour Intensity	Labour intensity of a project refers to the degree to which project funds are allocated for labour in comparison with other costs. It is calculated by the labour component of a project and is calculated as the percentage of wages to unskilled and semi-skilled labour against the total project cost.
Ministerial Determination	The Minister of Labour is empowered by the Employment Act to issue a determination which provides conditions of employment to be adhered to. The current latest Ministerial Determination, which provides conditions of employment for the Expanded Public Works Programme, is in GSA Gazette No 35310 of 4th May 2012.
Work Opportunity	Paid work created for a participant on an EPWP project for any period of time. The same person can be employed on different projects and each period of employment will be counted as a distinct work opportunity.

LIST OF ABBREVIATIONS AND ACRONYMS

BOQ	Bill of Quantities
CBO	Community Based Organisation
CBPWP	Community Based Public Works Programme
CETA	Construction Education Training Authority
CIDB	Construction Industry Development Board
CMIB	Consolidated Municipal Infrastructure Programme
CSP	Care and Support Programme
CWP	Community Works Programme
DAC	Department of Arts and Culture
DARD	Department of Agriculture and Rural Development
DCoGTA	Department of Cooperative Governance and Traditional Affairs
DIC	Drop-in Centres
DEA	Department of Environmental Affairs
DMA	District Management Area
DME	Department of Minerals Resources & Energy
DOA	Department of Agriculture
DOH	Department of Health
DHET	Department of Higher Education and Training
DoL	Department of Labour
DORA	Division of Revenue Act
DSC	Department of Social Development
DoT	Department of Transport
DPWI	Department of Public Works & Infrastructure
DSAC	Department of Sports, Arts, and Culture
DST	Department of Science and Technology
DTI	Department of Trade and Industry
DWS	Department of Water & Sanitation
ECC	Engineering and Construction Contract
ECD	Early Childhood Development
EIA	Employment Intensive Approach
EPWP	Expanded Public Works Programme
ESEID	Economic Sectors, Employment and Infrastructure Development
ExCo	Executive Council
FTE	Full Time Equivalent
GDP	Gross Domestic Product
GDS	Growth and Development Summit
GHS	General Household Survey
GPS	Global Positioning System
GSA	Government of South Africa
HCBC	Home Community Based Care
HWSETA	Health & Welfare Sector Education Training Authority
HDI	Historically Disadvantaged Individuals
HoD	Head of Department

HTA	High Transmission Areas
HTS	HIV Testing Services
IDP	Integrated Development Plan
ILO	International Labour Organisation
KPI	Key Performance Indicators
LDPWRI	Limpopo Department of Public Works, Roads & Infrastructure
LEDA	Limpopo Economic Development Agency
LIC	Labour Intensive Construction
LIHRA	Limpopo Heritage Resources Authority
LSF	Labour Force Survey
MEC	Member of the Executive Council
MIG	Municipal Infrastructure Grant
MOU	Memorandum of Understanding
MTSF	Medium Term Strategic Framework
NDAFF	National Department of Agriculture, Forestry and Fisheries
NDOT	National Department of Transport
NDPWI	National Department of Public Works & Infrastructure
NGO	Non-governmental Organisation
NPO	Non-Profit Organisation
NPWP	National Public Works Programme
NQF	National Qualifications Framework
NSDS	National Skills Development Strategy
NSF	National Skills Fund
PEP-IMC	Public Employment Programme-Inter-Ministerial Committee
PIG	Provincial Infrastructure Grant
PII	Public Investment Initiatives
PMU	Project Management Unit
QLFS	Quarterly Labour Force Survey
RAL	Roads Agency Limpopo
SABS	South African Bureau of Standards
SADC	South African Development Community
SALGA	South Africa Local Government Organisation
SANS	South African National Standard
SANRAL	South Africa National Roads Authority Limited
SETA	Sector Education Training Authority
SMME	Small, Medium and Micro Enterprises
SOE	State Owned Enterprise
SPWP	Special Public Works Programme
TVET	Technical and Vocational Education and Training
VCT	Voluntary Counselling and Testing
VEP	Victim Empowerment Programme
WO	Work Opportunities
WHO	World Health Organisation

EXECUTIVE SUMMARY

The Business Plan has been prepared through a collaborative and consultative process, comprising, amongst others, collection and collation of existing data and information in relation to targets set by NDPWI; consideration of the province's implementing capacity, socio-economic trends and potential. An integral part of the process was to ensure continuous communication and feedback regarding progress of the production of the plan which was achieved through regular meetings and stakeholder workshops.

The Expanded Public Works Programme (EPWP) was introduced in 2004 as one of the measures to reduce the negative impacts of high and persistent levels of unemployment in the country. It aims to provide the unemployed with an opportunity to work and earn incomes which ultimately contribute to local communities' economic development. The EPWP owes its origin to the agreements reached by Government, Business and Labour at the Growth and Development Summit (GDS) of 2003, and specifically underlined in one of the four themes adopted: more jobs, better jobs, decent work for all. The GDS outlined a number of interventions, inter-alia expansion in Public Investment Initiatives (PII) to develop and maintain economic and social infrastructure by government, state-owned enterprises and developmental institutions, in order to facilitate growth, improve productivity, develop skills, create jobs and promote urban and rural development.

In terms of EPWP implementation, the oversight and coordination responsibilities for the whole promotion including the planning, introduction, mobilizing, implementation, monitoring, evaluation and reporting of the programme at national level is assumed by the EPWP Directorate at NDPWI; while at Provincial level it is the EPWP Provincial Directorate of the LDPWRI. The Directorates operate under guidance and decisions of the National and Provincial Executive Councils, respectively. The respective Executive Councils are also the highest Policy and Decision-Making Forums formed by representatives of stakeholders and providing leadership to all implementing bodies.

The management of EPWP is organized around and implemented through the four sectors: Infrastructure Sector led by the National Department of Public Works & Infrastructure (DPWI); Environment & Culture Sector led by the National Department of Environmental Affairs (DEA); Social Sector led by the National Department of Social Development (DSD); and similarly the Non-State Sector, which includes the Community Work Programme (CWP) and Non-Profit Organisations (NPOs) Programme, which are led by the Department of Cooperative Governance and Traditional Affairs (CoGTA) and the National Department of Public Works and Infrastructure (NDPWI), respectively.

All spheres of government participate in the EPWP by implementing projects, within their mandate, in compliance with the EPWP principles and guidelines. Infrastructure sector involves the use of labour-intensive methods in the construction and maintenance of public infrastructure. The Social Sector focuses on human development outcomes and improving the quality of life in the areas of education, health, welfare, safety and protection. The Environment and Culture Sector employs people to work on projects to improve their local environment and preserve cultural facilities through programmes spearheaded by various departments. The Non-State Sector (NSS), through the NPOs and CWPs, delivers assets and services that improve the quality of life of communities.

The EPWP objectives are aligned to Government of South Africa (GSA) policy objectives, the New Growth Path (NGP), the National Development Plan (NDP) and the Medium-Term Strategic Framework (MTSF 2019-2024) priorities. The MTSF priorities that the EPWP is aligned to include:

- **Priority 1** - Building a capable, ethical and developmental state (NDP **Chapter 13** - Building a Capable and Developmental State);

- **Priority 2** - Economic transformation and job creation, (NDP **Chapter 3 & 4** -Economy and Employment & Economic Infrastructure, NGP Jobs Driver 1 & 4- Infrastructure Development & Investing in Social Capital)
- **Priority 4 & 6** - Consolidating the social wage through reliable and quality basic services, Social cohesion and safe communities (NDP **Chapter 11** - Social Protection).
- **Priority 5** - Spatial integration, human settlements and local government (NDP **Chapter 8** - Transforming Human Settlements);
- **Priority 7** - A better Africa and world (NDP **Chapter 5** - Environmental Sustainability);

Limpopo comprises both area-wise and population-wise close to 10% of the Republic; while it contributed only between 5.5 and 7.3 % share of the GDP to the national economy in the past five years. Phase I of the EPWP, which was implemented from 2004 to 2009, had a national target of creating one million work opportunities and achieved this target one year ahead of schedule. Limpopo's contribution in Phase 1 was a good 144,472 job opportunities, 14.4% of the national target - a very impressive performance.

Phase II of the EPWP from 2009/10 to 2013/14 had the objective "to create 4.5 million work opportunities or 2 million Full Time Equivalent (FTEs) jobs for the poor and unemployed people, and in such a manner contribute towards halving unemployment by 2014, mostly through the delivery of public and community services". Actually over 3.5 million work opportunities (or 924 000 FTEs) were created nationally; of which Limpopo contributed 485,602 work opportunities which accounts for 10.8% of the National.

Phase III, implemented from 2014/15 to 2018/19, built on the rich experiences of the previous two phases, had the very ambitious objective of "creating 6.38 million Work Opportunities [or 2.56 million Full Time Equivalent] for the poor and unemployed people. Although the overambitious plan was not achieved, a total of 4,389,156 work opportunities were nationally created; and Limpopo contributed 493,962 of them (ie.11% of National,).

The implementation of EPWP through the three phases has been accompanied by significant institutional development processes. The core of the EPWP set-up is an institutional framework at national, provincial and local government levels with clear leadership, coordination and participation arrangements. The centre piece of EPWP implementation system is summarised in four (4) EPWP Universal Principles:

- Adherence to the conditions under the EPWP Ministerial Determination and payments of wage that is equal to or above the EPWP minimum wage
- Selection of worker participants based on the EPWP Recruitment Guidelines;
- Work done in the EPWP provides or enhances public goods or community services;
- Adherence to Minimum labour-intensity appropriate to the sector or the subsector.

The planning, execution, monitoring and evaluation is managed through national systems, guidelines and tools, including a web-based data entry, data analysis and reporting system.

Cabinet approved the Phase IV proposal for implementation of the EPWP from 1 April 2019 to 31 March 2024. The Cabinet also recommended that there should be an expansion of the scope of the EPWP; through a stronger pursuance of private sector engagements; vigorous assessments of EPWP Phase III to consider lessons learnt and prepare future planning; and utilisation of Training and Vocational Education and Training (TVET) and Community Colleges for artisan development among the youth to advance maintenance work and skills development.

The EPWP Phase IV shall take into account the Government of South Africa's Cabinet recommendations, and in doing so, strengthen the monitoring of the core EPWP principles to improve compliance to the

EPWP guidelines; expand the programme through replication and improvement in programmes across all sectors; improve the EPWP coordination and institutional arrangements; strengthen the impact evaluation of the EPWP and ensuring greater transparency and accountability through the introduction of Social Audits; and strengthen partnerships with the private sector and TVET Colleges.

Taking into account the concept of EPWP and the experience to date as well as the current context of decreasing unemployment, the objective of the EPWP Phase IV has been defined as: “To provide work opportunities and income support to poor and unemployed people through the use of labour-intensive methods in the delivery of public and community assets and services, thereby contributing to development”.

The EPWP Phase IV nationally targets 5 million WOs (and 2 376 003 FTEs) across the different sectors. While at national level the Infrastructure sector is expected to contribute the highest number of Work Opportunities, in Limpopo it is actually the Non-State Sector that is planned to deliver the highest WO, followed by the Infrastructure Sector. The Limpopo Province, following, more or less the same pattern and commensurate proportions as the national, is to deliver a total of 475 358 (9.5% of the national) Work Opportunities; and (245 583 FTEs) in its EPWP Phase IV as shown in **Table 1** below.

Table 1: Limpopo Province EPWP Phase IV WO and FTE Targets

Work Opportunities and Full Time Equivalentents										
Sector	Infrastructure		Environmental		Social		Non-State		Totals	
Year	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs
2019/20	26 774	8 847	10 920	5 462	18 819	14 781	36 863	17 958	93 400	47 048
2020/21	27 478	9 079	10 955	5 462	19 339	15 243	36 863	19 531	94 655	49 315
2021/22	27 982	9 246	10 962	5 462	19 383	15 279	36 863	19 531	95 210	49 518
2022/23	28 430	9 395	10 968	5 462	19 454	15 337	36 863	19 531	95 735	49 725
2023/24	28 954	9 568	10 971	5 462	19 550	15 416	36 863	19 531	96 358	49 977
Totals	139 618	46 135	54 776	27 310	96 545	76 056	184 315	96 082	475 358	245 583

Whilst the employment target for women has been increased from 55% to 60%; that for youths and persons with disabilities remain unchanged at 55% and 2% respectively.

Pertaining to training and enterprise development, interventions shall be aimed at providing participants with skills required for specific EPWP projects and for enterprise development. In this regard, Partnerships shall be expanded through sectors and provinces, with the DPWI providing the strategy for this. Sourcing of external funding shall be dedicated to expand sustainable programmes like Learnership Programmes and Artisan Development Programmes. Public and private partnerships with TVET Colleges, Sector Education Training Authorities (SETAs), community colleges and companies shall be identified for placement and further training opportunities.

EPWP Phase IV does not propose a distinct change in the sectoral set-up of previous phases, but rather focuses on consolidation and the continued operational improvement of previous phases’ innovative features such as the provision of social services as part of public employment programmes, the large scale mainstreaming of labour-intensive methods of construction, intensifying relevant training and capacity building of especially young participants, and continuing the environmental sector’s “Working for” programmes.

Within the existing sectors and focus areas, the proposed expansion of EPWP Phase IV shall, among other refinements, also introduce / enhance the following thematic and new interventions:

- Encourage the creation of Green jobs in EPWP;
- Striving to achieve decent wage for EPWP participants;
- Streamlining the implementation of EPWP in different sectors;
- Through the National Youth Service, expand and improve the artisan training skills of the participants in occupations as highlighted in the Department of Higher Education and Trainings (DHET) national list of occupations in high demand - 2018 in the built environment;
- Setting up of a Labour-Intensive Construction Training Centre to train stakeholders in labour-intensive construction technologies;
- Introduce more employment friendly alternative construction materials and more employment favourable Methods of work;
- Explore the introduction of new skills in related digital domain and Fourth Industrial Revolution arena.

As was the case in the first three phases of the EPWP, all the implementing agencies are required to align their existing budgets to implement projects which comply with EPWP principles and guidelines; and in accordance with the Division of Revenue Act (DORA) and other normal budgeting processes. The most significant funding sources for EPWP-type projects are various grants implementing bodies access from government. The EPWP target investment is therefore the proportion of investment and service delivery budget that can be aligned to EPWP-type of projects. In addition to this base budget, implementing agencies are encouraged to utilize their own budgets from equitable share and own revenue streams, and also explore partnership with the private sector for EPWP type of projects.

The EPWP will be implemented through the existing institutional framework. At the national level, the Public Employment Programmes -Inter-Ministerial Committee (PEP-IMC) mandated to address Jobs and Poverty will continue to provide overall leadership. The Committee is composed of relevant Ministers, the nine Premiers and the South African Local Government Association (SALGA); and it meets quarterly. Its Technical Secretariat is the NDPWI's EPWP branch, working closely with other relevant line department branches. The overall oversight and EPWP coordination and the technical competence of the programme shall continue under the EPWP Directorate in the NDPWI.

At the provincial level in Limpopo, an institutional framework consisting of the Executive Council (ExCo), the MEC Economic Cluster and the EPWP Provincial Programme Steering Committee, Technical Coordination Committees and Sector Coordination Committees shall continue to lead the programme. The EPWP Chief Directorate in the provincial Department of Public Works, Roads and Infrastructure (LDPWRI) shall continue to oversee and mobilise other provincial departments as well as municipalities within the province to ensure optimum EPWP performance.

The planning and implementation of EPWP will be under the direct responsibility of implementing agencies, subject to implementing bodies operating within the EPWP Universal Principles and adhering to comply with the Programme performance requirements. The performance of the programme shall be evaluated on a regular basis, as set out by the EPWP Coordination Directorate at NDPWI. In addition, it is expected that the NDPWI shall initiate a mid-term review in 2021/22 financial year and a final evaluation of the provincial programme at the end of 2023/24.

The main indicator for measuring the achievement of the EPWP objectives shall be the number of work opportunities (WOs) created, and the corresponding Full Time Equivalent (FTEs) jobs.

In conclusion, it is expected that more buy-in from key stakeholders, better coordination amongst implementing stakeholders, additional boost from new focus areas and wider expansion in previous focus areas are all expected to result in a more successful phase of EPWP.

1. BACKGROUND

1.1 INTRODUCTION

For the efficient implementation and ultimate success of the EPWP Phase IV, it was deemed imperative to have a comprehensive 5-year Provincial Business Plan that covers all the major aspects of the programme. This Business Plan therefore, has been prepared and finalized by the LDPWRI -EPWP Chief Directorate with the assistance of the International Labour Organization (ILO) technical support team, and inputs from Provincial EPWP Sectors and implementing Bodies in the Limpopo Provincial administration.

The projections for the five-year period, from 1 April, 2019 to 31 March, 2024, are informed by currently available budget information, reasonable forecasts and planning assumptions which are outlined in more detail herein.

This Business Plan shall be used by all stakeholders, as a document of general guidance and reference. It will also be used as a monitoring, evaluation and reporting tool.

The Business Plan has been prepared through a collaborative and consultative process, comprising, amongst others, collection and collation of existing data and information in relation to targets set by NDPWI; consideration of the province's implementing capacity, socio-economic trends and potential. An integral part of the process was to ensure continuous communication and feedback regarding progress of the production of the plan which was achieved through regular meetings and stakeholder workshops.

The Business Plan -as a dynamic document- ideally requires review updating on a regular basis. As budgets are considered annually, it would be practical to review the BP also annually by means of the annual business plans for each sector.

1.2 THE RATIONALE FOR THE EPWP

Despite more than a decade of stable growth before the global financial crisis of 2008, unemployment in South Africa has remained stubbornly high, never falling below 20 %. The effects of the global economic downturn made this worse and contributed to the increasing numbers of unemployed people in South Africa. Quarter 1 of 2020¹ saw official unemployment level soaring to 30.1%. Current levels are most likely going to be higher.

The long-term human costs of not being able to find work are visible through, for example, reduced life expectancy, and lower academic achievement of children of the unemployed. Furthermore, in most cultures, entering into employment is part of the transition to adulthood, and so young men especially are under huge pressure to enter the labour market as part of leaving their parents' home and starting their own families. Their failure to do so often leads to stigmatisation and, in many cases, resulting in pressures to earn an income through even illegal means. Finally, work is an essential avenue through which individuals engage with their community and society and an essential ingredient of building strong communities and active citizenry. The high levels of unemployment, combined with these profound social impacts of people not being able to find work have been identified as some of the most significant challenges to the South Africa's democracy.

Providing employment is, therefore, one of the formidable means of addressing this complex set of issues, and the reason why the National Development Plan (NDP) argues that employment is the best

¹ QLFS Quarter 1 -2020 - Statistics South Africa

form of social protection. In the prevailing economic context where economic growth is low, the private sector is not creating jobs to the degree required and the number of unemployed people remains unacceptably high, therefore, it is imperative that the government intervenes in the interim. It is for these reasons that the government initiated the EPWP in 2004 -a unique instrument to create employment, even if only temporary, and to contribute to its overall goal of reducing unemployment.

1.3 THE ORIGINS OF THE EPWP

In 1994, the new democratic government had already recognised the potential of the use of labour-intensive construction methods and public employment programmes as instruments to help address these challenges, and therefore instituted the National Public Works Programme (NPWP) as a critical element of job creation efforts. The two key thrusts of the NPWP were the Community Based Public Works Programme (CBPWP), and the reorientation of mainstream public expenditure towards infrastructure using labour-intensive techniques.

While valuable experience was gained with the CBPWP, it never achieved the scale required in comparison with the levels of poverty and unemployment prevailing in the country at that time.

After the second democratic election in 1999, the key socio-economic challenges facing the government were unemployment; poverty; a low skills base and poor social services. In response to the persisting complex and inter-related challenges, the Growth and Development Summit (GDS) was convened in 2003 and culminated in a social compact between government, labour and private sector, as captured in the GDS Agreement. One of the key elements of this agreement was to the continuation and growth of public works programmes, and it states that:

“Expanded Public Works Programmes (EPWP) can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities. These EPWPs shall be designed to equip participants with a modicum of training and work experience, which should enhance their ability to earn a living in the future. Such EPWPs must be large enough to have a substantial impact on employment and social cohesion, especially for young people, women and the rural poor. Some programmes in the EPWPs shall take the form of the National Youth Service Programme.²”

The GDS also agreed that EPWPs must not displace existing permanent jobs, and opportunities must be based on real demand for services.

1.4 LEGISLATIVE AND REGULATORY FRAMEWORK

The following legislations and documents are of paramount importance in laying the foundation for the implementation framework of the EPWP:

- Basic Conditions of Employment Act, 1997 (Code of Good Practice for employment and conditions of work for Special Public Works Programmes)
- Division of Revenue Act, 2020 (DORA 2020 with Framework conditions for different grants related to Infrastructure and service delivery);
- Skills Development Act of 2004;
- The National Environmental Management Act (1998);
- The National Environmental Management Amendment Act (2004);
- The National Environmental Management: Protected Areas Amendment Act (2009);
- The National Environmental Management: Biodiversity Act (2004);
- The National Environmental Management: Air Quality and Atmospheric Act (2004);
- The National Environmental Management: Waste Act (2008);

² Growth and Development Summit Agreement 2003

- The National Environmental Management: Integrated Coastal Management Act(2008)
- Sea Fisheries Act (1992);
- The National Forests Act (1998);
- The Tourism Act (1993);
- The Minerals and Petroleum Resources Development Act (2002);
- The Mine Health and Safety Act (1996);
- Occupational Health and Safety (OHS) Act;
- EPWP Implementation Guidelines;
- EPWP Social Sector Incentive Grant Manual;

Other EPWP Guideline documents which are complementary to the above include:

- Guidelines for the implementation of Labour-Intensive Construction Projects under EPWP Third Edition, 2015;
- EPWP Recruitment Guidelines (2018).

1.5 RELEVANCE AND ALIGNMENT TO POLICY OBJECTIVES

1.5.1 ALIGNMENT TO NATIONAL POLICY OBJECTIVES

The EPWP objectives are aligned to Government of South Africa (GSA) policy objectives, the National Development Plan (NDP), New Growth Path (NGP) and the Medium-Term Strategic Framework (MTSF) Outcomes, in particular:

- **Priority 1** - Building a capable, ethical and developmental state (NDP **Chapter 13** - Building a Capable and Developmental State);
- **Priority 2** - Economic transformation and job creation (NDP **Chapter 3 & 4** - Economy and Employment & Economic Infrastructure (NGP Jobs Driver 1 & 4 - Infrastructure Development & Investing in Social Capital)
- **Priority 4 & 6** - Consolidating the social wage through reliable and quality basic services and social cohesion and safe communities (NDP **Chapter 11** - Social Protection).
- **Priority 5** - Spatial integration, human settlements and local government (NDP **Chapter 8** - Transforming Human Settlements);
- **Priority 7** - A better Africa and world (NDP **Chapter 5** - Environmental Sustainability);

Furthermore, EPWP as a Flagship Programme of the NDPWI is elaborated in its Strategic goal-oriented Outcome No 3: To provide an oversight role in the implementation of Public Employment Programmes (PEPs) through Expanded Public Works Programme (EPWP) standardised frameworks (RSA, National Department of Public Works and Infrastructure).

1.5.2 EPWP DEVELOPMENT OUTCOMES AND TRADE-OFFS

The developmental role of the EPWP is clearly reflected in the NDP. The EPWP is positioned as a key programme to contribute to achieving government's goals of combating unemployment and addressing gaps in the social protection system of the country. In the NDP, there is a recognition for the need of the EPWP in the medium to long-term. The NDP sets out an ambitious vision for the EPWP to make an important contribution to both reducing unemployment (**Chapter 3**) and enhancing social protection (**Chapter 11**).

The reason that the EPWP is expected to make a contribution to different developmental objectives is because, like all public employment programmes, the impacts and multipliers from EPWP are derived from:

- The impacts of the incomes earned (addressing poverty and creating purchasing power);

- The impacts of participation in employment (decreasing unemployment-related problems);
- The impacts of the assets and services delivered (enabling access to assets & services).

An additional cross-cutting dimension is the issue of process and participation as the EPWP offers opportunities for community participation at various levels.

While the different sectors and programmes of EPWP differ in a range of respects, they all share these core features and they all achieve their diverse development impacts in relation to this common set of factors. At the same time, it must also be recognised that there are generally trade-offs between these three outcomes that need careful consideration. In general, increasing the emphasis on one outcome results in less emphasis on another one. The best known of these trade-offs is reflected between the labour intensity and the quality and standard of services to be provided. Setting a labour intensity that is too high can leave too little resources for other essential components like materials, equipment, technical support and logistical costs. Without these, the desired quality and standard of service or asset may not be achieved. But setting it too low reduces the number of work opportunities that can be created. Furthermore, finding the right balance to manage this trade-off considerably varies from sector to sector. These trade-offs can be referred to as the “Trilemma” of Public Employment Programmes (**Figure 1** below) and symbolises how programmes like EPWP are pulled into three different directions- and need to actively find the right balance between the various outcomes, to avoid the programme as a whole being compromised.

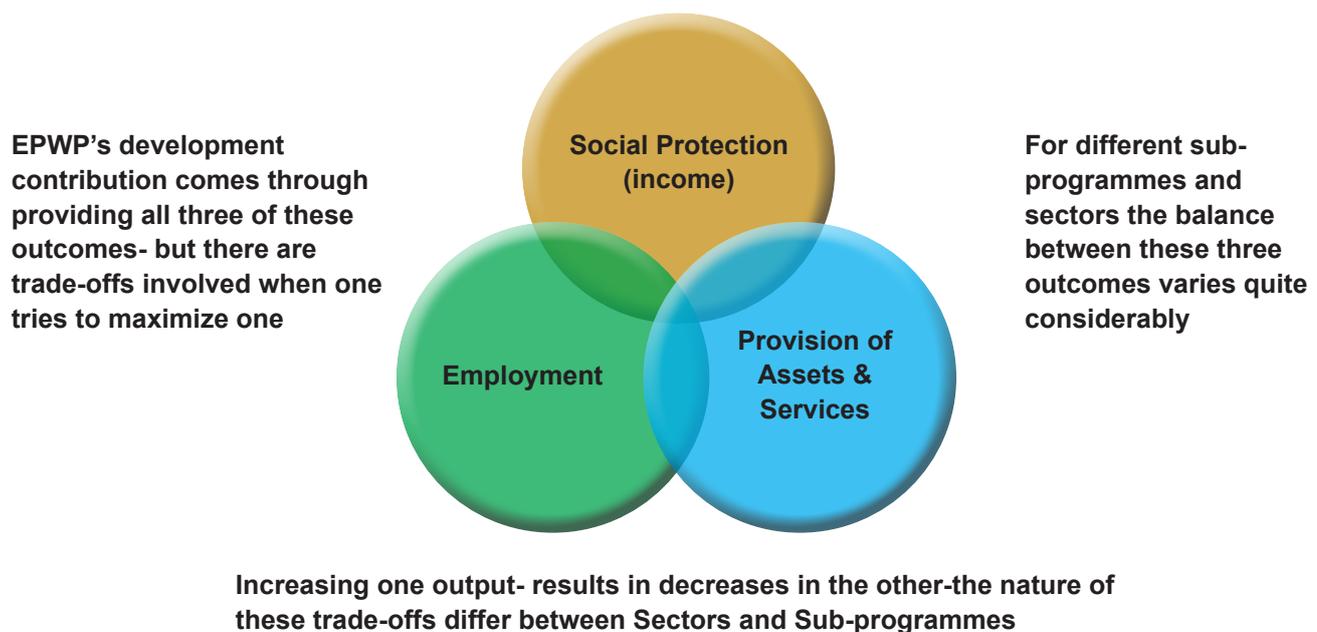


Figure 1: The “Trilemma” facing EPWP

1.6 NATIONAL EPWP INSTITUTIONAL ARRANGEMENTS

Oversight and coordination of the Programme is done by the EPWP Directorates at National and Provincial levels, respectively. At National level the NDPWI leads the Programme with policy guidance and leadership from the Public Employment Programme of the Inter-Ministerial Committee (PEP-IMC); and at provincial level, the LDPWRI is body responsible for the EPWP implementation overseen guided by the Executive Committee (ExCo) made up of representatives of all stakeholders and implementing bodies.

EPWP at national & provincial levels is organized around and implemented through four sectors: Infrastructure is led by the National Department of Public Works and Infrastructure (DPWI); and Social

Sector activities are led by the National Department of Social Development (DSD); Environment & Culture activities led by the National Department of Environmental Affairs (DEA); and the Non-State, includes the Community Work Programme (CWP) and Non-Profit Organisations (NPOs) Programme. While the CWPs is led by the National Department of Cooperative Governance and Traditional Affairs (DCoGTA); the NPOs are led by the National Department of Public Works & Infrastructure (NDPWI).

All spheres of government participate in the EPWP by implementing projects, within their mandate, in compliance with the EPWP main principles and set guidelines.

The Infrastructure sector involves the use of labour-intensive methods in the construction and maintenance of public infrastructure. This entails using labour-intensive construction methods to provide work opportunities to locally unemployed people, providing training and skills development to these participants, while building cost-effective and quality assets.



The Social Sector focuses on human development outcomes and improving the quality of life in education, health, welfare, safety and protection. Participants in this sector are afforded opportunities to undergo training to enhance their abilities in rendering improved social services, they are provided options for career path or even graduation strategies into the formal sector or self-employment.



The Environment and Culture Sector employs people to work on projects to improve their local environment through programmes spearheaded by various departments. The sector builds South Africa’s natural and cultural heritage, and in doing so, dynamically uses this heritage to create both medium and long-term work and social benefits.



The Non-State Sector (NSS) Programme was introduced into the EPWP during Phase 2 as the fourth sector to facilitate the creation of work opportunities through partnerships with Non-Profit Organisations (NPOs). The sector is made up of two Programmes, namely the Non-Profit Organisations (NPO) Programme and the Community Work Programme (CWP). In the NPO Programme, a wage subsidy is used to support non-state entities to create work opportunities. The CWP on the other hand, provides a safety net for the poor, unemployed and under-employed people by providing them with regular and predictable work opportunities, thereby enabling them to earn monthly wages. The programme supports initiatives that create employment in ways that build public or community goods and services.



1.7 OVERVIEW ON PROGRESS

1.7.1 EPWP PHASE I: 2004/5 - 2008/9

The government embarked on the first phase of the EPWP in April 2004 as a “Nation-wide programme which shall draw significant numbers of the unemployed into productive work, so that participants gain skills while they work, and increase their capacity to earn an income” The main target was to create one million work opportunities nationally over the five-year period. Each of the four sectors, namely Infrastructure, Social, Environment & Culture and Economic, of the programme had a specific strategy and focus area for achieving the objective of the programme. This phase managed to achieve the target a year ahead of schedule. Limpopo’s achievement and contribution in Phase I was 144,472 work opportunities, which was 14.4% of the national target.

1.7.1 EPWP PHASE II: 2008/9- 2013/14

The second phase of the EPWP implemented over the period 2008/9 to 2013/14 had as its objective “To create 4.5 million work opportunities or 2 million Full Time Equivalent (FTEs) for the poor and unemployed people in South Africa so as to contribute towards halving unemployment by 2014, through the delivery of public and community services.”

The overall national progress of the nine provinces for the 5-year period was 3.5 million work opportunities or 924 000 FTE’s.

Limpopo’s set target for Phase II was 441 993 (10% of National), and the achievement is 485,602 Work Opportunities, thus exceeding the provincial target by 10%.

1.7.2 EPWP PHASE III: 2014/15 - 2018/19

EPWP Phase III, implemented from 2014/15 to 2018/19, built on the rich experience of the previous two phases, had the objective “To create 6.38 million work opportunities or 2.56 million Full Time Equivalent (FTEs) for the poor and unemployed people in South Africa”. A total of 4,389,156 work opportunities were created nationally of which Limpopo contributed 493,962 (11% of the national total).

1.7.3 OTHER ACHIEVEMENTS AND LESSONS LEARNT FROM EPWP PHASES I-III

Since EPWP Phase I, other provincial achievements of the programme were:

- **Home community-based services** - Thousands of community members across the country are benefiting from home community-based care services that are rendered by EPWP care-givers. These EPWP care-givers conduct home visits to care for the elderly and the ailing. They also ensure that those on lifesaving medication are eating well and taking their medication in the right manner.
- **Pharmacy assistant services** - Community members collecting their medication at some state healthcare institutions have experienced a reduction in the time it takes as a direct result of the work done by EPWP pharmacy assistance at those health facilities.
- **School assistant services** - These school assistant practitioners work with teachers to help children who are having problems with specific subjects.
- **Community safety services** - Communities in various provinces have benefited from reduced crime as a result of EPWP community safety practitioners who work with the police and community policing forums to fight crime.
- **Vuk’uphile programme** - This is one of EPWP sub-programme flagships that aims to develop emerging contractors. Through it, community assets such as bulk water infrastructure and public walkways (pavements) have been delivered.

- **Recruitment Guidelines** - the launch and adoption of the new EPWP Recruitment Guidelines (2018) was also done towards the end of Phase III. These shall form a basis of recruitment of EPWP participants in Phase IV.

1.8 EPWP PHASE IV

EPWP Phase IV builds on the lessons from the previous three phases and international experiences. This implies building on both the strength of the innovations that have been introduced into the EPWP over the past fifteen years, as well as addressing some of the weaknesses of the programme that have emerged over the implementation period.

Within the complexity of the EPWP, interesting and important development innovations have taken place that provide a basis on which to build on EPWP Phase IV. One of the key components of EPWP Phase IV is adapting the programme to the realities of the future of work that is being influenced by robotics and artificial intelligence amongst other dynamics. The programme shall explore new opportunities in the realm of the new global technologies. The programme shall also explore opportunities in job creation in the areas of green technology, climate proofing and alternative construction materials and methods.

1.8.1 OBJECTIVES OF EPWP PHASE IV

Despite several changes from Phase I to III, the view that the EPWP has too many objectives and tries to implement too many non-core activities at the same time remains³. For the EPWP to be effective and achieve the vision set out in the NDP the objectives of EPWP Phase IV has been set with **clear and limited** mandate stated as follows:

“To provide work opportunities and income support to poor and unemployed people through the use of labour-intensive methods in the delivery of public and community assets and services, thereby contributing to development”

The overall objective and associated targets have also been expressed in work opportunities. FTEs or person-years of work created shall continue to be monitored and sectors shall continue to express their targets in FTEs to ensure that the desired quantum of employment created is being measured and monitored.

1.8.2 UNIVERSAL EPWP PRINCIPLES AND CRITERIA

Many of the core features of the EPWP relate to the Ministerial Determination for the EPWP and the associated Code of Good Practice. Monitoring compliance with this legislation and taking action when there is lack of it should therefore receive greater priority in all EPWP programmes.

Using the Ministerial Determination as a basis, four universal principles shall continue to form the basis for deciding whether a project or programme is part of the EPWP and may be reported as such. This compliance is not only critical from a legal perspective to ensure that the government complies with its own legislation, but also for enhancing the social protection outcomes of EPWP as it shall help ensure only a minimum level of income transfer. While it may not be possible to ensure compliance with all these criteria overnight, a priority of EPWP Phase IV should be to work towards a situation where each and every reported EPWP project adheres to these criteria.

³ Mid-Term Review of EPWP Phase 2, 2013

This approach shall also improve independent auditing and evaluating the EPWP and address some of the concerns raised by the Auditor General when auditing the use of the EPWP incentive. The four universal principles are presented and explained in **Table 2** below.

Table 2: Universal EPWP Principles

Principle	Explanation	Recommendations
1. Adherence to the EPWP Minimum wage & employment conditions under the EPWP Ministerial Determination	The EPWP Ministerial determination of 2012 sets out a minimum wage for the EPWP. Therefore EPWP must seek to achieve full compliance with this determination.	All projects that are not complying should be reported separately and supported to achieve compliance, if necessary, through re-prioritization of EPWP budgets. Mechanism dealing with reports of non-compliance are to be introduced. EPWP should collaborate with the DOL in monitoring for compliance.
2. Selection of EPWP participants based on the EPWP Recruitment Guidelines: a) Clearly defined process; and b) Defined criteria	The selection of each participant 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.	The four main criteria proposed are that participants are 1- shall be willing and able to take up the offered work. 2-poor, 3- unemployed and 4- living close to the project area (i.e. local). Recommendations are discussed in more detail in the section on targeting below.
3. Work provides or enhances public goods or community services	The work output of each EPWP project should contribute to enhancing public goods or community services.	A record of outputs should form part of reporting. All projects & programmes should have mechanisms to measure and monitor the productivity and outputs of all work to ensure that the state receives value for money.
4. Minimum labour intensity (LI) appropriate to each sector is set.	A minimum labour-intensity benchmark appropriate to each Sector is set. Sectors differ too much to apply a common standard across all sectors.	Each sector should specify a minimum Labour Intensity (LI) which can be reviewed periodically. Projects that do not comply with this standard should be excluded from the EPWP reporting.

1.8.3 TARGETING IN THE EPWP

The core criteria for all EPWP projects already include targeting measures, namely that the selection of participants shall be done based on the EPWP Recruitment Guidelines which set out a clear criteria and procedures. Furthermore, adherence to the EPWP minimum wage also enhances the self-targeting by introducing a degree of self-selection.

1.8.3.1 Targets for youth, women and persons with disabilities

The Code of Good Practice currently articulates specific targets for the share of EPWP participants that should be women, youth, and persons with disabilities and the **Table 3** below depicts the changes in employment demographic targets between Phases II, III and IV:

Table 3: EPWP Employment Demographic Targets

Target group	Target for Phase II	Target for Phase III	Target for Phase IV
Women	55%	55%	60%
Youth	40%	55%	55%
Persons with disabilities	2%	2%	2%

The target for women has been increased to at least 60% in recognition of the extremely high rates of unemployment among them.

Targets for youth and persons with disability have remained at 55% and 2% as in Phase III.

1.8.3.2 Targeting Mechanisms in EPWP Phase IV

Given the policy objective to target the poor and unemployed, and making fair and transparent selection a core criterion for EPWP projects, but at the same time recognizing the need to keep the targeting operationally as simple as possible.

The adopted targeting mechanism for the EPWP Phase IV entails the set of three targeting mechanisms:

- **Geographical targeting** - CWP and where possible all EPWP projects should be located in poor communities and recruit participants residing in those communities;
- **Self-targeting through the EPWP minimum wage** - and for this (and other reasons) EPWP programmes within one locality should pay similar wages to be most effective;
- **Community based targeting** - through a project steering committee or similar structure, where the committee is asked to identify possible participants in the community based on a set of criteria that should serve as a proxy for being poor and clear guidelines on procedures that are fair and transparent (i.e. the Recruitment Guidelines - 2018). Furthermore, in communities where it is known that there shall be multiple EPWP projects implemented at the same time, it is highly recommended that the recruitment for all the projects be done through the same structure to ensure consistency in processes. As an added benefit this shall also create pressure on the different programmes to align their wage rates.

Finally, there are a number of **international best practices on fairness and transparency** that are recommended for incorporation into EPWP Phase IV. These include measures like making the lists of participants identified by the community process publicly available and creating space for the community to object to those who have been unfairly included or excluded. Such measures assist in ensuring that the outcomes of these selection processes are fair, are seen to be so by the community, and are particularly effective in reducing patronage in the selection process.

1.8.4 TRAINING AND CAPACITY BUILDING

The importance of training in the EPWP to a large degree reflects its diversity of sectors and programmes. For some sectors, particular training interventions are critical, while for others providing training is an additional benefit which has to be weighed against the benefit of using these training resources to rather create more work opportunities. Training continues to be a very important component of the EPWP, however, the strategies and approaches to providing training vary widely from sector to sector.

Because of the large amount and variation of training provided through the EPWP; it is considered useful to separate these into training interventions targeted at EPWP participants and training that is part of capacity building interventions that are much broader and also target officials and even staff of entities contracted to implement EPWP projects or programmes. All training related issues for the province are articulated in the Limpopo EPWP Training Strategy.

1.8.5 CONVERGENCE OF EPWP PROGRAMMES

From its inception, the EPWP was designed to create employment through convergence with other government priorities and programmes. Each sector provides assets and services that are already prioritised through mechanisms such as Provincial Strategic Plans and Integrated Development Plans of municipalities. In this way, all programmes and projects are contributing to three government objectives at the same time by:

- a) Contributing to the delivery of prioritized services and assets;
- b) Providing income to the poor; and
- c) Providing work to the unemployed.

As the EPWP keeps growing in terms of the number of sub-programmes, concerns of possible areas of overlap and duplication between the various EPWP programmes have also emerged. Given the plans for further growth, it is important that such concerns are addressed, as they otherwise only increase. The concerns for duplication and overlap are prominent between CWP and sector programmes, and the Social Sector and NPOs.

1.8.6 MONITORING AND EVALUATION

1.8.6.1 The Monitoring, Evaluation and Learning Framework

The role of Monitoring, Evaluation and Learning (MEAL) in Phase IV is to efficiently gather information regarding the performance of EPWP programmes/ projects to monitor and evaluate the implementation progress and feedback the system on the impact of the programme on the unemployed and their communities.

1.8.6.2 Guiding Principles

The EPWP Phase IV Monitoring, Evaluation and Learning Framework shall be guided by:

- a. International best practices (and techniques) used in the evaluation of public works programmes;
- b. Stronger emphasis on process evaluations to better understand how implementation procedures can be improved upon;
- c. The increased focus on measuring impact:
 - On the lives of participants, in relation not only to the impacts of the incomes but also of their participation in work;
 - On communities and municipal areas in terms of the assets and services being delivered by EPWP programmes;
 - The value of EPWP programmes on the broader economy, environment and society, including measuring the relative returns to investing in, or incentivising various EPWP programmes or sectors.

- d. A cross-cutting and integrated approach to coordinating EPWP and managing progress and accounting for performance - within a sector, across all spheres (vertical integration) and across all sectors, within a sphere (horizontal integration);
- e. Participative portfolio management, which involves regular engagements with implementers, coordinators and decision-makers, within sectors and spheres, with clearly defined and more streamlined roles and responsibilities of all parties;
- f. The aim to streamline EPWP Reporting that is simpler, timely, credible and useful in managing performance, improving targeting and planning for expansion;
- g. A focus on improving data integrity, ownership and management.

1.8.6.3 What to Measure in EPWP Phase IV

The **Table 4** below outlines the Phase IV objective and the indicators that shall be adopted in developing a logical framework (Log frame) per sector for measuring performance.

Table 4: Monitoring EPWP Objectives

Purpose	Measure
<p>To provide work opportunities and income support to poor and unemployed people through the use of labour-intensive methods in the delivery of public and community assets and services, thereby contributing to development.</p> <p>With a focus on: Work for the poor, unemployed, unskilled Targeting 60% women, 55% youth and 2% persons with disabilities Delivering quality services and assets Minimum level of income transfer for each work opportunity Appropriate training where feasible</p>	<p>a. Employment related indicators, to include: The number of work opportunities disaggregated by women, youth and the persons with disabilities The number of participants provided with work The number of full-time equivalent jobs (FTEs)</p>
	<p>b. Participant impact indicators, to include: The average duration of work provided to participants The average direct income transfer to participants Minimum and average wage rate paid per day of work The number of participants in households that access social grants The number of participants accessing training (either project-related, on the job, or accredited training)</p>
	<p>c. Value for Money indicators Labour intensity Cost per FTE</p>
	<p>d. Effectiveness or service delivery indicators - Assets created, rehabilitated or maintained Services provided or delivered Annually measuring the impact of assets or services provided by EPWP programmes.</p>

1.8.7 EPWP NATIONAL AND LIMPOPO PHASE IV TARGETS

The employment targets set for the next five years are 5.04 million work opportunities which shall be equivalent to 2.38 million full time equivalent jobs.

In Limpopo Province, a total of 475 358 WO (245 538 FTEs) are expected to be created in EPWP Phase IV. **Table 5** and **Table 6** below provide details of the targets, both at national and provincial levels per sector for each of the years of the programme.

Table 5: National EPWP Targets Breakdown by Sector and Year

Work Opportunities and Full Time Equivalents										
Sector	Infrastructure		Environmental		Social		Non-State		Totals	
Year	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs
2019/20	321 260	114 069	181 458	78 807	171 703	115 462	307 076	148 185	981 497	456 523
2020/21	331 072	117 785	185 838	80 814	174 204	117 353	293 376	148 115	984 490	464 067
2021/22	340 114	121 277	189 588	82 576	175 253	118 193	305 017	156 622	1 009 972	478 668
2022/23	348 819	124 687	193 260	84 445	176 474	119 149	305 016	156 622	1 023 569	484 903
2023/24	358 503	128 452	197 103	86 421	178 120	120 347	305 016	156 622	1 038 742	491 842
Totals	1 699 768	606 270	947 247	413 063	875 754	590 504	1 515 501	766 166	5 038 270	2 376 003

The Limpopo contributions to the national performances (in percentages) is also highlighted at the bottom of **Table: 6** below

Table 6: Limpopo Province Breakdown by Sector and Year

Work Opportunities and Full Time Equivalents										
Sector	Infrastructure		Environmental		Social		Non-State		Totals	
Year	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs
2019/20	26 774	8 847	10 920	5 462	18 819	14 781	36 863	17 958	93 400	47 048
2020/21	27 478	9 079	10 955	5 462	19 339	15 243	36 863	19 531	94 655	49 315
2021/22	27 982	9 246	10 962	5 462	19 383	15 279	36 863	19 531	95 210	49 518
2022/23	28 430	9 395	10 968	5 462	19 454	15 337	36 863	19 531	95 735	49 725
2023/24	28 954	9 568	10 971	5 462	19 550	15 416	36 863	19 531	96 358	49 977
Totals (Limp)	139 618	46 135	54 776	27 310	96 545	76 056	184 315	96 082	475 358	245 583
Totals (Nat.)	1 699 768	606 270	947 247	413 063	875 754	590 504	1 515 501	766 166	5 038 270	2 376 003
% of National	8%	8%	6%	7%	11%	13%	12%	13%	9%	10%

The EPWP shall not be able to, on its own, meet the entire public employment target in the Anti-Poverty Strategy. It is therefore expected that similar intervention programmes shall complement the EPWP in achieving such common Anti-Poverty Targets.

1.8.8 OVERVIEW OF SECTOR PROGRAMMES

Operationally, the four main sectors of the programme; viz: Infrastructure, Social, Environment and Culture, and Non-state sectors; shall continue in Phase IV of the EPWP.

1.8.9 FUNDING

1.8.9.1 Core Funding

As was the case in the first three phases of the EPWP, all the implementing agencies are required to realign their existing line budgets to implement projects which comply with EPWP principles and guidelines; and in accordance with the Division of Revenue Act (DORA) and other normal budgeting processes. Furthermore, public bodies shall be able to access additional funds through the EPWP wage incentive scheme made available over the years by the MTEF.

It should be emphasised however that provinces & municipalities are also urged to use their own budgets from equitable share and own revenues to fund EPWP projects. This however, shall require EPWP be given higher political priority by local political leaders.

1.8.9.2 EPWP Wage Incentive

In order to assist with the mobilisation/motivation of government bodies, and to supplement funding the additional wage costs of a scaled-up EPWP, the wage incentive scheme which was introduced for the second phase of the programme shall continue in the fourth phase. However, the scheme, structured as a performance-based, was revised into a planning-based allocation due to lessons learnt where implementing bodies especially the municipalities lacked adequate funds and needed the incentives upfront. A phased-in approach was applied initially on infrastructure sector sub-programmes and the non-state sector; expanding into the social and environmental sectors in second year.

1.8.10 NATIONAL COORDINATION

At the national government level, the Public Employment Programmes - Inter Ministerial Committee (PEP-IMC) to address jobs and poverty will continue to provide overall leadership. The Commission is composed of relevant Ministers, nine Premiers and SALGA and meets quarterly. It is supported by a Political Management Committee of relevant ministers, and a Political Secretariat of relevant Ministers and Deputy Ministers. Its technical secretariat is the NDPWI's EPWP branch, working closely with other relevant line department branches.

The overall coordination of the programme shall continue under the EPWP Unit in the NDPWI. In this regard, the EPWP Unit in the NDPWI leads in setting out norms and standards for the programme, formulation of key performance indicators, and monitoring and evaluation. The performance of the Programme shall be evaluated on a regular basis as set out by the EPWP Coordination Directorate at NDPWI.

The Directorate of EPWP within the NDPWI, as the body most directly concerned with technical Implementation of the whole programme, assumes at the national level the responsibility to maintain Oversight and Coordination of the Programme. It shall strive to ensure that EPWP implementation is conducted following the major guidelines, adhering to all the main principles and keeping the standards set. It shall in all regards, strive to, assist and coordinate implementing agencies, achieve their respective targets and ultimately the main objectives of the programme.

The NDPWI will also coordinate the infrastructure sector with Implementing Bodies in this sector being the Departments of Transport, Provincial and Local Government, Water and Sanitation, Minerals and Energy and Sports and Recreation. The Environmental & Culture, and Social Sectors shall be coordinated by the Department of Environmental Affairs and Tourism (DEAT) and the Department of Social Development (DSD) respectively. The Non-state sector will be led by the NDPWI in partnership with the CoGTA.

1.8.11 PROVINCIAL COORDINATION

At Limpopo Province level, an institutional framework consisting of the Executive Council (ExCo), the MEC Economic Cluster and the EPWP Provincial Programme Steering Committee, Technical Coordination Committees and Sector Coordination Committees shall continue to lead the programme. The EPWP Chief Directorate in the provincial Department of Public Works, Roads and Infrastructure (LDPWRI) shall continue as the body that is specifically established to oversee the implementation of the EPWP in the province, the EPWP Directorate of LPWRI is the one that is to spearhead implementation at Provincial level.

As the responsible body, it expected to provide the oversight and coordination functions of all implementing departments and agencies. It shall ensure that all EPWP implementing bodies observe the main principles, follow the guidelines, adhere to the set standards, and strive achieve the set respective

targets. This shall be achieved through regular meetings with stakeholders and by ensuring that all participants are aware of their respective roles and responsibilities; by ensuring that all implementing units have the necessary guidelines, standards and documentation; by providing technical support and practical assistance where necessary; by organizing training and capacity building of those units that are in need; by clarifying overlaps and duplications between implementing bodies; by sharing reports, experiences and lessons learned from national and international practices amongst others. The directorate shall also continue to mobilise other provincial departments as well as municipalities within the province to ensure optimum EPWP performance.

The Infrastructure sector is also led by LDPWRI with participating bodies being DOT, RAL, COGHSTA, District, and Local Municipalities, Eskom, Lepelle Northern Water Board, Telkom, Civil Aviation Authority, Transnet, Spoornet amongst others.

The Environmental and Culture Sector is coordinated by Department of Agriculture and Rural Development (DARD) with participating government bodies being the Limpopo Economic Development Environment and Tourism (LEDET), Department of Sports Arts and Culture (DSAC) and Municipalities; whilst the Social Sector is led by the Department of Social Development (DSD) with participating public bodies being Departments of Health, Education, and Sports, Arts and Culture, and Municipalities.

1.8.12 TECHNICAL SUPPORT TO IMPLEMENTING BODIES

During the previous phases of EPWP, the National Department of Public Works & Infrastructure (NDPWI) together with the Limpopo Department of Public Works Roads and Infrastructure (LDPWRI) provided technical support to all government bodies with limited implementing capacities through the appointment of consultants, and assistance based on the Memorandum of Agreement (MOA) with the International Labour Organization (ILO). Technical Support covers the areas of Training, Capacity Development, Project Management Support, Development of Technical Manuals and Guidelines, Development of Administrative tools, and Research and Development.

Technical support to implementing bodies shall continue in Phase IV in order to ensure that the projected growth of the programme is achieved. Furthermore, in some areas, the technical support shall need to be expanded to cover some areas like housing and direct support to some implementation bodies and other sectors of EPWP.

The Provincial EPWP Coordination Unit shall, therefore, have to increase its capacity to manage the EPWP in the coming five years with the aim of mobilizing more participating partners to achieve the WO targets and ultimately reducing unemployment and poverty.

2 THE LIMPOPO PROVINCE

2.1 LOCATION AND ADMINISTRATIVE STRUCTURE

2.1.1 LOCATION

Limpopo is the most northern province of South Africa. It shares its borders with the Gauteng, North West and Mpumalanga Provinces in the south, Mozambique in the east, Zimbabwe in the north and Botswana in the west (Refer to **Figure 2** below). The proximity of the province places it in a strategic position as a gateway to Africa, specifically the Southern African Development Community (SADC) region. The total land area of the province is 125,755 square kilometres⁴. It is the fifth-largest of the country’s nine provinces, taking up 10 % of South Africa’s land area.



Figure 2: Province of Limpopo and its Neighbours

2.1.2 LOCAL ADMINISTRATIVE STRUCTURES

The Limpopo Province comprises of five Municipal Districts, namely:

- Capricorn;
- Mopani;
- Sekhukhune;
- Vhembe; and
- Waterberg.

⁴ Source: <https://www.gov.za/about-sa/south-africas-provinces>

The capital of the province is Polokwane, geographically located in the middle of the province, within the Capricorn District Municipality. Other major administrative centres include Thohoyandou in Vhembe District, Giyani in Mopani District, Modimolle in Waterberg District, and Groblersdal in Greater Sekhukhune District Municipality. The structure from provincial level down to municipal level is a decentralized one. This implies that the provincial legislative powers can be assigned to any municipality. Municipalities are obligated to manage local affairs subject to national and provincial legislation, without impeding the performance of their functions. The municipalities' primary responsibility is district-wide planning and capacity building. This district-wide planning takes place during the annual Integrated Development Planning (IDP) process. The province has twenty-two Local Municipalities in the five District Municipalities.

2.2 CLIMATE AND ECOLOGY

2.2.1 CLIMATE

Limpopo Province is characterized by almost year-round sunshine. It can get very hot in summer (October - March), with temperatures rising to 27°C and sometimes reaching the mid-thirties. The Lowveld, the Phalaborwa area, can become as hot as 45°C. While winter is a sunny season with chilly early mornings, warm mid-days, dry afternoons, and cool to cold nights

The temperature variances between summers and winters are quite dramatic. Temperatures can vary about 10 degrees within the same season and about 20 degrees or even more, between seasons. Between the winter months, temperatures can fall as low as 5 - 7 degrees centigrade, and in hot summer warmth, of up to 30 degrees.

It is important to note that when EPWP implementation activities are underway, health considerations and measures that abate the climatic conditions such as the timing of working hours and provision of other necessities should be considered.

2.2.2 HYDROLOGICAL PATTERNS

The Limpopo Province is situated within the Limpopo River Basin. Limpopo experiences summer rainfall which is quite hot. The Limpopo River Basin is approximately 408,250 km² straddling South Africa, Botswana, Mozambique and Zimbabwe. South Africa contributes 184,150 km² of the catchment with the province wholly engulfed by the basin. The Limpopo River's main tributary is the Olifants/ Letaba River. The Olifants River and its tributaries form the largest sub-basin of the Limpopo with an area of 70,000 km², of which 84% is located in South Africa and constitutes the main source of water in the Province. **Figure 3** illustrates the major rivers and streams in the Limpopo Basin.

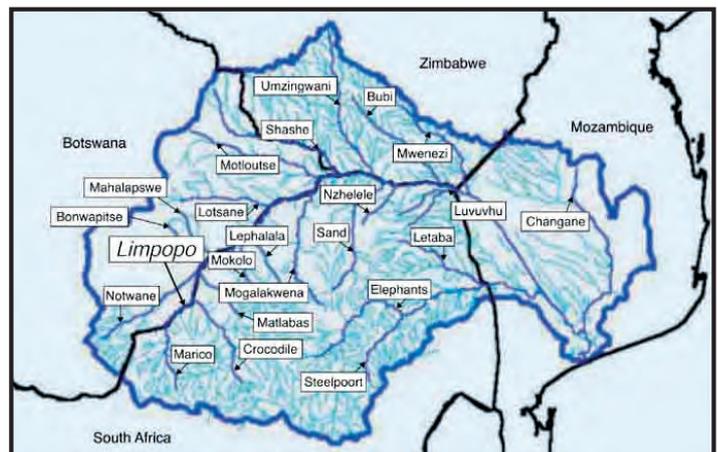


Figure 3 Major rivers in Limpopo River Basin

The province is characterized by annual average rainfall ranging from 300 to 900mm. However, the bulk of the province receives rainfall below South Africa's national annual average of 450mm. Isolated pockets in the basin have mean rainfall as high as 1,500mm

Table 7 below lists the total average rainfall in Limpopo for the period 2007-2017.

Table 7: Total Annual Average Rainfall 2007 to 2017

Month	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
January	59,6	148,5	159,1	104,4	226,1	123,7	319,7	147,7	57,4	58,4	206,2
February	32,9	50,5	101,8	66,1	29,3	40,5	46,8	97,7	45,9	55,2	132,0
March	67,3	62,2	68,0	57,8	51,4	38,0	41,5	178,5	51,9	140,6	34,9
April	33,5	20,0	9,8	149,3	88,8	9,6	76,5	34,1	37,1	140,1	46,5
May	0,5	7,5	15,5	17,1	16,3	0,5	3,9	1,7	1,5	17,5	21,4
June	4,3	2,8	25,1	4,9	3,3	0,6	0,6	0,2	0,7	6,1	0,1
July	15,4	3,6	6,3	9,2	10,5	0,3	6,5	0,3	1,3	6,5	2,9
August	7,4	4,3	1,4	1,1	10,0	0,8	5,8	2,5	0,4	0,4	8,0
September	48,5	1,5	11,1	2,1	3,7	47,0	9,2	1,6	39,3	8,2	5,9
October	83,2	26,0	37,9	20,8	64,4	72,4	44,2	16,2	24,2	20,1	48,5
November	123,2	114,9	141,3	89,4	56,3	58,0	81,3	53,2	54,3	86,1	58,1
December	172,6	94,9	77,6	146,3	98,9	89,5	143,3	144,9	50,2	143,9	87,9
Totals	648,3	536,8	654,7	668,7	659,0	480,9	779,3	678,5	364,1	683,1	652,5

Source: Weather SA

2.3 SOCIO ECONOMIC PROFILE

2.3.1 POPULATION

Limpopo is the fifth most populated province in South Africa. It accounts for 10.2 percent of the country’s population. South Africa’s population was 40.6 million in 1996, grew to 44.8 million in 2001, to 51.8 million in 2011 and to 56.5 million in 2016. In the corresponding period, the provincial population has grown from 4.57 million in 1996 to 4.99 million in 2001. From 2001 to 2016 the population grew from 4.99 million to 5.4 million⁵. This constitutes 9.5% of the country’s population. The principal languages in the province are Sepedi, followed by Xitsonga and Tshivenda.

In terms of the Limpopo population age structure, the working age population accounts for 60 per cent, whilst a large proportion, 35 per cent, comprises children aged 0-14 years. The aged (65 years and above) account for five (5) percent of Limpopo’s population. See details in **Figure 4**.

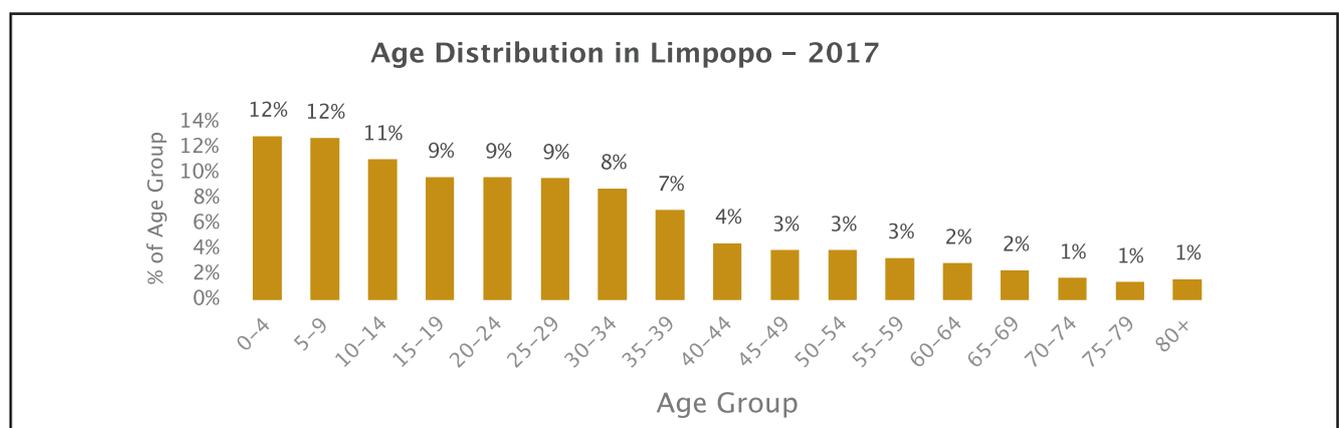


Figure 4: Population Distribution by Age, Limpopo, 2017 ⁶

⁵ Statistics South Africa, 2017, <http://www.statssa.gov.za/?p=7988>.

⁶ Statistics South Africa

The Limpopo 2017 Stats SA projection shows the continued domination by females as compared to males, particularly from age group 25-29 to 80 and above. The female population stands at 53% relative to 47% of males in the province. This is shown in **Figure 5** below.

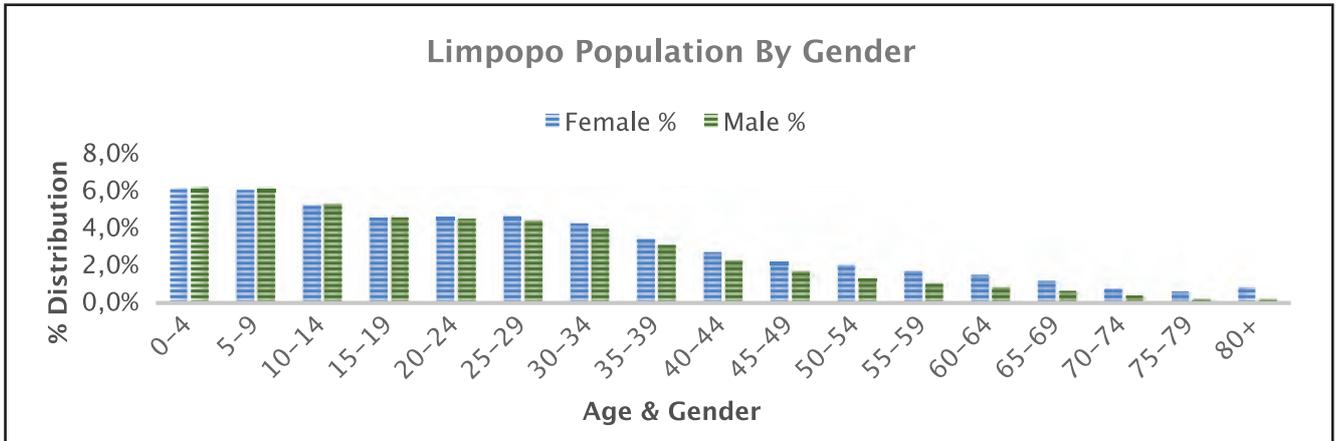


Figure 5: Population proportion by Gender and Age in Limpopo, 2016

(Source: Statistics South Africa Community Survey, 2016)

Table 8 below reflects the distribution of the province’s 5.4 million people among its constituent five district municipalities. The most populated districts are Vhembe and Capricorn, together making up 47% of the total population of Limpopo. Waterberg had the smallest population, accounting for about 13% of the population.

Table 8: Population Distribution by District, Local Municipalities and Gender (2011 & 2016)

Id	Local Municipality	Population - 2011			Population - 2016			
		Male	Female	Total	Male	Female	Total	% of Total
Mopani District								
1	Greater Giyani	108 124	136 094	244 218	113 735	142 391	256 126	4,7%
2	Greater Letaba	95 305	117 396	212 701	98 686	119 343	218 029	4,0%
3	Greater Tzaneen	181 558	208 536	390 094	198 722	217 765	416 487	7,7%
4	Ba- Phalaborwa	73 017	77 620	150 637	82 403	86 534	168 937	3,1%
5	Maruleng	43 577	51 280	94 857	46 027	53 578	99 605	1,8%
				1 092 507			1 159 184	
Vhembe District								
6	Mutale*	41 546	50 324	91 870	44 750	54 340	99 090	1,8%
7	Collins Chabane**	NA	NA	NA	NA	NA	NA	NA
8	Thulamela	278 650	339 812	618 462	297 435	360 547	657 982	12,2%
9	Musina	34 506	33 853	68 359	49 442	45 019	94 461	1,7%
10	Makhado	236 795	279 236	516 031	252 131	290 285	542 416	10,0%
				1 294 722			1 393 949	
Capricorn District								
11	Blouberg	74 152	88 476	162 628	72 685	87 919	160 604	3,0%
12	Aganang***	59 171	71 992	131 163	55 759	69 313	125 072	2,3%
13	Molemole	49 881	58 440	108 321	49 892	58 753	108 645	2,0%
14	Polokwane	302 233	326 766	628 999	340 555	361 635	702 190	13,0%
15	Lepelle - Nkumpi	104 805	125 545	230 350	106 369	127 557	233 926	4,3%
				1 261 461			1 330 437	

Id	Local Municipality	Population - 2011			Population - 2016			
		Male	Female	Total	Male	Female	Total	% of Total
Waterberg District								
16	Thabazimbi	49 877	35 357	85 234	57 259	38 973	96 232	1,8%
17	Lephalale	62 819	52 948	115 767	76 528	60 098	136 626	2,5%
18	Mookgopong****	18 329	17 310	35 639	18 674	17 980	36 654	0,7%
19	Modimolle*****	34 686	33 827	68 513	35 719	35 325	71 044	1,3%
20	Bela-Bela	33 754	32 746	66 500	38 961	37 335	76 296	1,4%
21	Mogalakwena	143 702	163 980	307 682	154 352	174 553	328 905	6,1%
				679 335			745 757	
Sekhukhune District								
22	Ephraim Mogale	58 207	65 442	123 649	59 908	67 260	127 168	2,4%
23	Elias Motsoaledi	115 503	133 860	249 363	125 133	143 123	268 256	5,0%
24	Makhuduthamaga	121 282	153 075	274 357	124 963	158 993	283 956	5,3%
25	Fetakgomo	42 258	51 536	93 794	43 732	52 936	96 668	1,8%
26	Greater Tubatse	160 398	175 278	335 676	194 726	198 987	393 713	7,3%
				741 163			776 048	
				5 069 188			5 405 375	

Source: Statistics South Africa

The population race distribution structure of Limpopo vs South Africa is presented in **Figure 6**

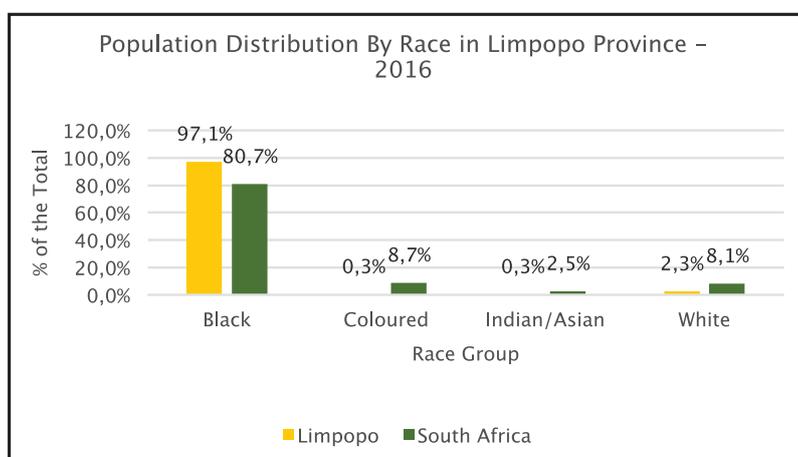


Figure 6: Population Distribution by Race, 2016

Figure 6: shows that a considerable majority of Limpopo residents are Africans at 97.1 per cent compared to 80.7 per cent of Africans in the entire South Africa. Whites comprise the second largest group at 2.3 per cent, with Coloured and Indian/Asian groups forming only 0.3 per cent each.

The life expectancy in the Limpopo Province declined from 58 years in 2000 to 52 years in 2003, and Actuarial Society of South Africa. For the period 2011 to 2016 it rose to 58.3

years (Males) and 63.7 years. It is expected to rise to 60.5 and 64.8 for males and females respectively between 2016 -2021. (Statistics South Africa, 2017).

2.3.2 SKILLS LEVEL

A large proportion of the population of the Limpopo Province is unskilled Approximately three quarters of the economically active population is only qualified to do work of either unskilled or semiskilled labourers only. Among the province’s Municipalities only a very small proportion of the population, are highly skilled persons. While the Capricorn followed by Vhembe Municipality seem to lead with qualified individuals, Sekukune apparently harbour the largest proportion of unskilled manpower.

Historically, a very large proportion of the population (approximately 40%) was not only unskilled, but was also un-employed. While the national level of the unemployed is closer to 30%: Limpopo Province, after Eastern Cape, has had the lowest unemployment rate in the country. More recently the unemployment situation of Limpopo compared to other provinces has dramatically improved. The latest indicators (2010-2016) place Limpopo on par with Kwazulu-Natal as carrying the lowest unemployment rates of about 20% (See IHS Global Insight). One of the major disadvantages that persistently bedevils the situation in the province is the lack of skills amongst the young unemployed.

EPWP has, therefore, a very important role in responding to the dire need for employment in the Province, especially so with respect to creating youth employment and in connection with training and capacity building.

2.3.3 UNEMPLOYMENT AND POVERTY LEVELS

Although there has been an improvement in the economic growth rate of the province, it is faced with developmental challenges of high dependency ratios, poverty, and skewed distribution of resources, equity and illiteracy. The province is also faced with acute unemployment levels. This is especially true in Sekhukhune district, as it has the largest /population and is economically the weakest. Due to these facts, Sekhukhune district was selected as one of nodal points for development. Similarly, the district has the highest unemployment rate in the province with 30, 9% unemployed in 2018.

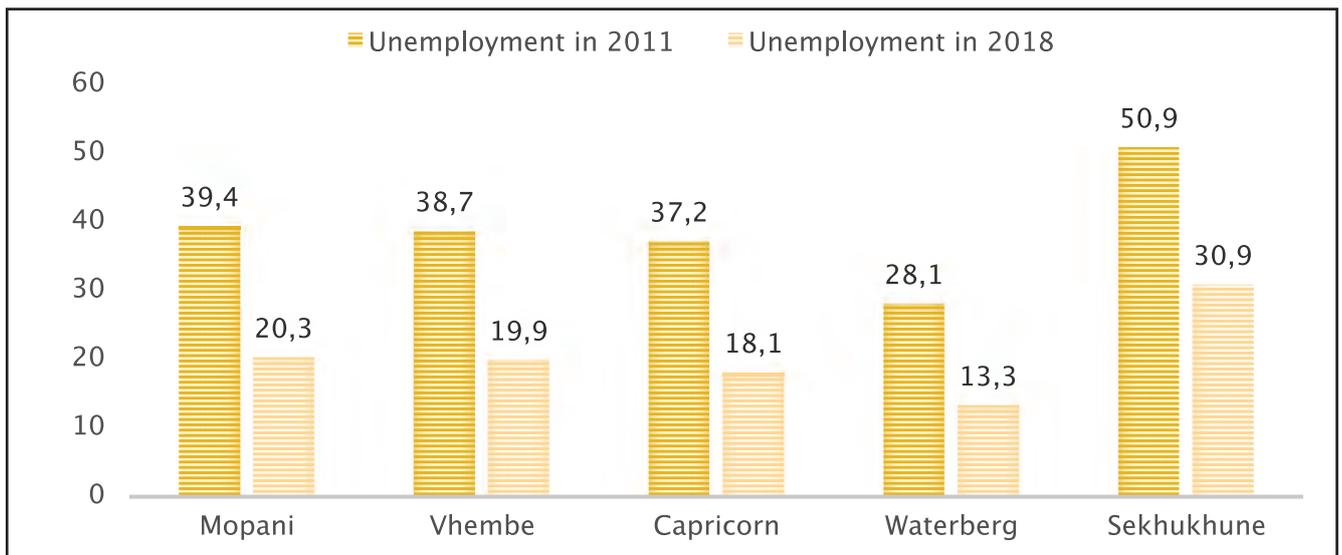


Figure 7: Limpopo Unemployment 2011-2018

[Source: Statistics SA-Census 2011-Provincial Profile: Limpopo & 2019-20 EPRE Overview - Final 01 March 2019 - Budget 2019-20 (Limpopo Treasury)]

The unemployment trend shown in **Figure 7** above suggests a decline across districts of the province from 2011 to 2018. Robust government spending, particularly on infrastructure, education; basic health services, policies of affirmative action and the employment creation under EPWP, are some of the factors that contributed to the slight improvement in the decline in unemployment since 2011. In spite of these declines, Limpopo still remains predominantly rural in character, and it is unfortunately also burdened with one of the highest un-employment rates in addition to having one of the lowest per capita income in the country. EPWP, with its potentials of dealing with these typologies of problems and challenges shall remain relevant at least up to 2030, as intimated in the National Development Plan.

Poverty Levels as of 2019 are shown in **Figure 8** below:

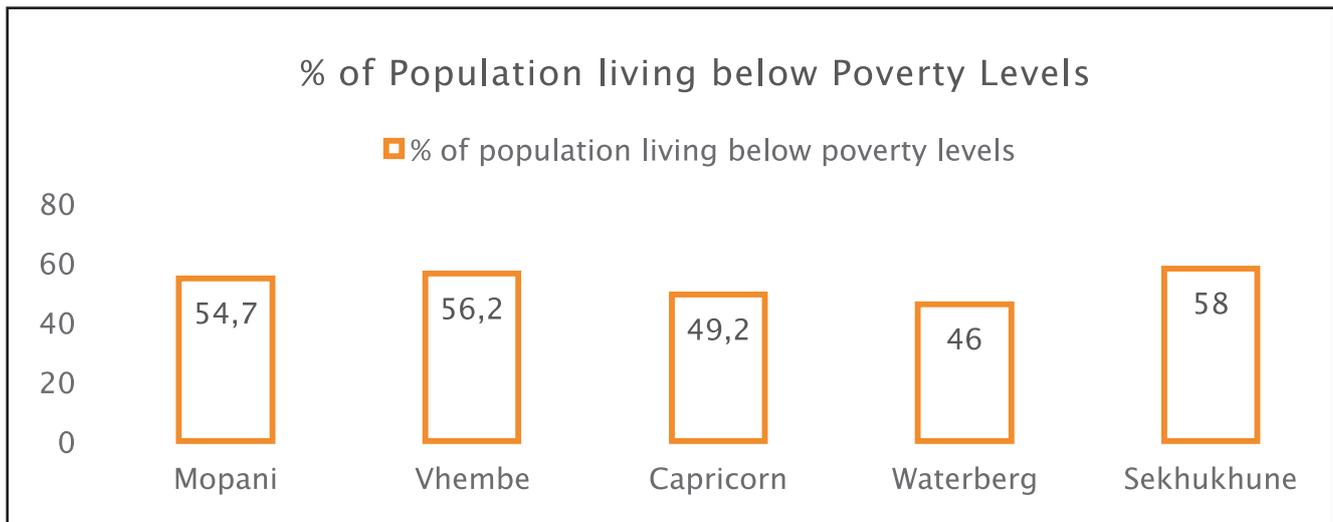


Figure 8: Poverty Levels in Limpopo

(Source: 2019-20 EPRE Overview-Final 01/03 2019-Budget 2019-20)

With the levels of poverty shown above, EPWP or similar programmes need to be scaled up in terms of numbers and impact.

2.3.4 ECONOMIC POTENTIAL

The Limpopo Province enjoys a competitive advantage in mining, agriculture, tourism and manufacturing. Over the period of 1996 to 2007, the economy of the Limpopo province grew at an annual average of 3.8% and the province increased its economic contribution to the country’s GDP from 5.7% in 1995 to 6.9% in 2007. However, the period between 2008 and 2017 has not been as impressive. The economy grew by an average of 1% during this period. In spite of this, the province’s economic contribution to the country’s GDP grew from 6.9% in 2008 to 7.2% in 2016. (**Figure 9** below)

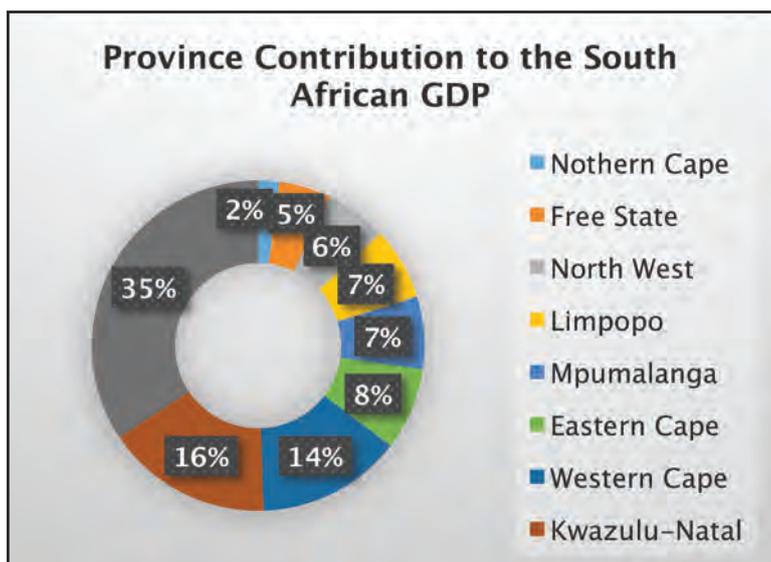


Figure 9: Provincial Contribution to National GDP: 2018

(Source: Stat. South Africa -GDP Q 4-2019)

This increase in the contribution to the national economy can mainly be attributed to increased boom in the mining sector in Limpopo.

The mineral deposits in the Sekhukhune, Mopani, Vhembe and Waterberg districts are already being exploited and can be further developed. In addition, the province is endowed with natural heritage and game parks which increases the potential to tap into the tourism industry across all five districts.

From the **Figure 10** below, there was a rise in the contribution from 5.5 to 7.3 in 2012 before falling to 7.0 in 2019.

The peak period of this period was in the year 2012 and the contribution has been going down since that peak. The changes of the province’s contribution to the national GDP are shown in **Figure 10**.

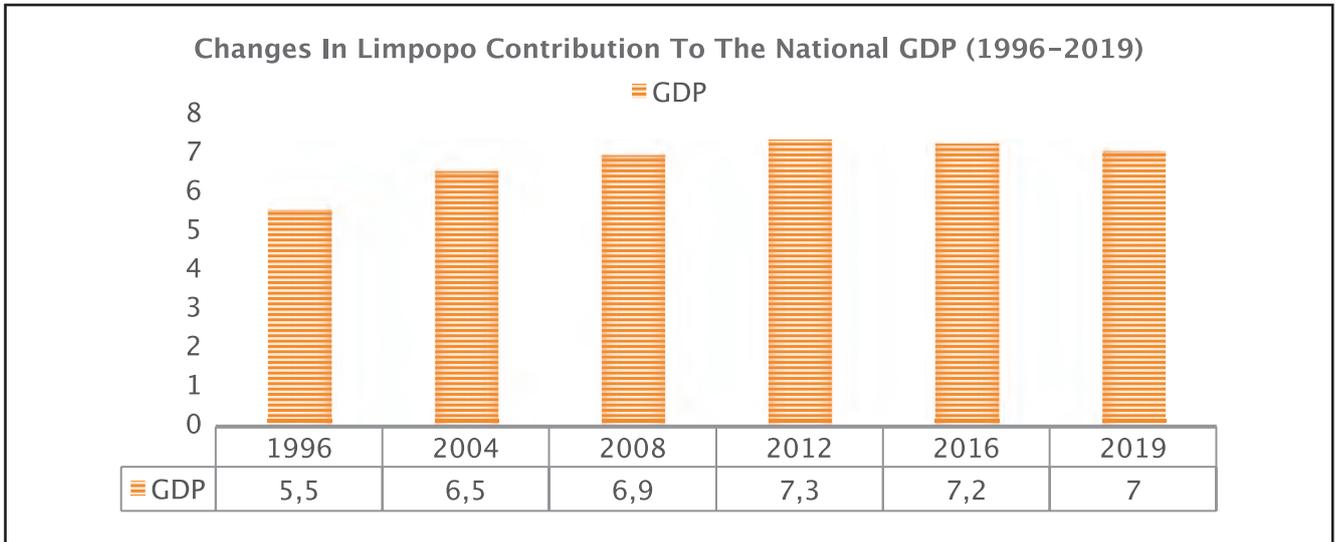


Figure 10 Changes in Limpopo Province Contribution to National GDP

(Source: Statistics South Africa - GDP Q 4)

From **Figure 10** below it is clear that the contribution of Limpopo to the national economy increased from 5.5 percent in 1996 to 7.2 percent in 2016. This increase in the contribution to the national economy can mainly be attributed to the increased contribution of the mining sector in Limpopo to the national output.

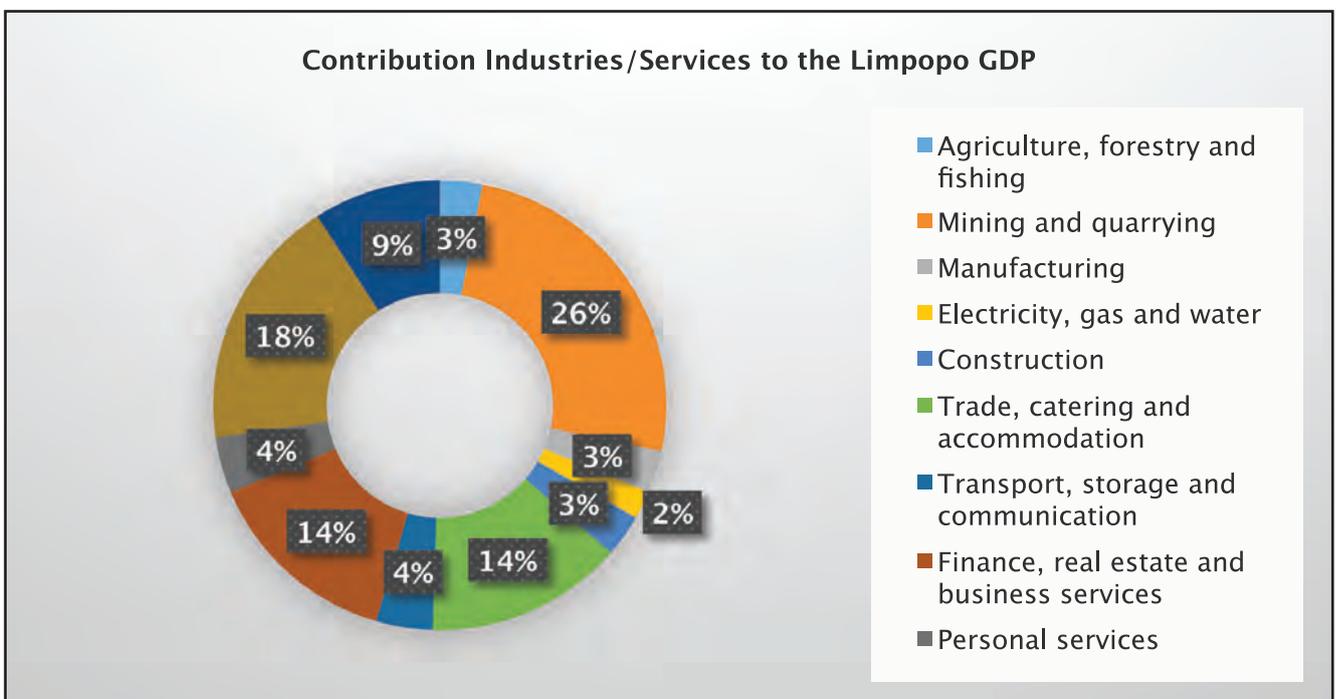


Figure 11: Limpopo Industries’ contributions to the GDP

The contributions of various industries to the Limpopo GDP are as show in **Figure 11** above. Government Services leads (26%) and the lowest is Electricity, Gas & Water (2%).

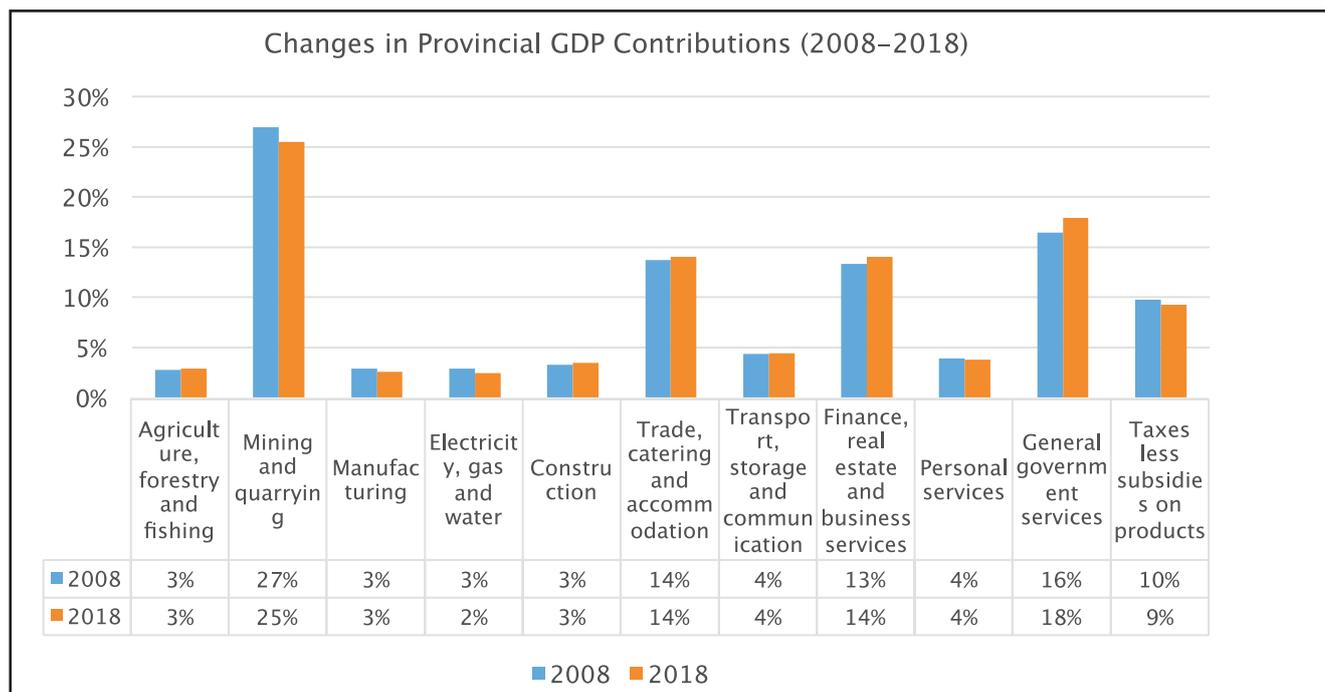


Figure 12: Provincial GDP in 2008 Vs 2018:

(Source: Statistics South Africa - GDP Q 4-2019)

Since 1994 the main contributors to the GDP in Limpopo has been the Primary Sector especially mining (See **Figure 12** above). The contribution of community services i.e. provincial and local government in the provincial economy should also be noted. In comparing the various sectors within the province from 2008 to 2018 (**Figure 11**), the relative contributions across the sectors have remained fairly stable in most sectors except for mining and quarrying; electricity and gas and taxes less subsidies on products sectors where there has been a drop. There has been a rise in the finance, real estate and business services sectors.

2.4 PROVINCIAL DEVELOPMENT PRIORITIES

The development direction and priorities in the Province are set by the Provincial Government based on a thorough analysis of the socio-economic, political and strategic situations of the province and through grass-root stakeholder consultation. These are articulated in the Limpopo Development Plan (LDP).

The Limpopo Province also considered the outcomes of various international, national and regional programmes and initiatives (i.e. including the UN Sustainable Development Goals (SDGs), AU Agenda 2063, National Growth Summit, The Job Summit, Medium-Term Strategic Framework (MTSF) in developing the LDP.

According to the current LDP, the vision of the Province is to be ‘a peaceful, united, prosperous, dynamic and transformed province towards improving the quality of life with active participation of public entities, private sector, organised labour and the civil society’.

As stated in the LDP the province adopted five development objectives. These are:

- To strive for economic development and transformation to enable the province to address: poverty, inequality and unemployment;

- To outline the development priorities of the province; and also indicate provincial contribution to the National Development Plan (Vision 2030) objectives and the national MTSF 2019-2024 during this term of Administration.
- To provide framework for the strategic plans of Provincial Departments, as well as the IDP's and sector plans of district and local municipalities;
- To serve as a single reference point for policy-makers in government, private sector, civil society and donors with regard to developmental priorities for Limpopo.
- To create mechanism for constructive participation of private sector business and organised labour towards the achievement of provincial growth and development objectives.

These objectives are aimed towards facilitating economic growth and capital investment to reduce the level of unemployment that persists in the Province.

Below are the seven MTSF priorities outlined for 2019-2024, that the development of the Limpopo Development Plan will draw reference from:

- **Priority 1:** Economic Transformation and Job Creation;
- **Priority 2:** Education, Skills and Health;
- **Priority 3:** Consolidating the Social Wage through Reliable and Quality Basic Services;
- **Priority 4:** Spatial Integration, Human Settlements and Local Government;
- **Priority 5:** Social Cohesion and Safe Communities;
- **Priority 6:** A Capable, Ethical and Developmental State;
- **Priority 7:** A better Africa and World



3 THE LIMPOPO PROVINCE EPWP STRATEGY

3.1 INTRODUCTION

In line with the overall National Government policy and with due consideration of the resolve of the Limpopo Provincial Government to contribute towards the national socio-economic development goals, the Limpopo Cabinet in January 2005, outlined the Provincial strategy for the EPWP and mandated the Limpopo Department of Public Works, Roads & Infrastructure (LDPWRI) (then called the Limpopo Department of Public Works) to coordinate the implementation of the programme in the Province. In order to fulfil its mandate, LDPWRI established a Chief Directorate headed by a Chief Director whose sole responsibility is to coordinate the implementation of EPWP in the province involving all government bodies and private sector under the overall policy direction and guidance of the Provincial Executive Council (the Provincial Cabinet).

The Chief Directorate has additional mandate to provide technical support in assisting and offering guidance to implementing agencies (departments and municipalities) in terms of identification, planning and implementation of projects according to the EPWP principles and guidelines.

The Limpopo DPWRI's vision, mission, vision and values are articulated as follows:

Vision: A leader in the provision and management of provincial government land, buildings and roads infrastructure.

Mission: Optimal utilization of resources in the provision and management of sustainable social and economic infrastructure including implementation and coordination of the **Expanded Public Works Programme**.

Values: The Limpopo Department of Public Works, Roads and Infrastructure prides itself on the following core values:

- **Accountability:** Every official will be held responsible for own action and ensuring single point accountable.
- **Integrity:** All officials will be truthful and honest in execution of duties in their area of competence.
- **Professional Ethics:** All officials will perform diligently with necessary proficiency in the execution of duties in their area of skills backed by acceptable moral codes.
- **Excellence in Service Delivery:** All officials shall dedicate their energy and time to serve with distinction and offer quality service to the public.
- **Team Work:** Officials in the department will at all times strive to deliver as a joint and cooperate amongst themselves for service excellence.
- **Transparency:** The department will always uphold “Batho Pele” principles and deliver accordingly.
- **Answerability:** The department will collectively take liability for poor service delivery.

3.2 PROVINCIAL EPWP PHASE IV FUNDING & EMPLOYMENT TARGETS

The performance of EPWP activities with respect to Work Opportunities (WO) created during the last three phases can be indicative of what can be expected in Phase IV. The targets both at National and Provincial levels of all the EPWP phases are shown on **Table 9** below for considerations:

Table 9: Limpopo Contributions to EPWP Implementation

Phase	National Targets WO	National Targets FTE	Limpopo Targets WO	Limpopo Targets FTE	Limpopo Target Proportion of WO as % of National
I	1 Million	Not Available	144,472	Not Applicable	14.4 %
II	3.5 Million	924,000	485,602	172,379	13.8 %
III	6.8 Million	2.56 Million	493,962	275,763	7.2 %
IV	5 Million	2.38 Million	475,358	245,538	9.5 %

From the table we note that the Limpopo EPWP contribution to the national total (based on the number of WO delivered) has been declining through the years from 14.4% in Phase I, to 13.8% in Phase II, and to only 7.2% of the national targets in Phase III. The Limpopo plans for Phase IV are 9.5% of the national targets. Whilst the actual number of WO to create seem to remain more or less the same as Phases II and III, the downward trend has to be reversed if the province is to deliver the assumed target of 9.5% of the national targets in Phase IV. This shall be achieved by amongst other things increasing labour intensities on projects from 6% in phase III to 13% in Phase IV; and by enhancing the support to the monitoring and reporting and implementing bodies unit to ensure they are enabled to capture and report all work opportunities created in EPWP activities.

Based on the overall funding forecast for the province presented in **Table 11** below, the minimum employment creation targets for EPWP Phase IV of the Limpopo as set by NDPWI is as shown in **Table 11 & Table 12**. **Table 11** presents a summary of Limpopo Province minimum employment targets dis-aggregated by Sector and financial year, as set by NDPWI, based on Division of Revenue Act information (miscellaneous grants allocations). **Table 12** presents a summary of the Limpopo Province minimum targets dis-aggregated by government spheres as set by the NDPWI.

Table 10: Limpopo Province EPWP Overall Funding Forecast by Sector and Year

Sector	Provincial EPWP Budgets for Financial Years (Million Rands)					
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Infrastructure	7 217 225	7 781 005	8 170 055	8 578 558	9 007 486	40 754 331
Environmental and Culture	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
Social	1 040 087	1 012 616	1 023 552	1 040 818	1 052 214	5 169 287
Non-State	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available
Total	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available

Budget information for the Environment and Culture and Non-State sectors was not available at the time of the production of this plan. This plan shall be amended accordingly as soon as this information is available.

Table 11: EPWP Targets: Limpopo Province by Sector and Year

Work Opportunities and Full Time Equivalents										
Sector	Infrastructure		Environmental		Social		Non-State		Totals	
Year	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs
2019/20	26 774	8 847	10 920	5 462	18 819	14 781	36 863	17 958	93 400	47 048
2020/21	27 478	9 079	10 955	5 462	19 339	15 243	36 863	19 531	94 655	49 315
2021/22	27 982	9 246	10 962	5 462	19 383	15 279	36 863	19 531	95 210	49 518
2022/23	28 430	9 395	10 968	5 462	19 454	15 337	36 863	19 531	95 735	49 725
2023/24	28 954	9 568	10 971	5 462	19 550	15 416	36 863	19 531	96 358	49 977
Totals	139 618	46 135	54 776	27 310	96 545	76 056	184 315	96 082	475 358	245 583

Source: NDPWI

Table 12: EPWP Targets: Limpopo by Spheres, Sector and year

Limpopo Province EPWP PHASE IV TARGETS (1 APRIL 2019 TO 31 MARCH 2024)									
Work Opportunities (WOs) and Full Time Equivalents FTEs)									
Provincial Sphere									
Sector	Infrastructure		Environmental		Social		Total		
Year	WOs	FTEs	WOs	FTEs	WOs	FTEs	WOs	FTEs	
2019/20	9,439	3,119	3,881	2,184	17,179	14,024	30,499	19,327	
2020/21	10,000	3,304	3,914	2,184	17,695	14,486	31,609	19,974	
2021/22	10,453	3,454	3,919	2,184	17,739	14,522	32,111	20,160	
2022/23	10,921	3,609	3,919	2,184	17,810	14,580	32,650	20,373	
2023/24	11,424	3,775	3,919	2,184	17,906	14,659	33,249	20,618	
Sub-Total-Departments	52,237	17,261	19,552	10,920	88,329	72,271	160,118	100,452	
Municipal Sphere									
2019/20	17,335	5,728	7,039	3,278	1,664	757	26,038	9,763	
2020/21	17,478	5,775	7,041	3,278	1,664	757	26,183	9,810	
2021/22	17,529	5,792	7,043	3,278	1,664	757	26,236	9,827	
2022/23	17,509	5,786	7,049	3,278	1,664	757	26,222	9,821	
2023/24	17,530	5,793	7,052	3,278	1,664	757	26,246	9,828	
Sub-Totals-Municipalities	87,381	28,874	35,224	16,390	8,320	3,785	130,925	49,049	
Total- Limpopo	139,618	46,135	54,776	27,310	96,649	76,056	291,043	149,501	

A further 184,315 work opportunities (96,082 FTEs) are envisaged to be created by the nationally coordinated Non-State sector in projects implemented in the Province. LDPWRI shall continue supporting the coordination of the Non-State Sector.

The physical targets based on budgetary allocations indicated above reflect the barest minimum targets that should be easily achievable. Provided that all government and public bodies comply with the DORA directive concerning EPWP implementation, strengthen implementation capacity and increase ownership/stewardship, then the above targets can be substantially exceeded. Moreover, with additional use of own budgets from equitable share and own revenues streams. Implementing Bodies should be able to fund other EPWP projects /programmes thus creating even more employment opportunities.

3.3 INSTITUTIONAL FRAMEWORK

3.3.1 GOVERNANCE STRUCTURE AND COORDINATION

At Limpopo Provincial level, an institutional framework consisting of a Provincial Programme Steering Committee, Technical Coordination Committees and Sector Coordination Committees have been established. The EPWP Chief Directorate in the provincial Department of Public Works, Roads and Infrastructure (LDPWRI) shall continue to mobilise other provincial departments as well as municipalities within the province to enhance EPWP performance. The LDPWRI shall assist in the development of management tools and systems in line with the NDPWI EPWP Monitoring and Evaluation guidelines, and provide technical support and training to implementing bodies.

As shown in the governance framework in **Figure 13** below, the LDPWRI-EPWP Provincial Coordination Chief Directorate coordinates the four sectors while the lead departments coordinate their respective sectors. The LDPWRI has established four sector coordinating committees each comprising relevant implementing agencies and facilitated by a Lead Department as indicated in the framework. These committees are responsible for the overall coordination, monitoring and evaluation of the programme. Each implementing agency shall, however, be responsible for the day-to-day monitoring of project activities to ensure technical, social, environmental, budgetary and statutory legislative compliance. This shall be done with full participation of the local communities through structures such as Project Level Steering Committees, Community Based Organizations and Non-governmental Organizations, and in consultation with traditional and local leaders as well as the relevant private sector stakeholders.

Each sector committee holds regular monthly meetings and compiles monthly reports which are submitted to LDPWRI. The Infrastructure sector is also led by LDPWRI with participating bodies being DOT, RAL, COGHSTA, District, and Local Municipalities, Eskom, Lepelle Northern Water Board, Telkom, Civil Aviation Authority, Transnet, Spoornet amongst others. The Environmental and Culture Sector is coordinated by Department of Agriculture and Rural Development (DARD) with participating government bodies being the Limpopo Economic Development Environment and Tourism (LEDET), Department of Sports Arts and Culture (DSAC) and Municipalities; whilst the Social Sector is led by the Department of Social Development (DSD) with participating public bodies being Departments of Health, Education, and Sports, Arts and Culture, and Municipalities.

The planning and implementation of EPWP is under the direct responsibility of implementing bodies, subject only to operating within the EPWP Universal Principles and compliance to the performance requirements.

The **Figure 13** below illustrates how the EPWP coordination shall be managed in the Province.

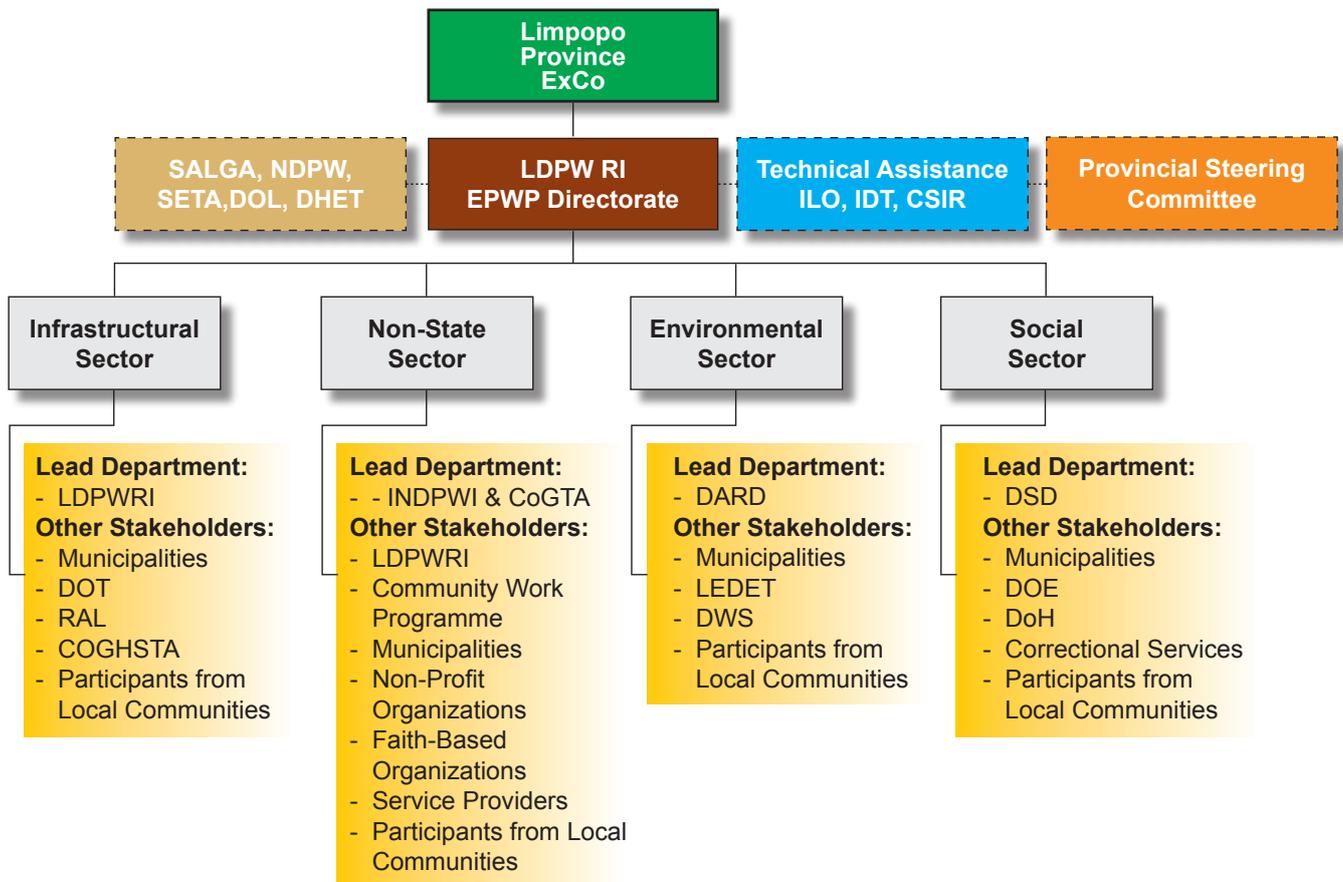


Figure 13: EPWP Provincial (Limpopo) Coordinating Structures

3.3.2 IMPLEMENTATION SUPPORT PARTNERS

LDPWRI is being assisted by the International Labour Organization (ILO) in the provision of technical assistance and support to the implementation of the infrastructure-related works in all sectors while also providing managerial support related to the implementation of EPWP.

In addition to the above, the Department of Higher Education and Training (DHET) contributes towards the implementation of EPWP through the provision of funding for participants training while the Sector Education and Training Authorities (SETAs), are responsible for the funding and the coordination of Learnerships and skills development aspects of the programme. It is envisaged that the SETAs shall play a key role in the training of contractors, managerial and supervisory staff as well as artisans. Furthermore, the Independent Development Trust (IDT) shall be engaged to provide social facilitation and allied services on selected projects. The Department of Labour (DOL) on the other hand, assists in monitoring compliance to labour laws and the Ministerial Determination under EPWP.

Experience in engaging the municipalities revealed that there are several parallel duplications in the coordination activities among the public bodies dealing with the municipalities. This duplication appears to negatively impact on the performance of the municipal officials as well as the implementation of projects. Taking note of these facts, the Limpopo DPWRI and COGHSTA shall collaborate to disseminate information, realign projects to EPWP principles and guidelines, collect and share reports as well as monitor MIG funded projects.

3.3.3 ROLES AND RESPONSIBILITIES

Roles & responsibilities of each partner involved in EPWP implementation are discussed in **Table 13** below:

Table 13: Primary Stakeholders' Roles and Responsibilities

Stakeholder	Roles and Responsibilities
Limpopo Provincial Government (ExCo)	<ul style="list-style-type: none"> • Policy direction, providing oversight on implementing bodies • Approval of the 5-year EPWP Business Plan
LDPWRI EPWP Chief Directorate	<ul style="list-style-type: none"> • Develop/Oversee consolidated 5-year Business Plan, review it periodically; • Lead and Coordinate the Infrastructure Sector; • Establish relevant Programme and Sector Coordinating Committees; • Chair Provincial Steering and Technical Committees' meetings; • Determine each Sector's Strategic Framework and assist in producing Sector Plans; • Set Targets and performance Standards for the province; • Review EPWP sector targets & assist in identifying new sub-programmes; • Assist in developing a Funding Strategy (MTEF, Donor etc.); • Assist in developing a Sector Training and Capacity Building framework, which include the following: <ul style="list-style-type: none"> - Identification of training needs for the sector; - Identification of exit strategies within the sector; - Define linkages between training and exit strategies; - Facilitate new agreements and MOUs; - Chair training management committee meetings; • Assist in establishing and managing an effective monitoring and evaluation system for the programme; • Act as a liaison between National and Provincial government regarding the implementation of the EPWP; • Provide technical assistance to agencies in implementing EPWP in general and Labour-Intensive Construction (LIC) projects in particular; • Promote & create awareness about EPWP principles among the policy makers, programme implementers/managers and the general public; • Initiate and facilitate research and development of projects aimed at improving the implementation of the EPWP; • Produce regular reports and disseminate these to various stakeholders
NDPWI	<ul style="list-style-type: none"> • Lead the Development of the EPWP National Plan; • Provide leadership in coordination of the Programme & the Infrastructure. Sector; • Documenting and disseminating of best practice with all stakeholders; • Lead and Coordinate all Capacity Building initiatives; • Determine necessary NQF qualifications & unit standards for EPWP participants.

Stakeholder	Roles and Responsibilities
Sector Lead Departments	<ul style="list-style-type: none"> • Preparation and chairing of sector coordination meetings; • Serve as a linkage between EPWP Chief Directorate, departments and municipalities on issues related to the implementation of the EPWP; • Determine a sector strategic framework & assist in producing sector plans; • Review EPWP sector targets & assist identifying new sub-programmes; • Assist dissemination of information related to EPWP principles & goals; • Consolidate and submit monthly and quarterly sector reports; • Provide necessary resources including personnel to meet responsibilities.
Implementing Agencies (Departments State Owned Enterprises and Municipalities)	<ul style="list-style-type: none"> • Ensure the achievement of their relevant sector objectives and priorities for the EPWP. More specifically to: • Allocate budget; identify suitable EPWP projects for implementation; • Contribute through Projects to sector strategic priorities and plan; • Develop the required project business plans; • Identify potential projects, plan, design and implement; • Align projects and programmes to IDP process; • Realign budgets to progressively increase expenditure on EPWP; • Determine areas of improvements & amendments to sector plans; • Submit progress reports.
International Labour Organisation (ILO)	<ul style="list-style-type: none"> • Training and capacity development, • Project management Support, • Development of Technical Manuals/Guidelines and Administrative tools, • Research and Development. • Promoting of ILO Principles of good labour relations, decent work, amongst others

3.3.4 BUSINESS PROCESS AND REPORTING

The implementing agencies and coordination/monitoring bodies shall set up a business process from planning, through execution to reporting, as outlined in **Table 14** below.

Table 14: Provincial EPWP Business Process & Reporting

Process	Description	Prepared by:	For the Attention of:
Provincial 5 Year Business Plan	Framework and road map to provide strategic guidance in the implementation of Limpopo Province EPWP Phase IV.	Provincial EPWP Programme Steering Committee (Lead: LDPWRI Coordinating Unit)	Limpopo Provincial ExCo; HoDs
Annual Sector Plans	Road map and sector programmatic guidance on budgets, targets and milestones.	Sector Steering Committee (Leads: Sector Lead Departments)	Limpopo Provincial ExCo, ExCo Clusters
Project Business Plans	Plans for each project outlining budgets, labour-intensity, Key performance indicators (WOs, FTEs, and milestones)	Project Managers	Implementing Bodies Agencies Project Management Units
Monthly Progress Reports	Consolidation of progress reports from Implementing Agencies -monthly	Implementing Bodies Agencies Lead Sector Department EPWP Directorate	Sector Clusters PEP-IMC forum
Quarterly Progress Reports	Consolidation of progress reports from Implementing Agencies -quarterly	Implementing agencies EPWP Directorate	Premier and Mayoral forum NDPWI- EPWP ExCo HOD
Annual Progress Reports	Consolidation of progress reports from implementing Agencies -quarterly	Implementing agencies EPWP Directorate	Legislature HOD NDPWI-EPWP

The performance of the programme shall be evaluated on a regular basis as set out by NDPWI. In addition, the LDPWRI in association with NDPWI shall conduct a mid-term review as well as a final evaluation of the provincial EPWP programme.

The Limpopo EPWP’s Provincial Programme Steering Committee (PSC) incorporating all Primary EPWP stakeholders (convening quarterly) shall continue to be the apex structure in the management of the programme. The PSC, as necessary, shall from time to time establish subcommittees that will support it in its work.

3.4 APPROACH AND METHODOLOGY

The province has, over the years, adopted basically two approaches for rolling out the EPWP- orientation of investments towards optimization of employment creation and use of local resources, through design and compliance to its universal principles, and local entrepreneurial capacity to execute the projects. The rolling out will also be up scaled through appropriate innovation and expansion into new thematic areas. This approach and methodology is informed by experience in implementing of previous phases of the EPWP.

Firstly, infrastructure investments have traditionally followed capital-intensive methods, largely due to lobby by capital interests, as well as deliberate effort to minimize labour due to perceived management and transaction constraints associated with mass labour. This challenge is exacerbated by conventional training of professionals in the built environment sector, which focuses on capital and equipment methods of delivery.

Secondly, there is limited capacity for planning and delivery of the EPWP-type of projects especially at local government level. Thirdly, recent realities in globalization and onset of the Fourth Industrial Revolution requires innovations in new thematic areas such as green and blue economies and exploration in opportunities in the realm of new global technology developments. All of these are perceived as being removed from the use of unskilled labour.

3.4.1 RE-ORIENTATION OF PROJECTS TO COMPLY WITH EPWP REQUIREMENTS.

This involves re-orienting suitable projects and budgets to employment intensive methods of construction and implementation in compliance with EPWP requirements thereby optimising employment opportunities. This is particularly applicable to the Infrastructure and Environmental and Culture Sector.

Re-aligning a project to EPWP principles and procedures involves ensuring that the project, or parts of it that are feasible to be implemented labour intensively, are designed and specified in the project document. Adopting and using standardised tender documents into which certain EPWP/LIC specific tender/contract conditions and specification clauses related to the use of labour intensive methods, are incorporated under Tender Notices, Special Conditions of Contract, Specifications, Schedule of Quantities, Terms of References and Drawings, and other sections of the bidding documents as outlined in the current version of the Guidelines for the Implementation of Labour Intensive Infrastructure Projects under the EPWP. These special clauses are meant to contractually bind the service providers to design, supervise and execute those project activities by labour-intensive methods thereby ensuring optimum employment creation. Typical provisions to be inserted in the project document are given in the aforesaid guidelines.

3.4.2 ENTREPRENEURIAL AND SKILLS DEVELOPMENT

Entrepreneurial and skills development, cuts across all sectors of the programme.

The Provincial Government spends a substantial proportion of its annual capital and recurrent budget on capital programmes, goods and services. However, the majority of the historically disadvantaged individuals are not benefiting from such expenditures that result in out-flow of cash to service-providers established outside the Province. There is, therefore, need for appropriate interventions to empower the affected sections of the community by looking at expansion of the small to medium-scale entrepreneurs to take advantage of potential opportunities in the economy, if perpetuation of the status quo resulting in un-sustained development, is to be avoided.

Within the context of EPWP, entrepreneurial development will be implemented through Learnerships and/or skills training in all the sectors where feasible. Learnerships are an avenue incorporated in the

EPWP to ensure that job creation is sustainable. Skills development will increase the employability of the individuals and also improve their earning potential.

3.4.2.1 Cooperatives

Cooperatives (co-ops), which provide an alternative model for the implementation of sustainable, community-based initiatives, are being supported. Government actively advocates the use of this model for social upliftment projects. Cooperatives and collective ownership schemes are important vehicles to meet the economic goals of development, broad individual empowerment, and sustainable livelihoods for communities.

It is envisaged to involve the NGOs and CBOs in embarking on collaborative community projects using the co-operative model as a platform for the long-term ownership of a community's sustainable activities, as people want to be part of a team. The need for collective ownership on the part of the community is an integral component of any successful co-operative.

The types of co-operatives to be explored, range from agricultural co-operatives; consumer co-operatives; to marketing & supply co-operatives; housing co-operatives; financial services co-operatives, social co-operatives; service & participant co-operatives.



3.4.3 PRIVATE SECTOR PARTNERSHIPS

One of the strategies in Phase IV shall be to involve as many players as possible, private sector players included. The Private Sector is a major factor in the economy and in development activities of the country. In many respects the private sector actually constitutes the locomotive that drives big sections of the whole economy in the country. As such it also plays a very important role in training and capacity building of new recruits in the industry and also in introducing new technologies in different industries and in innovative initiatives that are socially responsible and economically viable.

There is, though, an established impression that machine-intensive methods of work are easier to deal with and manage and that they perform better, resulting in better quality products than their labour-intensive counterparts. While it may be true that in some respects, especially where the works require precision and smooth finishing, there are a lot of works in which labour can do just as good if not better and can be a cheaper option.

Besides, there are situations where “employment creation” in itself is a prime concern and therefore a priority issue of the project or programme. In situations where the main aim is to engage as many people as possible and where one needs to pay more attention to social dimension of considerations, it makes a lot of sense to engage the Private Sector as a very useful tool one can use to propagate the EPWP method of organizing and engaging large numbers of labourers. This is especially the case with new “contractor group” formations that use the labour-intensive methods and novel contract agreements

entered into with such groups. It is assumed that well trained and diligent EPWP participants, be they groups or individual performers, should be initially placed in the EPWP supported works activities as “unemployed” or “underemployed”, and later on, as they acquire the skills and capabilities and show their ability to complete works up to given “standards”, be competitively employed in the mainstream economy.

Other internationally tested models of public-private partnerships shall also be explored.

3.5 PARTICIPANTS’ TRAINING

3.5.1 RELEVANCE OF TRAINING IN EPWP PROJECTS

At a broader level, shortage of relevant skills in South Africa continues to remain a challenge. Whilst the EPWP is intended to attract mainly the unemployed into productive work; the skills level of the participants may not be an entry requirement to participate in an EPWP project. This is to ensure that none of the participants, whether they are unemployed, skilled, semi-skilled, or unskilled are excluded from participating in an EPWP opportunity by virtue of a skill level. Training provides participants who do not have the required skills to achieve the specific project outcomes within which they are participating. Training in the EPWP Projects therefore continue to be relevant in that:

- The EPWP project designs across all sectors require certain levels of competencies which are specific to a project within that sector. A training needs assessment is therefore essential before any training is implemented. This is to curb retraining of participants where the requisite skill exists within a locality. The migration or placement of the existing local skills or previously trained participants to other economic activities, renders training necessary and relevant for other new EPWP initiatives which require the same skills.
- The National Skills Development Strategy (NSDS), through its funding leverages, strives to develop skills that are relevant for both the market and the economy.
- The Department of Higher Education and Trainings (DHET) developed the new Integrated Post schooling System which is responsive to the EPWP design, participants’ profiles and training delivery. This system set out the strategies to:
 - o Improve education and training provision for different categories: (a) those who have completed matric; (b) those who did not complete their matric; and (c) those who never attended school.
 - o Expand access and increased diversity of training provisioning through new concepts of Community Colleges, TVETs and other public Colleges /universities and other private education providers.
 - o Establish stronger relationships between education and training institutions and workplace opportunities to equip the participants with theory and experiential learning to ensure successful completion of a programme.
 - o Ensure that its programmes and curriculum are responsive to citizens, employers in the private and public sector and addresses the needs and developmental objectives at societal level.



4 SECTOR PLANS

4.1 INFRASTRUCTURE SECTOR



4.1.1 SECTOR OVERVIEW

The Infrastructure Sector involves the implementation of small to large-scale infrastructure projects using Labour Intensive Construction (LIC) methods. The LIC method involves ideally the use of an appropriate combination of labour and capital equipment, with preference for labour where technically and financially feasible, without compromising the quality of assets thereby developed or maintained.

The infrastructure sector aims to achieve the creation of employment opportunities by increasing the labour intensity of government funded infrastructure projects. Achievement of this goal is through the approach entailing the re-orientation of the existing line function budgets and conditional grants to optimise employment creation on projects.

International and local experience has shown that, with well-trained supervisory staff and an appropriate employment framework, labour-intensive methods actually can be used successfully for infrastructure projects involving low-volume roads and sidewalks, storm water drains, and trenches and related activities amongst others.

The EPWP also aims at putting emerging contractors through Learnerships programmes to gain the necessary skills to build the much-needed social infrastructure utilizing labour intensive methods where feasible.

The Limpopo Province has over the years been addressing a backlog of infrastructural services. As maintenance and such services lend themselves well to LIC methods, the Infrastructure sector, has a big potential for employment creation and skills development.

The job creation contribution of the sector depends on the degree to which some of the underperforming bodies can increase their performance by implementing their projects more labour-intensively and by establishing dedicated labour-intensive maintenance programmes which have the potential to provide regular employment to significant numbers of people, especially in rural areas.

Infrastructure works are primarily financed through a bouquet of infrastructure conditional grants including the Education Infrastructure Grant (EIG); Health Facility Revitalisation Grant (HFRG); Human Settlements Development Grant (HSDG); Informal Settlements Upgrading Partnership Grant: Provinces (ISUPG); Expanded Public Works Programme Integrated Grant (EPWP-IG); Integrated Urban Development Grant (IUDG); Municipal Infrastructure Grant (MIG); Provincial Emergency Housing Grant (PEHG); Public Transport Network Grant (PTNG); Regional Bulk Infrastructure Grant (RBIG);

Neighbourhood Development Partnership Grant (NDPG); Provincial Roads Maintenance Grant (PRMG); School Infrastructure Backlogs Grant (SIBG); Urban Settlements Development Grant (USDG); Integrated National Electrification Programme Grant; and the Water Services Infrastructure Grant (WSIG). However, other sources of funding such as equitable share, special grants, donor funding and own revenue can also be utilized for EPWP projects.

Potential for EPWP implementation also exists in State Owned Enterprises (SOEs) and Private Sector players in the construction industry. Efforts shall continue to be made to introduce the ideas from inception to ensure such stakeholders participate in EPWP.

The main implementing agencies involved in the EPWP Infrastructure Sector include those shown in **Table 15** below:

Table 15: Infrastructure Sector Implementing Bodies

Item	Implementing Body	Focus Areas (related to EPWP)
1 Departments		
1.1	Public Works, Roads & Infrastructure (Lead department)	<ul style="list-style-type: none"> - Public buildings construction and maintenance - Building service installation and maintenance - Landscaping for public property - Provincial roads maintenance - Road fencing
1.2	Cooperative Governance, Human Settlement, and Traditional Affairs	<ul style="list-style-type: none"> - Housing construction - Asset Maintenance
1.3	Education	<ul style="list-style-type: none"> - Construction and maintenance of schools
1.4	Health	<ul style="list-style-type: none"> - Construction and maintenance of health facilities
1.5	Transport	<ul style="list-style-type: none"> - Maintenance of Transport (Building) Infrastructure
2 State Owned Departments		
2.1	Road Agency Limpopo (Pty) Ltd	<ul style="list-style-type: none"> - Provincial road construction - Maintenance of Road Infrastructure
2.2	ESKOM	<ul style="list-style-type: none"> - Electricity works
2.3	Lepelle Northern Water Board and other Water Authorities	<ul style="list-style-type: none"> - Water sources development (surface and underground) construction and maintenance - Water treatment - Bulk water transfer
3 Municipalities		
3.1	Districts	<ul style="list-style-type: none"> - Municipal roads/streets construction & maintenance - Water reticulation - Sanitation works - Building Construction and maintenance
3.2	Local (Water services authority)	<ul style="list-style-type: none"> - Municipal roads/streets construction & maintenance - Water reticulation - Sanitation works - Solid waste management - Social buildings/amenities construction & maintenance
3.3	Local (non-Water services authority)	<ul style="list-style-type: none"> - Municipal roads/streets constr. & maintenance - Solid waste management - Social building amenities

4.1.2 INFRASTRUCTURE PROGRAMMES AND PROJECTS

The Province has been actively implementing infrastructure projects since the Phase I of EPWP. These programmes and projects are continually being extensively implemented by Government Bodies in the current Phase of the EPWP. The rich lessons learnt and experiences gained so far shall guide and inform the implementation of future programmes.

4.1.3 SECTOR EMPLOYMENT TARGETS

Through infrastructure projects in Limpopo, an estimated total of 139,618 work opportunities (or 46,135 FTE) are planned to be generated over the planned five years period through the Provincial Department and Municipalities.

The breakdown of projected employment opportunities (by Departments and Municipality) over the next five financial years through the infrastructure grants are as shown in **Table 16** below.

Table 16: Infrastructure Sector Employment for Departments & Municipalities

Id	Name of Implementing Body	Infrastructure Sector Targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Total
1	Transport: PRMG	WO	7 000	7 420	7 865	8 337	8 837	39 459
		FTE	2 313	2 452	2 599	2 755	2 920	13 039
2	Basic Education	WO	911	1 036	1 039	1 038	1 039	5 063
		FTE	301	342	343	343	343	1 673
3	Health	WO	393	395	396	396	396	1 976
		FTE	130	131	131	131	131	653
4	Human Settlement	WO	1 135	1 149	1 152	1 151	1 152	5 739
		FTE	375	380	381	380	381	1 896
Total - Departments		WO	9 439	10 000	10 453	10 921	11 424	52 238
		FTE	3 119	3 304	3 454	3 609	3 775	17 261
Total - Municipalities		WO	17 335	17 478	17 529	17 509	17 530	87 381
		FTE	5 728	5 775	5 792	5 786	5 793	28 874
Total - Departments and Municipalities		WO	26 774	27 478	27 982	28 430	28 954	139 618
		FTE	8 847	9 080	9 246	9 394	9 568	46 135



The details of Targets of expected Work Opportunities (WO) and Full Time Equivalent (FTE) that are proposed in the infrastructure sector for each of all District / rural municipalities of the Limpopo Province are shown on the **Table 17** below.

Table 17: Limpopo Province Employment Targets for District / Local Municipalities

Id	Infrastructure Sector Targets							
	Name of Municipality	2019/20	2020/21	2021/22	2022/23	2023/24	Total	
1	Ephraim Mogale	WO	178	179	179	179	179	894
		FTE	59	59	59	59	59	295
2	Elias Motsoaledi	WO	293	294	295	295	295	1 471
		FTE	97	97	97	97	97	486
3	Makhuduthamaga	WO	331	333	334	333	334	1 665
		FTE	109	110	110	110	110	550
4	Fetakgomo Tubatse	WO	450	453	454	453	454	2 264
		FTE	149	150	150	150	150	748
5	Sekhukhune	WO	2 532	2 557	2 564	2 561	2 564	12 779
		FTE	837	845	847	846	847	4 223
Total - Sekhukhune Municipalities		WO	3 783	3 815	3 826	3 822	3 826	19 073
		FTE	1 250	1 261	1 264	1 263	1 264	6 302
6	Greater Giyani	WO	323	325	326	326	326	1 627
		FTE	107	107	108	108	108	537
7	Greater Letaba	WO	307	309	310	309	310	1 544
		FTE	101	102	102	102	102	510
8	Greater Tzaneen	WO	502	506	507	507	507	2 530
		FTE	166	167	168	167	168	836
9	Ba-Phalaborwa	WO	171	171	171	171	171	856
		FTE	56	56	57	57	57	283
10	Maruleng	WO	143	143	143	143	143	715
		FTE	47	47	47	47	47	236
11	Mopani	WO	2 420	2 444	2 452	2 449	2 451	12 216
		FTE	800	808	810	809	810	4 037
Total - Mopani Municipalities		WO	3 867	3 898	3 909	3 905	3 909	19 488
		FTE	1 278	1 288	1 292	1 290	1 292	6 439
12	Collins Chabane	WO	437	440	441	441	441	2 201
		FTE	144	145	146	146	146	727
13	Musina	WO	155	155	155	155	155	775
		FTE	51	51	51	51	51	256
14	Thulamela	WO	530	534	535	534	535	2 668
		FTE	175	176	177	177	177	881
15	Makhado	WO	477	481	482	482	482	2 404
		FTE	158	159	159	159	159	794
16	Vhembe	WO	2 743	2 770	2 778	2 775	2 778	13 843
		FTE	906	915	918	917	918	4 574
Total - Vhembe Municipalities		WO	4 341	4 379	4 392	4 387	4 392	21 890
		FTE	1 434	1 447	1 451	1 449	1 451	7 233

Id	Infrastructure Sector Targets							Total
	Name of Municipality	2019/20	2020/21	2021/22	2022/23	2023/24		
17	Blouberg	WO	236	237	238	238	238	1 187
		FTE	78	78	79	79	79	392
18	Molemole	WO	187	188	188	188	188	940
		FTE	62	62	62	62	62	310
19	Polokwane	WO	1 802	1 819	1 824	1 822	1 824	9 091
		FTE	595	601	603	602	603	3 004
20	Lepelle-Nkumpi	WO	288	290	290	290	290	1 449
		FTE	95	96	96	96	96	479
21	Capricorn	WO	1 230	1 241	1 245	1 243	1 245	6 203
		FTE	406	410	411	411	411	2 050
Total - Capricorn Municipalities		WO	3 743	3 775	3 786	3 781	3 785	18 870
		FTE	1 237	1 247	1 251	1 249	1 251	6 235
22	Thabazimbi	WO	177	177	178	178	178	888
		FTE	59	59	59	59	59	293
23	Lephalale	WO	233	233	234	234	234	1 168
		FTE	77	77	77	77	77	386
24	Modimolle - Mookgopong	WO	205	206	207	206	207	1 031
		FTE	68	68	68	68	68	341
25	Bela-Bela	WO	138	138	138	138	138	691
		FTE	46	46	46	46	46	228
26	Mogalakwena	WO	833	841	843	842	843	4 202
		FTE	275	278	279	278	279	1 389
27	Waterberg	WO	15	15	16	17	18	80
		FTE	5	5	5	6	6	26
Total - Waterberg Municipalities		WO	1 601	1 611	1 616	1 615	1 618	8 060
		FTE	529	532	534	534	535	2 663
Total Infrastructure		WO	17 335	17 478	17 529	17 509	17 530	87 381
		FTE	5 728	5 775	5 792	5 786	5 793	28 874

4.1.4 PLANNING & TARGET SETTING ASSUMPTIONS

All Limpopo District and local Municipalities are nationally classified as rural municipalities.

Table 18 and Table 19 provide the funding assumptions made in calculating funding and levels of employment in Municipalities and Provincial Departments.

Table 18: Assumptions on funding and levels of employment in Rural Municipalities

Financial Year	2019/20	2020/21	2021/22	2022/23	2023/24
EPWP as % of MIG	25.00%	25.00%	25.00%	25.00%	25.00%
FTE/ R million	7	7	7	7	7
MIG Growth Rate	1.05%	1.05%	1.05%	1.05%	1.05%
Av WO (days)	76	76	76	76	76
Daily wage	135	135	135	135	135
Labour Intensity (LI)	23%	23%	23%	23%	23%

Table 19: Assumptions on funding and levels of employment in Provincial Departments

Financial Year	2019/20	2020/21	2021/22	2022/23	2023/24
EPWP as % of IPG	10.00%	10.00%	10.00%	10.00%	10.00%
FTE/ R million	7	7	7	7	7
MIG Growth Rate	1.05%	1.05%	1.05%	1.05%	1.05%
Av WO (days)	76	76	76	76	76
Daily wage	135	135	135	135	135
Labour Intensity (LI)	23%	23%	23%	23%	23%

In Phase IV, a Labour Intensity (LI) of around 23% for the five years is assumed. Hence, each million rand is expected to create an average of 7 FTEs assuming an average Daily Wage rate of R135.00.

The method of computing the appropriate work opportunities and FTEs is given in the EPWP Infrastructure Guidelines which can be downloaded from EPWP website.

4.1.5 FUNDING FORECAST

As mentioned earlier there is no specific EPWP funding as EPWP is funded through the re-orientation of line function budgets, resulting in the creation of work opportunities.

Annual expenditure on labour intensive infrastructure under the EPWP is projected to increase from R7.2 billion for the 2019/20 financial year to 9.0 billion in the 2023/24 financial year as shown in **Table 20** below.

Approximately R 41 billion of the Municipal Infrastructure Grants (MIG) and Infrastructure Provincial Grants (IPG) shall be made available, of which approximately 17% has been earmarked for the EPWP over the next five financial years commencing in 2019/20. Additionally, fiscal incentive grants to the tune of over R 365 Million is available to performing implementing bodies for further job creation projects. Government implementing bodies are also urged to utilise part of their own funding streams for EPWP. **Table 20** shows how the projected infrastructure MIG and IPG funds are to be used for EPWP projects for the next five financial years.

Actual Project Lists of all implementing agencies for each financial year starting from 2019/20 financial year shall be analysed annually in comparison with the set annual targets and remedial actions taken to ensure that the minimum targets set are achieved.

4.1.6 THE EPWP IN POST COVID-19 TIMES

The funding procedure described above may, nevertheless, change, for during the first half of 2020, a new situation of massive unemployment and underemployment has suddenly arisen to levels that are socially unbearable; all as a direct result of the widespread COVID-19 Pandemic. EPWP activities by engaging large numbers of persons respond very effectively to such local situations where there are large numbers of unqualified or semi-qualified labourers who have been out of work for a long time because the pandemic has curtailed all economic activities resulting in layoffs for millions of workers.

Rural community and infrastructure works, be they social or construction works or even maintenance of existing ones, also lend themselves very well to EPWP methods of work. Being well placed to make effective contributions, the EPWP may, very well, be called upon to be mobilized and expand its activities to help alleviate the impending massive unemployment problems. Government may, therefore wish, as an extraordinary measure, to allocate additional funds that are to specifically finance EPWP activities to help address the issue of unemployment and under-employment in specific sectors or special geographical areas in the country. EPWP has to be ready to rise to the occasion and positively respond to related challenges, should the political will be there and additional sources be made available.

Table 20: Projected infrastructure Budgets for 2019/20 to 2023/24

Implementing Body	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Municipalities (MIG)						
Mopani	725 692 000	767 682 000	806 066 100	846 369 405	888 687 875	4 034 497 380
Vhembe	814 775 000	862 442 000	905 564 100	950 842 305	998 384 420	4 532 007 825
Capricorn	702 509 000	743 399 000	780 568 950	819 597 398	860 577 267	3 906 651 615
Waterberg	297 757 000	314 220 000	329 931 000	346 427 550	363 748 928	1 652 084 478
Sekhukhune	710 050 000	751 397 000	788 966 850	828 415 193	869 835 952	3 948 664 995
Total Municipalities	3 250 783 000	3 439 140 000	3 611 097 000	3 791 651 850	3 981 234 443	18 073 906 293
Departments - Infrastructure Grants						
PRMG - LDPWRI (RAL)	1 105 359 755	1 165 989 342	1 224 288 809	1 285 503 250	1 349 778 412	6 130 919 567
Basic Education	1 068 836 000	1 275 292 000	1 339 056 600	1 406 009 430	1 476 309 902	6 565 503 932
Department of Health	461 000 000	486 355 000	510 672 750	536 206 388	563 016 707	2 557 250 844
Cooperative Governance & Human Settlement	1 331 247 000	1 414 229 000	1 484 940 450	1 559 187 473	1 637 146 846	7 426 750 769
Department of Sports Arts and Culture	NA	NA	NA	NA	NA	NA
Depart. of Transport	NA	NA	NA	NA	NA	NA
Departments	3 966 442 755	4 341 865 342	4 558 958 609	4 786 906 540	5 026 251 867	22 680 425 112
Totals Departments	7 217 225 755	7 781 005 342	8 170 055 609	8 578 558 390	9 007 486 309	40 54 331 404

4.1.7 INFRASTRUCTURE SECTOR ORGANISATION

As part of its coordination and management responsibilities, the LDPWRI established a Provincial Infrastructure Sector Coordination Committee comprising of all relevant implementing bodies. This Sector Committee forms part of and reports on quarterly basis to the EPWP Provincial Steering Committee.

This Committee currently has the following institutions as members with the LDPWRI as lead Department; Limpopo Department of Public Works, Roads & Infrastructure (LDPWRI); Department of Transport (DOT); Cooperative Governance, Human Settlements, & Traditional Affairs (COGHSTA); Department of Sports, Arts and Culture (DSAC); Department of Education (DoE); Department of Health (DoH); and the Municipalities.

The Committee sits once a quarter as the Joint Infrastructure Sector Committee. The Committee also has two arms: one that deals with Municipal Infrastructure Projects, the other that coordinates Departmental Infrastructure Projects. These two sub-committees meet monthly eight months of the year over and above the aforementioned joint meetings.

4.1.8 IMPLEMENTING METHODOLOGY

The implementation of Infrastructure projects is managed on the basis of methods and procedures outlined in the current version of the “Guidelines for the implementation of Labour-Intensive Infrastructure Projects under the EPWP”. These guidelines in part advocate for:

- The realigning of project identification, design and operational procedures to the LIC methods and procedures;
- The review of tender & contract documents to reflect EPWP and LIC requirements;
- The employment of local labour within the project area;
- Training (through DHET) local labour engaged in technical and life skills Projects;
- The use of the “Code of Good Practice” of implementation of the EPWP;
- Observance of human rights; democratic, social and cultural values; gender equality, labour welfare & safety; & equal opportunities for persons with disabilities;

- The provision of complaint mechanism for participants' grievances;
- The use of standard eligibility criteria for the appointment of contractors and consultants on labour intensive projects.

The implementation process for the EPWP has been designed to minimize the burden placed on implementing agencies through, for instance, the provision of concise policy, operational & management guidelines and which shall be operationalized in conjunction with existing administrative framework. Nonetheless, additional support for these institutional bodies is required to ensure that they understand and execute their responsibilities in the programme. The support is provided by LDPWRI in the following ways:

- Provision of guidelines for the implementation of labour-intensive projects;
- Facilitate and participate in the delivery of learnerships programmes;
- Organize and conduct training sessions for the implementing agencies' staff;
- Organize and conduct awareness workshops to implementing bodies the principles and procedures of EPWP.

COGHSTA established Project/Programme Management Units (PMU) in municipalities with the aim of assisting in the implementation of the Municipal Infrastructure Grants (MIG) and associated EPWP projects. The LDPWRI shall work with the PMUs through the MIG Unit within the COGHSTA in the implementation of EPWP projects.

4.1.9 SOCIAL FACILITATION

A programme of this nature requires deep knowledge of the dynamics of the involved communities. Thorough consultations, during the planning and project execution, are required to engender a sense of ownership among the community members which in turn shall lay the basis for active participation and solving of challenges at all stages of the project cycle. Hence, social facilitation should be undertaken either through the use of in-house staff capacity of the implementing body, or outsourcing the services through the engagement of social consultants.

The objectives of social facilitation on infrastructure projects should include:

- Conducting community surveys directed at ensuring active community participation throughout the project cycle;
- Assisting the implementing body in establishing appropriate project management structures and procedures governing the relations between the various parties;
- Provide feedback to the Social Facilitation Policy and the EPWP Implementation Guidelines for future improvements.

4.1.10 TRAINING AND CAPACITY BUILDING

The National Government has identified that there is a general lack of participation by Historically Disadvantaged Individuals (HDI) as contractors in the construction industry. At the same time, unemployment still remains very high, leaving the majority of people out of the mainstream economy. As a result, the Government resolved to undertake learnerships programmes which are aimed at bridging the entrepreneurial skills gap and thereby facilitating the widely needed employment in the communities.

The Labour-Intensive Construction (LIC) technique, as opposed to the conventional machine-based construction methods, is identified as a vehicle for massive employment creation in the infrastructure sector. This comparative advantage can only be effectively exploited if and when appropriate training and capacity building measures are properly supported and efficiently undertaken. There are numerous options and possibilities that EPWP has made use in the past.

More information on Training and Capacity Building interventions are available in the Limpopo Province EPWP Training Strategy.

4.2 ENVIRONMENT & CULTURE SECTOR



4.2.1 OVERVIEW

South Africa's environment is under pressure due to increasing demand for resources and ecosystem services, increased generation of pollutants and waste, and pressure for more sustainable development. This has resulted in high levels of depletion and degradation of the environment. Large portions of terrestrial habitats and wetlands have been converted to other land uses or have been degraded. Most rivers have been dammed or modified to provide water for domestic, industrial and agricultural uses (and yet there is still a serious water shortage) and many plant and animal species have become endangered through loss of habitat or through over collection. Soils are being eroded eight times faster than they can be replaced. Large amounts of waste products are released into the air, water, and soil, changing the climate, making water unsuitable for use, and reducing the productivity of vegetation. Capacity to deal properly with waste is inadequate, and is predicted to become even more limited in future.

Over and above this, with respect to culture, the preservation, promotion and awareness of our South African heritage and culture is becoming increasingly important in promoting social inclusion and cohesion. Hence the need to proactively explore possibilities and opportunities to facilitate that.

The EPWP Environment and Culture (E&C) sector activities and interventions tend to naturally lend themselves to Labour intensive methods of work and thereby effectively respond well to these socio-cultural-economic needs.

4.2.2 EPWP PROGRAMMES IN THE ENVIRONMENT & CULTURE SECTOR

This sector includes a wide variety of programmes and projects, which are organised in an agreed set of focus areas outlined below.

4.2.2.1 Creating sustainable land-based livelihoods

This cluster of programmes focuses on:

- The creation of sustainable land-based livelihoods through activities that support land rehabilitation, clearing of invasive alien plants, the re-vegetation of landscapes, improving the productive potential of land, advocating and assisting communities, landowners and farmers with the implementation of appropriate agricultural and land-management strategies;
- The effective and efficient use of the country's natural resources (particularly land and water resources);
- Contributing to climate change mitigation through greening, planting indigenous trees and transforming targeted areas into vibrant, green and sustainable settlements;
- Improving the functioning of the biodiversity and ecosystem;
- Enlightening and Empowering communities affected by fire, in order for them to understand the benefits of, and potential harm caused by fire and be enabled to effectively deal with it;

- The rehabilitation of wetlands and nature conservation.

4.2.2.2 Coastal Management

This cluster of programmes provides work and training for unemployed people in:

- Coastal communities to create and maintain a cleaner and safer coastal environment. The programmes entail projects and products that contribute to the goals and objectives of government's coastal policy;
- Supporting the development of a sustainable fishing industry by promoting the conservation and sustainable use of marine resources, establishing certain water farming projects and facilities, and supporting the appropriate management of the fishing industry;
- Marine conservation.

4.2.2.3 Promotion & Development of Tourism and Creative Industries

This cluster of programmes provides work in the tourism sector and involves projects and programmes that contribute to the goals and objectives of the government's tourism and heritage policies, with a focus on:

- Tourism infrastructure development;
- The development of tourist products;
- Skills development and capacity building in the tourism industry, including promoting youth involvement in developing tourism industries and marketing opportunities;
- Supporting grassroots enterprises and practitioners in the cultural and creative industries.

4.2.2.4 Waste Management

This cluster of programmes focuses on domestic waste management and the cleaning of public open spaces. These programmes contribute towards addressing the key problem of poor service delivery in the area of waste removal, disposal and waste management; as well as urban renewal. It introduces the concept of exchanging waste collected by communities or individuals for fresh food parcels of fruit, vegetables and basic starches. It also creates awareness around, and promotes, recycling.

4.2.2.5 Parks & Beautification

This cluster of programmes mainly involves the cleaning, clearing and the beautification of public open spaces such as municipal streets, parks, illegal dump sites, cemeteries and others; through which one supports communities improve local surroundings; and develop related and relevant infrastructure within protected areas.

4.2.2.6 Sustainable Energy

This programme focusses on renewable energy technologies and labour-intensive energy management. This is a newly included focus area for the sector, which focuses on the provision of energy through renewable energy technologies and facilitating energy management through the use of labour intensive methodologies to stimulate sustainable job creation, local economic development, technology skills transfer and capacity development.

4.2.3 DEPARTMENTS IN THE ENVIRONMENT AND CULTURE SECTOR

Most of the above programmes are concurrent functions across the spheres. These programmes are being managed and implemented by the following public bodies:

- a. At the National Sphere: The National Departments of Environmental Affairs, Forestry and Fisheries (DEFF) is the Lead body that coordinates the EPWP activities at national level; other units include the National Department of Tourism (NDT); Agriculture & Rural Development (DARD), Energy, Mineral Resources (DEMR) and Arts and Culture (DAC).
- b. At Provincial Sphere: Provincial Departments of Agriculture; Environmental Affairs; Tourism; Sport, Recreation, Arts and Culture as well as Economic Development.

- c. At a Municipal Sphere: Municipal Departments of Parks, Community Services, Sports and Recreation, Environmental Management, Tourism and Heritage Management, Horticulture Management, Arts and Culture and Waste Management.

Table 21 shows which spheres implement which type of Environment & Culture programme(s).

Table 21: Programmes in the E & C Sector

Focus Area	Sector Programmes	Municipal	Provincial	National
Sustainable Land-based Livelihoods	Comprehensive Agricultural Support and Land care		√	√
	Working for Water		√	√
	Working on Fire		√	√
	Working for Wetlands			√
	Other (Greening & Gardening, Fresh Water Farming, etc.)	√	√	√
Coastal Management	Working for the Coast			√
	Working for Fisheries			√
	Working for the Forest			√
Tourism and Creative Industries	Working for Tourism	√		√
	Creative Industries	√	√	√
Waste Management	Working on Waste	√	√	√
	Urban Renewal Cleaning Public Open Spaces	√	√	
Parks and Beautification	People and parks	√	√	√
	Community parks	√	√	
Sustainable Energy	Working for Energy			√

Source: EPWP 3 Environments and Culture Sector Plan 2014/15-2018/2019

4.2.4 E & C SECTOR'S CHALLENGES & ABATEMENT STRATEGIES IN PHASE III

The Sector experienced a number of challenges which contributed to a lower level of sectorial performance. The challenges included in such and the corresponding Abatement Strategies to be followed are enumerated in **Table 22** below

Table 22: Challenges and Abatement Strategies in Phase 3

#	Challenge	Abatement Strategy
1	Introduction of the new system of Champions from Senior Management particularly at Municipal level did not materialise	Inclusion of EPWP targets in the performance contract of all senior management positions
2	Trainings not given priority	The lead sector to assist implementing bodies to access NSF funding from the training unit of the National Department of Public Works & Infrastructure
3	In-adequate funding (budgets not prioritized for sector projects / programmes) particularly at local Municipal level	Reverting to performance-based incentive grant for improved performance by implementing bodies that shall reduce over-reliance on the incentive grant and reduce under spending on equitable shares budget

#	Challenge	Abatement Strategy
4	Small scale projects with no impact on poverty alleviation resulting in low incentive draw down	The sector shall embark on larger scale projects implementation to realise more impact and also enable implementing bodies to access more incentives
5	Inadequate understanding of the purpose of the programme within the environment and culture sector by the general public, provincial & local spheres of Government including state owned entities	The lead sector shall continue to conduct public awareness creation and capacity building workshops in relation to the purpose of the overall programme and sector programmes, sub-programmes and projects
6	Inadequate political support for programmes and projects within the environment and culture sector by provincial departments and municipalities.	Strengthening of EPWP district forums chaired by political leadership so that there is political oversight over the planning, implementation, monitoring and reporting of outputs and outcomes.

4.2.5 PHASE IV FIVE YEARS SECTOR TARGETS & BUDGETS

In EPWP Phase IV, the E & C sector is expected to contribute Work Opportunities (WO) and Full Time Equivalents (FTE) as outlined in **Figure 14**:

In Limpopo, the sector is expected to create approximately 54 776 WO (or 27 310 FTEs). This translates on average to 10 956 WO (or 5 462 FTEs) annually.

In total, the Environment & culture sector, is expected to nationally create 947 247 WO (413 063 FTEs) in the course of the five-year period of the implementation of the EPWP Phase IV.

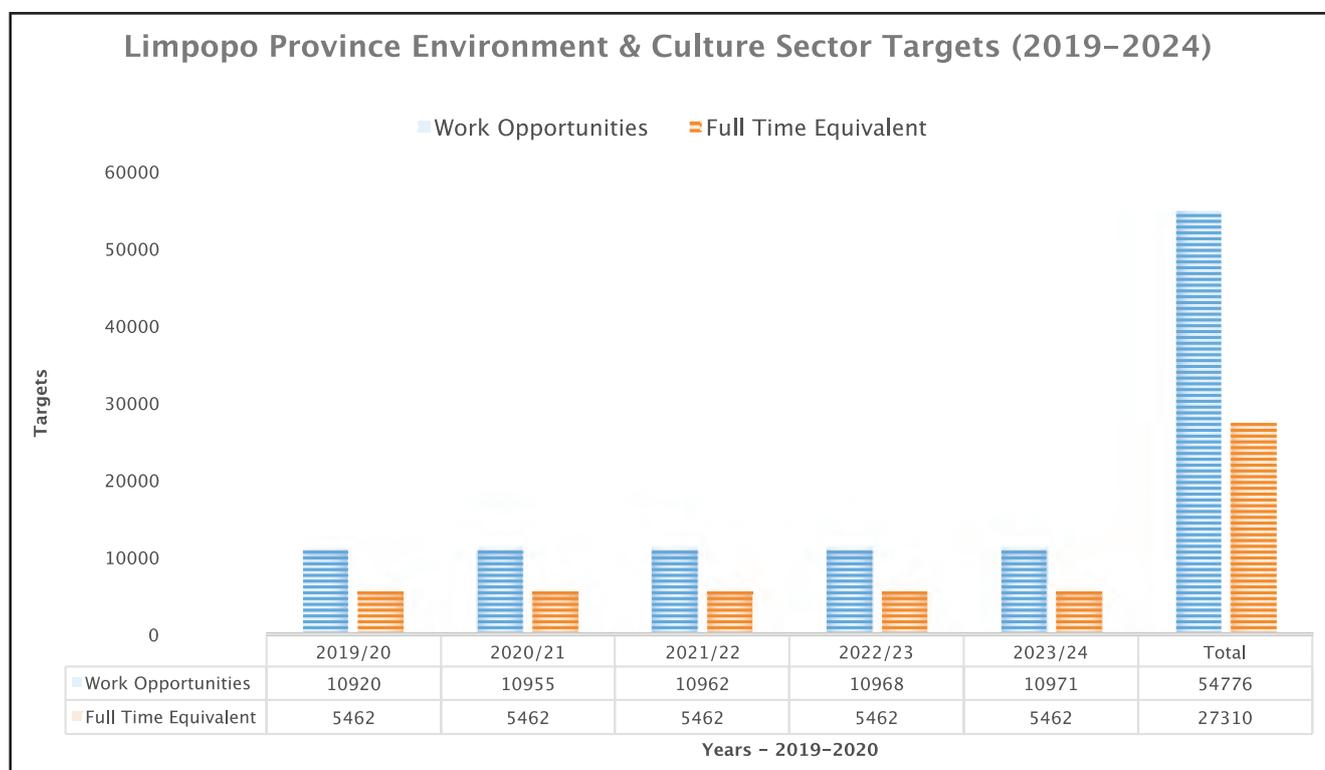


Figure 14: EPWP Phase IV E&C Sector WO and FTEs Targets

The disaggregated targets for each department and municipality are indicated in **Table 23** and **Table 24**, respectively below.

Table 23: EPWP Phase IV Targets - Limpopo Social Sector - Provincial Departments Only

Id	Environment & Culture Sector Targets							
	Name of Department		2019/20	2020/21	2021/22	2022/23	2023/24	Total
1	Agriculture and Rural Development	WO	2 948	2 948	2 948	2 948	2 948	14 740
		FTE	1 646	1 646	1 646	1 646	1 646	8 231
2	LEDET	WO	783	783	783	783	783	3 915
		FTE	438	438	438	438	438	2 188
3	Sports, Arts and Culture	WO	150	183	188	188	188	897
		FTE	100	100	100	100	100	501
Total Environment & Culture		WO	3 881	3 914	3 919	3 919	3 919	19 552
		FTE	2 184	10 920				

It should be noted that the figures given in the tables indicate the minimum targets set; but all implementing bodies are, as much as possible, encouraged to and are actually expected to exceed the indicative figures given as targets. Any opportunity that avails itself for higher levels of performance, in terms of increased Work Opportunities (or higher Full-time equivalents) should be encouraged.

Table 24: EPWP Phase IV Targets - Limpopo Social Sector - Municipalities Only

Id	Environment & Culture Sector Targets							
	Name of Municipality		2019/20	2020/21	2021/22	2022/23	2023/24	Total
1	Ephraim Mogale	WO	52	52	52	53	53	262
		FTE	23	23	23	23	23	113
2	Elias Motsoaledi	WO	221	222	222	222	222	1 109
		FTE	96	96	96	96	96	482
3	Makhuduthamaga	WO	73	73	73	73	73	365
		FTE	19	19	19	19	19	95
4	Fetakgomo-Greater Tubatse	WO	229	229	228	228	228	1 142
		FTE	60	60	60	60	60	298
5	Sekhukhune	WO	36	36	36	36	36	180
		FTE	15	15	15	15	15	77
Sekhukhune - Total		WO	611	612	611	612	612	3 058
		FTE	213	213	213	213	213	1 065
6	Greater Giyani	WO	291	291	292	292	292	1 458
		FTE	127	127	127	127	127	633
7	Greater Letaba	WO	80	80	80	85	85	410
		FTE	35	35	35	35	35	176
8	Greater Tzaneen	WO	1 364	1 364	1 364	1 364	1 364	6 820
		FTE	593	593	593	593	593	2 964
9	Ba-Phalaborwa	WO	18	19	19	19	19	94
		FTE	8	8	8	8	8	41
10	Maruleng	WO	40	40	40	40	40	200
		FTE	11	11	11	11	11	55
11	Mopani	WO	243	242	242	242	242	1 211
		FTE	105	105	105	105	105	526
Mopani - Total		WO	2 036	2 036	2 037	2 042	2 042	10 193
		FTE	879	879	879	879	879	4 395

Id	Environment & Culture Sector Targets							
	Name of Municipality		2019/20	2020/21	2021/22	2022/23	2023/24	Total
12	Collins Chabane	WO	55	55	55	55	55	275
		FTE	30	30	30	30	30	148
13	Musina	WO	145	145	145	145	145	725
		FTE	77	77	77	77	77	383
14	Thulamela	WO	1 086	1 086	1 086	1 086	1 086	5 430
		FTE	578	578	578	578	578	2 891
15	Makhado	WO	290	290	290	290	290	1 450
		FTE	161	161	161	161	161	806
16	Vhembe	WO	28	28	28	28	28	140
		FTE	12	12	12	12	12	61
Vhembe - Total		WO	1 604	8 020				
		FTE	858	858	858	858	858	4 289
17	Blouberg	WO	194	194	195	195	195	973
		FTE	97	97	97	97	97	486
18	Molemole	WO	56	56	56	56	56	280
		FTE	28	28	28	28	28	140
19	Polokwane	WO	1 255	1 255	1 255	1 255	1 255	6 275
		FTE	627	627	627	627	627	3 137
20	Lepelle-Nkumpi	WO	87	87	87	87	90	438
		FTE	44	44	44	44	44	218
21	Capricorn	WO	502	502	503	503	503	2 513
		FTE	251	251	251	251	251	1 257
Capricorn - Total		WO	2 094	2 094	2 096	2 096	2 099	10 479
		FTE	1 048	5 238				
22	Thabazimbi	WO	84	84	84	84	84	420
		FTE	36	36	36	36	36	180
23	Modimolle - Mookgopong	WO	141	141	141	141	141	705
		FTE	61	61	61	61	61	305
24	Lephalale	WO	118	118	118	118	118	590
		FTE	51	51	51	51	51	256
25	Bela-Bela	WO	113	114	114	114	114	569
		FTE	30	30	30	30	30	148
26	Mogalakwena	WO	238	238	238	238	238	1 190
		FTE	103	103	103	103	103	515
27	Waterberg	WO	0	0	0	0	0	0
		FTE	0	0	0	0	0	0
Waterberg- Total		WO	694	695	695	695	695	3 474
		FTE	281	281	281	281	281	1 404
Total Environment & Culture		WO	7 039	7 041	7 043	7 049	7 052	35 224
		FTE	3 278	16 391				

4.2.5 POTENTIAL ADDITIONAL SCOPE

The EPWP has a focus on using government expenditure to provide employment opportunities and training to the unemployed. To achieve this goal, the sector departments should look beyond the MTEF poverty relief allocation and seek to find additional programmes and projects that lend themselves to EPWP principles. This, together with a coordinated approach to the implementation of the sector programmes shall determine the extent to which the funding base and resultant scope can be broadened. Good example of possible EPWP expansion is to identify services that still has gaps and where unemployed can be engaged to provide the services include:

- Landscape rehabilitation integrated with community nurseries;
- Assessment of non-endemic species invasion in catchment areas to aid long range planning and quantification of the problem to support sustainable roll-out of an invasive species control programme;
- Establishment of municipal waste programmes linked to SMME Development e.g.; recycling;
- Cemetery maintenance programmes and Rural Waste collection programme;
- Community benefit sharing models and BEE equity acquisition in the areas of hospitality services in and around protected areas e.g. community lodges;
- BEE acquisition through high value tourism products and SMME development;
- Tourism route development.

4.2.6 INSTITUTIONAL ARRANGEMENTS

The sector’s organisational structure is presented in the **Figure 15** below. Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) is responsible for the overall coordination of the Expanded Public Works Programme in the province.

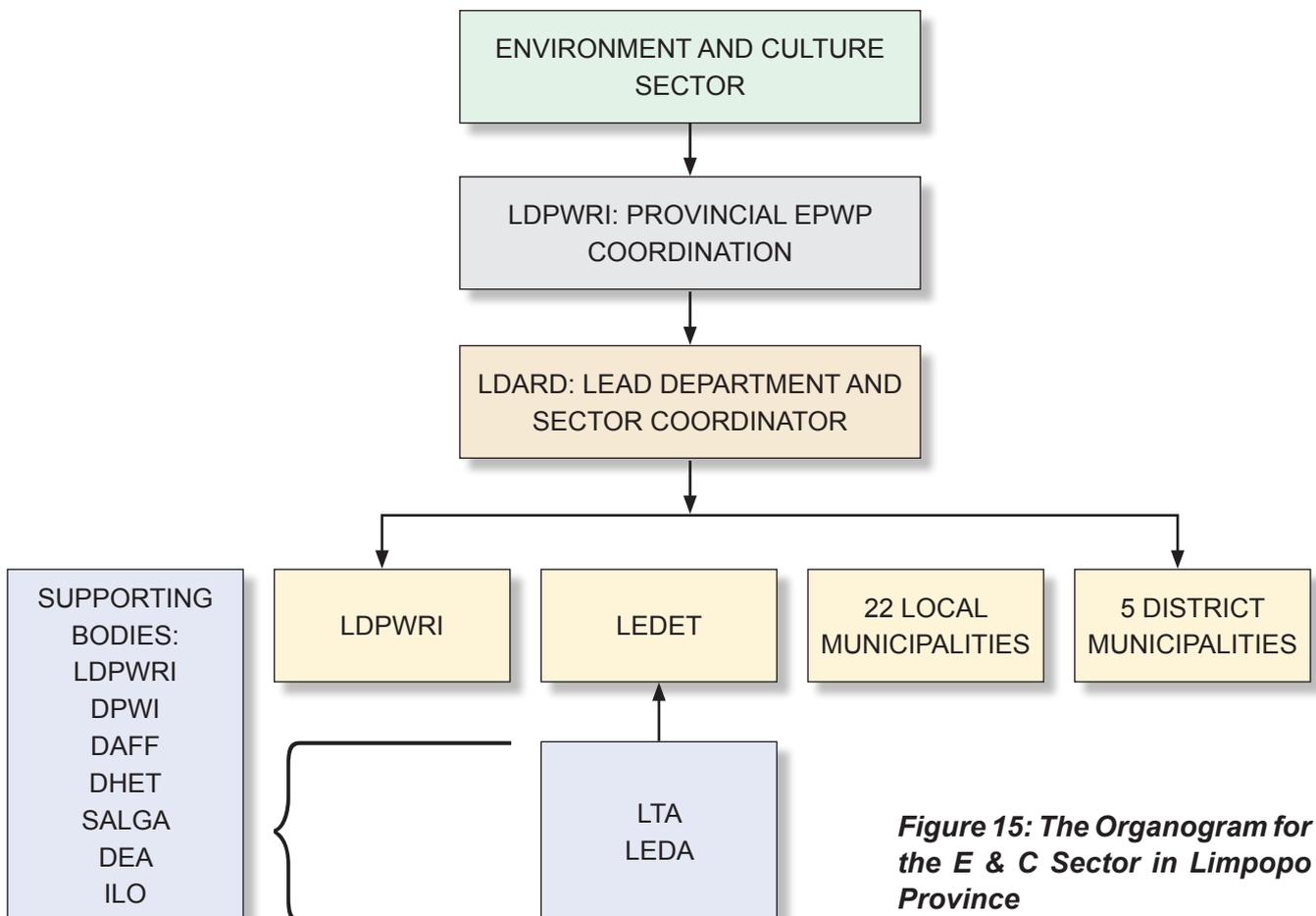


Figure 15: The Organogram for the E & C Sector in Limpopo Province

Limpopo Department of Agriculture and Rural Development (LDARD) is the lead Department in the E & C Sector and is responsible for operational coordination of the Sector as well as implementation of its own programmes. LDARD also provide sector specific technical guidance, norms and standards for Environment and Culture sector.

The Provincial Sector derives its mandate from both National Department of Environmental Affairs, Forestry & Fisheries and Department of Public Works, Roads and Infrastructure (NDPWI). The Limpopo Department of Public Works, Roads & Infrastructure (LDPWRI) is responsible for the overall coordination of the EPWP in the province. In line with its mandate of ensuring coordination/ management of the EPWP, LDPWRI has established a Provincial Environment & Culture Sector committee which forms part of and reports quarterly to Provincial EPWP Steering committee. The intention is to foster inter-departmental relations or partnerships which enable minimum duplication of efforts, effective implementation models, consistency in tools of measurement used & reporting; efficient resource allocation, use and sharing of best practices.

4.2.7 SUPPORT INSTITUTIONS

Programme Implementation is supported/enhanced through involvement of entities:

4.2.7.1 South African Local Government Association (SALGA)

SALGA support the objectives of the Expanded Public Works Programme by ensuring that municipalities participate in all Sector activities as well as serving as an ombudsman where there is poor or non-participation of municipalities.

4.2.7.2 Limpopo Economic Development Agency (LEDA)

LEDA's mission is stated as:

- To encourage & facilitate the holistic development & promotion of the tourism industry;
- To encourage the participation of all people in the tourism industry;
- To ensure that all people have equal access to the social, economic and environmental opportunities and benefits created by the tourism industry;
- To facilitate community empowerment as an essential part of tourism development;
- To ensure that nature reserves and protected areas are developed, promoted, managed and conserved effectively.

4.2.7.3 Limpopo Heritage Resource Agency (LIHRA)

LIHRA is tasked with the protection and maintenance of national heritage resources. national heritage includes places to which oral traditions are attached or which are associated with living heritage; historical settlements; landscapes and natural features of cultural significance; archaeological and paleontological sites; graves and burial grounds, including ancestral and royal graves and graves of traditional leaders; graves of victims of conflict; and sites relating to the history of slavery in South Africa.

4.2.7.4 Department of Higher Education and Training

The Department of Higher Education and Training shall assist in providing a framework for the sector's training and capacity building programmes which shall include:

- Assistance with the identification of training needs for the sector;
- Training support for the exit strategies of the sector;
- The establishment of the necessary NQF qualification and unit standards;
- Financial assistance.

4.2.7.5 International Labour Organisation (ILO)

The International Labour Organisation (ILO) provides technical assistance to the EPWP Programme. Much as this assistance is mainly focusing on the infrastructure sector, the ILO has also assisted the Environment & Culture sector in the formulation of their business plans and other areas.

4.3 SOCIAL SECTOR



4.3.1 OVERVIEW

The Department of Social Development (DSD) is the lead department in the Social Sector in the Limpopo Province. The Department of Education (DoE), the Department of Health (DoH), the Department of Sport, Arts and Culture (DSAC) and District and Local Municipalities are Social Sector implementing bodies of the EPWP in the province. Much of the work of these departments relies on the input of volunteers and civil society organizations and is suitable for the development of the EPWP.

In line with the overall national government policy tools like the National Development Plan and with due consideration of the resolution of the Provincial Government to contribute towards the national socio-economic development goals, the Limpopo Cabinet, in January 2005, outlined the Provincial strategy for the EPWP and mandated the Limpopo Department of Public Works, Roads and Infrastructure (LDPWRI) to coordinate the implementation of the programme in the province. The LDPWRI shall continue to spearhead the EPWP in Phase IV.

4.3.2 EPWP PHASE IV TARGETS AND BUDGETS

Based on budgetary allocations to the province, the minimum employment creation targets for EPWP Phase IV as set by Social Sector implementing Departments and Municipalities is as shown in the **Table 25, Table 26 & Table 27** below. The tables provides a combined summary of Social Sector minimum employment targets for departments and municipalities

Table 25: Limpopo EPWP Social Sector Employment Targets for 2019/20 - 2023/24

Year	Name of Implementing Body											
	Education		Health		Social Development		Sport Arts & Culture		Municipalities		Total	
	WO	FTE	WO	FTE	WO	FTE	WO	FTE	WO	FTE	WO	FTE
2019/20	5 811	3 272	8 091	7 836	3 227	2 864	50	53	1 644	777	18 823	14 801
2020/21	5 883	3 309	8 513	8 244	3 249	2 879	50	54	1 644	777	19 339	15 263
2021/22	5 898	3 318	8 534	8 265	3 257	2 886	50	54	1 644	777	19 383	15 299
2022/23	5 921	3 331	8 568	8 298	3 270	2 898	50	54	1 644	777	19 454	15 357
2023/24	5 953	3 349	8 615	8 342	3 288	2 914	50	54	1 644	777	19 550	15 436
Total	29 466	16 578	42 322	40 984	16 291	14 441	249	269	8 220	3 885	96 548	76 157

Table 26: Limpopo EPWP Phase IV Budgets - Social Sector

Id	Implementing Body	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
1	Health	430 597 920	437 329 920	437 245 920	437 245 920	437 245 920	2 179 665 600
2	Social Development	413 585 000	367 928 000	366 812 000	371 226 000	371 226 000	1 890 777 000
3	Education	193 804 000	205 258 000	217 394 000	230 246 000	241 642 000	1 088 344 000
4	Sports, Arts and Culture	2 100 000	2 100 000	2 100 000	2 100 000	2 100 000	10 500 000
6	Municipalities	NA	NA	NA	NA	NA	NA
	Totals	1 040 086 920	1 012 615 920	1 023 551 920	1 040 817 920	1 052 213 920	5 169 286 600

Table 27: Limpopo EPWP Phase IV Social Sector WO Targets - Municipalities

	Name of Municipality		2019/20	2020/21	2021/22	2022/23	2023/24	Total
1	Makhuduthamaga	WO	4	4	4	4	4	20
		FTE	2	2	2	2	2	8
2	Fetakgomo-Greater Tubatse	WO	5	5	5	5	5	24
		FTE	2	2	2	2	2	9
3	Ephraim Mogale	WO	23	23	23	23	23	117
		FTE	9	9	9	9	9	45
4	Elias Motsoaledi	WO	14	14	14	14	14	71
		FTE	5	5	5	5	5	27
5	Sekhukhune	WO	188	188	188	188	188	940
		FTE	72	72	72	72	72	358
Total: Greater Sekhukhune Districts		WO	235	235	235	235	235	1 173
		FTE	89	89	89	89	89	447
6	Greater Giyani	WO	47	47	47	47	47	233
		FTE	18	18	18	18	18	89
7	Greater Letaba	WO	10	10	10	10	10	50
		FTE	4	4	4	4	4	20
8	Greater Tzaneen	WO	124	124	124	124	124	622
		FTE	47	47	47	47	47	237
9	Ba-Phalaborwa	WO	18	18	18	18	18	88
		FTE	7	7	7	7	7	34
10	Maruleng	WO	11	11	11	11	11	56
		FTE	4	4	4	4	4	21
11	Mopani	WO	100	100	100	100	100	501
		FTE	38	38	38	38	38	191
Total: Mopani District		WO	310	310	310	310	310	1 551
		FTE	118	118	118	118	118	592

Name of Municipality			2019/20	2020/21	2021/22	2022/23	2023/24	Total
12	Musina	WO	10	10	10	10	10	50
		FTE	4	4	4	4	4	20
13	Thulamela	WO	53	53	53	53	53	265
		FTE	20	20	20	20	20	101
14	Makhado	WO	21	21	21	21	21	103
		FTE	8	8	8	8	8	39
15	Collins Chabane	WO	10	10	10	10	10	50
		FTE	4	4	4	4	4	20
16	Vhembe	WO	24	24	24	24	24	122
		FTE	9	9	9	9	9	47
Total: Vhembe District		WO	118	118	118	118	118	590
		FTE	45	45	45	45	45	227
17	Blouberg	WO	30	30	30	30	30	149
		FTE	11	11	11	11	11	57
18	Molemole	WO	4	4	4	4	4	19
		FTE	1	1	1	1	1	7
19	Polokwane	WO	579	579	579	579	579	2 895
		FTE	220	220	220	220	220	1 102
20	Lepelle-Nkumpi	WO	60	60	60	60	60	300
		FTE	23	23	23	23	23	114
21	Capricorn	WO	211	211	211	211	211	1 055
		FTE	211	211	211	211	211	1 055
Total: Capricorn District		WO	884	884	884	884	884	4 418
		FTE	467	467	467	467	467	2 336
22	Thabazimbi	WO	10	10	10	10	10	50
		FTE	4	4	4	4	4	20
23	Lephalale	WO	67	67	67	67	67	334
		FTE	25	25	25	25	25	127
24	Mookgopong - Modimolle	WO	28	28	28	28	28	139
		FTE	11	11	11	11	11	53
25	Bela-Bela	WO	10	10	10	10	10	50
		FTE	4	4	4	4	4	20
26	Mogalakwena	WO	19	19	19	19	19	95
		FTE	7	7	7	7	7	36
27	Waterberg	WO	14	14	14	14	14	69
		FTE	5	5	5	5	5	26
Total: Waterberg District		WO	147	147	147	147	147	737
		FTE	57	57	57	57	57	283
Total: Social Sector		WO	1 694	8 470				
		FTE	777	777	777	777	777	3 884

4.3.3 EPWP SOCIAL SECTOR PROGRAMMES

4.3.3.1 Department of Health

Care and Support Programme

Care and Support Programme was introduced to strengthen district health service delivery, health information management, Health services support for the provision of comprehensive management of HIV/ AIDS, TB and Non-Communicable Diseases (NCD) within the global structure of the primary health care system.

The objectives of the sub-programme are to implement Community Based Health Care Services, to strengthen community involvement through Community Outreach Services (COS), provide the continuum of care for the delivery of Primary Health Care, develop a monitoring system for Community Outreach Services (COS) and integrate COS data into PHC data (DHIS), strengthen the existing CBOs, develop career pathways and recognition of skills attained through the Health and Welfare Sector Education and Training Authority (HWSETA), and to enhance career opportunities for EPWP participants.

Expansion programmes in EPWP Phase IV have been added including High Transmission Areas (HTA), HIV Testing Services (HTS) including People Living with HIV e.g. Mentor Mother programme.

The commitments and budgets for the programmes under the Department of Health in EPWP Phase IV are as shown in **Table 28** and **Table 29**:

Table 28: Department of Health EPWP Phase IV Employment Commitments

Programme	2019 / 2020	2020/ 2021	2021/2022	2022/2023	2023 / 2024	Total
Care and Support	8356	8302	8300	8300	8300	41 558
HTA	557	557	557	557	557	2 785
HTS	923	923	923	923	923	4 615
PLHIV	386	386	386	386	386	1 930
Service Provider for HTS, HTA & PLHIV	2	2	2	2	2	10
Totals	10 224	10 170	10 168	10 168	10 168	50 898

Table 29: Department of Health EPWP Phase IV Estimated Budgets ('000)

Program	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Care and Support	R350 952	R348 684	R348 600	R348 600	R348 600	R1 745 352
HTA	R23 394	R116 970				
HCT	R40 98,2	R204 906				
PLHIV	R16 212	R81 060				
Service Provincial Administration.	R8 058,72	R40 293,6				
Totals	430 597,9	437 329,9	437 329,9	437 329,9	437 329,9	3 179 665,6

4.3.3.2 Department of Social Development Programmes

Home Community Based Care (HCBC)

The programme focuses on providing community-based prevention and intervention strategies to individuals at risk of contracting HIV. Community care givers play an important role in implementing the strategies of the programme. They provide social and behavioural change programme including psychosocial support services for children, youth, adults and their care givers. Through the services of care givers, services are accessible to the vulnerable groups.

The objectives of the sub-programme are to provide integrated services to beneficiaries affected and infected by HIV & AIDS, establish and manage community-based prevention and care interventions for the infected and affected, and provide capacity building to community care givers.

Community Based Services for Children and Youth

The programme focuses on providing community-based intervention strategies to the infected and affected HIV & AIDS individuals focusing on orphans and vulnerable children, youth, and child-headed households. Interventions are implemented through Drop-in Centres (DICs) and community-based prevention and early intervention programmes. DICs are also called Community Based Multipurpose Centres. DICs are a model of Home Community-Based Care. The programme has since 2005/06 started implementing EPWP by providing stipend and accredited training to care givers.

The objectives of the sub-programme are to provide integrated services to orphans and vulnerable children, youth and child-headed households affected and infected by HIV & AIDS; create job opportunities to unemployed youth, women & people with disabilities; provide training to community care givers; and give support to established community-based projects.

Victim Empowerment Programme (VEP)

The Department of Social Development is the Lead Department of this programme. The vision of VEP is to create a society in which crime prevention is prioritized and the rights and needs of victims of crime and violence are acknowledged and effectively addressed within a restorative justice framework.

The objectives of the sub-programme are to provide victim empowerment services to victims of crime and violence; implementation of policies and legislation e.g. Victims Charter; capacity building on intervention for service providers to enhance service delivery skills; to coordinate and promote measures relating to Victim Empowerment and prevention programmes.

Prevention and Treatment of Substance Abuse

The Department of Social Development is mandated to implement a programme to combat prevention and treatment programmes in line with provisions of Prevention of and Treatment for Substance Act (Act 70 of 2008).

The objectives of the sub-programme are to implement substance abuse prevention programmes targeting mainly children and young people; to implement treatment programmes for substance use disorders; capacity building on substance abuse interventions to service providers to enhance service delivery skills; and to coordinate stakeholders in the field of substance abuse prevention and treatment.

Early Childhood Development (ECD)

Early Childhood Development is one of the programmes offered, benefitting children from birth until a year before they enter Grade R. This includes children with developmental delays.

Objectives of the sub-programme are the registration of ECD centres and ECD Programmes; facilitation of the establishment of acceptable and habitable ECDs and home care centres by communities and relevant stakeholders; provision of integrated ECD services in a collaborative manner; increase access to the ECD Programme; provision of subsidies to eligible children; and the mainstreaming of the ECD programmes.

Table 30 below displays a summary of current ECD status in the Province.

Table 30: ECD Baseline Data

Indicator	Baseline
Number of ECD Programmes registered	268
Number of children accessing registered ECD Programmes	224 534
Number. of children with disabilities accessing registered ECD Programmes	238
Number of children subsidized through Equitable Share	86 801
Number of children subsidized through ECD Conditional Grant	11 868

Source: EPWP Phase 3 Final Report

Work done during EPWP Phase 2 and Phase 3

DSD registered 2 616 ECD centres during Phase II, and 3 397 ECD centres in Phase III. DSD intends to register additional 350 during the course of Phase IV and to expand ECD access through the Non-Centre Based ECD Programme.

Disability Programme

The aim of this programme is to design and implement integrated programmes and provide services that facilitate the promotion of the well-being and the socio-economic empowerment of persons with disabilities;

In working with persons with disabilities, it is very critical to use the social model which is underpinned by the principles of mainstreaming and addressing broader environmental barriers that prevent equal access to and participation in social and economic life.

The main characteristics of the social model is that it analyses and addresses the broader environmental (social, economic and political) context that prevents persons with disabilities from participating equally and fully in mainstream socio-economic activities; promotes and facilitates “broader systemic and attitude changes in society; mainstreaming of disability and the need for persons with disabilities themselves to be part of determining their lives” and endorses a mainstreaming trajectory for realising the rights of persons with disabilities through the development of targeted interventions that remove barriers and apply the principles of universal design (White Paper on the Rights of Persons with Disabilities).

Older Persons Programme

The role of older people in South African households has changed significantly over time. Traditionally, their role was to advise, direct and lead their families and societies in those practices, rituals and ceremonies that not only ensured their own survival, existence and continuity, but that of the community as whole. They were involved in the socialization of society and ensured the attainment and passing on of society’s knowledge, values and norms.

The advent of formal education, the Church and a modern way of life meant a change in the roles played by older people in society. Whilst these have contributed to the development of communities, they have led to a lesser recognition and the erosion of the status of older people. Additional factors such as urbanization, migratory labour system and the onset of chronic diseases, have had a devastating impact on the structure of the family. Older people are now key to the survival of an increasing number of orphaned and vulnerable children and those adults that are sick from HIV/AIDS. Older people play this very difficult role with no resources at their disposal and absolutely no recognition for their efforts.

DSD is the lead Department in providing protection, care, support and development to older persons, it is a fact that it cannot achieve its mandate alone. Inter-sectoral collaboration remains the key in attaining this goal. Both the civil society and the government departments have to pull resources together to provide comprehensive services to older persons. The commitments and budgets for Department of Social development (DSD) programmes in EPWP Phase IV are as shown in **Table 31** and **Table 32** below:

Table 31: Department of Social Development EPWP Phase IV Employment Commitments

Department	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Social Development	HCBC	413	413	413	413	413	2065
	Community-based Service for Children & Youth	2286	2286	2286	2286	2286	11430
	VEP	205	205	205	205	205	1025
	Prevention & Treatment of Substance Abuse	43	43	43	43	43	215
	ECD	40	40	40	40	40	200
	Disability	88	88	88	88	88	440
	Older Persons	94	94	94	94	94	470
	Totals	3 196	12 784				

Table 32: Department of Social Development EPWP Phase IV Tentative Budgets

Department	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Social Development	HCBC	13 827	9 811	8 880	8 262	8 262	49 042
	Community-based Service for Children & Youth	100 924	77 617	66 658	66 081	66 081	377 361
	VEP	12 000	12 233	12 628	12 915	12 915	62 691
	Prevention & Treatment. of Substance Abuse	6 042	5 189	5 425	5 648	5 648	27 952
	ECD	228 273	220 045	230 356	236 721	236 721	1 152 116
	Disability	19 585	15 185	14 490	13 877	13 877	77 014
	Older Persons	32 934	27 537	28 275	27 722	27 722	144 190
	Totals	413 585	367 617	366 712	371 226	371 226	1 890 366

4.3.3.3 Department of Education Programmes

EPWP: Education Special Projects

Over the previous phases of the EPWP, the Limpopo Department of Education (DoE) provided work opportunities to participants from different Early Childhood Development (ECD) Community Centres. The ECD participants represent a large number of individuals, majority of which are practicing without the relevant qualifications or appropriate learning/ facilitation resources to ensure the development of children in their care while they (participants) also fall under the category of under-employment. Most of these participants are found in poor communities. The EPWP Special Project shall forge partnership with interested organisation through partnerships to uplift disadvantaged communities. This shall be done to create possible permanent work opportunities

During this phase, the Limpopo Department of Education (EPWP Special projects) shall diversify its focus on providing support to both ECD centres and schools. This will be evident when an estimated 7433 participants shall be trained and developed in different skills over the coming 5 years, thereby improving care and learning environment of targeted children and at the same time capacitating participants to improve their employability by amongst other:

- Train, up-skill, and capacitate cooks and gardeners to improve their employability and to provide services to schools; Training targeted participants in basic administration skills to support effective administration of the projects; Facilitating provision of resources to targeted institutions (ECD Centres and Schools);
- Training participants in basic First Aid skills; paying a stipend to the targeted group for the duration of the training; Training targeted participants to different NQF Levels; and partnering with organisations with vested interest in education to create work opportunities and to raise levels of employability of targeted participants.

National School Nutrition Programme (NSNP)

The Primary School Feeding Programme used to be part of the Integrated Nutrition Programme managed at the national level by the Departments of Health and Education. At the provincial level, it was managed more by the Department of Health than the Department of Education. Locally it was operationalized by entities such as school project committees, school governing bodies, NGOs and CBO.

The objectives of the sub-programme are to contribute to enhanced learning capacity through provision of nutritious meals to students on all school going days; generate food production and economic activities in school communities in order to improve household food security; and strengthen nutrition education in the school curriculum and the community in general. The commitments and budgets for the Department of Education (DoE) programmes in EPWP Phase IV are as shown in **Table 33** and **Table 34** here below:

Table 33: EPWP Department of Education Phase IV WO Targets

Department	Programme	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Education	ECD	1502	1495	1485	1481	1470	7433
	NSNP	10 447	10 447	10 447	10 447	10 447	52 235
	Total	11 949	11 942	11 932	11 928	11 917	59 668

Table 34: EPWP Department of Education Phase IV Estimated Budgets ('000)

Department	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Education	ECD	R34 466 000	R36 360 000	R38 362 000	R40 472 000	R40 482 000	R 190 142 000
	NSNP	R 159 337,6	R 168 897,9	R 179 031,8	R 189 773,7	R 201 160,1	R 898 201,1
	Total in R	34 622 337,6	36 528 897,9	38 541 031,8	40 661 773,7	40 683 160,1	191 040 201,1

4.3.3.4 Department of Sports, Arts and Culture

The Mass Participation Programme was first introduced in 2004 with the main focus being the Siyadlala programme that delivered mass participation programmes within community hubs. Hub coordinators were employed on a contract basis to deliver the programmes.

The objectives of the sub-programme are to facilitate the delivery of active recreation campaigns or programmes with a specific focus on designated groups as a contribution to improving social cohesion

and nation building through to 2020; to inspire lifelong physical activity by providing structured sport promotion programmes to community members in an effort to promote social cohesion and nation building; increase learners' access to sport at schools by supporting national school sport championships for learners; support the provision of sport and recreation mass participation opportunities in all provinces by providing management and financial support through the mass participation and development grant and evaluating this support through the compilation of annual evaluation reports.

Mass participation Programme is implemented through the programmes like School Sport, Siyadlala, Club Development, Sport Academies and Transversal Matters.

The commitments and budgets for this programme for EPWP Phase IV are shown in **Table 35** and **Table 36** hereunder:

Table 35: Mass Programme EPWP Phase IV Employment Commitments

Department	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Sports, Arts & Culture	Mass Programme	50	50	50	50	50	250

Table 36: Mass Programme EPWP Phase IV Estimated Budgets ('000)

Department	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Sports, Arts & Culture	Mass Programme	R2 100	R2 100	R2 100	R2 100	R2 100	R10 500

4.3.3.5 Municipalities

Most of the projects implemented under the Municipalities for the social sector are security projects where security services are provided in municipal sites through the contracted security companies. Similar to this is one other project called Community Safety Officer's project with the objective of law enforcement, school safety, filing, security access control, CCTV monitoring and data capturing. The other project implemented under the sector is the regulation and controlling of traffic where pedestrians (specifically learners) are assisted to cross the road safely.

The employment commitments expected from these programmes and the allocated budgets in EPWP Phase IV are shown below in **Table 37** and **Table 38**:

Table 37: Community Safety EPWP Phase IV Employment Commitments

Implementing Body	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Municipalities	Community Safety	1644	1644	1644	1644	1644	8220

Table 38: Community Safety EPWP Phase IV Estimated Budgets ('000)

Implementing Body	Programme	2019 / 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023 / 2024	Total
Municipalities	Community Safety	NA	NA	NA	NA	NA	NA

4.3.4 PROVINCIAL SECTOR INSTITUTIONAL ARRANGEMENTS

4.3.4.1 Lead and Implementing Departments

The provincial institutional arrangements for the sector are as shown in **Figure 16**.

The Social Sector is led by Department of Social Development. Other departments implementing EPWP in the Social Sector are the Departments of Education, Health, Social Development, Sports, Arts and Culture as well as Municipalities. Each implementing department shall have a Focal Person/ Convener with decision making powers and of at least Middle Management Level. This person shall be responsible to coordinate, monitor and support various programmes implementing EPWP within a specific department.

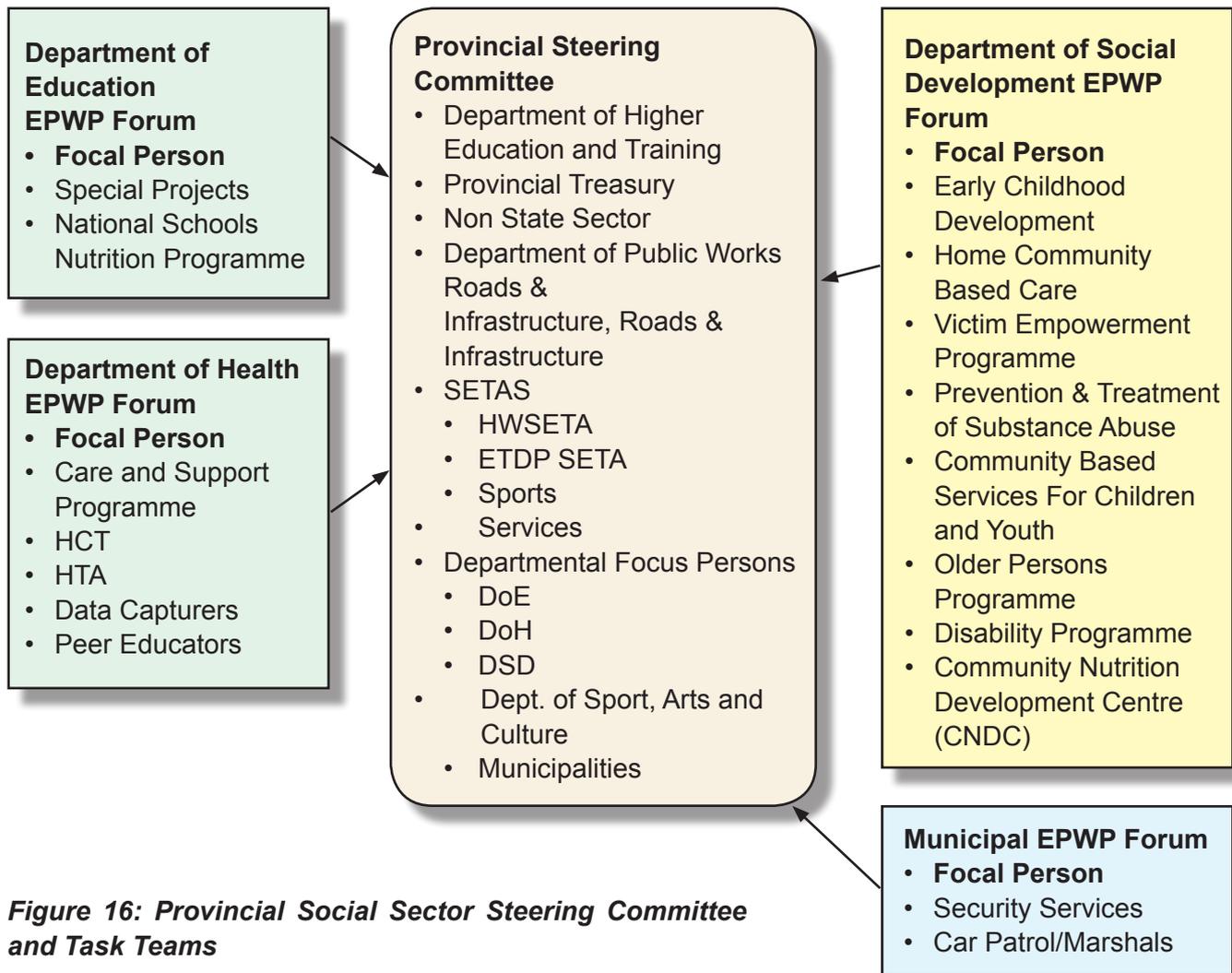


Figure 16: Provincial Social Sector Steering Committee and Task Teams

4.3.4.2 Roles and Responsibilities

The roles and responsibilities of key implementing bodies and committees in the social sector are as shown in **Table 39** below:

Table 39: Roles and Responsibilities of Implementing Bodies and Committees

Implementing Body/Committee	Roles and Responsibility
Provincial Social Sector Steering Committee	<ul style="list-style-type: none"> To give inputs in development of Provincial EPWP Business Plan; To set targets and identify people to undergo EPWP training; To identify new areas for expansion and exit strategies; To develop a database of participants who exited/graduated from EPWP programme and EPWP training; To identify projects to be visited by provincial, national and international delegations; To monitor and support training and expenditure; To facilitate compilation of monthly and quarterly reports; To meet monthly to discuss implementation progress of EPWP.
Task Teams.	<ul style="list-style-type: none"> To discuss current trends regarding a particular sub-programme; To discuss strategies to improve integrated service delivery; Site visit and meet once per quarter.
Lead Department: (Social Development)	<ul style="list-style-type: none"> Championing EPWP in the Social Sector; Facilitate the development of Provincial and Incentive Grant EPWP Business Plans; To monitor and support training and expenditure; Facilitate compilation of monthly & quarterly reports, submit to Provincial Department of Public Works, Roads & Infrastructure; Attend quarterly Provincial and National Social Sector Extended Steering Committee meetings; To organize monthly and quarterly stakeholders steering committee meeting
Departments and Municipalities	<ul style="list-style-type: none"> Programme planning and implementation; Compilation of monthly and quarterly reports and submit to the Lead Department; Attend/ host sector monthly meetings called by Lead Departments;
International Labour Organisation -ILO	<ul style="list-style-type: none"> Technical advice in the formulation of business plans and other strategic documents.

4.3.4.3 Implementation Support Partners

The Department of Higher Education and Training, Department of Labour; Non-Governmental Organizations, Non Profit Organizations; National Youth Development Agency / National Youth Services, Sector Education Training Authorities (SETAs), District and Local Municipalities, Traditional Leaders; Private Sector, State Owned Enterprises, Training Service Providers, Limpopo Economic Development Agency and the International Labour Organisation are some of the implementation support partners in EPWP Phase IV implementation.

4.4 NON-STATE SECTOR⁷



4.4.1 OVERVIEW

The objective of the Non-State Sector (NSS) is to create a large quantity of Work Opportunities (WOs) through the collaboration of Non-State organisations and the strengthening of community participation in local community development through delivering assets and services that improve the quality of life and complementing wider service delivery in communities.

The scope of such activities can include a wide range of relevant activities in these categories and can also be spread in a wide geographic space with various communities, producing a large number of developmental assets and useful services. Herein, in the scope, width and depth of myriads of potential EPWP activities that can benefit communities, lies the strength and effectiveness of the Non-State sector.

The NSS, as is currently designed in EPWP, consists of two complimentary sets of programmes: namely Non-Profit Organizations (NPOs); and the Community Works Programmes (CWPs). Programmes and Projects in this category by their nature, are community based and more community-oriented and, as such, inherently require mobilization of communities and also need both financial and technical assistance to be implemented effectively and efficiently. Programmes in this sector are implemented by NSS agencies like the NPOs, Non-Governmental Organizations (NGOs) and Faith-Based Organisations (FBOs) in communities.

While the NPO Programme is led and coordinated by the NDPWI, the CWP Programme is led and coordinated by COGTA. The details on these are summarised in **Table 40** below.

Table 40: Overview of Non-State sector programmes

Programme	Implementers	Description and Service Delivery Outputs
Non-Profit Organisations (NPO) Programme	Managed by Department of Public Works & Infrastructure. implemented by the Independent Development Agency (IDT).	Non-state stakeholders are mobilised to create additional WO's. In this institutional-based programme, NPOs develop programmes that create income for large numbers of individuals through socially constructive activities
CWP	Department of Cooperative Governance	In the CWP, the types of initiatives are determined by the non-state stakeholders with the state providing partial funding for specified costs and wages.

⁷ Adapted from the DPWI EPWP Phase IV Business Plan

While the rest of EPWP is organised in relation to sectors, the NSS is instead characterised by the modality of delivery through NPOs, which overlap with the other sectors in relation to work activities. For the NSS, convergence remains an important priority, ensuring that the work undertaken, for example, in relation to Early Childhood Development (ECD) or Home Community Based Care (HCBC), is well aligned with approaches and norms and standards in the Social Sector.

4.4.2 NSS TARGETS FOR PHASE IV (2019 - 2024)

The WO planned targets for Phase IV for this sector nationally are shown in **Table 41** below.

These NSS Sector Projects and Programmes are at national level expected to create a substantive total of about 1.5 Million WOs (and 766,000 FTEs).

Table 41: NSS WO targets per programme per year

Year	Work Opportunities		
	CWP	NPO	Total
2019/20	253 245	53 831	307 076
2020/21	252 836	40 540	293 376
2021/22	252 819	52 198	305 017
2022/23	252 818	52 198	305 016
2023/24	252 818	52 198	305 016
Total	1 264 536	250 966	1 515 502

Of the total of 5 million WO proposed for the whole EPWP Phase IV of the programme, the NSS target of over 1.5 million WOs constitutes no less than 30% of the national total. The NSS's contribution to the total is, therefore, substantive and quite critical; and its importance to EPWP's achievement of its main aims and targets, cannot be overemphasized. It should, as such, be provided with the necessary attention and should be given the due support to ensure it reaches its targets and thereby makes its rightful contribution to the overall national targets.

The proposed national level Full Time Equivalents (FTEs) for the Sector for the whole EPWP Phase IV (corresponding to WOs given above) are given in **Table 41** below.

Table 42: NSS FTE targets per programme per year

Year	Full Time Equivalents		
	CWP	NPO	Total
2019/20	118 695	29 490	148 185
2020/21	118 503	29 612	148 115
2021/22	118 495	38 127	156 622
2022/23	118 495	38 127	156 622
2023/24	118 495	38 127	156 622
Total	592 683	173 484	766 167

In Limpopo Province, the NSS as a sector, is planned to come up with 184,315 WO and actually is the largest single sector contributor to the total performance of EPWP; and is followed by the infrastructure sector that is to deliver 139,618 WO in phase IV.

It is also worth mentioning that in this regard, the Roads Agency of the province is already working with some Mining Houses to actually improve the roads to some mines in the province; which can actually

enhance the NSS, producing higher levels of WO achievements and mobilizing the private sector to play an even more important role in employment creation activities while conducting its normal business.

The Limpopo Province Work Opportunity targets for the NSS are shown in **Table 43** below.

Table 43: WO by NSS-Limpopo Province

Year	Work Opportunities
2019/20	36,863
2020/21	36,863
2021/22	36,863
2022/23	36,863
2023/24	36,863
Total	184,315

In total in the NSS Sector, the Limpopo Province is expected to create at least 184,315 WO in phase IV of EPWP.

The Targets for the NSS Sector were set in the following manner:

1. Targets for CWP are based on specific COGTA budget allocations with the following assumptions:
 - 70% of the allocated budgets will be paid to CWP participants in wages.
 - CWP participants will be paid the EPWP Minimum wage of R92, 52 in 2019/20 and factoring in the anticipated 6% annual adjustments.
 - Supervisors and storekeepers will be paid R127, 20 per day in 2019/20.
 - Participants on sites established in previous years will work 100 days a year.
 - For new sites, it is assumed they are established on a continuous basis throughout the year so that in the first year, on average, new CWP participants will work for 100 days.
2. Targets for NPO are based on budgets allocated to DPWI (for NPO) with the following assumptions:
 - That 93% of the allocated budgets will be paid to NPO Programme participants in wages;
 - 7% of the allocated WO targets allocated should be for administration;
 - Funding model to have provision of 3% contribution towards UIF, COIDA and bank charges incurred when paying participants using EFT payments;
 - Participants working 14 days a month for a full year;
 - Alignment of wage rate of R95 per day with the Ministerial Determination rates; set NSS wage rates above the minimum inflation rate;
 - The NPO Programme only provides R200 per annum for Personal Protective.

4.4.4 NSS IMPLEMENTATION MODALITIES FOR PHASE IV

In terms of implementation, NSS Sector Projects and Programmes are implemented in the similar manner and in conjunction with Social Sector Projects. While it is hoped that there shall be scope for peer learning, they are expected to follow the EPWP principles and similar procedures, use the similar guidelines and adhering to the same standards

5. RISK MANAGEMENT AND SUSTAINABILITY

5.1 STAKEHOLDER CONSULTATION AND PUBLIC PARTICIPATION

The sustainability of development programmes, such as the EPWP, can only be achieved through greater stakeholder participation and ownership. It is therefore essential that the programme implementers, participants and other stakeholders are involved in the planning, implementation and monitoring of programme activities. It is also expected that participating implementing agencies originate or conceptualise innovative development programmes/projects which they can take ownership of and thereby ensuring sustainability of the programmes/projects.

In producing the current Five-Year Business Plan (BP), efforts were made to consult various programme implementers and stakeholders through meetings and workshops. Efforts were also made to capture programmes and projects identified through participatory government processes such as the Limpopo Strategic Plan, IDPs and other programme appraisal processes. These shall ensure that selected programmes/ projects are owned by implementers and participants of such projects /programmes who took part in identifying them. For instance, participants and stakeholders have a key role and input into the IDP processes across all districts. Such involvement and inputs made through grass root consultations increase the level of ownership by participant stakeholders and ensures that they take part in development activities within their communities.

One of the most important implementation strategies of the EPWP is the use of Code of Good Practice in organizing works, and observance of human rights-based approach at all levels of implementation. The five-year plan envisages that these principles and strategies shall be incorporated into the mainstream programmes and projects of the province thereby providing core values for client participants' relationship and ensuring sustainability of the benefits from EPWP.

The EPWP utilises the existing line budgets of the participating government bodies. By so doing, all its activities are automatically mainstreamed in the programmes of these agencies thereby ensuring continuity and sustainability. The EPWP, in the next five years, shall expand the provision of basic infrastructure through targeted investment, apart from the creation of substantial employment opportunities to the disadvantaged communities. This in turn shall form a basis for enhanced and sustainable economic development in the province and hence in the country.

It is envisaged in the five-year plan that a large number of individuals shall undergo skills development training at various levels. This shall, in the short-term, allow the target group to benefit from the EPWP in terms of training and employment they shall receive. In the long term however, these participants shall be able to create jobs (in case of entrepreneurial firms) or shall be employable in the case of individuals. Continuity is a key driver which influences the sustainability of the EPWP. The five-year plan envisages that all implementing bodies ensure the following:

- Buy-in of the concept and principles of EPWP;
- Put in place mechanisms to retain their EPWP trained staff as much as possible;
- Appoint and retain EPWP champions to lead the implementation process;
- Conformity with EPWP standards and procedures as well as relevant existing standards.

Provide feedback to the relevant stakeholders on project implementation in a transparent manner. It is also important to offer those involved and affected by the programme/project the opportunity to give feedback and comments.

5.2 CAPACITY BUILDING AND TECHNICAL SUPPORT

One of the key lessons from the last three phases of the programme was that it was unrealistic to assume that the capacity to implement EPWP projects /programmes was available in all public bodies. Experience and the variable performance of public bodies has clearly demonstrated that specific types of technical support are required to ensure they are enabled to meet EPWP targets.

It is assumed that in Phase IV, the EPWP Branch -National Department of Public Works & Infrastructure, Lead Departments and the Provincial EPWP Coordination Units shall continue to provide operational and technical support to those public bodies that require it. This will require the strengthening EPWP Coordination Unit and lead departments to provide such support effectively.

The capacity building shall also have to extend beyond government bodies, and where extensive use is made of service delivery agents. Capacity building interventions for the latter shall also be required, as was the case in the last three phases, where emerging contractors and consultants were trained on the use of labour-intensive methods of construction.

5.3 PERFORMANCE INCENTIVES FOR EMPLOYMENT INTENSIVE PROGRAMMES

It is assumed that the EPWP wage incentive shall lead to wider adoption of employment-intensive methods and approaches by public bodies implementing the EPWP. The incentive is designed to provide additional funds to public bodies that create more employment using available budgets.

One of the main reasons for not adopting employment-intensive methods on a larger scale reported by public bodies in the last three phases was the risk of increased costs. The incentive was designed to address this by essentially covering additional costs that public bodies shall have incurred because of increasing the labour intensity of their projects. In the case where there are no additional costs, the incentive shall increase the overall budget, allowing for increasing the scope of work and subsequent creation of more employment opportunities by the public body.

5.4 FUNDING

The EPWP is established on a multi-year budgeting system that ensures a steady growth of government investment in the identified service areas. It is also based on the assumption that the specific conditional grants and allocation related to the various EPWP programmes shall continue to grow in real terms. It is also assumed that there shall be some flexibility in the budget process to increase the available amounts for the wage incentive if the uptake is greater than anticipated. It is assumed that there shall also be adequate funding from DHET for participants' training.

5.5 ENABLING ENVIRONMENT

It also assumed that the enabling environment for the EPWP shall be improved in the fourth phase and that the efforts to improve this environment shall continue and receive support. Some of the key areas requiring improvement are listed below:

- To have in place a clear set of special employment conditions for short and ongoing term work.
- To align disability and gender frameworks to the EPWP.
- To establish and obtain a common understanding on clear funding and budgeting protocols, in order to enable the scaling up of existing and the establishment of new programmes.
- To administer the additional funding for compliant performing EPWP programmes to establish a framework for intergovernmental protocols for the EPWP.
- To establish an explicit performance targeting process in EPWP and its funding allocations.

- To ensure that any re-alignment of sector departments shall not affect delivery.

5.6 RISK MATRIX

Table 44 summarises the potential risks, and their possible mitigation measures.

Table 44: Potential risks and Mitigation Measures

Potential Risks and Causes	Mitigation Measures	Responsibility
Lack of awareness and understanding of EPWP	Conduct continued awareness and sensitisation exercises through workshops, seminars, promotional materials Targeted short courses for managers of programmes and projects	LDPWRI - EPWP Unit
Performance below minimum set targets by some implementing bodies due to lack of enforcement of legislation and utilization of own funds	Enforcement of legislations, signed protocols, and government directives; and taking necessary action for compliance. Conduct continued awareness and sensitisation exercises through workshops, seminars, promotional materials Embarking on Projects with high LI potential Supplementing grants with own funding source	National & Provincial Treasuries Provincial ExCo NDPWI, LDPWRI Accounting Officers of Public Bodies
Administrative bottlenecks (e.g. unnecessary delays in planning, implementation and procurement, payment for services delivered, payment to participants on EPWP projects etc.)	Streamline management structures and procedures for efficient service delivery Provision of adequate staffing Enforcement of procedures Continuous training and reorientation of management staff	Accounting Officers of Public Bodies LDPWRI
High trained staff turnover affecting capacity development - caused by better prospects elsewhere	Provide incentives, such as training and Career-pathing, to retain staff Engage local engineers to understudy the ILO counterpart staff. Harmonize working conditions in public. bodies Continuous training & capacity development	Accounting Officers of Public Bodies LDPWRI
Inferior quality in service delivery due to poor project supervision and enforcement of conditions of contract - with potential for rejection of EPWP/LIC methods.	Establish adequate supervision and monitoring systems Streamline procurement processes Establish quality assurance/control systems Apply appropriate penalties for continuous non-performance (e.g., black-listing) on projects, and non-compliance to EPWP requirements. Training and reorientation of service providers and staff of implementing bodies to EPWP/LIC requirements	Accounting Officers of Public Bodies LDPWRI

Potential Risks and Causes	Mitigation Measures	Responsibility
Lack of acceptance and under-standing of potential benefits of EPWP/LIC concept (e.g. EPWP is DPWRI's programme; and slow, etc.).	<p>Conduct continued awareness and sensitisation exercises through workshops, seminars, promotional materials</p> <p>Targeted short courses for managers of programmes and projects</p> <p>Showcase successful projects and good practices</p> <p>Proper design of projects</p> <p>Review of Supply Chain Management systems in procurement of service providers</p> <p>Black-listing of non-compliant service providers</p>	<p>LDPWRI</p> <p>Accounting Officers</p>
Inadequate experience in LIC by management and supervisory staff of both implementing bodies and consulting firms	<p>Continuous training and reorientation of management and supervisory staff, and providing technical support.</p> <p>Show-case successful projects and good practices (through workshops, study tours, etc.)</p>	LDPWRI
Inadequate resources for training and Learnerships (from DHET and SETAs)	<p>Proactive planning and budgeting</p> <p>DHET and SETAs to provide adequate resources to service the needs the Programme</p> <p>Provision of additional resources to supplement the above</p> <p>Constructive engagement with DHET</p>	<p>DHET, SETAs</p> <p>Implementing bodies</p> <p>NDPWI, LDPWRI</p>
Ineffective technical skills development for employed participants	<p>Provide long-term artisans training in place of short-term, and exit/placement strategies;</p> <p>DHET to improve quality of training service delivery.</p> <p>Target Youth in technical skills development</p>	DHET
Inadequate enforcement of relevant acts and legislation (e.g. DORA, Labour Act, etc.)	<p>Systems and procedures to be in place to enforce these government legislation</p> <p>Executive intervention</p>	<p>National/Provincial. Treasuries</p> <p>Provincial. ExCo</p> <p>NDPWI/LDPWRI</p> <p>Account. Officers of Public Bodies</p>

6 RECOMMENDATIONS AND CONCLUSION

The following recommendations are made to ensure the successful implementation of the EPWP:

- All implementing public bodies must identify suitable EPWP Projects for each financial year and register them with Limpopo Department of Public Works, Roads & Infrastructure and MIG in the case of municipalities;
- Allocate a minimum percentage of institutional budget for infrastructure maintenance and every new capital project to have a maintenance plan;
- Heads of Government and public bodies should sign Protocol Agreements which make them take full accountability for implementation and goal realization of EPWP in their respective institutions;
- Intensification of awareness creation on EPWP, targeted training for programme managers and enforcement of legislations by Accounting Officers;
- For SETAs to carry out regular training needs assessment and develop appropriate training materials, which are conducive for optimising employment creation;
- Provide adequate capacity and training for the Provincial EPWP Coordination Directorate in the LDPWRI together with sector department coordinators;
- Client's involvement to ensure more focus on projects with high labour intensity (LI) and long employment prospects e.g. access roads in poor rural areas and townships, water reticulation, and maintenance works. Setting appropriate LI targets and increasing LI at the various stages of the project cycle; e.g. Appointing Consultants and Contractors with LIC qualifications, and influencing the Project Design through choice of appropriate construction materials and work methodologies that increases labour intensity.
- There should be effective collaboration and information sharing between various coordinating bodies in organising and conducting meetings to avoid unnecessary duplication.

It is hoped that this Five-Year Plan shall serve as a tool to assist implementing bodies in streamlining their operations; and efficiently planning, implementing and monitoring of EPWP activities for the realization of provincial and overall national goals.

This business plan is submitted for endorsement as an official working document for the implementation of EPWP in the Limpopo Provincial Administration.

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