



EPWP PHASE V BUSINESS PLAN

2024-2029



public works
& infrastructure

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REPUBLIC OF SOUTH AFRICA



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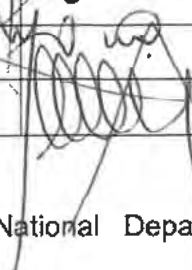
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GLOSSARY OF TERMS

The following terms are used throughout this document:

Term	Definition
EPWP	The Expanded Public Works Programme (EPWP) is a medium- to long-term government-funded programme that promotes the use of labour-intensive methods to create WOs, services, and assets, thus contributing towards poverty alleviation and reduction of unemployment, thereby contributing to development.
Person year of employment	One person-year is equivalent to 230 person days of work. For task-rated workers, tasks completed should be a proxy for eight hours of work per day.
Cost per FTE	Planned cost per FTE is calculated by: dividing the total budget for an EPWP programme by the number of FTE jobs to be created. Actual cost per FTE is calculated by: dividing the total project expenditure for an EPWP programme by the number of FTEs jobs created.
EPWP target group	Poor and unemployed persons who are willing and able to take up the offered work at the offered pay.
EPWP worker/participant	A person employed to work in an EPWP project under the Code of Good Practice for Special Public Works Programmes, Ministerial Determination and the National Minimum Wage Act (NMW Act 9 of 2018) or the Learnership Determination for unemployed learners.
FTE job	FTE refers to one person year of employment. One person-year is equivalent to 230 person-days of paid work. Person years of employment = total number of person days of employment created for targeted labour during the year divided by 230. For task-rated workers, tasks completed will be a proxy for eight hours of work per day.
Implementing agent(s)	An individual or firm contracted and authorised to act on behalf of the sector department by implementing departmental projects and executing related transactions on their behalf.
Labour intensity	Labour intensity refers to the size of the labour component of a project and is calculated as the percentage of wages against the project expenditure.
Monitoring	In this context, monitoring refers to measuring and tracking the implementation progress of reporting EPWP programmes/projects according to planned job creation and service delivery outputs.
Programme	A programme is a coordinated approach to explore a specific area related to an organisation's mission. It usually includes a plan of action or events identifying staff and related activities or projects leading towards defined and funded goals.
Work opportunity	Paid work created for an individual on an EPWP project for any period. The same person can be employed on different projects, and each period of employment will be counted as a work opportunity ¹ .
The Ministerial Determination for the Expanded Public Works Programme	The Ministerial Determination gazetted by the Minister of Labour applies to all employers and employees engaged in EPWPs.
Code of Good Practice for Expanded Public Works Programmes	The Minister of Labour issued and gazetted a Code of Good Practice for Expanded Public Works Programmes, which provides guidelines to all stakeholders involved in the EPWP concerning working conditions, payment and rate of pay, as well as disciplinary and grievance procedures. It also promotes a common set of good practices and minimum standards in employment practices among the different EPWP sub-programmes within South Africa. Refer to Gazette No 34032, 18 February 2011.

¹ Each year, the reporting system counts each work opportunity afresh.

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LIST OF ABBREVIATIONS

AGSA	Auditor-General of South Africa
DCOG	Department of Cooperative Governance
CWP	Community Work Programme
DFFE	Department of Forestry, Fisheries and Environment
DPWI	Department of Public Works and Infrastructure
DPME	Department of Planning, Monitoring and Evaluation
DoRA	Division of Revenue Act
DSC	District Steering Committee
DSD	Department of Social Development
E&C	Environment and Culture
ECD	Early Childhood Development
EDD	Department of Economic Development
EPWP	Expanded Public Works Programme
EPWP-RS	EPWP Reporting System
FTE	Full-Time Equivalent
GDS	Growth and Development Summit (2003)
HCBC	Community-Based Care
ID	Identity (number)
IDT	Independent Development Trust
LI	Labour-Intensive
M&E	Monitoring and Evaluation
MIG	Municipal Infrastructure Grant
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework

NCC	National Coordinating Committee
NDP	National Development Plan
NGP	New Growth Path
NGO	Non-Governmental Organisation
NMW	National Minimum Wage
NPC	National Planning Commission
NPO	Non-Profit Organisation
NSCCs	National Sector Coordinating Committees
NSF	National Skills Fund
NSS	Non-State Sector
NYS	National Youth Service
PEP	Public Employment Programmes
PEP-IMC	Public Employment Programmes - Inter-Ministerial Committee
PRMG	Provincial Roads Maintenance Grant
PSC	Provincial Steering Committee
PWD	Persons with Disabilities
QLFS	Quarterly Labour Force Survey
SANRAL	South African National Roads Agency Limited
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
TVET	Technical and Vocational Education and Training
UIF	Unemployment Insurance Fund
USDG	Urban Settlement and Development Grants
WO	Work Opportunity

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EXECUTIVE SUMMARY

South Africa has faced several challenges, particularly high levels of poverty, inequality, and deep-rooted structural unemployment, with a consistently high unemployment rate of above 20 per cent. As the Expanded Public Works Programme (EPWP) embarks on its fifth five-year phase, significant changes have unfolded within South Africa's economic and social milieu. The slow economic recovery from the coronavirus disease-2019 (COVID-19) pandemic has hindered the recovery of the labour market, leaving eight million South Africans jobless and an additional 3.5 million discouraged job seekers. Youth unemployment has reached a dire threshold, with an alarming 50% of young people facing joblessness. Unemployment has become a problem that is too big for the formal labour market to solve on its own in the next 10 to 20 years. This sluggish economic growth has also cast a shadow over the government's financial landscape. The combination of lower-than-anticipated revenues and mounting debts has constricted the fiscal space available for government interventions aimed at mitigating these unfavourable trends.

With the current depressed economic outlook, it is not expected that the unemployment rate will decline in the short to medium term due to:

- The economy is not growing and absorbing labour quickly enough;
- Most unemployed people in South Africa do not have the skills required by the economy;
- The sectors that could absorb unskilled labour are not expected to grow at a scale that would absorb these work seekers soon; and
- There are few alternatives for the unemployed to meet their basic needs if work is unavailable.

Therefore, many people are expected to be unable to find employment.

Employment is one of the fundamental means of addressing this complex set of issues, and this is evident in the National Development Plan (NDP), which argues that employment is the best form of social protection. In a context where the private sector is not creating jobs to the extent required, and the number of unemployed people remains unacceptably high, it is almost imperative that government should intervene.

Chapter 11 of the NDP lays a clear vision and concrete policy proposals for a comprehensive social protection system for the country. Within the framework of an overall social protection system, the EPWP is positioned to assist in addressing the gap in the current social protection system by employing those not covered by the social welfare system and are willing and able to work. The approach of the EPWP Phase V is to enhance the number of work opportunities and improve the quality of EPWP work experience. The EPWP will standardise various aspects of the programme. This includes the following:

- Clearly defining programmes
- Reviewing inconsistent employment parameters; and
- Making training for project delivery mandatory.

This will assist in creating meaningful work opportunities and improve the overall efficiency of the EPWP programme.

06

INTRODUCTION

Since the dawn of democracy, the unemployment rate in South Africa has remained high at rates above 20 per cent (%). While the unemployment rates have been fluctuating, with the current depressed economic outlook, the unemployment rate is not expected to decline in the short to medium term. Therefore, many people are expected to be unable to find employment.

South African society is structured around the implicit understanding that it is through work that adults must meet their needs for food, shelter, and clothing, and there are few alternatives to meeting these basic needs if employment is not available. The long-term human costs of being unable to secure a job are also visible through other indicators such as reduced life expectancy, lower academic achievement, and earnings for the children of the unemployed. Furthermore, in most communities in South Africa, entering employment is part of the transition to adulthood, and the youth especially are under considerable pressure to enter the labour market as part of a developmental right which entails leaving the family house and being able to sustain themselves. Their failure to do so often leads to stigmatisation and, in some cases, the pressure to earn an income through illegal means. Finally, employment is an essential avenue through which individuals engage with their community and society and it is therefore an essential ingredient for building strong communities and an active citizenry. The high levels of unemployment, combined with the profound social ills caused by people not being able to find work, have now been identified as one of the most significant threats to South Africa's democracy.

Employment is one of the fundamental means of addressing this complex set of issues, and this is evident in the National Development Plan (NDP), which argues that employment is the best form of social protection. In a context where the private sector is not creating jobs to the extent required, and the number of unemployed people remains unacceptably high, it is almost imperative that government should intervene.

Chapter 11 of the NDP lays a clear vision and concrete policy proposals for a comprehensive social protection system for the country. Within the framework of an overall social protection system, the Expanded Public Works Programme (EPWP) is positioned to assist in addressing a gap in the current social protection system by employing those not covered by the social welfare system and are willing and able to work.

Another equally important achievement of the EPWP is that the opportunity to work enhances the participants' dignity and self-esteem while contributing to the development of their communities and the country. According to the evaluation studies conducted by the EPWP, approximately half of all EPWP participants were unemployed for more than five years before working in the EPWP. For them, finding work in the conventional market economy remains limited and only the EPWP provides a rare chance to work and earn an income. The EPWP's approach to institutionalising training and enterprise development provides a sound basis for sustainable livelihood opportunities in communities.

07

PURPOSE AND SCOPE

This consolidated business plan aims to provide comprehensive insights and strategies for implementing EPWP Phase V, by integrating the Infrastructure, Environment and Culture, Non-State, and Social Sectors plans. The document serves as a guide for all stakeholders involved in the programme, detailing the key objectives, performance targets, and the strategic interventions required to achieve the desired outcomes.

08

THE EVOLUTION OF THE EPWP

The democratic government, which was instituted in 1994, recognised the potential of using labour-intensive construction methods and Public Employment Programmes as instruments to help address the unemployment challenges. The government then introduced 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 creation using labour-intensive techniques.

Given the complexities at the time, namely the major political restructuring, a plethora of demands on government and an uncertain legal framework for labour-intensive construction, the reorientation of public expenditure towards labour-intensive delivery techniques failed to gather the necessary momentum. While valuable experience was gained through the CBPWP, it never achieved the scale required in comparison to the levels of poverty and unemployment in the country. In response to the persisting complex and inter-related challenges, the Growth and Development Summit (GDS) was convened in 2003. It culminated in a social compact amongst government, labour, and the private sector, as captured in the GDS Agreement.

One of the key elements of this Agreement was regarding the continuation and growth of Public Works Programmes, and it states that:

“Expanded Public Works Programmes can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities. These EPWPs would 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 EPWP’s 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 EPWP’s would take the form of the National Youth Service Programme.”

The GDS also agreed that the EPWP must not displace existing permanent jobs, and the work opportunities must be based on actual demand for services. EPWP is led by the government to provide temporary work opportunities to poor unemployed and unskilled South Africans through the implementation of labour-intensive mechanisms.

In the EPWP, participants execute productive work in such a way that it empowers them to attain skills and increases their capacity to earn income while contributing towards the development of their communities through service and asset delivery. The programme operates within four sectors; namely, the Non-State Sector, led by the DPWI in conjunction with the Department of Cooperative Governance (DCoG); the Infrastructure Sector led by the DPWI; the Social Sector led by Department of Social Development (DSD); and the Environment and Culture Sector led by the Department of Forestry Fisheries and Environment (DFFE). Since 2004, the EPWP has completed four phases and is now in its fifth phase. Over the years, the programme has evolved and matured.

WP PHASE I

2004 - 2009

In April 2004, the Government embarked on Phase I of the EPWP as a:

“Nation-wide programme which will draw significant numbers of the unemployed into productive work, so that workers gain skills while they work, and increase their capacity to earn an income.”

The main target was to create one million work opportunities over the five-year period (April 2004 - March 2009). The implementation model to achieve this was the re-orientation of line function budgets and conditional grants across the government so that it would result in the creation of work opportunities.

All public bodies and State-Owned Enterprises (SOEs) were expected to contribute towards achieving the target. The following sectors were identified as having the potential for creating work opportunities: Infrastructure, Environment and Culture, Economic and Social.

Each of the four sectors of the programme had a specific strategy and focus area for achieving this. Even though the one million work opportunities target was achieved one year ahead of time, several weaknesses were identified and several amendments were introduced, heading into EPWP Phase II. Some amendments included having training and enterprise development as cross-sectoral issues and not having a separate economic sector; and introducing incentive grants to stimulate job creation.

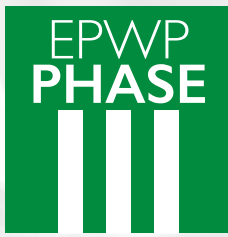
EPWP PHASE II

2009 - 2014

Phase II of the EPWP had as its objective:

“... to create 2 million Full Time Equivalent (FTEs) or 4.5 million work opportunities 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.”

In Phase II, four million work opportunities and one million FTEs were created against the targets. Furthermore, beneficiary surveys indicated that the majority of participants in the EPWP were poor before they participated in the programme. The participants indicated that participating in EPWP doubled their annual household income. Based on the achievements of Phases I and II, the EPWP was entrenched as an important element of the Government's plan, as articulated in both the New Growth Path (NGP) and the NDP.



2014 - 2019

The objective of the EPWP Phase III was:

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

The overall target in Phase III was six million work opportunities, with the bulk envisaged to be delivered through the Community Work Programme (CWP) and the Infrastructure Sector. As of 31 March 2019, the programme has created 4.5 million work opportunities, representing 75% achievement of the target. A total of 73,677 projects were implemented across all spheres of government with an average duration of 90 days.

Of the 4.5 million work opportunities created, 66% of participants were women, 46% were youth, and 1% were people with disabilities. Over the five years of implementation, a total of R41 billion in income was transferred to EPWP participants.



2019 - 2024

The objective of the EPWP Phase IV was:

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

The EPWP Phase IV, which was in operation from 1 April 2014 to 31 March 2024, has created 4,901,377 work opportunities against a target of 5 million. Phase IV, which is 98% against the set target. Overall, Phase IV has effectively created work opportunities and transferred incomes to those in need of poverty alleviation. Regarding employment, the programme narrowly missed its work opportunities target (98%) but fell significantly short of achieving its FTE target (76%). The provincial sphere of government reported the best performance on both metrics (in comparison to the national and local spheres).

The EPWP in Phase IV has made a notable contribution towards poverty alleviation through direct wages and the provision of assets and services to communities. It has provided many short-term work opportunities targeted at vulnerable groups.

09

CONSOLIDATED WORK OPPORTUNITIES OVER 20 YEARS

This section of the report covers the performance of the sectors, programmes, spheres, and demographics from Phase I to Phase IV in terms of work opportunities created.

9.1. Achieved Work Opportunities by Sector

The table below illustrates the breakdown of the 15,261,965 work opportunities created between Phase I to IV across the different sectors:

Table 1: EPWP performance by sector per year

Sector	Phase I	Phase II	Phase III	Phase IV	Total
Economic	21,119				21,119
Environment and Culture	488,254	817,588	969,678	987,038	3,262,558
Infrastructure	1,069,819	1,647,379	1,465,255	1,365,621	5,548,074
Social	187,816	740,079	1,221,490	1,030,078	3,179,463
Non-State		866,246	865,865	1,518,640	3,250,751
Total	1,767,008	4,071,292	4,522,288	4,901,377	15,261,965

It is observed that there is an increasing trend in the number of work opportunities created as we move from Phase I to Phase IV. The Economic Sector was only implemented in Phase I and was discontinued. Phase 2 introduced the Non-State Sector. The Infrastructure Sector created more work opportunities over the phases followed by the Environment and Culture Sector. The Environment and Culture Sector showed significant numbers, with a noticeable increase from Phase I to Phase IV. Conversely, the Infrastructure Sector shows a significant decline from Phase II to Phase IV. The Social Sector starts with a relatively lower number of work opportunities in Phase I but sees a significant increase in Phase II and Phase III. The Non-State Sector shows varying numbers across the phases, with a peak in Phase IV.

9.2. Achieved Work Opportunities by Demographics

The EPWP prioritises women, youth, and persons with disabilities (PWD) due to their disproportionate vulnerability to unemployment, poverty, and social exclusion. These groups often face systemic barriers to economic participation, such as gender discrimination, lack of education and skills, and physical inaccessibility. The EPWP aims to address historical inequalities and create opportunities for marginalised populations by targeting these individuals. This focus aligns with broader social justice goals and contributes to building a more inclusive and equitable society. Furthermore, investing in these groups can yield significant economic and social returns, as empowered women, skilled youth, and included PWD can contribute meaningfully to the workforce and overall development.

Table 2 below illustrates the demographic performance of women, youth and people living with disabilities in EPWP phases date:

Table 2: Demographic performance by EPWP phases

Phase	Total Work opportunities (Number)	Work opportunities for women (Number)	Women (%)	Work opportunities for youth (Number)	Youth (%)	Work opportunities for PWD (Number)	PWD (%)
Phase I	1,767,008	778,714	44,1%	716,498	40,5%	17,553	1,0%
Phase II	4,071,292	2,217,325	54,5%	2,033,557	49,9%	22,705	0,6%
Phase III	4,522,288	2,997,203	66,3%	2,086,449	46,1%	57,074	1,3%
Phase IV	4,901,377	3,359,918	68,6%	2,007,413	41,0%	45,595	0,9%
Total	15,261,965	9,353,160	61,3%	6,843,917	44,8%	142,927	0,9%

9.3. Achieved Work Opportunities by Spheres of Government

Implementing the EPWP across all spheres of government is crucial for maximising its impact on job creation, poverty alleviation, and skills development. By coordinating efforts at the national, provincial, and municipal levels, the EPWP effectively addresses communities' diverse needs and challenges.

Moreover, implementing the EPWP across all government spheres allows for a more comprehensive response to local needs. Different municipalities face unique socio-economic challenges, requiring tailored interventions. By involving local government, the EPWP is better aligned with community priorities and ensures that benefits reach those most in need. Ultimately, a multi-level approach strengthens the programme's capacity to achieve its objectives and creates a lasting positive impact on society.

Table 3: Sphere performance by EPWP phases based on work opportunities:

Sphere	Phase I	Phase II	Phase III	Phase IV	Total	%
Municipal	500,799	1,021,370	1,021,888	1,142,489	3,686,546	24%
Provincial	860,454	1,639,550	1,708,319	1,847,796	6,056,119	40%
National	405,755	1,410,372	1,792,081	1,911,092	5,519,300	36%
Total	1,767,008	4,071,292	4,522,288	4,901,377	15,261,965	100%

The table above illustrates 15 million work opportunities created between Phases I to IV across the different spheres; the municipal sphere contributed 24%, whilst the national sphere contributed 36%. The provincial sphere is the highest contributor, contributing 40%. The national sphere increased from 405,755 work opportunities in Phase I to 1,410,081 in Phase 2. This increase was due to the introduction of the Non-State Sector in Phase II.

9.4. Achieved Work Opportunities by Province

South Africa grapples with a significant unemployment crisis, particularly in certain provinces. While Gauteng has the largest population and is the economic hub, it also faces a substantial unemployment rate. The Eastern Cape, however, has the highest unemployment rate in the country. This province, along with KwaZulu-Natal, also has a considerable population size.

Table 4 below illustrates the distribution of the 15 million work opportunities created between Phases I to IV across the different provinces:

Table 4: Provincial performance by EPWP phases based on work opportunities

Province	Phase I	Phase II	Phase III	Phase IV	Total	% Contribution
Eastern Cape	255,684	744,108	810,357	935,800	2,745,949	18%
Free State	94,413	243,483	279,676	293,265	910,837	6%
Gauteng	313,296	587,642	547,515	536,349	1,984,802	13%
KwaZulu-Natal	517,693	851,626	1,024,128	1,114,852	3,508,299	23%
Limpopo	134,527	487,202	494,136	540,190	1,656,055	11%
Mpumalanga	107,883	296,570	372,748	367,426	1,144,627	7%
Northern Cape	66,266	183,303	208,177	231,942	689,688	5%
North West	77,185	275,612	283,512	324,626	960,935	6%
Western Cape	200,061	401,746	502,039	551,446	1,655,292	11%
National				5,481	5,481	0.04%
Total	1,767,008	4,071,292	4,522,288	4,901,377	15,261,965	100%

Table 4 shows that KwaZulu-Natal is the highest contributor of work opportunities, followed by the Eastern Cape and Gauteng respectively. The Northern Cape, Free State and North West provinces are the lowest contributors.



10

IMPACT OF EPWP

The value of the EPWP extends far beyond the initial creation of work opportunities and income transfer. The programme fosters a sense of value by allowing participants to contribute to their communities. Through the programmes, participants engage in productive work that delivers concrete benefits to improve the lives of the poor. Examples include home-based care projects that support the elderly and sick, invasive alien plant removal programmes that will enhance ecosystems and benefit agriculture, and infrastructure projects that construct and maintain essential roads, schools, and clinics. Another example is the Early Childhood Development Centres (ECDs), which help empower women by providing childcare and allowing them to pursue other economic opportunities. The EPWP goes beyond simply creating work opportunities but also enables women to work.

The opportunity to work through the EPWP offers a critical boost to participants' dignity and self-esteem. Evaluation studies reveal that nearly half of all EPWP participants had been unemployed for over five years prior to joining the programme. The EPWP has provided them with a rare opportunity to work, earn income, and contribute meaningfully to their communities.

The programme has offered crucial relief to those facing economic hardship by providing income-generating opportunities. These employment opportunities have directly impacted household livelihoods, enabling many to meet basic needs such as food, shelter, and healthcare. Moreover, the EPWP has played a pivotal role in poverty alleviation. For many households, the additional income generated through programme participation has been sufficient to lift them out of income poverty. This is particularly significant given the high levels of unemployment and poverty prevalent in South Africa. The programme's contribution to poverty reduction has been a crucial step in addressing the country's socio-economic challenges.

While the programme has successfully equipped participants with skills and confidence, the transition to sustained employment remains challenging. The EPWP's training component has been a cornerstone in enhancing project delivery. The programme has improved the quality of outputs by equipping participants with practical skills relevant to their work. This is evidenced by participants' increased confidence and ability to undertake specific tasks.

However, a significant challenge arises in aligning these acquired skills with the demands of the broader labour market. While the programme has successfully prepared individuals for public sector roles, only 20-25% of participants manage to secure employment after they exit the programme. This mismatch between EPWP-developed skills and the skills sought by the broader economy necessitates a more strategic approach to training, ensuring that participants are equipped with competencies that are directly transferable to in-demand occupations.

To bridge this gap, the EPWP must undergo a recalibration. This involves a more rigorous analysis of labour market trends to identify skill shortages, followed by the development of targeted training programmes. Additionally, strengthening partnerships with the private sector can provide valuable insights into industry needs and create opportunities for work placements.

By aligning training with the demands of the private sector, the EPWP can better prepare participants for sustainable employment and contribute to overall economic growth. While entrepreneurship support has been provided, the sustainability of these ventures necessitates ongoing support.

By creating employment opportunities within these sectors, the programme has directly improved the quality of life for countless South Africans. The construction and maintenance of roads, schools, clinics, and other public facilities have provided work opportunities and enhanced access to essential services. Furthermore, the EPWP's focus on environmental conservation and disaster management has contributed to the resilience and sustainability of communities. These tangible improvements to the built environment and social infrastructure have had a far-reaching impact, enhancing the overall well-being of targeted communities. Creating public spaces and recreational facilities has also contributed to improved social interaction and a sense of belonging.

Beyond the physical outputs, the EPWP has fostered a sense of community ownership and empowerment. By involving community members in the planning and implementing projects, the programme has strengthened social cohesion and created a platform for local problem-solving. Ultimately, the EPWP's focus on community development has addressed immediate needs and laid the foundation for long-term social and economic progress.



“The opportunity to work through the EPWP offers a critical boost to participants’ dignity and self-esteem. Evaluation studies reveal that nearly half of all EPWP participants had been unemployed for over five years prior to joining the programme. The EPWP has provided them with a rare chance to work, earn income, and contribute meaningfully to their communities.”





EPWP LESSONS FROM PREVIOUS EPWP PHASES

In the dynamic landscape of the EPWP phases, a comprehensive understanding of strengths, weaknesses, opportunities, and threats (SWOT) is crucial for ensuring continued success and sustainability.

A SWOT analysis was conducted to provide valuable insights into the internal capabilities and external environment that influence the effectiveness of the EPWP phases to date. To ensure that the programme succeeds in reducing poverty, developing skills, and creating jobs by overcoming its challenges, it is essential to comprehend the programme's operational dynamics and possible areas for improvement.



STRENGTHS

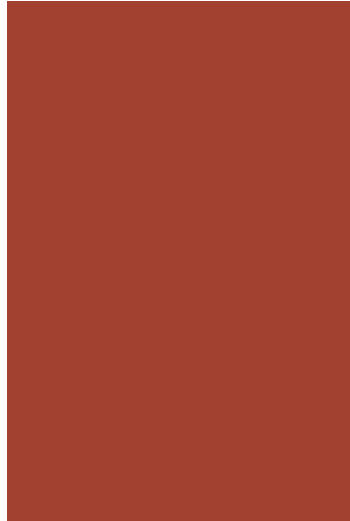
Some of the key strengths of the programme in the implementation of Phase IV include the following:

- **Proven track record:** The EPWP has been operating successfully for several phases, demonstrating its effectiveness in job creation, skills development, and community improvement
- **Multi-sectoral approach:** The programme caters to various sectors like infrastructure, environment, social and non-state, offering diverse job opportunities and skillsets
- **Social inclusion:** The EPWP prioritises marginalised communities, promoting social inclusion and empowerment
- **Community development:** The programme's infrastructure and service delivery projects directly benefit communities, particularly in underprivileged areas; and
- **Skills development:** Participants gain valuable experience and skills that enhance their employability in the long run.



WEAKNESSES

- **Sustainability of employment:** EPWP work opportunities are temporary, potentially leading to challenges for participants after project completion
- **Wage levels:** Wages offered may be lower than the national minimum wage, potentially impacting participant motivation and attracting the targeted individuals, especially the youth
- **Lack of transparency in recruiting participants:** Eroding trust in the process with perceptions of favouritism and bias
- **Bureaucracy:** Administrative processes might be cumbersome, potentially slowing down project implementation and participant onboarding; and
- **Alignment with private sector needs:** There might be a gap in aligning the skills developed through EPWP with the specific needs of the private sector.



OPPORTUNITIES

- **Public-private partnerships:** Collaboration with the private sector can create more sustainable job opportunities and enhance skills development for the private sector workforce
- **Entrepreneurship training:** Integrating entrepreneurship training into the programme can empower participants to become self-employed after project completion
- **Digital skills development:** Including digital skills training can equip participants for the evolving job market
- **Technology integration:** Utilising technology can streamline programme administration, monitoring, and participant communication; and
- **Focus on youth:** Tailoring programmes to address the specific needs and challenges faced by young people in the labour market.



THREATS

- **Economic instability:** Economic downturns can limit government funding for the programme, impacting its reach and effectiveness;
- **Competition for resources:** Competing government priorities or budget constraints might limit resources allocated to the EPWP;
- **Skills mismatch:** Rapidly evolving job markets might render some skills developed through EPWP obsolete unless the programme adapts; and
- **Social unrest:** Social unrest or community conflicts might disrupt project implementation in specific areas.



12

RATIONALE FOR CONTINUING WITH EPWP

The South African economy has been trapped on a low growth path, which means that labour and unemployment are particularly severe, exacerbating socio-economic challenges and hindering overall development. The economic stagnation limits job creation, leading to higher unemployment rates, especially among vulnerable groups such as youth and women. As businesses struggle to expand and new enterprises find it difficult to emerge, the labour market has become saturated with a surplus of job seekers and a scarcity of available positions.

Moreover, prolonged periods of economic stagnation can lead to a deterioration in workforce skills and a decline in productivity, further compounding the difficulties employers and employees face. While there is no doubt that market-based employment is the most sustainable source of job creation, structural unemployment remains high for the formal labour market to solve in the next 10 to 20 years. Additionally, most unemployed people in South Africa do not have the skills or work experience the economy requires to take up the available jobs.

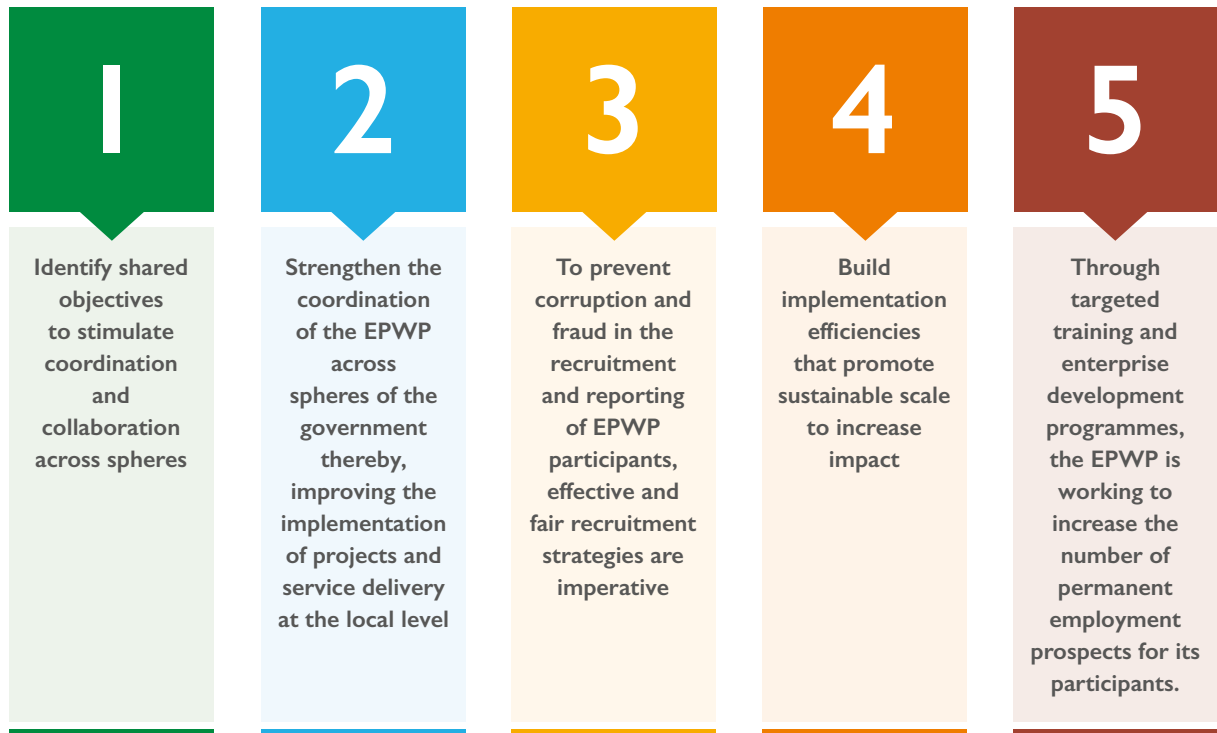
The economic sectors that could absorb unskilled labour are not expected to grow at a scale that would absorb these work seekers quickly. The government must explore complementary interventions such as Public Employment Programmes.

In the context of persisting economic challenges and high unemployment rates, particularly among vulnerable demographics such as youth, women and persons with disabilities (PWD) the continuation of EPWP is imperative. This programme is critical in addressing the employment gap by equipping individuals with relevant skills that enhance their employability and productivity. Moreover, the EPWP contributes to economic resilience by fostering entrepreneurship and self-employment. This is especially vital in the current low-growth economies where traditional job opportunities are scarce. By empowering individuals to create their businesses, the EPWP not only generates income but also stimulates local economic activity and innovation. Furthermore, EPWP transcends beyond skills development, it is also a key driver of social inclusion and equity, promoting gender equality and enabling marginalised groups to participate fully in the economic life of their communities.

While the Public Employment Programmes (PEPs) implemented through the EPWP are not a permanent solution to employment creation in South Africa, they have been successful in contributing towards addressing poverty, inequality, and unemployment. It must be emphasised that the EPWP achieves far more than just creating work opportunities, the programme also provides income support to the neediest. Through the productive work of participants in the EPWP, each project delivers concrete outputs that improve the lives of the poor by providing a wide range of services and assets. A Mid-Term Review study of the EPWP conducted in the 2022-2023 financial year (FY) found that over 2.3 million households have experienced temporary increases in employment because of the EPWP, with at least 318,000 households reducing their income poverty levels. Furthermore, the review showed that 20% of the participants found employment after they left the programme. Of those employed, 77% reported that they are working for someone whilst 23% are self-employed. Compared to the unemployed, the study found that the likelihood of finding employment is higher if you participated in the EPWP.

Overall, investing in the continuation and expansion of the EPWP is essential. It ensures that vulnerable populations are not left behind and that the potential of all individuals is harnessed to drive sustainable development. The long-term benefits include reduced dependency on social welfare programmes, enhanced social cohesion, and the creation of a skilled workforce capable of adapting to the evolving demands of the global economy. However, it is important to note that the EPWP is not the primary solution to unemployment in South Africa. By design, the EPWP is a measure designed to provide temporary relief to the unemployed and help them develop skills that may lead to sustainable employment in the future.

To maximise the EPWP's impact on poverty alleviation and employment creation going forward, the following is recommended to improve the performance of the programme and address the challenges and weaknesses in the design identified during the evaluation:



13

THE EPWP PHASE V STRATEGY

The country's persisting economic challenges and high unemployment rates, particularly among vulnerable demographics such as youth and women make the continuation of EPWP imperative. The EPWP will be implemented in a fifth phase that will take place from the 2024/25 financial year to the 2028/29 financial year. The EPWP Phase V builds on the lessons learnt over the preceding two decades and aims to strengthen the role of public employment.

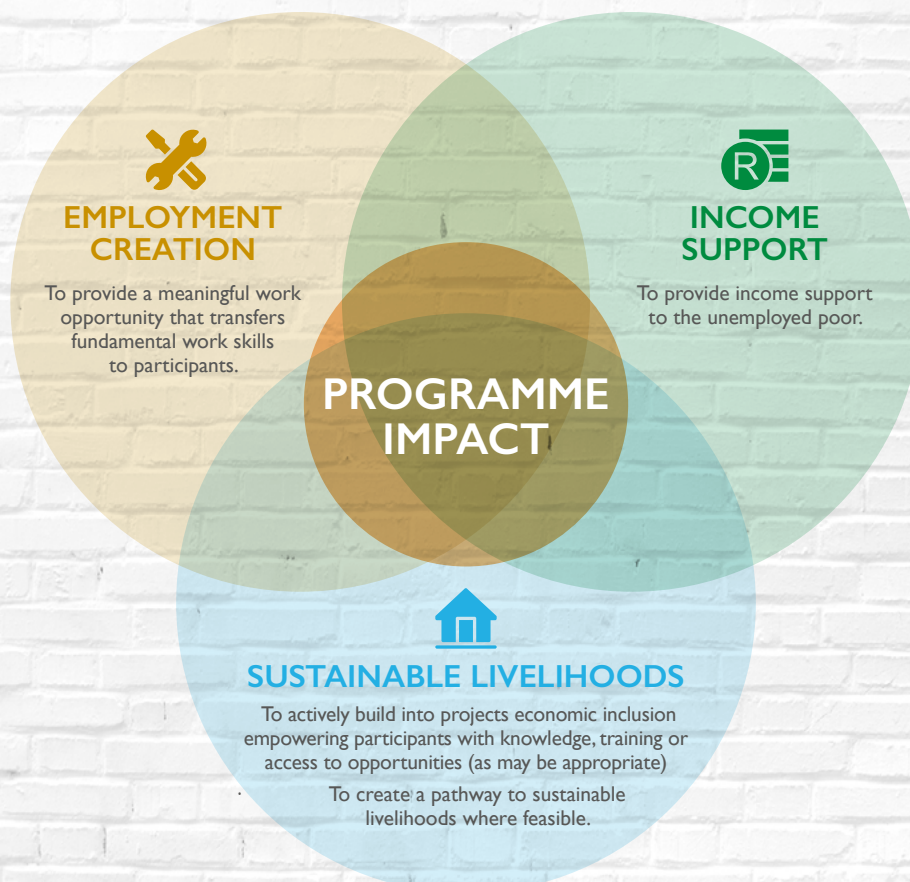
The Business Plan reflects stakeholder consensus reached via extensive consultations with all relevant public bodies across all sectors and other key stakeholders at the national, provincial, and municipal spheres of government. This Business Plan aims to guide participating public bodies on the EPWP's strategic shift and the implementation process.

13.1. The EPWP Objective

The Objective of the EPWP for Phase V is:

“To provide the unemployed poor with meaningful work opportunities through the delivery of community assets and services, and actively build economic inclusion mechanisms that empower sustainable livelihoods and contribute to the country's development agenda.”

Table 5: Programme Objectives



13.2. Overview of EPWP Phase V Strategies

The EPWP has been in operation since 1 April 2004 and has created more than 15 million work opportunities for the period up to April 2024. On 1 April 2024, the EPWP entered Phase V of the programme which the Cabinet approved.

The shift to Phase V is envisaged as a significant leap towards a more comprehensive and strategic approach in PEPs. The socio-economic landscape of South Africa necessitates a reinvigorated EPWP that can better respond to the prevailing employment crisis, especially among the youth, and foster a conducive environment for sustainable employment and entrepreneurship.

The EPWP Phase V strategy realigns the EPWP's primary focus, moving away from primarily offering income support and pivoting towards providing valuable work experience and enhancing participants' capacities. The strategy also considers the delicate balance between reaching more of the unemployed and the prevailing fiscal constraints.

Furthermore, the strategy advocates for improved alignment and collaboration with other government initiatives that share the goal of assisting the unemployed. The strategy is further elaborated upon and grouped under the four following themes:

- Improve coordination, implementation, and service delivery
- Effective and fair recruitment to reach the EPWP target group
- Scale and massification- reaching more unemployed, the youth; and
- Improve capacitation and exit strategies- including training, enterprise development and links to other initiatives.

13.3. Improve Coordination, Implementation, and Service Delivery

The EPWP is a cross-cutting government programme. There are various levels at which planning, coordination, implementation, management, and progress reporting take place. Enhancing coordination, implementation, and service delivery in development projects requires a multifaceted approach integrating stakeholder collaboration, streamlined processes, and robust monitoring and evaluation mechanisms.

Effective coordination can be achieved by fostering partnerships among key stakeholders, ensuring that resources and efforts are aligned towards common goals. By adopting these strategies, coordinating structures can achieve more significant impact and sustainability, ultimately leading to enhanced outcomes for target communities.

The DPWI is responsible for overseeing the coordination of the EPWP, which is implemented across various national departments, provincial departments, agencies, and municipalities. The DPWI is also responsible to lead and coordinate the Infrastructure and the NSS Sectors. The Non-Profit Organisation (NPO) programme of the NSS Sector is implemented through an implementing agent, while the CWP is implemented and managed through the Department of Cooperative Governance (DCoG). The Department of Forestry, Fisheries and Environment (DFFE) leads the environment and culture sector; while the Department of Social Development (DSD) oversees the Social Sector.



14

ROLES AND RESPONSIBILITIES

Table 6: Roles and responsibilities of key stakeholders

Structure	Roles and responsibilities
DPWI	- Developing the EPWP overall policy frameworks: - A Communications Strategy for EPWP. - The EPWP M&E Framework. - The Training Framework. - The Enterprise Development Framework. - Coordinating and supporting the implementation strategy of the EPWP: - Monitoring the implementation of the EPWP against objectives and evaluating the programme's impact; and reporting on progress to all stakeholders. - Advising and reporting to the Minister of Public Works and Infrastructure on all aspects of the EPWP. - Providing technical support to the public bodies implementing EPWP programmes/projects. - Supporting EPWP expansion planning. - Facilitating the development and/or refinement of the grant models, frameworks, and conditions to facilitate EPWP expansion. - Documenting and publishing best practices in EPWP.
Lead sector departments (DPWI, DFFE, DSD and COGTA)	- Championing and leading the sectors in general. - Facilitating coordination and liaison within the sector among national, provincial, and municipal public bodies for all sector issues and reporting concerns. - Development of the sector plans in consultation with DPWI and all relevant public bodies. - Supporting EPWP implementation in the sector; including: - Putting in place a sector training and capacity building framework, qualifications framework and sector guidelines. - Identifying strategies for sector expansion. - Facilitating discussions on sector expansion areas. - Monitoring implementation progress against the sector plan. - Facilitating sector discussions on quarterly performance and actively engaging with progress reports.



15

EPWP COORDINATION STRUCTURES

Coordinating committees enhance the governance, coordination and implementation of EPWP nationwide. Committees in each sphere of government are responsible for coordination and monitoring, discussing performance in service delivery, initiating corrective actions where necessary and providing inputs to policy development and implementation. There should be minimal duplication of committees to ensure optimal efficiency and effectiveness.

Table 7: EPWP coordination structures

Structure	Aims and objectives	Members
National Coordinating Committee (NCC)	- The objective is to make decisions on EPWP policy matters and to provide strategic platforms for planning and implementation of the programme across all sectors and spheres of government. - The focus includes developing and reviewing strategies for implementation, expansion, increased performance, and funding. - The NCC also facilitates linkages across sectors and resolves cross-cutting issues such as planning, implementation approaches, training, enterprise development and monitoring and evaluation.	- The NDPWI (Convener). - Lead sector departments (DFFE, DSD and COGTA). - Provincial coordinating departments.
National Sector Coordinating Committees (NSCCs)	- The sector coordinating structures is a technical advisory committee responsible for facilitating and monitoring the sector's implementation as per the sector plans. - The structure also facilitates dialogue and creates an enabling environment where the sector monitors progress and develops strategies to achieve sector targets.	- Lead sector departments (Convener). - Sector implementing departments. - The DPWI. - Other relevant stakeholders.
Provincial Steering Committee (PSC)	- To facilitate and monitor the implementation of EPWP within the provinces. - It is utilised as a forum to share policy and implementation challenges and solutions and streamline coordination to ensure that EPWP targets are met within provinces.	- The provincial coordinating department (Convener) - All EPWP implementing departments in the province. - District municipalities and metros. - Provincial SALGA. - Other relevant stakeholders.
District Steering Committee (DSC)	- DSC aims to facilitate and monitor all EPWP activities implemented within the municipalities. It is utilised as a forum to share policy and implementation challenges and solutions and streamline coordination to ensure that EPWP targets are met. - The structure also ensures the participation of all municipalities within the district.	- The Municipal Manager of the District Municipality as nominated by members of the DSC (Convener). - The provincial coordinating department. - Sector coordinating departments. - All municipalities.

To enhance the coordination, oversight, monitoring, and overall quality of the experience that participants gain from the EPWP, and a stronger emphasis on EPWP programmes rather than sectors will be in place. In previous phases, the coordination structure of the EPWP was organised around four sectors, namely, Infrastructure, Social, Environment and Culture, and the Non-State Sectors. While these structures effectively facilitate reporting and the monitoring of performance concerning job creation targets, they prove less efficient in coordinating the actual implementation of programmes and service delivery, as well as monitoring the quality of the "EPWP experience". This has resulted in concerns that the EPWP cannot address problems in programmes that are not productive or make little impact.

The above-stated limitation of coordination only at the sector level arises from the significant variation of programmes even within sectors. Consequently, even at the sector level, aligning critical elements such as wage rates, recruitment strategies, service delivery standards, training methodologies, exit strategies, geographical focus, prevention of duplication and wage payments remains a challenge. Effective alignment and joint planning become achievable only at the programme level.

Furthermore, it is only at the programme level that identifying programmes suitable for scaling up becomes feasible. To implement the pragmatized approach, the first step is to examine similar projects closely and consolidate them into coherent programmes.

15.1. Strategies to Improve Implementation and Service Delivery

Below are strategies to position the sectors to massify their contribution to the Phase V EPWP objectives:

Year 1

- The EPWP monitoring and evaluation will conduct an inventory of current programmes to assess their current status and identify areas for further strengthening and consolidation.
- The EPWP will strengthen the selection of key programmes, including those already identified as priorities, namely waste management and recycling, greening of public spaces, cleaning of public buildings, installation of solar energy on public buildings and road maintenance.
- Coordination structures and responsibilities will be aligned to ensure coordination not only takes place at the sector level but also increasingly occurs at the sector level and increasingly focuses on coordination and monitoring of specific programmes.
- DPWI to establish clear Memorandums of Understanding (MoUs) between national, provincial, and local government departments, civil society organisations, and the private sector. These MoUs will outline roles, responsibilities, and communication protocols.
- All lead sector and coordinating departments should ensure there are regular meetings for stakeholders to share information, resources, and best practices.
- Sectors to implement standardised processes for project identification, recruitment, training, payment, and monitoring across all participating entities.
- All EPWP project implementers to keep records (project information including participants' documentation) of all projects under implementation and verify data captured in the EPWP Reporting System.
- The Terms of Reference for all structures (DSC, PSC, and NCC) are to be revised to ensure inter-linkage.
- The DPWI, as the Infrastructure Sector coordinator, will focus on coordinating programmes and partnerships for effective exit strategies. As an implementing department, a drastic turnaround is needed to lead the EPWP by demonstrating high-impact interventions in the construction and maintenance sector. Programmes will coordinate their work to avoid duplication and exploit synergies, with officials responsible for monitoring and supporting specific programmes.

The DPWI has made initial efforts in five priority areas: waste management, recycling, greening, cleaning, solar energy installation, and road maintenance. The shift towards decentralised activities involving provincial departments and municipalities will require a different approach to structuring programmes compared to centrally financed and implemented ones.



16

EFFECTIVE AND FAIR RECRUITMENT
TO REACH EPWP TARGET GROUPS

A multitude of concerns have surfaced regarding the recruitment processes within the EPWP. These concerns revolve around the perception that these processes often lack fairness and transparency and are susceptible to political interference. Such challenges pose a risk to the EPWP and the communities where the programme is implemented, as they erode community cohesion instead of fostering it.

Additionally, this interference complicates programme management, as individuals recruited for political reasons tend to be more challenging to manage in cases of subpar performance or unacceptable behaviour. The goal of the EPWP is to choose and recruit participants via a transparent, equitable, and unambiguous method that gives priority to those who are most in need. The EPWP Phase V recruitment process will be implemented in five distinct phases as stated below:

16.1. Pre-Recruitment Phase

The foundation for a successful EPWP recruitment process lies in effective community engagement. To this end, the pre-recruitment phase will prioritise disseminating programme information through social facilitation.

This involves training community members to learn about the EPWP, its objectives, and eligibility criteria. By empowering residents, the programme aims to build trust and transparency, fostering a sense of ownership and participation. Social facilitators will play a pivotal role in bridging the gap between the programme and the community, ensuring that information is accessible and understandable to all.

A key component of the pre-recruitment phase is capacity building within target communities. Through workshops and training sessions, social facilitators will equip community members with the necessary skills to understand the EPWP's recruitment process, policies, and procedures.

This knowledge empowerment will enable them to actively participate in the selection process, promoting fairness and accountability. By investing in community capacity, the programme seeks to create a sustainable foundation for future recruitment cycles and enhance overall programme effectiveness.

16.2. Recruitment Phase: Centralised Databases

The recruitment phase will leverage existing databases to streamline the participant selection process. The Department of Employment and Labour's Employment Services of South Africa (ESSA) system and the SA Youth Mobi platform will serve as valuable resources for identifying potential candidates. Additionally, municipal indigent registers will be utilised to target those most in need of employment opportunities. By harnessing these centralised databases, the programme can efficiently identify and reach a wider pool of eligible participants.

16.3. Recruitment Phase: Fair and Transparent Selection

To ensure equity and impartiality, the EPWP will employ transparent recruitment methods. A random selection process, such as drawing lots, will be implemented locally to determine participant eligibility. This approach eliminates potential biases and reinforces the programme's commitment to fairness. Furthermore, public announcements of recruitment opportunities through various channels, including community notice boards, local media, and government websites, will enhance transparency and accessibility. The programme aims to foster public trust and confidence by providing clear and open communication.

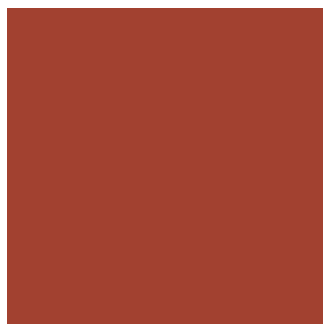
16.4. Recruitment Phase: Community Engagement

Continuous engagement with the community will be essential for the success of the recruitment process. Open advertisements outlining job vacancies, eligibility criteria, and application procedures will be disseminated within the target communities. Community forums and meetings will be held to provide additional information and address any questions or concerns. By maintaining open lines of communication, the programme will gather valuable feedback, identify potential challenges, and make necessary adjustments to improve the recruitment process. Ultimately, a strong community engagement strategy will contribute to the overall success of the EPWP.

16.5. No Displacement/Substitution of Workers

The EPWP has been instrumental in addressing unemployment in South Africa. However, there is a risk of displacing permanent workers if not carefully managed. To mitigate this risk, a comprehensive strategy is essential.

- One critical step is to define the target group for the EPWP clearly. The EPWP will focus on individuals who are unemployed for an extended period; this will ensure that the programme avoids competing with the formal labour market.
- The EPWP will implement strict eligibility criteria, such as lower daily wages below the national minimum wage and unemployment duration, to ensure that EPWP participants genuinely need employment. This will prevent people from moving from permanent employment to EPWP opportunities.
- Furthermore, the nature of EPWP projects will be carefully considered. EPWP Public bodies should prioritise projects that complement existing services rather than replacing them. This will ensure that the potential for displacement will be minimised. For example, focusing on infrastructure development in areas with limited service provision can create additional employment opportunities without affecting existing jobs.
- The EPWP public bodies to collaborate with labour unions and employer organisations to address concerns about potential displacement. Partnerships with these stakeholders in the planning and implementation stages of the EPWP can help build trust and identify potential conflicts early on.
- Ultimately, effective monitoring and evaluation will be essential in Phase V to assess the impact of the EPWP on the labour market. Tracking employment trends and conducting regular assessments will identify and address any unintended consequences promptly. This includes collecting data on participants' employment status before and after the programme and analysing the impact of EPWP projects on local labour markets.



17

SCALE AND MASSIFICATION-
REACHING MORE UNEMPLOYED
YOUTH

In Phase V, the EPWP aims to deliver complete community services via well-selected initiatives. Participants will not only obtain actual work experience. Still, they will also develop new skills through training programmes, equipping them to pursue employment opportunities, self-employment or further education and training opportunities.

The plan focuses on creating short-term employment opportunities in public sector programmes that create much-needed income while meeting a significant social and economic need. However, Phase V of the EPWP does more than generate work opportunities.

It is intended to be a multidimensional programme that encourages social and structural development. The EPWP aims to deliver complete community services via well-selected programmes. Participants will not only obtain job experience, but may also develop new skills through training programmes, equipping them to pursue opportunities after exit.

In the short term, it is proposed that scaling up is achieved through increasing efficiencies where possible. In the medium term, scaling up will maintain its focus on value for money, ensuring that only programmes that efficiently provide quality employment outcomes are scaled up.

Given the high rate of youth unemployment with its disastrous long-term impacts on individuals and society, it is also vital that the scaling up reaches as many youths as possible.

The EPWP in Phase V has a target of five million work opportunities to be created between April 2024 and March 2029. The target is based on a combination of the current performance of the sectors, the target allocated to them over the Medium-Term Expenditure Framework (MTEF). The target assumes that these budgets will not be reduced but they will increase by inflation rate in the outer years.

The table below illustrates the Phase V work opportunity targets per sector:

Table 8: EPWP Phase V work opportunities targets per sector

WORK OPPORTUNITIES					
FY	Infrastructure	Environment	Social	Non-State	Total
2024/25	309,434	186,491	201,014	307,806	1,004,746
2025/26	325,374	187,455	203,218	306,584	1,022,631
2026/27	336,671	188,250	204,707	305,961	1,035,589
2027/28	353,184	189,244	205,116	303,359	1,050,903
2028/29	365,465	190,243	207,430	300,905	1,064,043
Total	1,690,128	941,683	1,021,485	1,524,615	5,000,000

A total of five million work opportunities are projected to be created by the programme in Phase V across all sectors. The table shows that over 34% of the projected work opportunities will come from the Infrastructure Sector; 19% from the Environment and Culture Sector; 20% from the Social Sector and 30% of the projected work opportunities are expected to come from the Non-State Sector.

Phase V aims to create 2 115 705 full-time equivalent opportunities over the five years per sector, as illustrated in Table 9 below:

Table 9: Phase V work opportunities targets per sector

FULL-TIME EQUIVALENTS					
FY	Infrastructure	Environment	Social	Non-State	Total
2024/25	98,453	81,286	100,486	134,711	414,936
2025/26	101,844	81,653	101,892	134,042	419,431
2026/27	105,337	81,813	102,686	133,701	423,536
2027/28	110,028	81,899	102,946	132,275	427,147
2028/29	113,750	82,029	103,945	130,931	430,654
Total	529,411	408,679	511,955	665,660	2,115,705

Phase V aims to create 5,000,000 work opportunities over the five years per sphere as illustrated in the table below:

Table 10: EPWP Phase V work opportunities targets per sphere

WORK OPPORTUNITIES				
FY	Municipal	Provincial	National	Total
2024/25	209,939	382,727	412,079	1,004,746
2025/26	215,960	395,060	411,611	1,022,631
2026/27	221,868	401,870	411,851	1,035,589
2027/28	227,792	407,893	415,218	1,050,903
2028/29	233,438	416,763	413,841	1 064 043
Total	1,108,997	2,004,314	2,064,600	5,000,000

No person will be excluded from participation by receiving some level of earnings from another source, such as those receiving social grants, who have part-time work, or who undertake some subsistence entrepreneurial activities are all eligible for participation.

18

KEY ASSUMPTIONS UNDERLYING SECTOR TARGETS

The work opportunities and FTEs targets for each of the sectors necessitate several key assumptions to ensure their feasibility, impact, available budgets and assumptions regarding the average duration of employment, sector norms, past performance of public bodies in the previous phases, as well as estimations of how performance could realistically be improved in Phase V of the EPWP. These assumptions were determined in consultation with each of the sectors with an accurate understanding of the current skill levels within the target population to provide a necessary baseline for measuring progress. Additionally, these targets are aligned with labour market demands, ensuring that the skills being developed are relevant and enhance employability and self-employment. The targets also assume economic stability, influencing job opportunities and the utilisation of new skills in the job market. Cultural and social acceptance of the training programmes is considered, addressing potential barriers participants might face.

19

TARGETING IN THE EPWP

The core criteria for all EPWP projects already include targeting measures, namely that the selection of workers is made based on clear criteria and procedures. Furthermore, adherence to the EPWP minimum wage also enhances self-targeting by introducing a degree of self-selection.

One important consideration to remember about targeting in the EPWP is that many EPWP workers are employed by intermediaries, typically contractors or NPOs that are obliged to deliver a particular service to a required standard. In some instances, a certain level of skill is required to deliver these services at a particular standard. For this reason, these intermediaries should have some discretion in selecting those workers who will enable them to deliver on this requirement.

To manage this, it is recommended, therefore, that the selection process is structured in such a way that potential workers are selected based on the criteria listed below but that the intermediary can have the final say on who to hire while still considering the targets concerning youth, women and people with disabilities.

19.1. Targets for Youth, Women, and Persons with Disabilities

Vulnerable communities often face significant barriers to education and training, perpetuating cycles of poverty and inequality, systemic marginalisation, and exclusion. The EPWP programme is designed to contribute to levelling the playing field. To the greatest extent possible, implementing public bodies must meet the demographic targets applicable to the current phase of the EPWP. In Phase V, the targets are 60% women, 55% youth, and 2% PWDs.

Women

Statistics show that unemployment among women in South Africa is 7.5% higher than among men. Public bodies, therefore, need to have in place transparent, deliberate, and innovative ways to bring women into the EPWP. This applies to all sectors, including the Infrastructure Sector, which tends to be male-dominated. Achieving the 60% target for women in the EPWP will help the country to close the gender gap in the workforce and contribute to gender equality.

Youth

As of the first quarter of 2024, the youth unemployment rate (for those aged 15-34) was around 45.5% which is mainly caused by lack of education, skills, and experience. By targeting young people when recruiting EPWP participants, implementers can help to address this socio-economic problem. To qualify as a youth, participants must be aged between 16 and 35 at the time of the start of the work.

Persons with Disabilities

The EPWP uses the United Nations definition of PWDs which states that a PWD is “any person unable to ensure by himself or herself, wholly or partly, the necessities of a normal individual and/or social life as a result of a deficiency, either congenital or not, in his or her physical or mental capabilities”. For reporting purposes, participants are expected to declare their disabilities. Recruitment of PWDs should be based on consultation with local structures and with PWDs’ community associations.

The Code of Good Practice currently articulates specific targets for the share of EPWP participants, which should be women, youth, and persons with disabilities (PWD), and it proposed that these be amended as per Table 11 below.

19.2. Designated Group Targets

Table 11: Designated groups targets

Target group	Proposed Target for Phase V
Women	60%
Youth	55%
People with disabilities	2%

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GEOGRAPHIC TARGETING

By strategically allocating resources and projects to specific regions, the EPWP can maximise its impact on areas with the highest unemployment rates and infrastructure deficits. A data-driven approach, utilising unemployment statistics, poverty indices, and infrastructure assessments, is to be utilised to identify priority areas for targeting. Furthermore, considering different municipalities' specific needs and challenges, such as rural versus urban areas, will be critical for tailoring EPWP interventions accordingly.

This targeted approach optimises resource allocation and ensures that the EPWP contributes meaningfully to reducing inequalities and fostering local development. The EPWP geographic targeting in Phase V will further focus on (1) Targeting poverty nodes (poverty/unemployment spread) and (2) Employing local labour.

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POVERTY NODES

Annually, EPWP will confirm with Statistics SA and/or DCoG the data to be used as the definitive source of the identification of the poorest areas or poverty nodes to receive priority consideration in targeting investment and EPWP work. The sectors will focus on targeting poverty nodes in all instances, except where the service area concerned is outside of such nodes.

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LOCAL LABOUR

The sectors will consider all labour within the relevant municipal area where the project will be undertaken as 'local' labour. If there are insufficient participants in the ward, participants may be drawn from neighbouring wards (close to the project site).

Contractors and service providers may bring their core staff or participants from outside communities, up to 20% of all persons working on the project. If more participants apply for work than the project can offer, the required number of candidates must be selected from all who applied through a lottery process, considering the set demographic targets and the project-specific criteria.

23

IMPROVE EXIT STRATEGIES - INCLUDING TRAINING, ENTERPRISE

Socio-economic climate, public employment programmes in South Africa face challenges in their efforts to enhance the developmental impact they have on participants. These challenges include empowering programme participants during the programme and bolstering their shock resilience upon programme termination through developing their capabilities, access to private and public assets, institutions they can use, and degree of participation in local social networks. The exit strategy is based on socio-economic realities and South African labour market challenges. According to the Quarterly Labour Force Survey (QLFS) conducted during Phase IV of the EPWP, it is clear where the EPWP participants end up after exiting the programme.

The study reveals that 20% to 30% of EPWP participants are employed post-EPWP, with 4% entering self-employment or entrepreneurial activities. Only a small percentage exits into formal small, medium enterprises (SME) programmes. About 11% return to EPWP, 6% enter education or training programmes, and 58% to 70% end up unemployed. Some can access social security measures like old-age pensions, Unemployment Insurance Fund (UIF) or SRD, and employment services provided via DEL's ESSA or SA Youth. DPWI is working with the South African Social Security Agency (SASSA) and DEL to obtain these percentages.

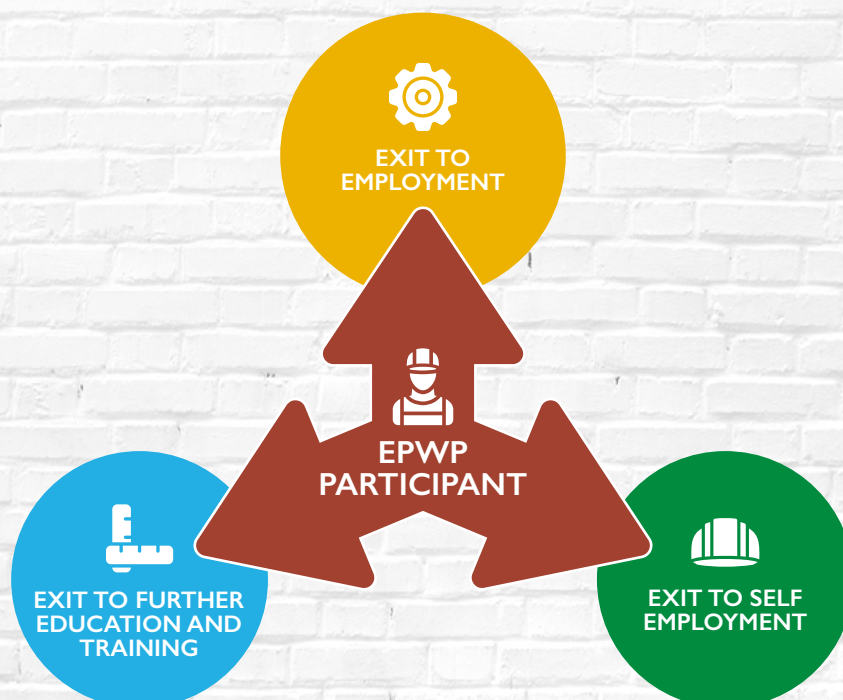
The QLFS study further revealed that EPWP training has not always achieved the envisaged outcome, indicating the need for a more focused training strategy that ensures quality, matches participant profiles, and builds the required skills for employers. This will, in turn, increase the likelihood of securing employment.

23.1. Exit Pathways

The EPWP is designed to facilitate the transition of participants into sustainable livelihoods. To this end, the programme offers multiple exit pathways. One pathway involves further education and training, providing participants opportunities to enhance their academic qualifications and skill sets. Alternatively, EPWP participants can seek employment in the formal sector, where they can apply their acquired knowledge and skills to secure higher-paying positions.

For those with entrepreneurial aspirations, self-employment is another viable option, with the EPWP offering support in areas such as marketing, financial management, and business development.

Figure 1: EPWP Exit Pathways



Through these diverse exit pathways, the EPWP aims to equip participants with the necessary tools and resources to transition from temporary work relief to long-term economic independence successfully. By fostering skills development, job placement, and entrepreneurial capacity, the programme strives to contribute to poverty alleviation and social inclusion. Below are high-level approaches to activating the Phase V Exit Strategy.

23.2. Strengthening Partnerships with all Relevant Actors

The Department of Public Works and Infrastructure (DPWI) will strengthen partnerships to align opportunities and services with the programmes' needs. These partnerships will involve training providers such as the Technical and Vocational Education and Training (TVET) colleges and Sector Education and Training Authority (SETAs); placement agencies (e.g. ESSA); enterprise development initiatives (e.g. Small Enterprise Development Agency (SEDA)); potential employers; and relevant government programmes. Strengthening these partnerships will ensure appropriate training opportunities are made available to the EPWP programmes.

These partnerships will also extend to the improvement of monitoring and tracing, with the aim that all the various systems of government, such as SASSA, UIF, ESSA, and South Africa Revenue Service (SARS), can track the status of the EPWP participants and the effectiveness of the exit strategies can be monitored.

Partnerships will also be actively managed to make exit strategy-related services more cost-effective and mobilise additional funding for interventions. The DPWI plays a facilitating role, allowing the sectors to work directly with partners within the EPWP framework, ensuring the DPWI does not become an obstacle in the procurement of administrative procedures.

23.3. Capacitate EPWP Officials on Exit Strategies

The EPWP aims to build capacity among officials to guide participants and link them with key government services and opportunities. It is essential to provide the EPWP officials with the tools and information they need to assist participants to exit the programme. The complex nature of EPWP across the various sectors requires extensive capacity investment to ensure that the programme is a success. This requirement applies to all the programme's systems, levels and partners. A weakness in any of the systems and processes that support training and capacity-building initiatives has the potential to stymie the programme.

Officials will be trained on how to identify skill shortages and offer training opportunities. Participants will be assisted by officials on how to use available resources and connect with mentors, potential jobs, and entrepreneurs to increase their chances of success. This will improve employability and success in the programme.

23.4. Improving Training for All EPWP Participants

There is a need to entirely revise the current EPWP Training Strategy to promote the training of all participants in all EPWP projects. The following will be implemented in Phase V as part of the training strategy:

23.4.1. Training for Delivery

Comprehensive training will be provided to all EPWP participants to enhance project implementation capabilities. Training for delivery, for work to be delivered to the required standard and by set norms, is a central principle for EPWP programmes. Project implementation training in Phase V will be tailored to different roles and responsibilities within the project cycle to ensure maximum impact.

A blended learning approach combining classroom instruction, on-the-job training, and e-learning will be adopted to maximise training effectiveness. Regular refresher courses and opportunities for continuous learning should be provided to maintain and enhance skills.

Sector programmes/projects to plan sufficient time in the project schedule for project-related training to take place, to be funded from a minimum of 2% of the project budget set aside for training. Where possible, training should be accredited or certified or based on accredited modules that can be applied towards a qualification. Where project-specific training is critical for delivery, sector programmes should have well-defined courses to equip participants.

23.4.2. Training for Exit

Sector programmes or projects must consider what training for exit would be pivotal for the participants in their project and how to resource this. Given that the success of the non-project specific training interventions requires that the skills learnt match the current labour market demands to increase the likelihood of employment, the training of participants will be focused on specific skills and experience required within the broader programmes.

At the commencement of Phase V, the sectors will review the priority courses and confirm the skills most in demand via requests from public bodies identified through their service delivery mandate and through a needs survey of private service providers/ contractors working in the sector. In addition, as part of training for exit, participants will also be equipped with general and portable skills such as soft skills, general or management training, financial literacy, and basic entrepreneurship.

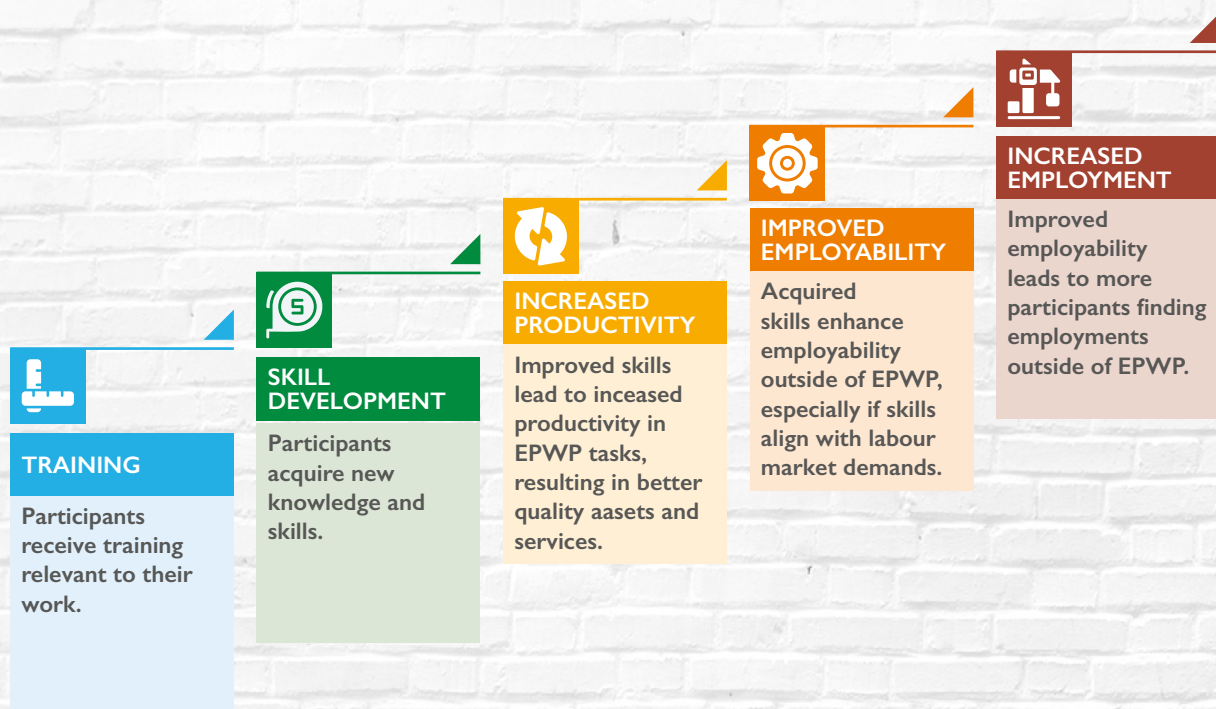
However, it is recognised that training for exit, in most instances, requires funding to be sourced outside of the project budget, which limits the number of participants that can be reached. In Phase V, there will be structured training, and public bodies will be encouraged to integrate training into all projects implemented. If designed well, training can interact with core components of the programme in ways that enhance impact.

There are three types of learning programmes/courses to be selected for different EPWP project types and designs, i.e. accredited courses, non-accredited, and dual-purpose programmes. These courses may be defined as:

- Short courses - too short in terms of notional hours to meet the minimum requirement for one unit standard;
- Unit standard, as simplified, is a stand-alone (short credit-bearing) programme registered by the South African Qualifications Authority (SAQA). It describes the outcomes and assessment criteria to be achieved by for the respective learning programmes;
- Skills Programmes or- a combination of more than one unit standard sourced from a qualification and are approved and registered by the relevant SETA (Not SAQA);
- Qualification- has 120 credits or more as approved and registered by SAQA

The training logical framework is displayed diagrammatically in Figure 2 below. The EPWP training provided is expected to increase participants' skill levels and qualifications to increase their employability in the labour market outside EPWP.

Figure 2: EPWP Training logic framework



Therefore, training for exit broadens the approach to training and aims to dynamically combine the work experience, not only with project-specific training, but in addition, information, learning opportunities and general training that will facilitate the growth and progression of participants.

23.5. Key Stakeholders, Roles, and Responsibilities in Terms of Training

Table 12: Key stakeholders, roles, and responsibilities

Stakeholder	Roles and Responsibilities
Department of Public Works and Infrastructure (DPWI)	• Develop overall EPWP policy frameworks, including the training framework. • Coordinates and supports the implementation strategy of EPWP training. • Monitors and evaluates the impact of training programmes. • Source funding for training initiatives from relevant funders. • Forge partnerships with relevant stakeholders • Provide technical support to public bodies implementing EPWP projects.
Other Government Departments	• Collaborate with DPWI to develop sector-specific training programmes. • Provide funding or resources for training initiatives. • Facilitate job placement opportunities within their sectors.
Public Bodies Implementing EPWP Projects	• Identify training needs based on specific projects and participant backgrounds. • Select and manage training providers following EPWP guidelines. • Ensure participants have access to the training provided. • Monitor participant progress and report on training outcomes.
Training Providers	• Develop and deliver training programmes aligned with EPWP training frameworks and participant needs. • Assess participants' learning and provide certification upon successful completion. • May offer additional support services for participants, such as career guidance.

23.6. Strengthen Enterprise Development

The overarching purpose of the EPWP is to provide the unemployed poor with meaningful work opportunities by delivering community assets and services and actively building economic inclusion mechanisms that empower sustainable livelihoods and contribute to the country's development agenda.

The Enterprise Development Strategy aligned to the EPWP purpose aims to enhance participants' capacity to achieve meaningful self-employment or establish and operate viable businesses with the relevant skills, knowledge, resources, and defined exit paths to become self-employed, thereby enhancing their capacity for sustainable livelihoods and economic self-sufficiency. This will necessitate access to skills development that focuses on skills that allow for income generation for the EPWP cohort interested in self-employment and entrepreneurship.

A robust enterprise development strategy is essential to enhance the EPWP's impact on long-term employment and economic growth. This involves equipping participants with the necessary entrepreneurial skills and support to establish sustainable businesses. A fundamental step is to identify participants with entrepreneurial potential through assessments, and training needs analysis. Once identified, targeted business development training will cover areas such as business planning, financial management, marketing, and customer service.

Micro-financing and access to affordable credit are crucial for business start-ups. Collaborations with financial institutions to offer tailored loan products can provide much-needed capital for EPWP graduates. Moreover, business incubation centres can offer shared workspace, technical assistance, and networking opportunities to support emerging enterprises.

Market linkages are vital to increasing the sustainability of enterprises. Assisting participants in identifying market opportunities and connecting them with potential customers will enhance their business prospects. The three pillars for enterprise development explain further the strategies that EPWP will implement to identify, train and support enterprises:

Table 13: Pillars for enterprise development support

1 st Pillar: Skills Development	2 nd Pillar: Financial Support	3 rd Pillar: Market Access
- Involves comprehensive training programmes and mentorship initiatives. EPWP participants will receive business skills training covering areas such as financial management, marketing, and business planning. - For skills development, partnerships with educational institutions, private sector companies, NGOs, and professional associations will be established to contribute by providing specialised training, mentorship, and industry-specific knowledge.	- Includes establishing partnerships with financial institutions to provide microloans, creating an EPWP enterprise development fund for seed capital, and facilitating access to existing government funding programmes. These financial mechanisms will help address the critical challenge of access to capital for emerging entrepreneurs. - Partnerships with banks, microfinance institutions, government agencies, and development finance institutions to offer tailored financial products, literacy training, and advisory services.	- Focuses on creating opportunities for EPWP-supported enterprises to secure contracts and grow their businesses. This includes reserving a percentage of EPWP projects for implementation by small businesses, creating a database of EPWP-supported enterprises for procurement opportunities, and facilitating partnerships between small businesses and larger contractors. - For market access, large corporations and government departments like the National Youth Development Agency (NYDA) and the Department of Trade and Industry (DTIC). These diverse partners will enhance the EPWP's capacity to deliver comprehensive support, leveraging their expertise, resources, and networks to create a robust ecosystem for nurturing emerging entrepreneurs and sustainable businesses.

By implementing these three pillars, the EPWP enterprise development strategy aims to create a sustainable ecosystem of small businesses, contributing to job creation, economic growth, and poverty alleviation in the long term.

To create more lasting opportunities for EPWP participants, DPWI, in consultation with key stakeholders, will develop a clear ED Strategy, with sector-specific focus areas and opportunities aligned with the government's small business development approach and clear metrics against which to measure the success of exit. This strategy will be implemented with the Department of Small Business Development (DSBD) and other stakeholders to help participants form their own businesses such as the SMMEs and Cooperatives. Partners like the DSBD play a vital role in realising the EPWP enterprise development strategy across all three pillars. Collaborating with the DSBD will ensure a coordinated approach that aligns with the overall economic development goals. The DSBS will also provide guidance on developing and implementing effective enterprise development programmes.

This will allow them to offer resources and training beyond the EPWP programme itself. One key element will be expanded access to "Start and Improve Your Business" training for participants. Finally, the EPWP will explore establishing Social Enterprises with partners to provide additional exit strategies and potentially more permanent job opportunities.

Table 14: EPWP Phase V enterprise development targets

	Total W/O Participants N/P/L	2024/5	2025/6	2026/7	2027/8	2028/9	Total EPWP Phase V ED Participants
		Year 1	Year 2	Year 3	Year 4	Year 5	
Sectors	Total Targets	0,05%	0,05%	0,1%	0,1%	0,1%	
1. Infrastructure	1,666 047	153	161	334	345	357	1,350
2. Environment and Culture	954,654	95	95	191	192	193	766
3. Social Sector	1,021,485	143	122	245	244	245	999
4. Non-State	1,524,615	154	153	306	303	301	1,217
Total EPWP Participants – Eligible	5,177,911	545	531	1,076	1,084	1,096	4,332
Conservative Multiplier-Effect (1:3) Job Creation through ED		1,635	1,593	3,228	3,252	3,288	12,996

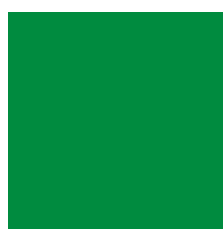
Above are enterprise development targets per sector per year during Phase V. The target for Phase V will range from 0.05% in year 1 and year 2 to 0,1% from year 3 to year 5. In total, 4,332 enterprises will be established in Phase V, with the majority coming from Infrastructure Sector and Non-State Sector. Through these established enterprises, 12,996 jobs will be created at the end of Phase V.

23.7. Linking Participants to the Labour Market

Ensuring that participants transition smoothly into permanent employment is a critical aspect of the EPWP. Participants exiting the EPWP will be supported in accessing employment opportunities. They will be encouraged to re-engage with ESSA and SA Youth.mobi, which offer job matching, vacancy information, career counselling, and training to enhance their job applications and readiness. This will help them make their job search more efficient.

The EPWP participants will be equipped with the skills and confidence to transition into sustainable employment after the programme ends. Below is a framework for such a programme:

- **Interview Skills:** Provide training on interview techniques, including effective communication, body language, and answering common questions.
- **Resume & Cover Letter Writing:** Offer workshops on crafting impactful resumes and cover letters that effectively showcase skills and experiences relevant to desired jobs.
- **Digital Literacy:** Equip participants with basic computer skills and online job search strategies to navigate job boards and application processes.
- **Workplace Expectations:** Provide workshops covering workplace etiquette, communication skills, professionalism, and time management.
- **Financial Literacy:** Offer workshops on financial planning, budgeting, and managing personal finances to ensure long-term financial stability.
- **Soft Skills Development:** Focus on building soft skills like teamwork, problem-solving, critical thinking, and communication, which employers highly value.



24

RISKS AND MITIGATION

There are several risks to the EPWP achieving its objectives in Phase V. Such risks need to be clearly identified and mitigation strategies to address them must be developed at the sector and public body level.

The key risks that have been identified going into Phase V are:

- **Performance:** To achieve the targets of EPWP Phase V, all sectors across spheres of government will need to improve their performance in the EPWP collectively. While many public bodies have shown exceptional performance in the EPWP, there are also many that have failed to perform. Overall targets may not be achieved if these do not improve their performance.
- **Budget cuts:** The achievements of the Phase V target are based on the assumption that the current allocated budget over the MTEF will not be reduced. Further budget cuts will impact the programme negatively, and targets may not be achieved as planned.
- **Underspending:** Under-spending on infrastructure remains a concern for some provinces and municipalities. This poses significant risks and can severely impact potential recipients. When allocated funds are not fully utilised, it often indicates inefficiencies in project planning and execution, which can lead to several adverse outcomes.
- **Limited Impact:** Under-spending results in reduced scope and scale of training programmes, limiting the number of individuals who can benefit from the initiative. This can be particularly detrimental in regions with high unemployment rates where the demand for such EPWP is critical.

To enhance the number of work opportunities and improve the quality of EPWP work experience, the EPWP will standardise various aspects of the programme. This includes the following:

- Clearly defining programmes
- Consolidating sub-programmes and projects
- Reviewing inconsistent employment parameters; and
- Making training mandatory.

This will assist in creating meaningful work opportunities and improve the overall efficiency of the EPWP programme.

25

SECTOR OVERVIEWS

The EPWP is organised into four sectors, each of which provides a variety of career opportunities and programmes for skill development:

- **Infrastructure Sector:** The development and upkeep of facilities, including roads, bridges, schools, and clinics, are the key priorities of the infrastructure sector. Individuals working in this field receive training in various building and infrastructure development topics.
- **Environment and Culture Sector:** This includes waste management, heritage preservation, and environmental conservation efforts. Participants may work in parks, natural areas, or cultural establishments.
- **Social Sector:** Social Sector has projects related to social services, such as home-based care, community health initiatives, and early childhood development, that fall within the social sector. Caregiving and community service are taught to participants.
- **Non-State Sector:** The Sector aims to create WOs through partnerships with non-state entities and strengthen community participation in local community development by delivering assets and services that enhance the quality of life and complement broader service delivery. The NSS comprises the Community Work Programme (CWP) and the Non-Profit Organisation Programme (NPO).

25.1 Infrastructure Sector Overview

The infrastructure Sector of the EPWP seeks to capitalise on this by aiming to increase the labour intensity during the construction and maintenance of a sub-section of these investments. Increasing the labour intensity would result in increased employment generated per unit of expenditure- thus creating additional employment in construction and maintenance without increasing overall expenditure.

The sector focuses on projects or components that are more amenable to the use of labour-intensive construction methods. Projects amenable to the use of using labour-intensive methods include construction, rehabilitation and maintenance of low-volume roads (including residential streets, gravel and earth roads), drainage structures, pipe laying for water reticulation and sanitation, walking and bicycle paths and electrification. Where it is not feasible to implement most projects using labour-intensive methods, the sector still aims to have activities within projects implemented using labour-intensive methods. Such activities include excavation, loading, spreading, bush clearing and cleaning. The sector also aims to increase labour intensity by promoting specific technologies with a high labour content and involving local production. Examples of these are concrete block paving, emulsion treated bases in road construction, gabions and rubble masonry.

The objective of the Infrastructure Sector is: To create work opportunities through increased labour intensity of public-funded infrastructure construction and maintenance projects through labour-intensive methods.

25.1.1 Infrastructure Sector Programme Overview

Table 15: Infrastructure sector programmes

Name of the Programme:	Municipal Infrastructure	Provincial Roads	Large Projects	National Youth Service	Vuk'uphile Contractor Development
Programme purpose	Construction and maintenance of municipal Infrastructure	Construction and maintenance of Provincial Roads	Identification of job creation opportunities in projects with values exceeding R30 million	Capacitation of youth through training and experiential learning	The development of contractors through mentorship and training into sustainable enterprises that could employ people
Implementing partners	Local, District and Metropolitan municipalities	Provincial Roads Departments, SANRAL	Public Works and Infrastructure, Human Settlements	Public Works (National Departments, Provincial Departments), TVETs, SETAs and QCTO	Public Works (National Departments, Municipalities), SETAs
Who are the main funders of this programme?	Municipalities through infrastructure grants and own funding	Provincial Roads departments through Provincial Roads Maintenance Grant funding	National Departments, Provincial Departments and Municipalities	Department of Public Works and Infrastructure, Provincial Departments of Public Works, Construction Education Training Authority	Department of Public Works and Infrastructure, Provincial Department of Public Works and Roads, Municipalities
What interventions are implemented under this programme?	Implementation of LIC through projects related to: - Facility Construction & Maintenance - Human Settlements - Roads and Stormwater Construction & maintenance - Water & Sanitation	LIC through: - Pothole patching - Rural road maintenance - Household contractor programme - Road upgrades - Block paving - Concrete roads	Provision of support to ensure that components of projects (non-roads) exceeding R30million incorporate LIC to optimise job creation.	Capacitating public bodies to train youth through their projects including: - Skills programmes - Artisan programmes - Learnerships - on-the-job training	Provision of support to contractors: - Training - Mentorship - Assistance acquiring funding - Enhancing CIDB grading.
Exit Strategy	Training of participants in technical areas and support of participants to form SMMEs.	Training of participants in technical areas and support of participants to form SMMEs.	Training of participants in technical areas and support of participants to form SMMEs.	Training of youth to become artisans, placement of youth trained with companies, absorption of youth trained into the DPWI and support of youth trained to form SMMEs	Support of Contractors trained to grow through sub-contracting with larger contractors and to tender for projects on their own from public bodies.

25.1.2 Infrastructure Sector Targets per Sphere

The infrastructure sector targets to create 1,690,128 work opportunities over the five- year period of Phase V as illustrated in the table below:

Table 16: Overall summary of infrastructure sector work opportunity targets for Phase V

FY	Municipal	Provincial	National	Total
2024/25	92,451	194,239	22,744	309,434
2025/26	96,276	203,666	25,432	325,374
2026/27	100,068	208,449	28,153	336,671
2027/28	103,865	213,408	35,911	353,184
2028/29	107,671	219,088	38,706	365,465
Total	500,331	1,038,850	150,946	1,690,128

The Infrastructure Sector targets to create 529,411 full-time equivalent opportunities over the five years of Phase V as illustrated in the table below:

Table 17: Overall summary of infrastructure sector FTE targets for Phase V

FY	Municipal	Provincial	National	Total
2024/25	29,566	65,295	3,592	98,453
2025/26	30,783	66,954	4,107	101,844
2026/27	31,999	68,709	4,629	105,337
2027/28	33,216	70,572	6,240	110,028
2028/29	34,433	72,547	6,770	113,750
Total	159,997	344,077	25,338	529,411

25.1.3 Assumptions for Targeting

The Infrastructure Sector targets are based on the available budgets for public bodies implementing infrastructure projects. These budgets include the various infrastructure-related allocations and the three conditional grants.

25.1.4 Infrastructure Sector Target Rationale

The infrastructure targets were based on the following rationale:

- Budgets available to public bodies implementing infrastructure projects:
 - National departments (infrastructure grants): DPWI and Department of Water and Sanitation.
 - Provincial Departments (Infrastructure grants): Department of Roads and Transport -PRMG; Department of Basic Education- Infrastructure grant; Department of Human Settlements; Department of Health; Department of Basic Education.
 - The Municipal Infrastructure Grant (MIG).
 - Metropolitan municipalities: Urban Settlement and Development Grants (USDG).
- Average duration of work opportunities.
- Labour intensity.
- Minimum wage to participants.

25.1.5 Targeting Assumptions

To determine the targets from these budgets, the following assumptions were made:

- A percentage (0.7%) of the national departments' infrastructure grants was used to calculate the total amount that could be used to pay wages which was derived from the Phase III performance
- A total of 4% of the provincial department's grants for the Department of Basic Education, Department of Health, and Department of Human Settlement were used
- 20% of the MIG is used as EPWP budget for district/local municipalities
- 20% of the USDG is used as the EPWP budget for the metropolitan municipalities
- 23% average LI used based on performance in the EPWP Phase IV
- Each WO for all other provincial departments, national departments, metros and district or local municipalities is made up of 76 days
- The average daily wage rate for the first year for all other provincial departments, national departments and municipalities is R142 projected with a 5% inflation rate in the outer years
- For the Provincial Roads Maintenance Grant (PRMG) in Eastern Cape and KwaZulu-Natal, the daily wage rate for the first year is R92.31 (EPWP minimum wage) projected with a 5% inflation rate in the outer years of the phase
- For the PRMG in the other seven provinces, each WO is made up of 76 days, and
- For the PRMG in the other seven provinces, the average daily wage rate for the first year is R142, which is projected to have a 5% inflation rate in the outer years of the phase.

25.2 Overview of the Non-State Sector

The non-state sector, which comprises the Community Work Programme (CWP) and NPO Programme, plays a pivotal role in community development and social upliftment. The CWP focuses on creating employment through local initiatives, while the NPO Programme supports various projects to enhance public or community-level goods and services. The NSS was established in Phase II of the EPWP and focuses on programmes implemented through the non-profit sector. The sector aims to create WOs through partnerships with non-state entities and strengthen community participation in local community development by delivering assets and services that enhance the quality of life and complement broader service delivery (DPWI, 2019a).

The NSS comprises two programmes:

- The CWP, implemented by the DCoG; and
- The NPO Programme, implemented by the Independent Development Trust on behalf of the DPWI.

The CWP and NPO programme represents the largest and second-largest programmes in the EPWP, respectively. Both are stand-alone programmes with funding allocated to the votes of the departments leading the programme. The programmes receive dedicated funds and have different modes of operation.

CWP: The CWP, started by the DCoG in 2010, focuses on providing an employment safety net in marginal areas furthest away from the labour market to contribute to livelihoods and develop these communities. The CWP offers routine and predictable part-time work of two days a week continuously. This offers a level of income security and the network and capability effects of participation in work for participants. The programme is tailored to be a community-driven programme, in which the undertaken work is identified through participatory local processes. Thus, the work has a multi-sectoral element by assisting in areas such as food gardens, early childhood development, community safety, etc.

25.2.1 Non-State Sector Programme Overview

Table 18: Non-State sector programmes

Name of the Programme	NPO Programme	CWP Programme
Programme purpose:	Non-state stakeholders are mobilised to create additional work opportunities. In this institutional-based programme, NPOs develop programmes that create income for large numbers of individuals through socially constructive activities.	In the CWP, the non-state stakeholders determine the types of initiatives with the state providing partial funding for specified costs and wages.
Implementing partners:	Managed by Department of Public Works implemented by the Independent Development Agency (IDT).	Department of Cooperative Governance and Traditional Affairs.
Who are the main funders of this programme?	DPWI	DCoG
What are the sub-programmes implemented under this programme?	• Road Maintenance (Patching of Potholes and Grass Cutting) • Water and Sewer (Leak detections and pipe-fitting fixing) • Leak repairs to indigent households and Council facilities – repair leaking taps • Water/electricity meter audits – open covered meters, check meters that are not functional or damaged • Food security • Maintenance services • Early childhood development • Home-Based care centres • School support • Wasted management and recycling • ICT and digital services • Brick making • Bakeries.	• Gardening • Prevention of environment degradation • Adherence clubs and support groups • Craft • Waste recycling/Management • Tourism • Wattle eradication • Poultry farming • Animal production • Bush clearing • Town beautification • Grass and tree cutting • Farming • Beautification of heritage sites • Tree planting • Education on energy

25.2.2 Non-State Sector Targets

The consolidated WO targets for the CWP, and NPO programme is 1,524,615 as illustrated in Table 19 below:

Table 19: Overall summary of non-state sector work opportunity targets for Phase V

WO	CWP	NPO	Total
2024/25	260,000	47,806	307,806
2025/26	260,000	46,584	306,584
2026/27	260,000	45,961	305,961
2027/28	260,000	43,359	303,359
2028/29	260,000	40,905	300,905
Total	1,300,000	224,615	1,524,615

The consolidated targets for the FTE for the CWP, and NPO programmes are 665,660 as illustrated in Table 20 below:

Table 20: Overall summary of non-state Sector FTE targets for Phase V

FY	CWP	NPO	Total
2024/25	108,522	26,189	134,711
2025/26	108,522	25,520	134,042
2026/27	108,522	25,179	133,701
2027/28	108,522	23,753	132,275
2028/29	108,522	22,409	130,931
Total	542,610	123,050	665,660

25.2.3 Assumptions for Targeting

The targets for the sector were based on the following:

- For the CWP, the targets are based on the budget allocations made to COGTA specifically 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 R97,52 in 2019-20 factoring in the anticipated 6% annual adjustments.
 - Supervisors and storekeepers will be paid R127,20 per day.
 - Participants on sites established in previous years will work 100 days a year.
 - It is assumed that new sites are established continuously throughout the year so that in the first year, on average, new CWP participants will work for 100 days.
- For the NPO Programme, the targets are based on the budget allocations made to DPW specifically for the NPOs with the following assumptions:
 - 93% of the allocated budget will be paid to NPO Programme participants in wages.
 - 7% of the allocated WO targets allocated should be for administration.
 - Funding model to have the provision of 3% contribution towards UIF, COIDA and bank charges incurred when paying beneficiaries using EFT payments.
 - NPO duration is 14 days a month, with participants working for a full year.
 - Align wage rate of R95 per day with the Ministerial Determination rates; set NSS wage rates above the minimum inflation rate.
 - The value-add of the NPOs is the equipment.
 - The NPO programme only provides R200 per annum for Personal Protective Equipment, increasing to 6% per annum.

25.3 Environment and Culture Sector Overview

The Environment and Culture (E&C) Sector intends to bring many unemployed South Africans into productive work in their communities. This is to be achieved by promoting, protecting, and building the country's natural resources and cultural heritage; promoting tourism; and promoting tourism, and contributing to social and economic development. The objective of the E&C Sector in the EPWP is to build and protect South Africa's natural resources and cultural heritage, promote tourism, and, in doing so, spur social and economic development while contributing to sustainable use while creating access to work opportunities and social benefits.

The DFFE leads the E&C Sector. The other participating stakeholders include the National Departments of Tourism, Agriculture, Water Affairs, Arts and Culture, Forestry and Fisheries, Energy, provincial departments, municipalities and other SOEs. Growth in the sector will come from increasing the number of work opportunities and the duration of work opportunities in public environmental and cultural programmes.

25.3.1 Environment and Culture Sector Programme Overview

Table 21: Environment and culture sector programmes

Name of the Programme:	Sustainable Land-Based Livelihoods	Coastal Management	Tourism & Creative Industries	Parks and Beautification	Waste Management	Sustainable Energy
Programme purpose	This programme supports biodiversity management and the general conservation of the environment as well as the use of natural resources.	This category creates and implements programmes to ensure sustainable and equitable maintenance of the coastal environment, including the cross-cutting implications of human actions.	This programme uses rapidly growing eco-tourism to generate revenue for local communities and to involve them in the tourism economy as well as economic activity concerned with the generation/ or exploitation of knowledge and information	This category of programmes aims to support biodiversity conservation through the creation and rehabilitation of infrastructure that embraces community beneficiation	To support the creation of waste management infrastructure and initiatives whilst maximising awareness.	The programme entails energy and the sharing of renewable energy and promotes an energy mix through sources such as wind, solar, etc.
Implementing partners	National, Provincial	Municipal	National, Provincial, Municipal	Provincial, Municipal	Provincial, Municipal	National
Who are the main funders of this programme?	All Public Bodies, Sector departments	DFFE	Mostly Tourism and provincial departments	Mostly DFFE and provincial departments	Mostly Municipalities and DFFE	Department of Energy
What interventions are implemented under this programme?	- Comprehensive Agricultural Support and Land care - Agricultural food security - Working for land - Sustainable energy - Cemetery maintenance - Working for Water - Working on Fire - Working for Wetlands - Working for the Forest - Rehabilitation and derelict and own less mines - Other (Greening and Gardening, Fresh Water Farming, etc.)	- Working for coast - Working for Fisheries	- Working for Tourism - Creative Industries - Museum Services	- People and parks - Community parks - Cultural Services - Language Services - Heritage Services	- Working on Waste - Urban Renewal - Cleaning of public open spaces - Recycling	- Working for energy - Energy Infrastructure

25.3.2 Environment and Culture Sector Targets per Sphere

The consolidated FTE target for the sector per sphere of government is 941,683, as illustrated in Table 22.

Table 22: Overall summary of environment and culture sector WO targets for Phase V

WO	Municipal	Provincial	National	Total
2024/25	76,909	28,054	81,529	186,491
2025/26	79,068	28,792	79,595	187,455
2026/27	81,150	29,363	77,737	188,250
2027/28	83,274	30,022	75,948	189,244
2028/29	85,090	30,922	74,230	190,243
Total	405,491	147,153	389,039	941,683

The consolidated FTE targets for the E&C Sector is 408,679 as illustrated in Table 23 below:

Table 23: Overall summary of environment and culture sector FTE targets for Phase V

FTE	Municipal	Provincial	National	Total
2024/25	30,139	10,698	40,449	81,286
2025/26	31,232	10,914	39,507	81,653
2026/27	31,997	11,215	38,601	81,813
2027/28	32,692	11,475	37,732	81,899
2028/29	33,384	11,749	36,895	82,029
Total	159,443	56,051	193,184	408,679

25.3.3 Assumptions for Targeting

- Targets allocated to previously contributing or participating public bodies
- Targets based on past performance and current budget allocations and not on service delivery gaps or geographic area need (Sector to ensure that priority areas are covered, minimise overlap and promote convergence using a local area view as the central point of planning and delivery)

Variables for target setting include:

- Based on available budgets;
- EPWP minimum wage rate adhered to;
- A targeted participation of 90 days average duration per programme (not an exclusion);
- Labour Intensity at 35% average per programme (not an exclusion);
- Mandatory training for delivery (project-specific training, induction and any other training required by labour law?), training target between 2-5% based on the needs of the programme;
- Training budgeted at 2-5% of project baseline; and
- Implementing Agent's fee proposed at a maximum of 15% of project baseline – applicability for different models is being consulted with NT.

25.4 Social Sector Overview

The Social Sector aims to reduce unemployment and poverty by generating jobs for South Africa's workforce and labour-intensively delivering basic social services (like child care, elder care, and school nutrition programmes) to impoverished and disadvantaged communities. In addition to improving community livelihoods through early childhood development, health care and education initiatives, social welfare programmes, and community crime prevention projects, it aims to provide short-term employment opportunities for the unemployed and marginalised, thereby mitigating the economic woes faced by several communities. To improve participants' employability and foster community ownership in the selection and execution of the programme, a skills development component was included.

The DSD leads the Social Sector. The stakeholders participating in the sector include the Departments of Health, Basic Education, Sports and Recreation and related provincial departments and municipalities.

25.4.1 Social Sector Programme Overview

Table 24: Social sector programmes

Name of the Programme:	Home-based community care (HCBC)	ECD	National school nutrition	Community Safety programme	Mass participation programme	Support Services Assistants
Programme purpose	Aims to address the HIV/AIDS epidemic's effect on communities. The programme strategy entails of providing home-based care services classified into preventative, therapeutic, rehabilitative, long-term maintenance and palliative care to families.	The provision of education, stimulation, and care to children between 0 and 9 years while nurturing the children's health, nutrition, education, psychosocial and other services within the context of the family and the community.	The provision of nutrition to school-going children enhances the educational experience of needy primary school learners through promoting regular school attendance and Improving their concentration while contributing to their general health development.	It aims to augment police services by providing safety and security services in communities, towns, schools, trains, etc.	Providing school and community sports activities to children and adults contributes to a fair and inclusive citizenry.	To provide entry-level support, especially to unemployed graduate youth key social programmes.
Implementing partners	Provincial departments	Provincial departments	Provincial departments	Provincial departments, Municipalities	Provincial departments	Provincial departments,
Who are the main funders of this programme?	MIG/USDG/IG	PRMG/IG	ES/HSDG	PCSD	SRSA in provinces	DoH
What are the sub-programmes implemented under this programme?	- Drop in Centres - Community-based care services - Health utilities - Malaria control - Behavioral change - HCBC learnerships	- Child minders - ECD practitioners - ECD Centre model - ECD learnerships	- Food handlers - Gardeners	- Community policing and patrolling - Volunteer social crime prevention - Schools' safety patroller - Security guards - Tourism safety monitors - Traffic control/ point duty officers	- School sports coordinators - Community-based sports coordinators - School sports coaches	- Pharmacy assistants - Internship/ learnerships - Facility assistants - Data capturers and admin support

25.4.2 Social Sector Targets

The consolidated WO targets for the sector per sphere of government is 1,021,485 as illustrated in Table 25 below:

Table 25: Overall summary of social sector work opportunity targets for Phase V

FY	Municipal	Provincial	Total
2024/25	40,579	160,435	201,014
2025/26	40,616	162,602	203,218
2026/27	40,649	164,058	204,707
2027/28	40,653	164,463	205,116
2028/29	40,677	166,753	207,430
Total	203,174	818,311	1,021,485

The consolidated FTE targets per sphere of government are 511,955 as illustrated in Table 26 below:

Table 26: Overall summary of social sector FTE targets for Phase V

FY	Municipal	Provincial	Total
2024/25	20,268	80,219	100,486
2025/26	20,285	81,608	101,892
2026/27	20,301	82,385	102,686
2027/28	20,303	82,642	102,946
2028/29	20,308	83,637	103,945
Total	101,465	410,490	511,955

25.4.3 Assumptions for Targeting

The following assumptions were used to guide the target-setting and budgeting processes for the Social Sector:

- While the public bodies were encouraged to review their performance of previous phases, they were advised not to rely on these figures alone but to explore more opportunities within their programmes where EPWP participants can be brought on board.
- Meaningful work will be created for EPWP participants in all identified programmes.
- Capacity will be enhanced to ensure that all EPWP work opportunities and participants will be reported and accounted for.
- There will be improved programme-level coordination to ensure that all public bodies who have identified EPWP opportunities will be supported and that the appropriate standards are adhered to from recruitment to exit.
- The target setting and budgeting processes were transparent and consultative and ensured that all targets and budgets were signed off by the respective Heads of Department.
- During the process, public bodies are allowed to review the targets and budgets and adjust them when new information becomes available.
- During the target and budget setting processes, participants were guided to develop detailed programme descriptions. This allowed them to obtain a clear sense of where EPWP fitted within their programmes and be more specific about the roles and responsibilities that the EPEP participants would play in these programmes.
- That there were unlikely increases for EPWP funding from National Treasury for Phase V. Hence, public bodies were encouraged not to anticipate additional funding over and above what they currently get.

26

REPORTING, MONITORING
AND EVALUATION

The DPWI is responsible for monitoring and evaluation of the EPWP programme. The vision for M&E of the EPWP is:

“To efficiently gather information about the performance of EPWP programmes/projects, to monitor and report implementation progress and evaluate the impact of the programme on the participants, households and their communities.”

26.1 Overview of EPWP Monitoring Activities

In Phase V, the EPWP Reporting System (EPWP-RS) will continue to play a central role. All Public Bodies implementing EPWP programmes or projects must report their performance on this online system quarterly. The data collected through this system form the foundation for overarching performance reporting. A range of reports can be drawn from this system on demand to check data quality and monitor performance.

The EPWP-RS continues to be upgraded periodically. A downloadable, offline version of the system is included to help public bodies overcome problems with system downtime and unreliable internet connections; the system also started collecting participant telephone numbers. The table below depicts the framework for the EPWP-RS.

Table 27: EPWP-RS reporting framework

EPWP-RS Reporting Framework	
Data captured	The EPWP-RS captures basic data required to assess performance against the programme's indicators and targets. This basic data includes monthly worker, work, payment, financial, training, and output data for each EPWP project. Note that not all data fields are required. Participant data includes: 1. Worker identity data – name, surname, initials, date of birth and identity number and a copy of the IDs. 2. Worker profile data – country of origin, gender, age, race, first and other languages, whether in receipt of a government grant, whether the participant has been employed in the past five years, the highest level of education, and disability status. 3. Worker household data – number of people, number of dependants, and number of children attending school in the household. 4. Minimal employment data based on agreed employment terms and conditions for each worker, such as - contracted work period, planned monthly person days of work, planned training days, and daily wage rate to be received. 5. Physical address and contact details. Project work data generally seeks to confirm the number of paid person days of work created by the project and the number of people at work daily on the project. Project payment data generally seeks to confirm the amount paid for a specific quantity of work to a specified worker. Financial data identifies the source(s) of project funding, the budget for EPWP participant wages, the budget for other line items, and project expenditure against the same line items. Output data, which will indicate the major service delivery outputs of each EPWP project, based on a standardised list. Training data sets out the planned training course(s) for the project and the number of (accredited and unaccredited) training days each participant received. Project profile data include geographic / location information, project description and project details.

26.2 Roles and Responsibilities

Table 28: Reporting roles and responsibilities

REPORTING ROLES AND RESPONSIBILITIES					
No	Activity Category	Key Activities	Implementing PB	EPWP & Sector Lead Dept	EPWP M&E Unit
I.1	Alignment of EPWP and current programme data requirements	• Identify the scope of data currently available and required in regular programme reporting	X		X
		• Identify the selected output data to be reported	X	X	X
		• Identify redundant fields			X
		• Identify mandatory fields required by all implementing public bodies and sector-specific fields		X	X
		• Identify changes to the manner in which data needs to be specified and captured			X
		• Verify that new data fields will meet EPWP needs			X
I.2	Data Capturing	• Develop or adapt tools to capture data at source	X		X
		• Allocate sufficient capacity to collect EPWP data fields	X		
		• Collect data	X		
		• Develop or adapt tools to capture or bulk upload data onto the system			X
		• Submit data in normal programme reporting format	X		
		• Verify and sign off data captured in the system	X		
I.3	Data Validation	• Receive verified and signed-off project and participants' data			X
		• Automated data validation – all of the existing validation rules will apply although the following will be introduced: • Validating workers using the Home Affairs' population register; refugee affairs and permitting; as well as the government Persal system • Validation of all indicators to ensure data is correct and in line with the relevant definitions; and is applied by all programmes or projects			X
		• Flag exceptions (mainly system generated)			X
		• Request clarification and/or re-submission where exceptions			X
		• Work with the Implementing Agent to ensure corrections	X	X	
		• Re-validate data			X
		• Final acceptance and sign-off of data (per month/quarter)			X
I.4	Data Consolidation for Reporting	• Identify key outputs, trends, analysis and other statistics that Programme Managers need to see monthly and quarterly by sphere or sector, etc.		X	X

26.3 Improving Evaluations

In addition to the strategies above, the EPWP, in general, will invest much more heavily in evaluations and impact assessments. While the DPWI will lead in developing an overall framework on this, more evaluations will be done in partnerships between DPWI, the sectors and participating public bodies. This aims to optimise the use of resources, ensure that there is a common framework for these evaluations, and ensure that they are comparable, thus collectively providing a better assessment of the programme. The table below lists a summary of the proposed evaluation plan for EPWP Phase V.

Table 29: Proposed evaluation plan for the EPWP Phase IV

Technique	Implementation	Areas measured	Timeframes
Process evaluations	Process evaluations of the implementation of projects and programmes in different sectors. Process evaluations provide insights into the activities, resources, and strategies employed, helping identify any gaps or inefficiencies. By monitoring the programme's processes, the EPWP will ensure that resources are being used effectively, identify areas for improvement, and make informed decisions about programme continuation or modification.	Implementation by prescribed guidelines, requirements and conditions. Extend compliance at different stages of the project cycle; determine efficacy of implementation	Years two and four
Surveys, including baselines, cross-sectional and longitudinal	Surveys of participants, communities, and government departments	Profile of participants and their households; the impact of income transfers; the impact of assets created; relevance and quality of training, role of contractor (targeting, training etc.); community perceptions on the benefit of the project	In years one, three and five, surveys are to be conducted at the end of the project cycle
Case studies and completion reports	In-depth studies of selected projects by researchers spread across sectors and provinces. Assessment of quality of assets and services. Evaluation of the quality of infrastructure and services against accepted benchmarks	All measurement areas excluding employment prospects of participants after exiting the EPWP. Quality of assets. Implementation process. All forms of infrastructure and services	Years one and three
Mid-term Review (MTR)	MTR will allow for the timely identification of any potential issues or areas requiring adjustment. This early intervention can prevent costly mistakes and ensure the programme remains on track to achieve its desired outcomes. Additionally, the mid-term review will provide an opportunity to gather feedback from stakeholders, gain valuable insights, and make necessary adjustments to the programme plan, ultimately increasing its chances of success.	The study will determine the effectiveness, efficiency, relevance and impact of the EPWP programme on participants, communities, assets, etc.	Year three
Impact evaluation	An impact evaluation study will provide valuable insights into the extent to which a programme has achieved its intended outcomes and whether it is making a positive difference.	Impact of income, participation in work, and assets and services transferred to poor households on poverty and vulnerability.	Year five

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IMPROVED AUDITING
OUTCOMES FOR THE EPWP

The Auditor-General of South Africa (AGSA) is the only institution that, by law, audits and reports on how the government spends South African taxpayers' money. On an annual basis, AGSA produces audit reports on all government departments, public entities, municipalities, and public institutions. This is based on performance audits done by AGSA on government departments and SOEs in line with the Framework for Managing Programme Performance Information.

In conducting performance audits for the EPWP, the AGSA considers a list of all EPWP projects reported in the EPWP Reporting System (EPWP-RS) to assess the following:

- Project details, which include:
 - The sector to which the project belongs.
 - The name of the project.
 - A description of the project.
 - The start and end dates of the project.
 - The project budget.
 - The project planned job creation outputs, estimated numbers of WOs, FTEs and training days to be created for the project.
- Based on the information received from the EPWP-RS (including the above), AGSA then samples projects to perform site visits to verify the following in line with Section 12 of the EPWP Ministerial Determination:
 - Availability of site attendance registers.
 - Completeness of the registers.
 - Payment registers.
 - ID copies of participants.
 - Work contracts for participants.
 - Names on the EPWP-RS compared to the project site participants.

The responsibility for the integrity of the data captured in the EPWP-RS solely lies with the implementing body that has captured the information on the EPWP-RS. Implementing bodies should refer to the EPWP-RS Help Desk Operating Procedures and Standards for guidance on capturing projects on the EPWP-RS.

In terms of Section 12(2) of the Ministerial Determination - the employer must keep records for at least three years after completing the EPWP project.

Project records must be retained for the following:

- Audits.
- Research data.
- Direct evidence in litigation or for occupational disease or injury compensation purposes.

The table below depicts the roles and responsibilities of EPWP stakeholders to ensure improved Auditing outcomes for the EPWP in Phase V.

Table 30: Roles and responsibilities of EPWP stakeholders for the EPWP Phase V

Institutions	Responsibilities
Public Bodies (Document Custodians) • Sector departments • Provincial Departments • Municipalities • Entities • NPOs	Oversees the collection of participant's documents from sites.
	Ensures accuracy and completeness of documents collected.
	Organises collected documents for upload.
	Upload documents onto the EPWP RS.
	Conduct regular audits of data collection and reporting processes to identify and address any weaknesses.
	Keep manual records of each participant.
	Conduct regular site visits to identify, verify and address any weaknesses.
Independent Development Trust • System Support Officers • Data Capturers • Data Verification Team	Support public bodies with data capturing and uploading documents onto the EPWP RS.
	Verifies the completeness and accuracy of uploaded documents.
	Support the Data Verification team with document reviews.
	Review uploaded documents for accuracy, completeness, and compliance
	Provides feedback to public bodies for document corrections if necessary.
	Submit participant's documents (ID copies, contracts, payment registers and attendance registers) quarterly to DPWI as Portfolio of Evidence before the approval payment of tranches.
Department of Public Works and Infrastructure: EPWP	Review uploaded documents for accuracy, completeness, and compliance.
	Provides feedback to public bodies for document corrections if necessary.
	Monitor regional data capturer's day-to-day activities.
	Monitors progress in uploading and filing of documents (ID copies, Contracts, Payment Registers and Attendance Registers) onto the EPWPRS and ensure deadlines are met.
	Conduct regular site visits to identify, verify and address any weaknesses.
	Facilitates communication among stakeholders with outstanding documents.
	Conduct oversight activities to monitor data quality and ensure compliance with reporting guidelines.

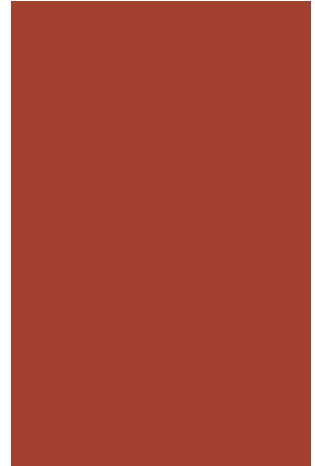


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CONCLUSION

A multifaceted strategy is required to maximise the EPWP's impact and sustainability. Implementing efficient systems and processes is essential to expand the programme's reach while maintaining quality. Concurrently, rigorous anti-corruption measures, including transparent recruitment practices, are indispensable to safeguard the programme's integrity. Moreover, investing in exit strategies through targeted training and enterprise development initiatives will empower participants to transition from temporary employment to sustainable livelihoods, thereby enhancing the programme's long-term outcomes. The EPWP in Phase V will strive to provide the unemployed poor with meaningful work opportunities through the delivery of community assets and services and actively build economic inclusion mechanisms that empower sustainable livelihood and contribute to the country's development agenda.







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