



public works

Department:
Public Works
REPUBLIC OF SOUTH AFRICA



EXPANDED PUBLIC WORKS PROGRAMME

THE EFFECTIVENESS OF NON STATE SECTOR WAGE SUBSIDY MODEL

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1. Introduction

The South African government has recognised a need to incentivise organisation outside of government who operate in labour-intensive areas in order to provide work opportunities for those who are poor, unemployed and unskilled.

The chosen mechanism for expansion of the EPWP into the Non State sector is the introduction of a wage subsidy to Non Profit Organisations (NPO's) that promote labour intensive methods. This incentive is also being introduced within government where other departments, provinces and municipalities will also be able to claim back all or a portion of the their wage costs from the Department of Public Works, provided that they meet the specified targets.

The launch of the Non-State Sector was an attempt to introduce demand driven labour intensive employment into the EPWP, which until now has largely been a supply side employment creation programme. This was based on the view that employment in the non-state sector is based on community needs, and they must be output driven and results based. The strengthening of EPWP in this sector is intended to allow NPOs (including CBOs, NGOs and FBOs) to expand existing programmes, in order to meet the immense need in communities, which require lower skilled labour intensive employment to address them.

The EPWP incentive grant is designed to reward performance with respect to the creation of Full Time Equivalent Jobs. The wage subsidy in the Non-State Sector of the programme is where NGO's and other non-profit organisations are able to access the wage subsidy when creating employment for the EPWP target groups (i.e. women, youth and people with disabilities).

The Non State Sector wage subsidy is appropriated on the Department of Public Works as a transfer to qualifying non state entities.

2. Purpose of the Evaluation

The aim of the study is to assess in more detail, the effectiveness of the wage subsidy model in the Non-State Sector. The following are the objectives of the study:

- To determine if the incentive model is implemented as planned, according to the guidelines.

- To determine if the incentive model is making any impact in creating additional work opportunities
- To ascertain whether or not the programme has achieved its aim of supporting the government to create additional work from the incentives paid out.
- To determine the impact of wage subsidy on Non-State Sector beneficiaries

Since the incentive model was piloted in the 2009/10 financial year, it was important for the programme to find out if the model is working or not and if there are lessons to be learnt for other EPWP sectors. This will assist the programme to improve the implementation of this model.

3. Evaluation approach and methodology

Qualitative data was collected conducted through in-depth interviews to complete the research. Interviews were done with the organisation managers and non-state sector beneficiaries.

A total of 114 projects were reported across all provinces in 2010/11 financial year which was the target population. Due to the wide spread of these organisations and the limited budget that was available to conduct the evaluation study, it was clear that the project would be costly and time consuming and therefore it was agreed that 60% of the target population be chosen.

It was also agreed that 5 beneficiaries will be interviewed each target population for the same reasons mentioned above.

The approach was that on completion of the data collection phase a sample of 60% should be realized. So if the organization was not available in a particular province, it was replaced by other organization in a different province.

Province	Number of NPO reported	Sample (60%)	Participated
EC	12	7	5
FS	13	8	5
GP	12	7	7
KN	23	14	15
LP	14	8	9
MP	8	5	6
NC	13	8	4
NW	7	4	6
WC	12	7	7
Total	114	68	64

Table 1: Sample

On completion of the data collection exercise only 64 organization's managers or coordinators were interviewed as indicated above. The other 4 organization's managers could not be interviewed as they confirmed their availability but were not available at the time of interview.

4. Research findings

The purpose of the study was to assess in more the detail the effectiveness of wage subsidy model in the Non-State Sector. Therefore, the first set of results will focus on the organisations as the success of the Non-State Sector in achieving its objectives was mainly on the effectiveness of the organisations. Accordingly, the second part of this section will focus on the impact of wage subsidy model on beneficiaries.

The figure below depicts the years in which organisation were established. It can be seen that majority (44%) of organisation contracted were established between the 2001 and 2005 followed by 25% of those who registered in 1995 – 2000. It also worth mentioning that 11% of the organisations were established in 2009 – 2010 while organisations were expected to be in operations for 3 year before they can be contracted. The latter indicates that the criteria to select NPO's which are in existence for 3 years or more was not adhered to.

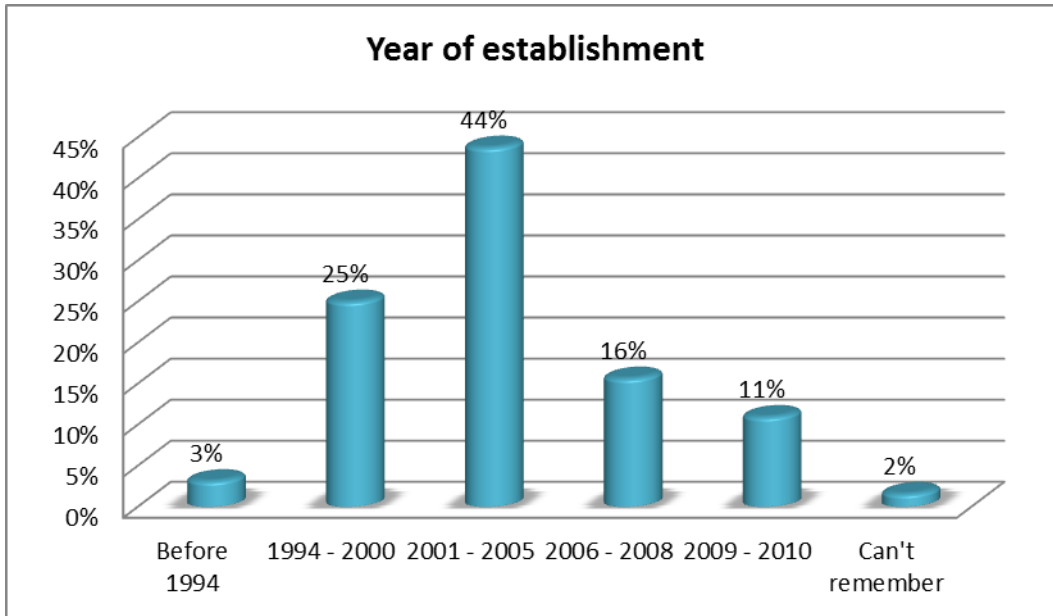


Figure 1: Year of establishment

Since the model started in 2009/10 financial year, it is important to find out when did the organisation started being part of the EPWP. Table below indicates that 70% of the organisations sampled started being part of EPWP in the year 2010.

Year	%
2009	30%
2010	70%
Total	100%

Table 2: When organisations' started being part of EPWP

Furthermore, NPOs were asked on how they knew about the programme. In response, the majority (70%) indicated that they responded to an advert on the newspaper inviting applications for participation in the Non-State Sector (NSS), followed by other (17%) and word of mouth (heard from someone I know) at 13%. Clearly, placing an advert was the most effective method used to reach potential participants of NSS.

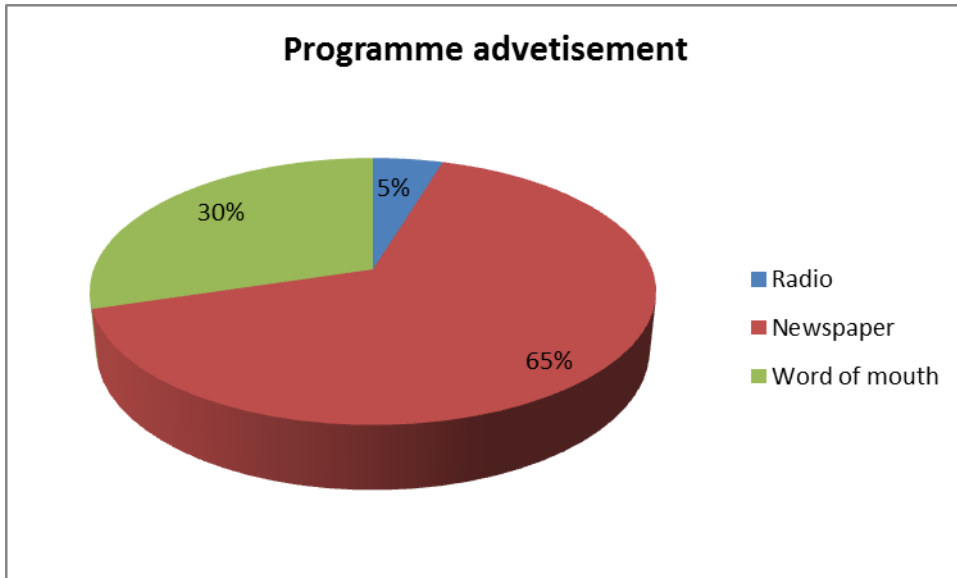


Figure 2: Programme Advertisement

4.1 Effectiveness of the organisation

The success of the NSS to achieve its objective is mainly based on the effectiveness of the organisations which can be measured by the training received. Table 5 below represents the kind of training received by organisations management.

It can be seen that majority of the organisations underwent financial management training (66%) followed by project management and marketing management. Based on the nature of this sector it was expected for the organisations to undergo training opportunities in financial and project management for the effectiveness of organisations.

Training also provides a platform for NPO's to be compliant with management and reporting requirements.

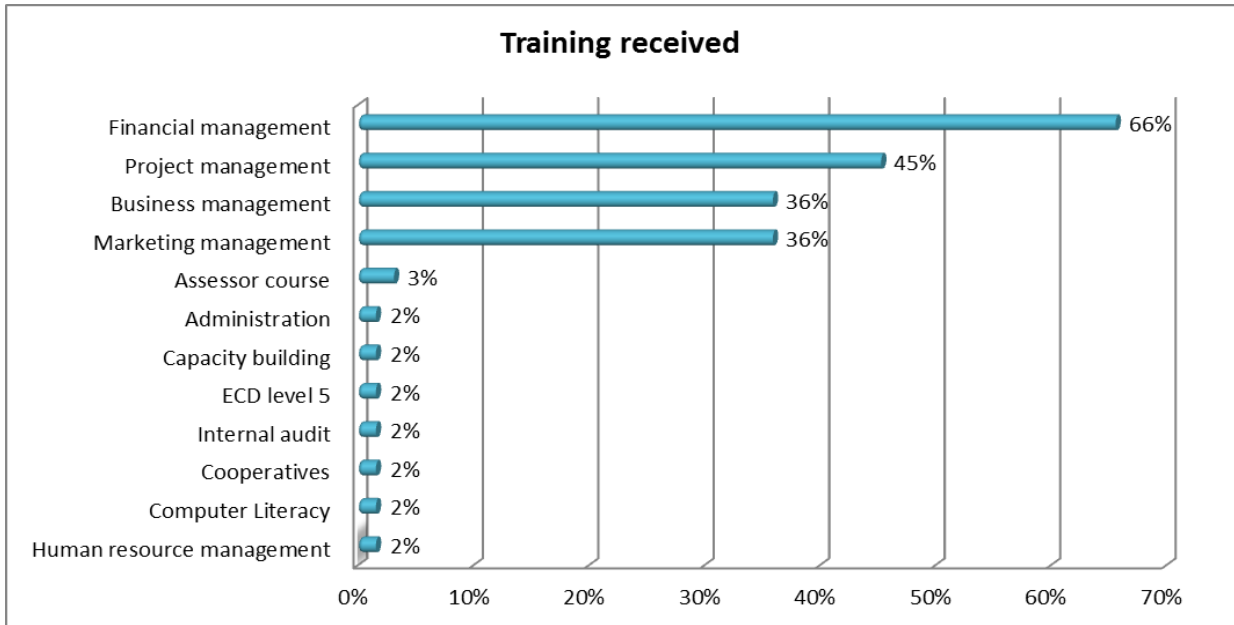


Figure 3: Training received

As the NSS emphasis is on labour intensive projects in order to help address acute unemployment in South Africa. Figure 2 below depicts the kind of projects that were implemented by the organisations.

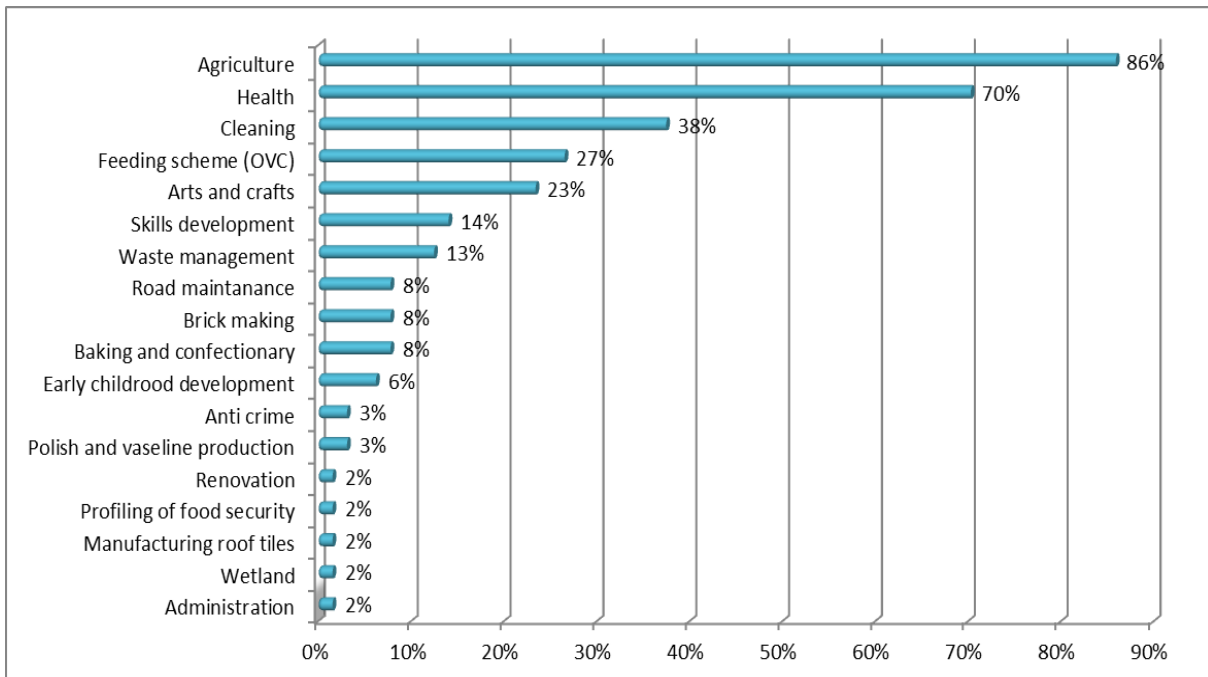


Figure 4: Project activities

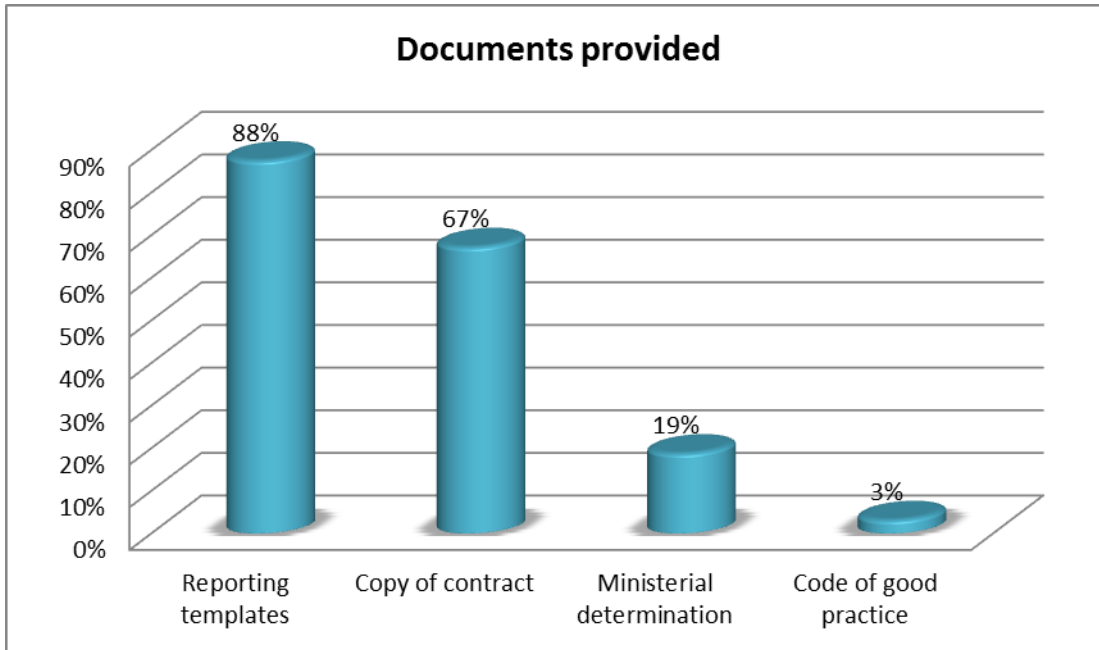


Figure 5: Documents provided

Figure 5 above indicates documents that were provided to the organisation upon their appointment by Independent Development Trust (IDT). Reporting templates ranked the highest (88%) followed by 67% of copy of contract while Ministerial Determination and Code of Good Practice ranked the lowest.

Since the organisations entered into an agreement or contract with IDT, respondents were asked if there are clauses in the contract that hindered the performance of the organisations. As shown below, 25% of respondents said there were clauses that hindered their performance while 72% disagreed with that and 2% did not know.

From those who indicated that there were clauses that hindered their performance, they were further asked what clauses. Majority (81%) said insufficient administration fee clause and 19% indicated that limited duration of the contract hindered their performance.

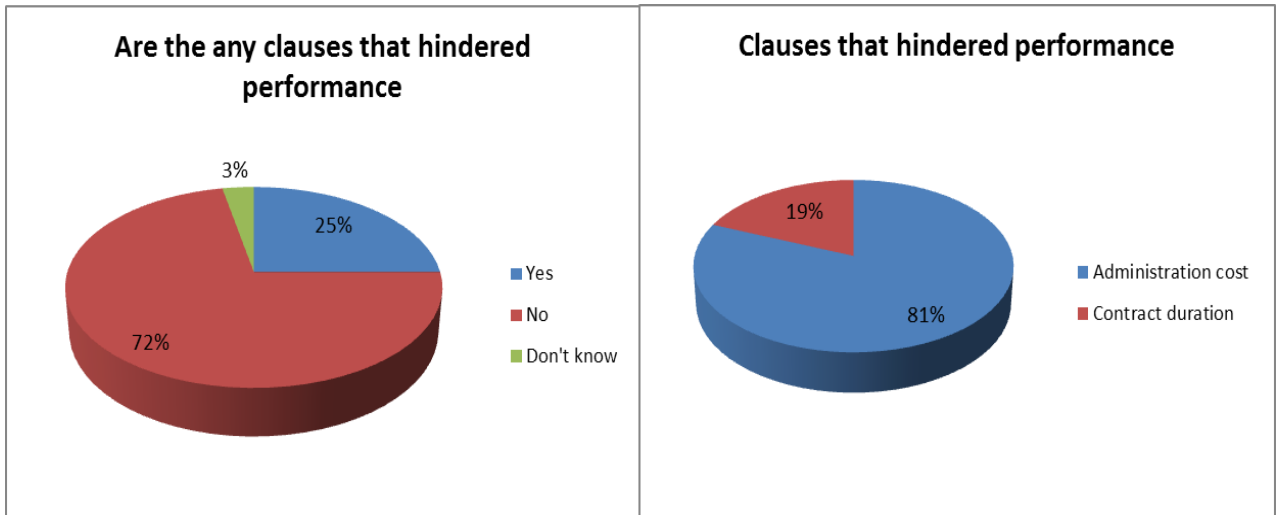


Figure 6: Clauses

Figure 7 below seeks to determine the standard terms and condition the beneficiaries were employed under. Most of the respondents (46%) indicated that they were guided by the Ministerial Determination followed by 36% of organisations' own policies. Other organisations indicated that they workers were employed under the Basic Conditions of Employment Act of (specify the year the Act was promulgated).

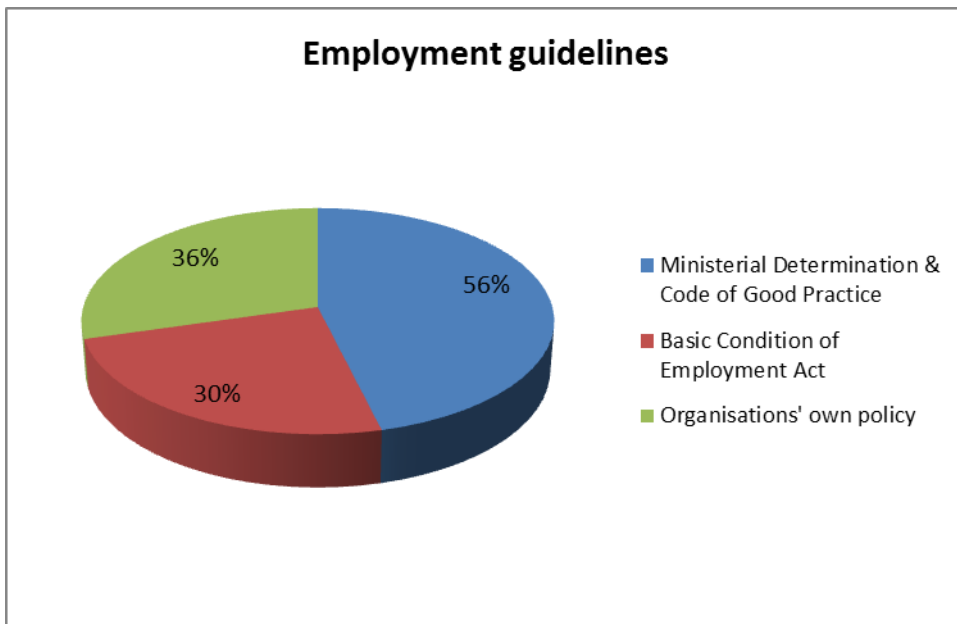


Figure 7: Guidelines of employment

4.2 Reporting

As stipulated in the contract, the organisations were supposed to submit on a monthly basis original invoices and report on the work done. Table 7 below indicates that 89% of the organisations were trained on the reporting requirements and 11% were not trained. Among the provinces, Free State followed by Eastern Cape and North West has the high percentage of those who were not trained on the reporting requirements.

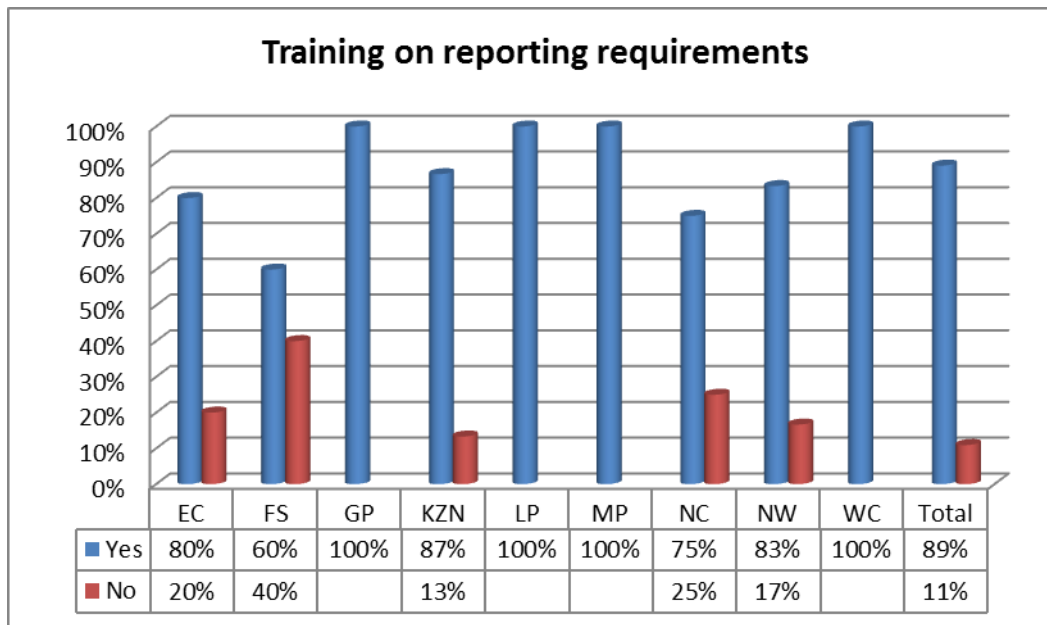


Figure 8: training on reporting requirements

The respondents were asked if they were paid on time, citing that they had to be paid within 30 days of receipt report. In response, 59% of the organisation indicated that they were paid on time while 42% indicated not. The provincial breakdown shows that provinces like Eastern Cape and Western Cape followed by North West the contributed the most towards the percentage of those who were not paid on time.

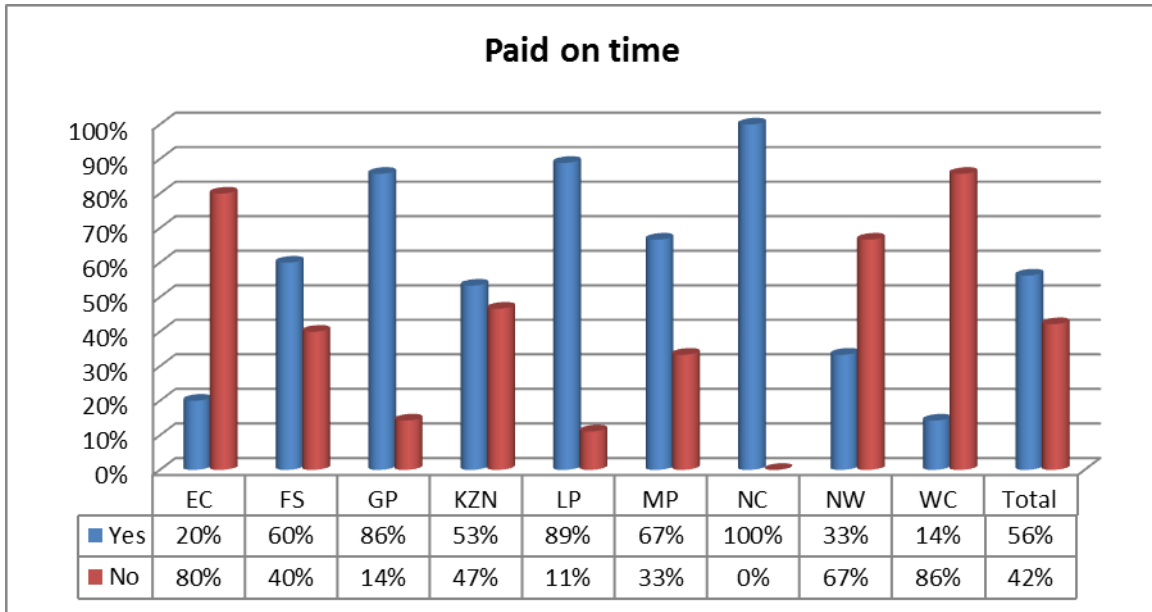


Figure 9: Paid on time

Those who were not paid on time were further asked why, the figure below shows that no explanation provided ranked the highest (52%) followed by late submission of reports and no authorisation was also one of the reasons provided to the organisations. The other reasons mentioned were lack of communication and reports not being reviewed on time.

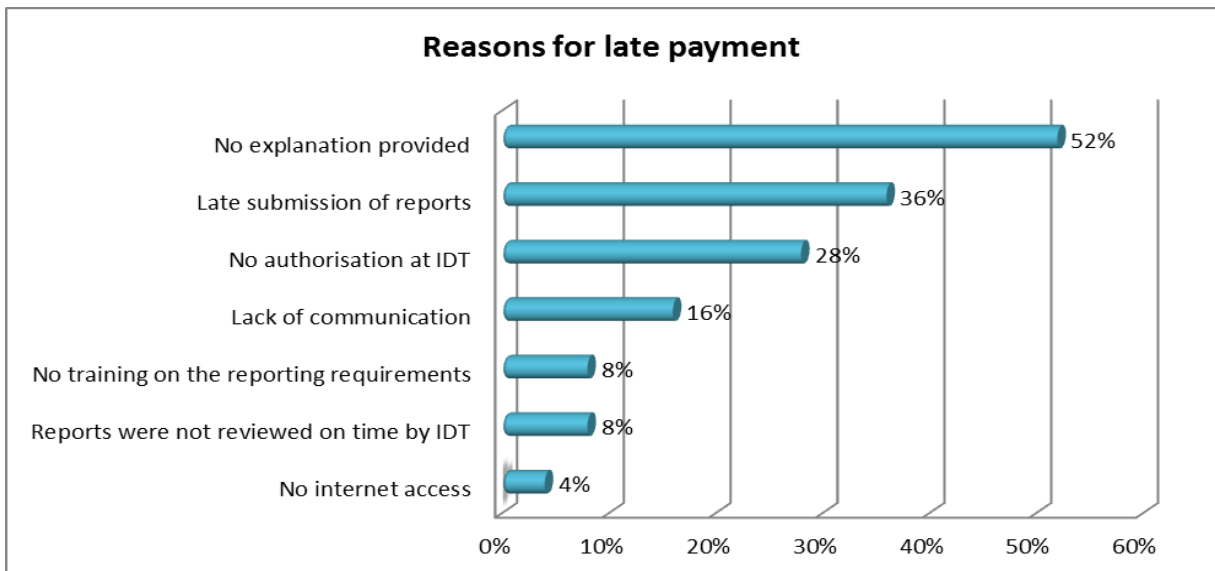


Figure 10: Reasons for late payment

All respondents were asked about the method they used to send reports and invoices to IDT. It can be seen that majority were using email to send reports whilst hand delivery was the most preferred method to send invoices citing that only original documents were required. Only a small percentage used courier serviced to send reports and invoices.

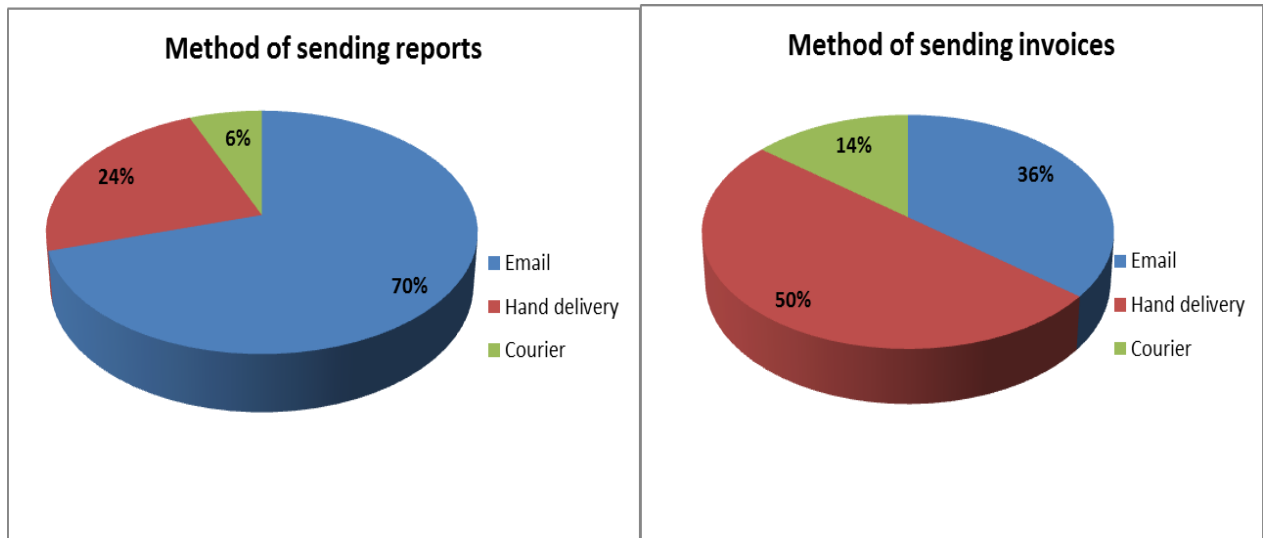


Figure 11: Method of sending reports

All the respondents were asked about the challenges experienced in submitting reports to IDT. Majority indicated that that submission of hard copies was too costly followed by collating of information from different sites and lack of communication from IDT.

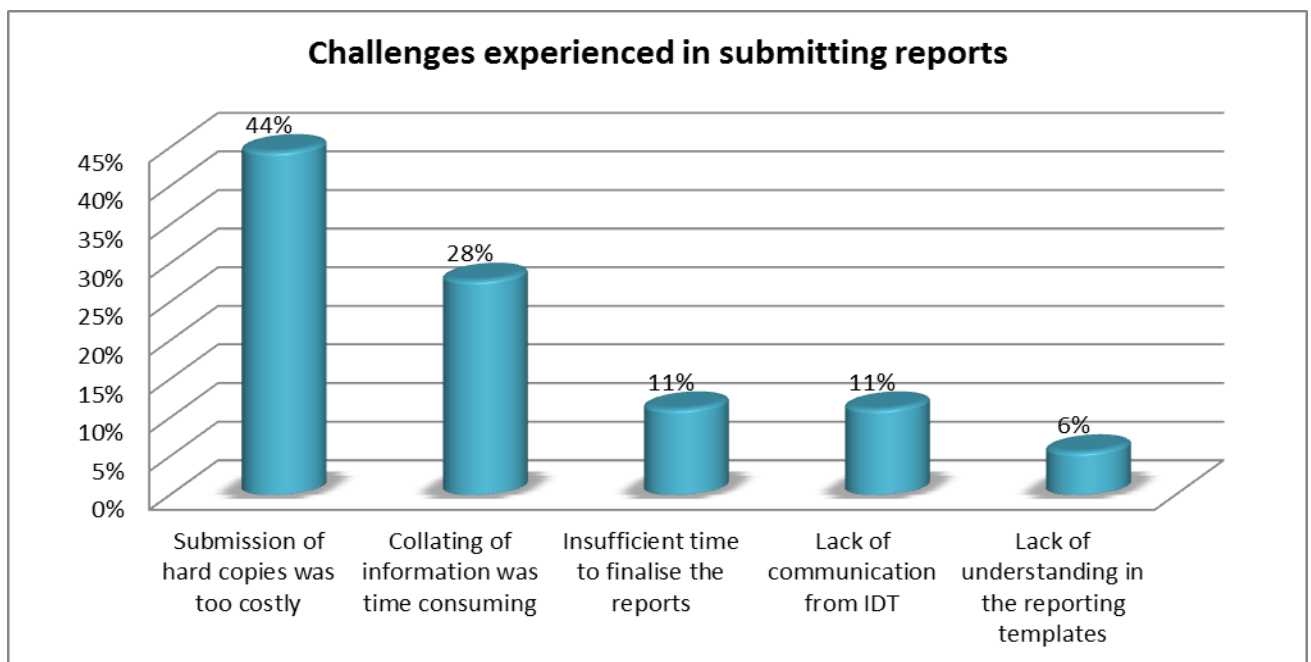


Figure 12: Challenges in submitting reports

4.3 Work opportunities

The figure below gives a picture of work opportunities that the organisations planned to create before they enter into a contract with IDT and the actual created. Respondents mentioned that they wanted to create more work opportunities based on the needs of their communities but they could only create less than what they planned for because of the limited budget.

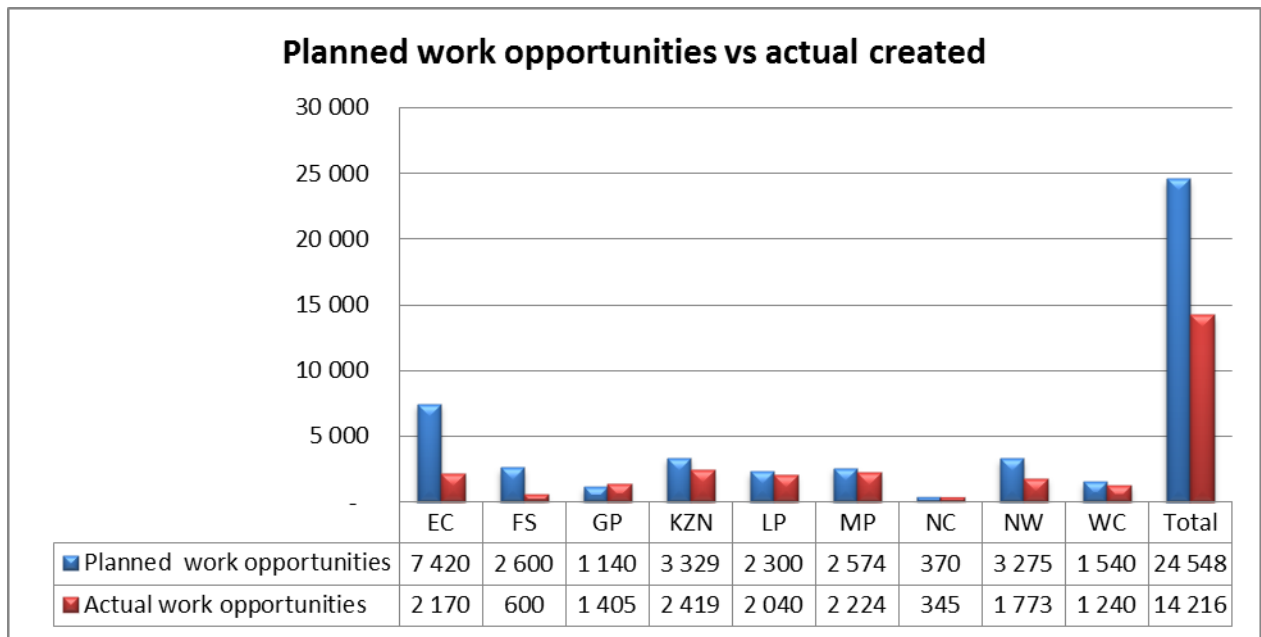


Figure 13: Work opportunities

The majority (31%) of organizations employed people between 201 and 500 people in their projects followed by 50 to 100 people which is the least number of people organisations can employ. The general observation is that most projects implemented gave employment opportunity for many people as would be expected in the EPWP.

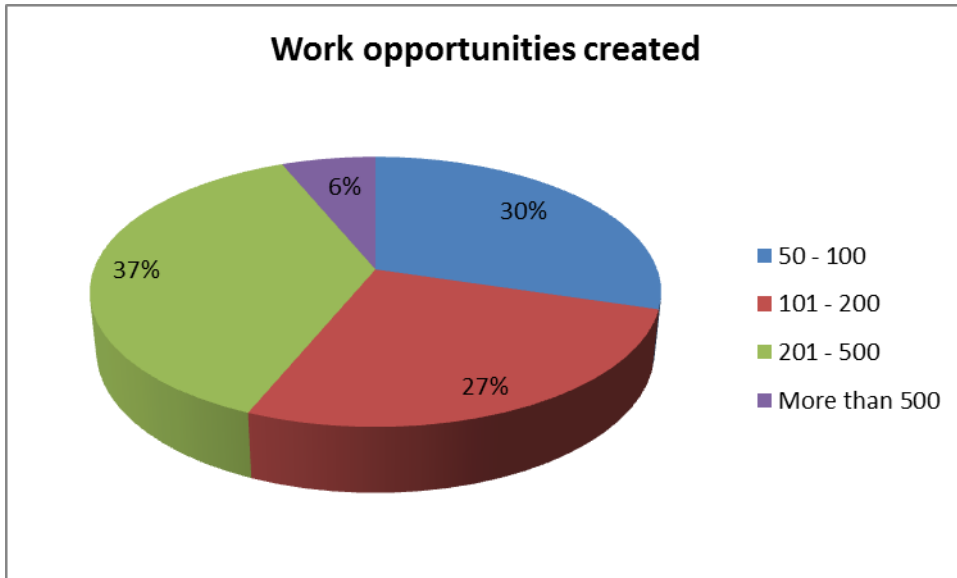


Figure 14: Work opportunities per project

4.4 Cost of creating work opportunities

Table 3 below indicates total amount of wages received by organisation and what respondents indicated they have spent.

Province	Total wages received	Spent on wages
EC	R15 318 700	R14 814 800
FS	R6 438 500	R6 387 500
GP	R7 594 500	R9 757 100
KZN	R14 211 050	R14 211 050
LP	R13 651 550	R13 008 050
MP	R14 488 000	R14 469 000
NC	R1 812 381	R1 812 381
NW	R11 702 435	R11 632 136
WC	R14 453 810	R14 429 310
Total	R99 670 926	R100 521 327

Table 3: Wages

Respondents were further asked if they have received administration and how much was spent on the administration cost per month. Table indicates that R971 044 was received in last financial for the administration cost meaning that they to spent about R107 894 per month. However, organisations were spending R518 144 per month.

Province	Total administration cost received	Administration cost per month	Spending per month
EC	87 475	9 719	53 045
FS	225 260	25 029	28 310
GP	97 950	10 883	64 559
KZN	132 877	14 764	85 221
LP	135 374	15 042	76 603
MP	95 190	10 577	76 755
NC	17 958	1 995	25 150
NW	91 355	10 151	71 650
WC	87 605	9 734	36 851
Total	971 044	107 894	518 144

Table 4: Administration cost

From what respondents said to have received on average per month and what they spent on administration per month can be used as the total cost per month. The total cost per month was therefore divided by actual work opportunities created to determine the cost of creating an opportunity in the non state sector. It can be seen that it cost about R822 on average per month to create work opportunity in the non state sector (excluding wages).

Province	Spent on wages (per month)	Spent on administration cost (per month)	Actual work opportunities	Cost of creating work opportunity (per month)
EC	R 1 646 088.89	R 53 045	2 170	R 783
FS	R 709 722.22	R 28 310	600	R 1 230
GP	R 1 084 122.22	R 64 559	1 405	R 818
KZN	R 1 579 005.56	R 85 221	2 419	R 688
LP	R 1 445 338.89	R 76 603	2 040	R 746
MP	R 1 607 666.67	R 76 755	2 224	R 757
NC	R 201 375.67	R 25 150	345	R 657
NW	R 1 292 459.56	R 71 650	1 773	R 769
WC	R 1 603 256.67	R 36 851	1 240	R 1 323
Total	R 11 169 036.33	R 518 144	14 216	R 822

Table 5: Cost of creating work opportunity

4.5 Impact of the model

Having participated in this model, respondents were asked if the participation has assisted organisations or not. As depicted below, 95% of the respondents indicated that the model has really impacted positively in the organisations while 5% said it had a negative impact on their organisations mentioning insufficiency of administration cost as the main reason.

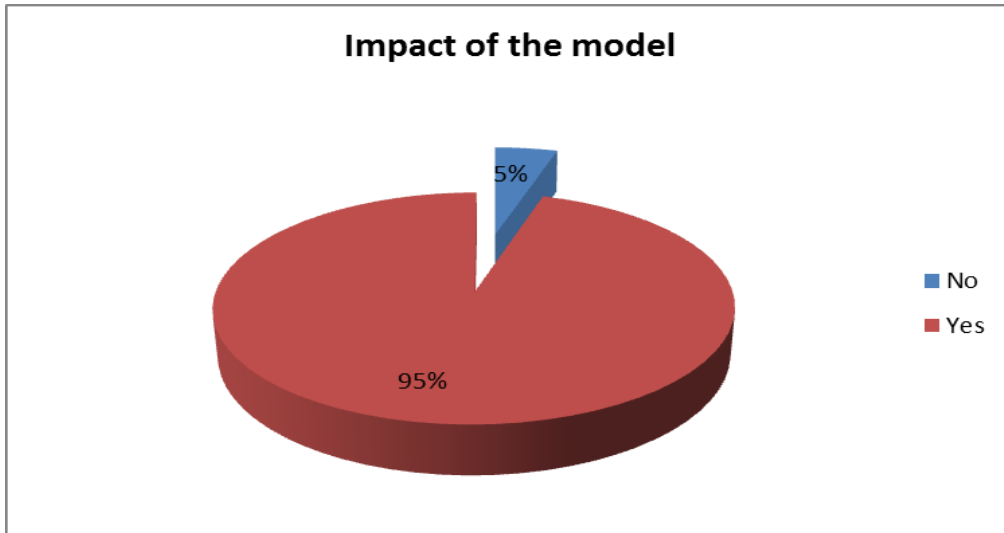


Figure 15: Impact of the model

Figure below depicts reasons why NPO's said they have benefited or not. It can be seen that majority (32%) of respondents indicated that they managed to achieve their objectives because their participation in this model. Other reasons includes organisation being put on the market and that the model has built capacity of their organisations.

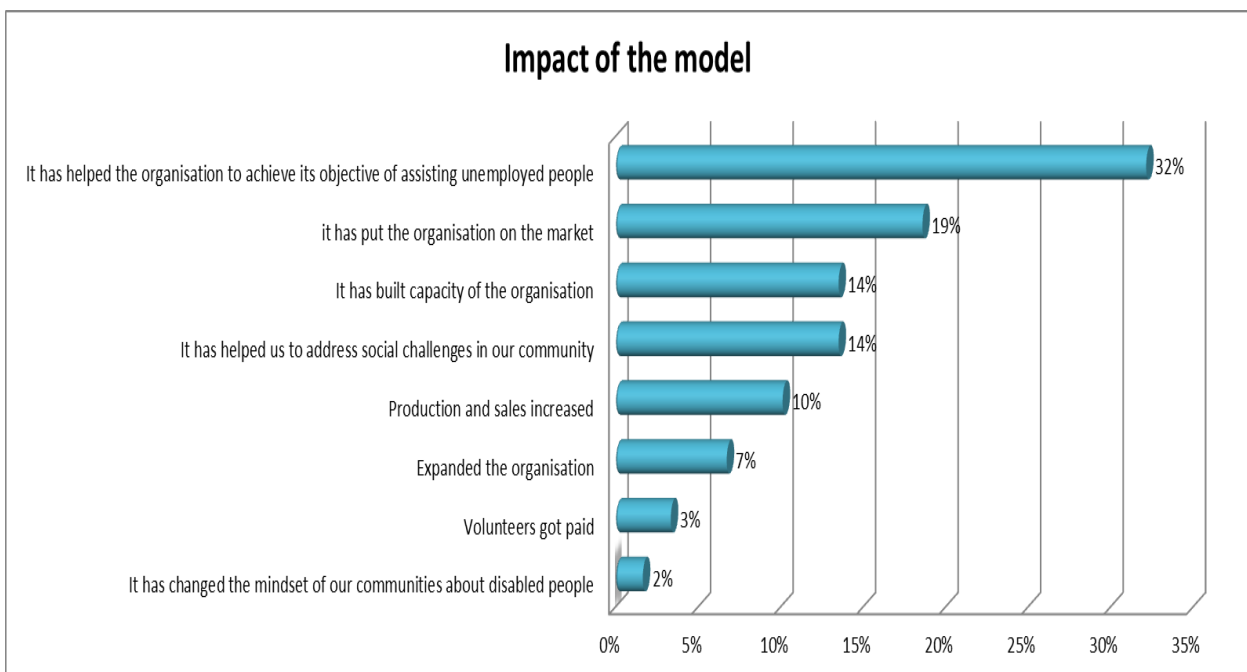


Figure 16: Impact of the model

The last category of questions was to determine the impact of the model on beneficiaries or what beneficiaries benefited from the employment. As depicted below, it can be seen that most of the respondents indicated that living conditions of beneficiaries were improved followed by having work experience and acquiring skill as it was also mentioned that many of them never worked before. In essence these benefits indicated below say one and the same thing in different ways. Meaning that, earning income leads to the improvement of quality of life and can boost self-esteem and this indicates that the wage subsidy model did make a contribution in lives of and socio economic conditions of its participants.

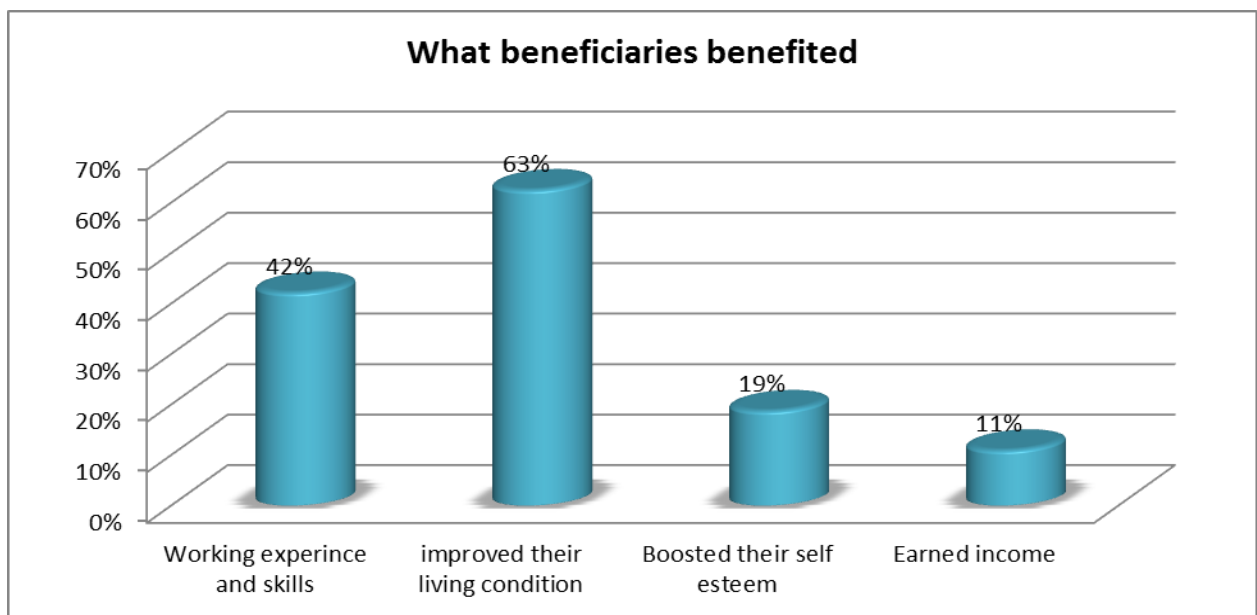


Figure 17: What beneficiaries benefited

4.6 Recommendations on how to improve the model

The following table represents recommendations said by respondents on how the wage subsidy model can be improved. The suggestions were increasing working days and stipends for workers and increasing administration cost was mentioned by most of the respondents. While other respondents mentioned that the model should be continuous and consistent.

Programme continuity and consistency was also mentioned by certain managers. According to these managers, most beneficiaries have never worked before and they come from very poor households. The income earned through EPWP projects assisted beneficiaries to buy

food and assets for the households. Some beneficiaries also spend the money on school fees.

How can the model be improved	Total
Engage other stakeholders especially private sectors	2%
Involve the municipalities in the planning stage	2%
Pay organisations on time	5%
Capacitate the organisations	5%
Increase stipends for beneficiaries	5%
Increase work opportunities	5%
Provide beneficiaries with uniform and working tools	7%
Improve communication with the organisations	7%
Provide beneficiaries with accredited training	8%
It should be consistent and continuous	14%
Increase the administration cost	20%
Increase working days for beneficiaries	20%
Total	100%

Table 6: Recommendations

5. Conclusion

Of the sample of respondents, there is excitement about the NSS wage subsidy which ensures that the NPO's expand in their work and in reducing unemployment in their communities. The majority of the NPO reported that the programme has helped them to achieve their objectives of reducing unemployment. The NPO indicated that they are now known in their communities and in the sectors that they work in due to the EPWP NSS program. The NPOs experienced some challenges while implementing the programme as required. The wage subsidy is implemented as originally planned and as per the guidelines of the sector. There is however challenges that needs to be resolved in order for the program to achieve its set objectives of job creation. The majority of NPOs have indicated that late payments that they are receiving from the IDT are a challenge. The late payments cause friction between management and the beneficiaries of the program especially if there is no explanation is provided.

The NPOs are not guided by the same employment guidelines which can cause problems in future. NPOs are excited about being part of the programme but reporting is a major problem that is encountered. The collation of data for the report is time consuming and tedious for the NPOs. NPOs are expected to submit copies of the invoices and registers on a monthly basis which becomes too expensive for the NPO to produce since only wage and bank charges

are funded for. The other hidden costs (cartridges, paper and petrol to deliver) are not catered for by the program.

The administration costs are still a challenge for the NPOs since they are spending more than the 1% that they were given last financial year. On average, the costs spent by NPO on administering the projects are 5% of the total budget they received from the programme. Regular monitoring of projects is required to ensure that the projects are implemented as planned and also to deal with issues of late payments with beneficiaries.

6. Recommendations

- EPWP projects should be mainstreamed into all NSS projects from the onset and branded accordingly.
- Beneficiaries should be provided with branded protective clothing including hats.
- The NPO spends a lot of money for administration costs in order to comply to the requirements of the wage subsidy. The administration costs should be increased to at least 5% to ensure that the NPO does not borrow to pay the NSS costs.
- Other methods of raising money should be investigated to ensure that the NPOs that are part of the NSS grant are not totally dependent on the wage subsidy.
- Partnerships should be developed to leverage funding with local government, private companies and other funders to address the other needs that the wage subsidy doesn't fund (e.g. tools and materials).
- The training that was provided to the NPO managers was excellent and was very useful to the running of the organisations.
- More training is required which should include how the NPO can raise funds to ensure the sustainability of the programmes implemented by the NPO.
- The need for good quality practical training in implementing EPWP Ministerial Determination Act and Code of good practice is crucial for organisations for the actual project implementation.
- Monitoring of NPOs by IDT and Department of Public Works officials regularly is required to provide support and to monitor if the programme is implemented as planned.
- The sector has a huge potential to expand on the work opportunities created

7. Impact of wages subsidy model on beneficiaries

7.1 Beneficiary demographics

The demographics of beneficiaries give a clearer and more detailed picture regarding the nature of those participating in the NSS projects. The gender profile of the 300 beneficiaries interviewed is depicted in Figure 1 below.

It can be seen that females dominate at 67% while the proportion of males only constituted 33%. With regard to disability, 81% indicated that they did not suffer from any mental or physical disability and 18% indicated otherwise.

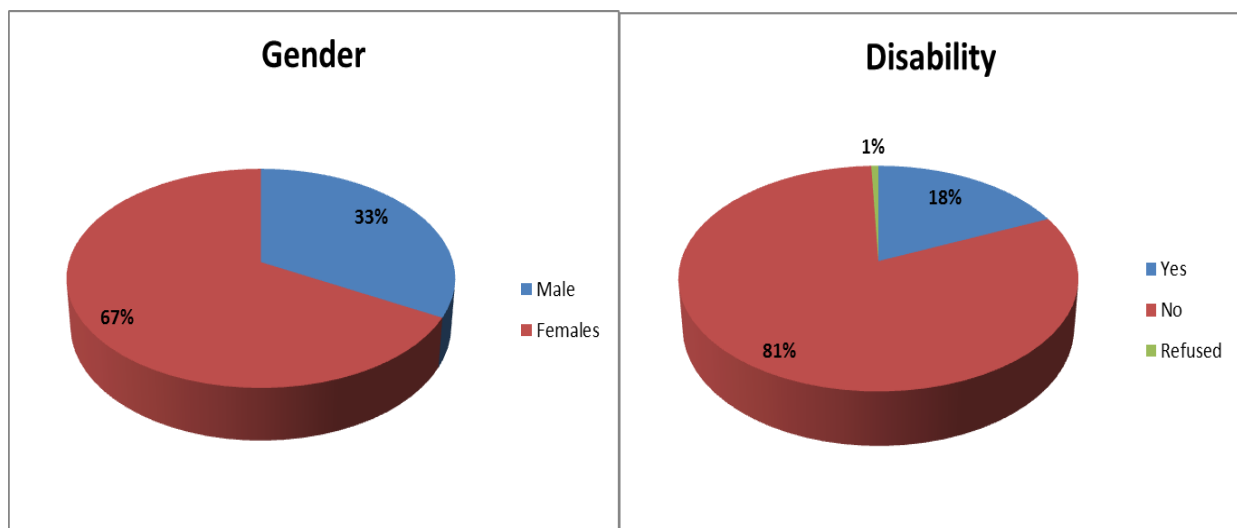


Figure 18: Demographics of respondents

The figure below depicts the age profile of all respondents. Majority of respondents fall within the youth category followed by 35 to 44 years and 45 to 55 year age categories. It also shows that 0.3% and 6% of the respondents were recorded to be under 18 years and over 55 years respectively.

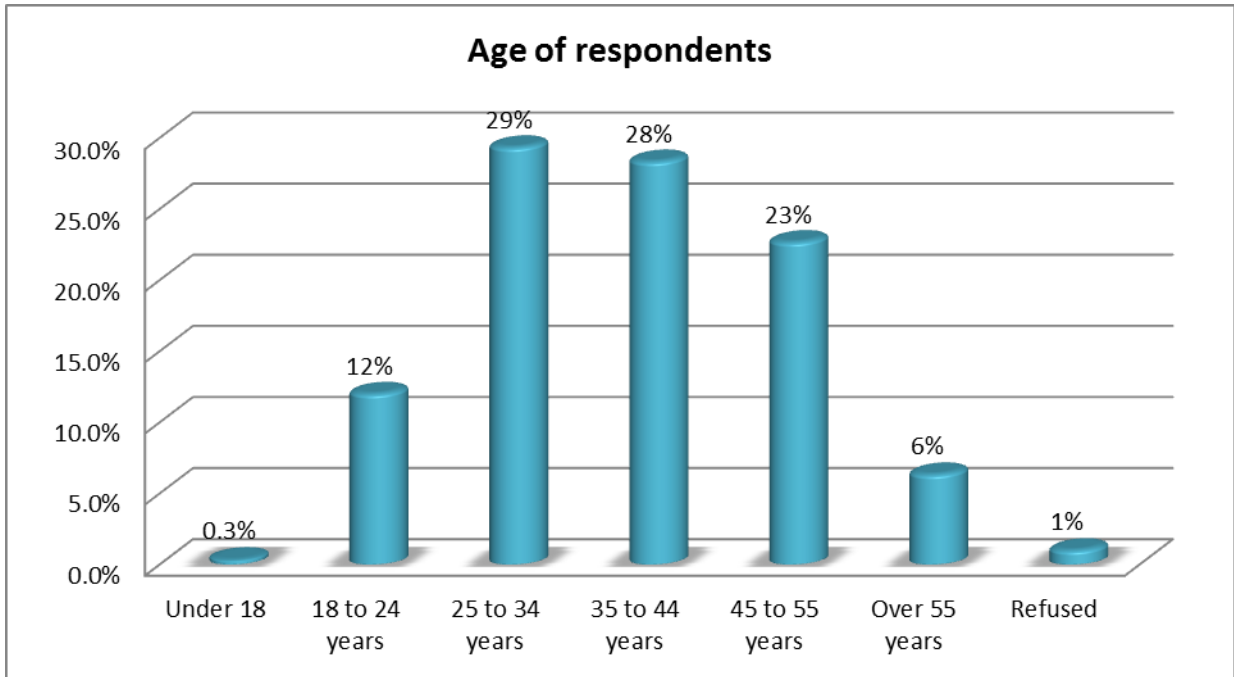


Figure 19: Age categories

Figure below further breaks down age of respondents by gender.

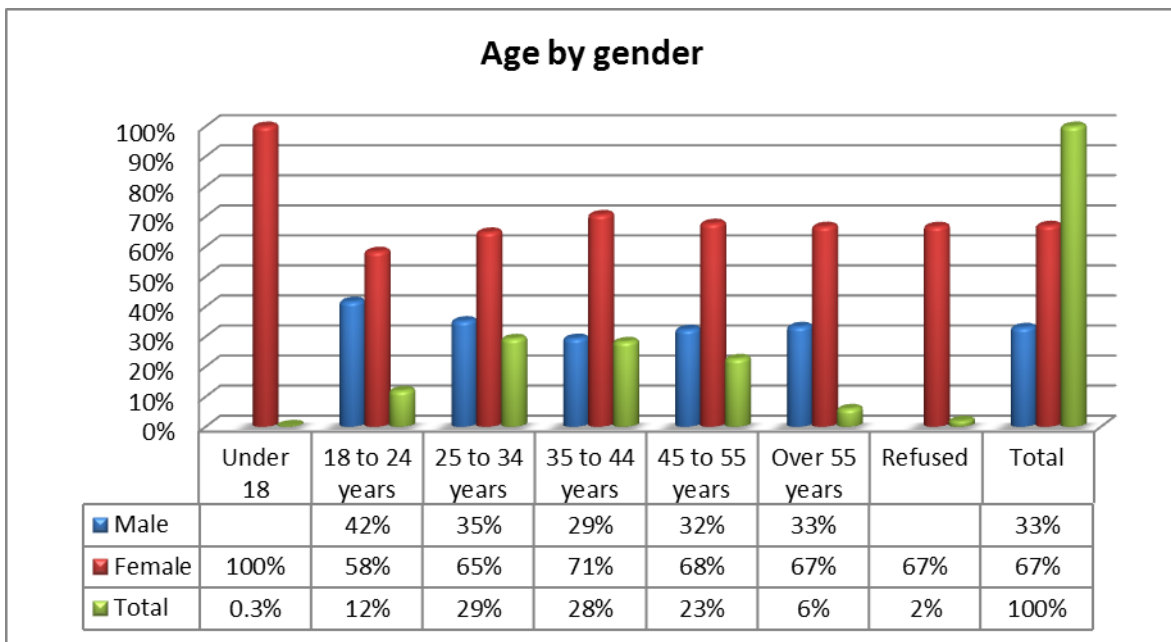


Figure 20: Age by gender

Figure below shows that almost half (47%) of the respondents indicated that they had completed some high schooling followed by 30% of matric while the lowest of 0.3% indicated with a university degree.

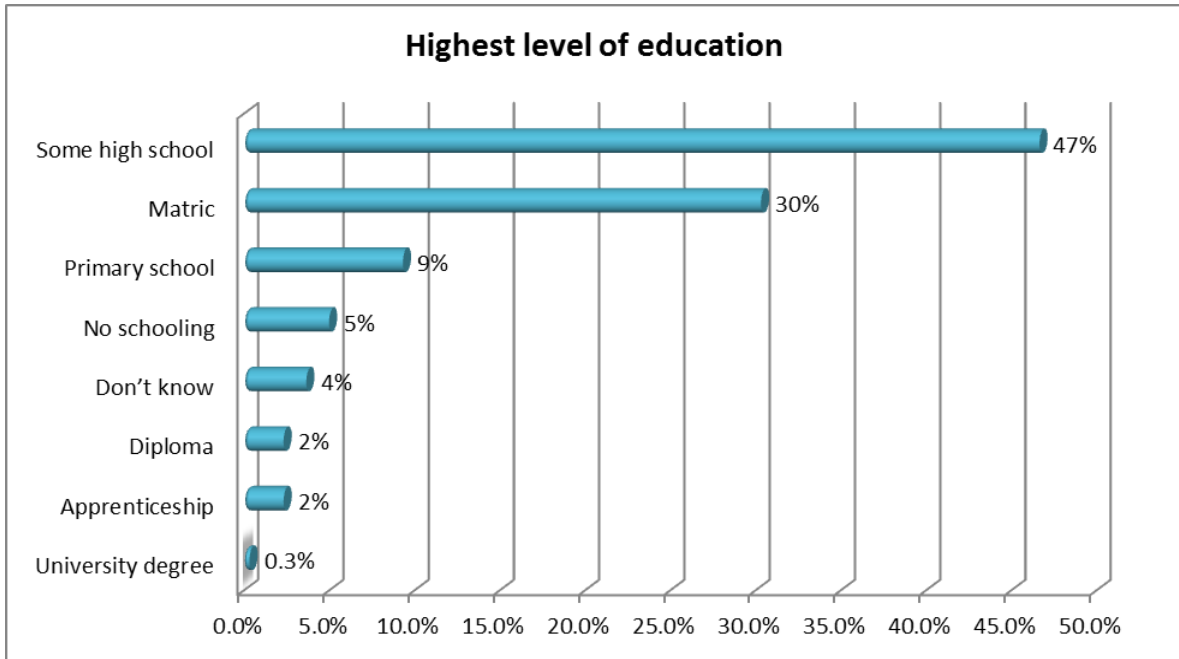
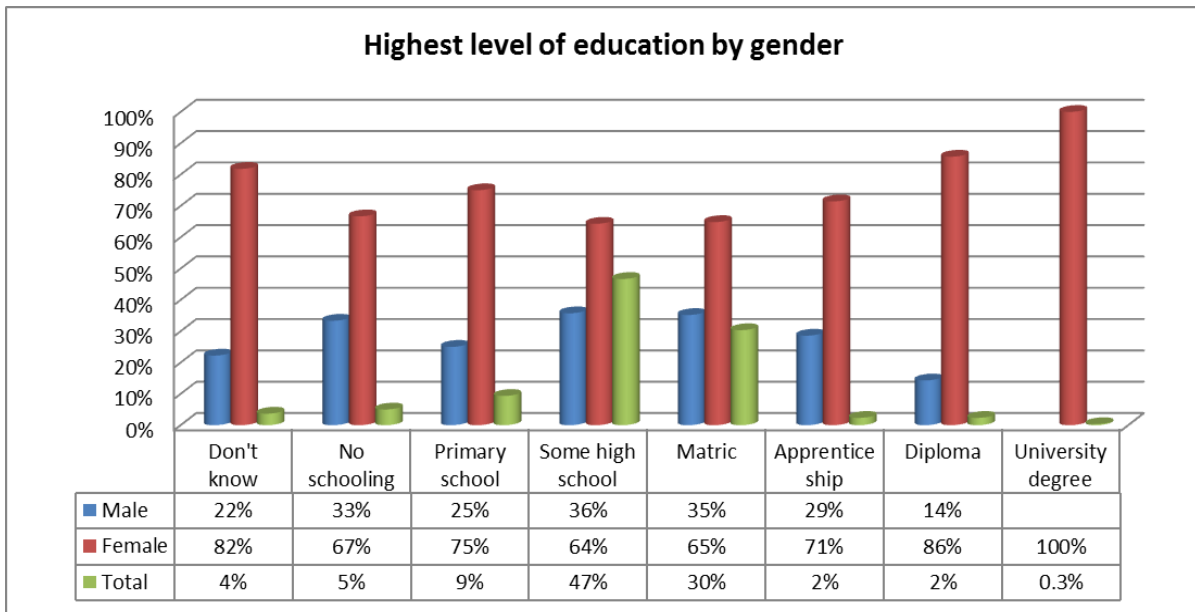


Figure 21: Highest level of education

Level of education is further broke down in the figure below. It can be seen that females are dominating in all level of education.



All beneficiaries were further asked about the type of dwelling. Vast majority (75%) of beneficiaries indicated that they are staying in houses followed by 12% of those who are staying in squatter shack.

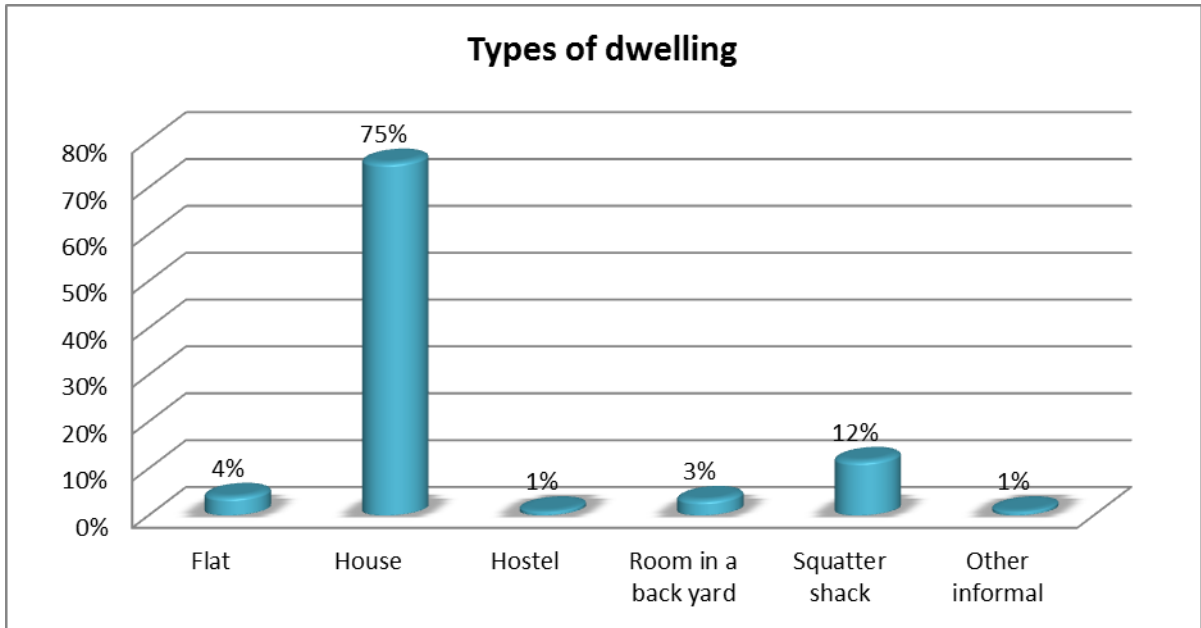


Figure 22: Type of dwelling

7.2 Employment in the EPWP

As EPWP is one of an array of government intervention strategies aimed at addressing unemployment and poverty for poor and low skilled people, this section considers the nature of beneficiary employment in the EPWP, specifically the type of work undertaken and employment status prior to EPWP.

As depicted below, 46% indicated that they were unemployed and looking for work thus making them EPWP's intended target group. A further 22% indicated that they were volunteering. It also shows that 9% had paid work before and 5% were running their own business. It should be noted that no probing was done as to what type of business were run before.

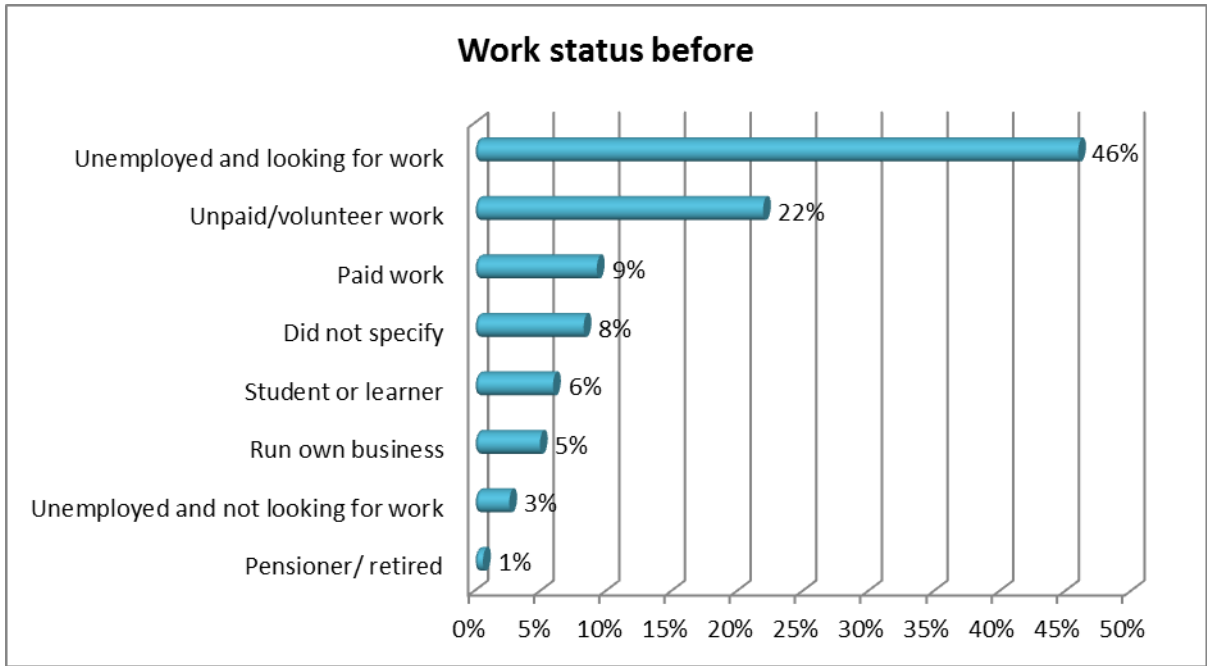


Figure 23: Work status before

Respondents who indicated that they were unemployed and looking for work were further asked how long they were unemployed for. Figure below indicates that 45% of the respondents were unemployed for more than 5 years followed by 3 – 5 years while the lowest was recorded at those who were unemployed for between 6 months and 1 year.

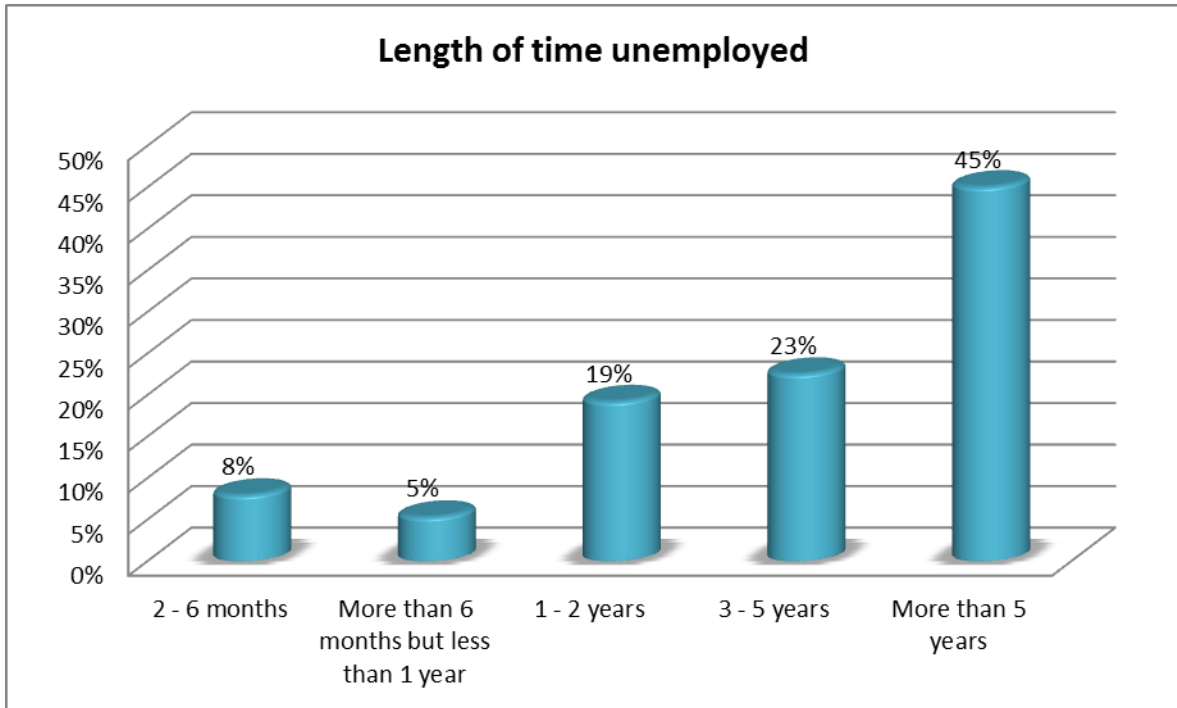


Figure 24: Length of time unemployed

The figure below depicts years the respondents started working at their projects. It can be seen that most of the respondents started working in their projects in the year 2009 -2010 when the NSS was introduced in the EPWP. It also shows that there are respondents who started working in their projects before EPWP was launched in 2004.

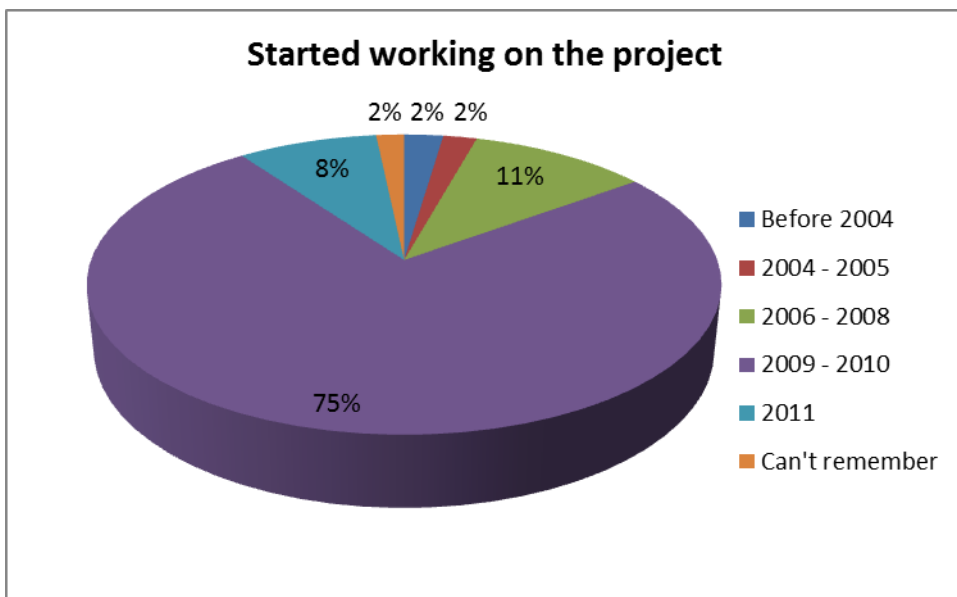


Figure 25: When they started being part of the project

Respondents were further asked if they have ever heard of EPWP to determine the programme awareness in the beneficiaries. It can be seen that 67% indicated that they know EPWP whilst those who do not know the programme were recorded at 14% and 19% were not sure.

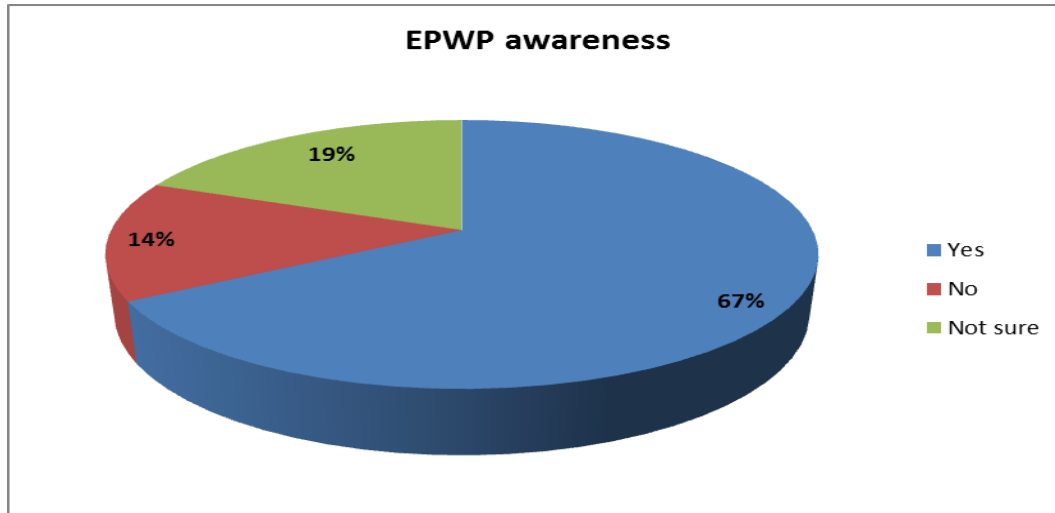


Figure 26: Programme awareness

Figure 27 further break down EPWP awareness per province. It can be seen that high percentage of beneficiaries in Gauteng while respondents in the 66% of respondents in the Western Cape were not sure.

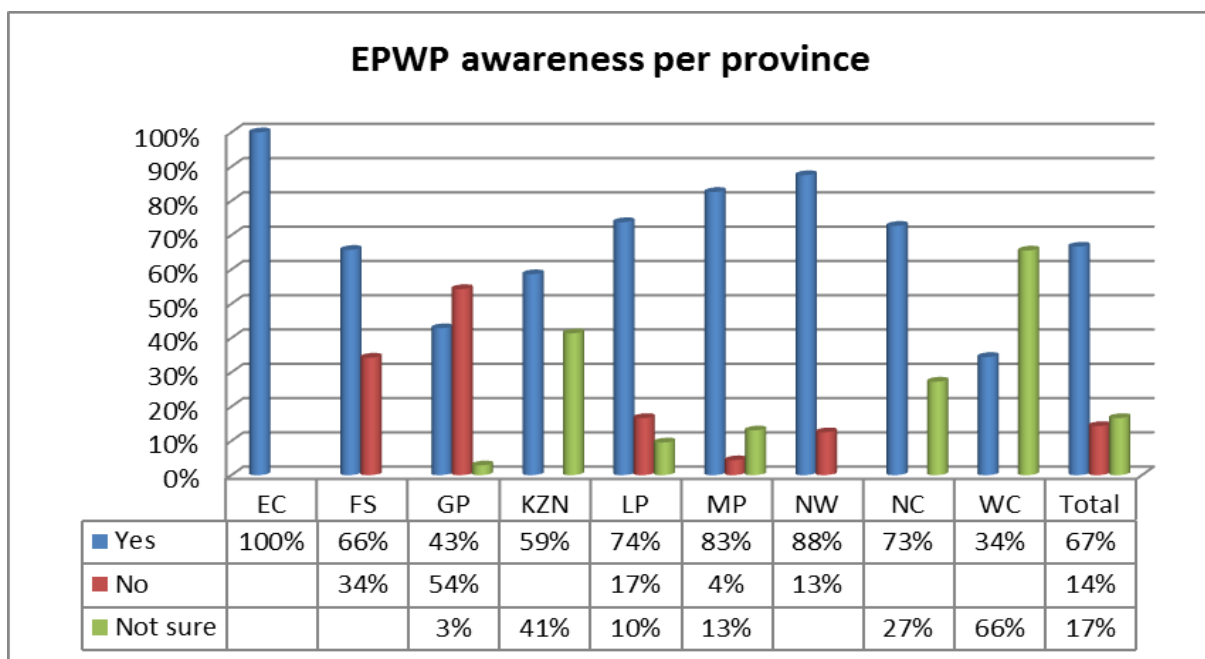


Figure 27: EPWP awareness per province

Figure 8 below depicts different types of work beneficiaries were responsible for in the last financial year. It can be seen that majority (24%) of the respondents were responsible for cleaning in their organisations followed by 16% and 14% of gardening and care giving respectively.

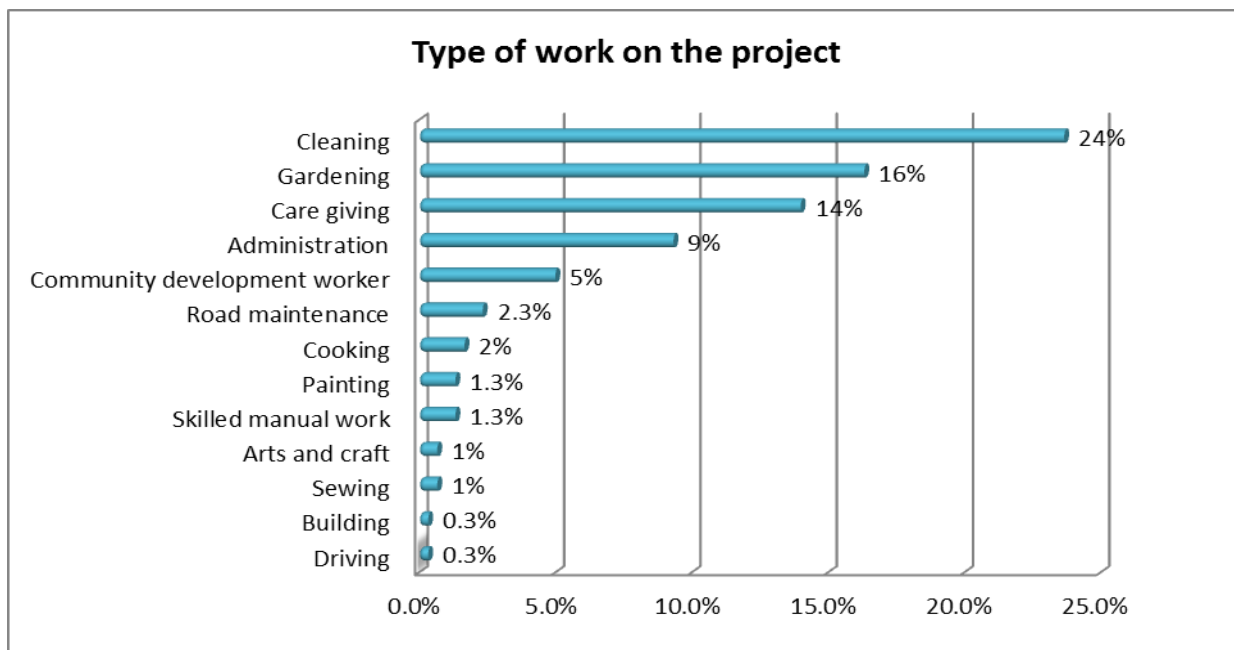


Figure 28: Types of work

Figure below indicates number of days beneficiaries worked in a week. It shows that the highest of 60% respondents worked for 5 days a week followed by 19% of those who worked 3 days whilst the lowest 0.3% was recorded at those who worked 2 days a week.

Those who indicated that they worked for more than 5 days are those who are doing care giving that they meet over weekend for information sharing and those who are responsible for cooking (baking and confectionary)

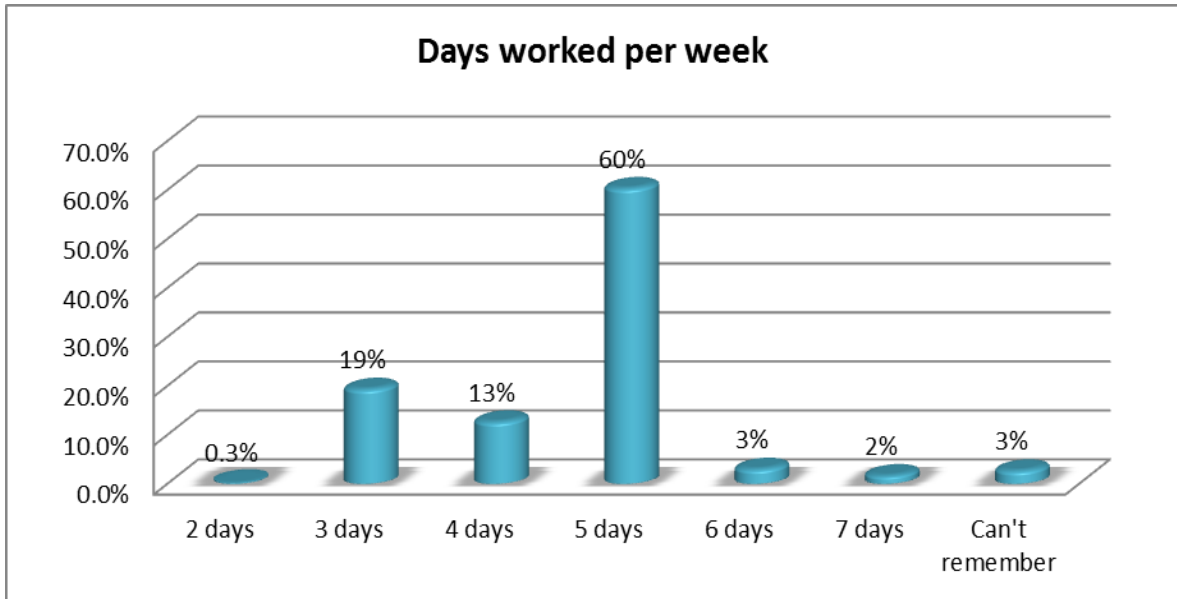


Figure 29: Days worked per week

As stipulated in the Code of Good Practice beneficiaries of the projects should be locally based or as close to the project site as possible. It can be seen in Figure 10 that 75% of the respondents were walking to their projects meaning that they were locally based and 17% were using taxis to travel to their project site.

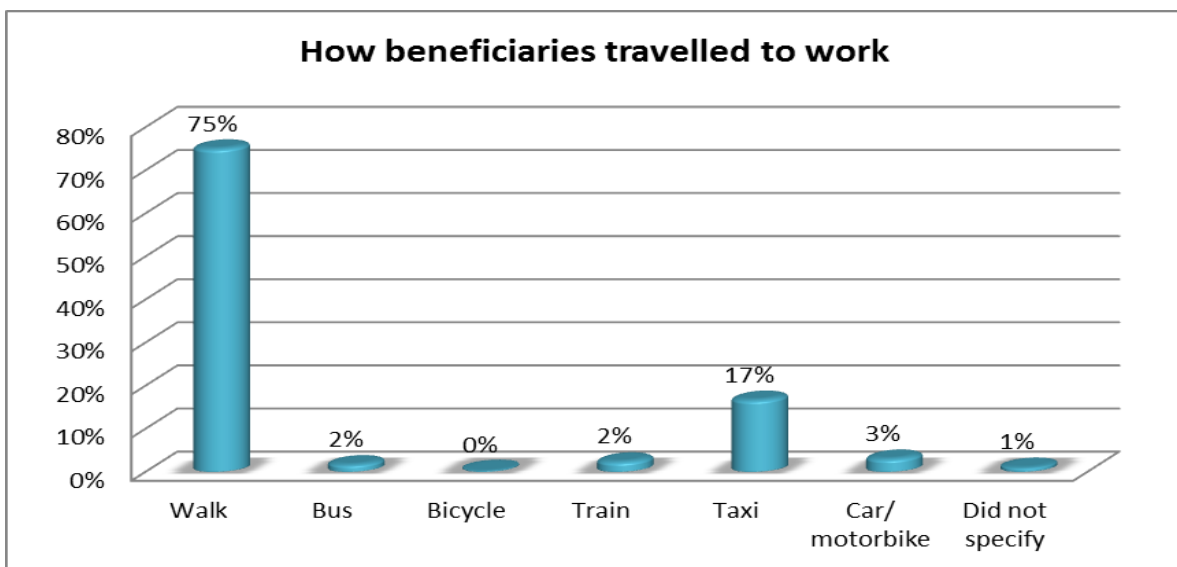


Figure 30: How beneficiaries travelled to work

Respondents were further asked how much it cost them to travel to work every day. 75% represents those who indicated above that they walked to their projects while 9% indicated

that it cost them R10 –R14.99 one way only. This that half of their stipend was spent on transport cost which can limit the impact of the model on the lives of beneficiaries.

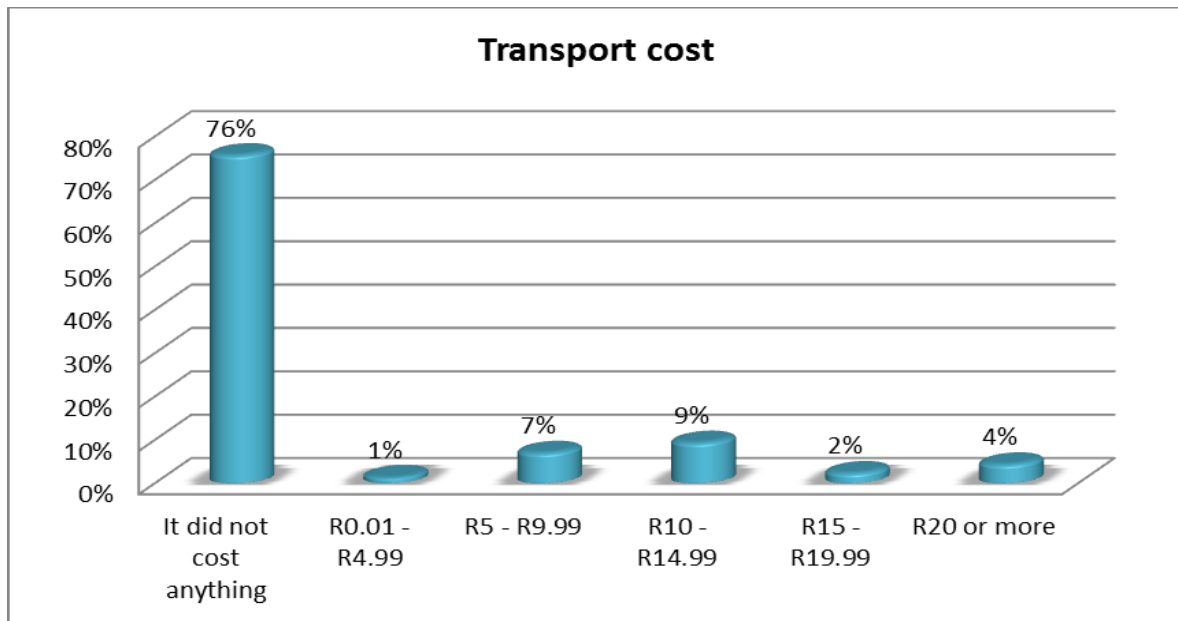


Figure 31: Transport cost

Beneficiaries were asked about things that may have applied in their projects. More than 50% indicated that they could work for more than 8 hours a day and 39% indicated that they could work for more than 5 hours without taking a break.

It can be seen that other organisations were not adhering to Code of Good Practice were things like working hours are clearly stipulated. This suggests that much more effort should be directed to assist managers around the implementation and application of the various requirements.

Things that applied at the project	Yes	No	Don't know
Could work for more than 8 hours	56%	32%	12%
Could work for more than 5 hours without taking a break	39%	51%	10%
Paid when off sick	38%	41%	21%
Did not qualify for UIF	16%	45%	39%
Women on maternity leave were not paid	15%	22%	63%

Table 7: Things that applied at the projects

The table below represents the information that beneficiaries from managers when they started working in the projects. It is evident from that the vast majority of beneficiaries did receive information about the project and how much they would be paid.

Of concern is the 47% and 31% of respondents who indicated they did receive information on the conditions of employment and did not sign contracts respectively. This indicates noncompliance to Ministerial Determination Act.

Information received	Yes	No	Can't remember
The name of the person who hired you	90%	5%	2%
The name of the project	93%	3%	4%
How much you will be paid	93%	4%	3%
Information about training	66%	29%	5%
A written contract	61%	33%	6%
A copy of the conditions of employment	47%	47%	6%

Table 8: Information received

7.3 Income transfers

Important in consideration of the benefits of EPWP is that those who participated were paid for their services. The figure below considers how beneficiaries were paid. It can be seen that 69% of respondents were paid directly into their bank accounts 29% of those who were paid in cash. Combination of money and in kind payments was indicated by beneficiaries who indicated that they are doing gardening.

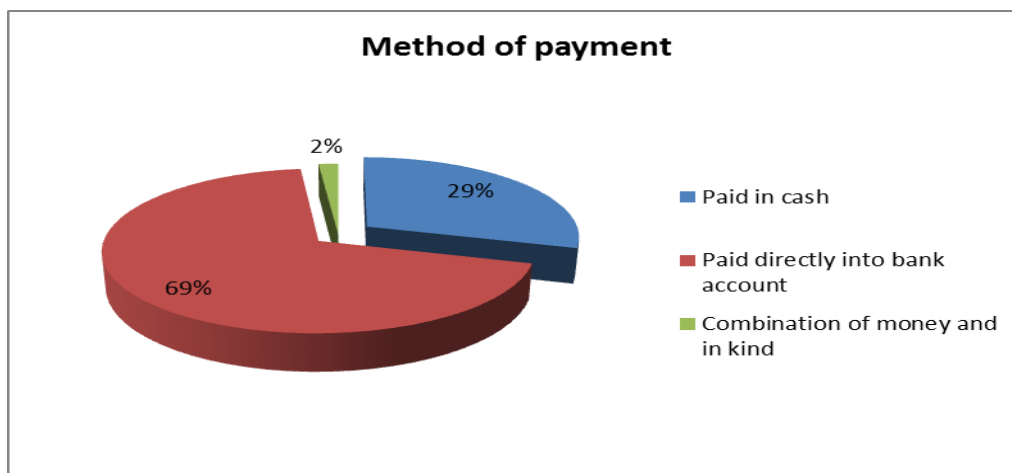


Figure 32: Method of payment

Respondents were further asked how often they were usually paid and how much they were paid. The figure depicts that most of the respondents were paid R50 a day followed 10% of those who were said to be paid R60 or more. Interestingly, 5% indicated that they were paid less than R50 a day though the minimum wages was set at R50 a day

It can also be seen that 91% of respondents were paid every month while 3% were paid every two weeks.

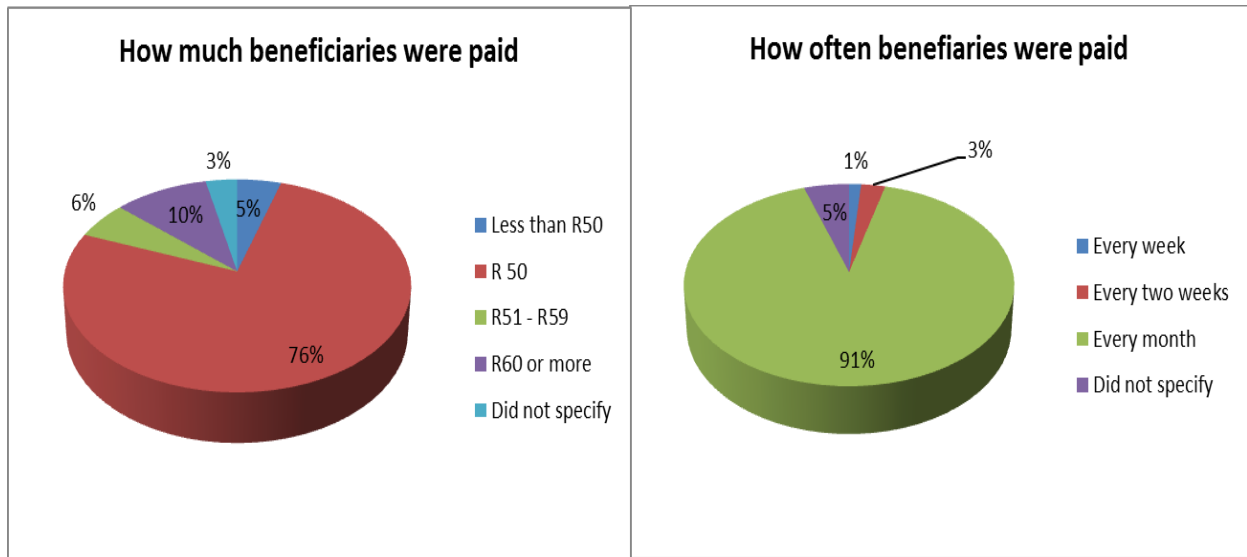


Figure 33: Income transfers

Beneficiaries were also asked to indicate what they spent their earnings on as depicted below in figure 32. It is evident that the vast majority (63%) of beneficiaries spent the money they earned on food and family expenses as the first priority. This is followed by improving home (19%) and education (13%). Lesser priorities were their medical expenses and paying off debts.

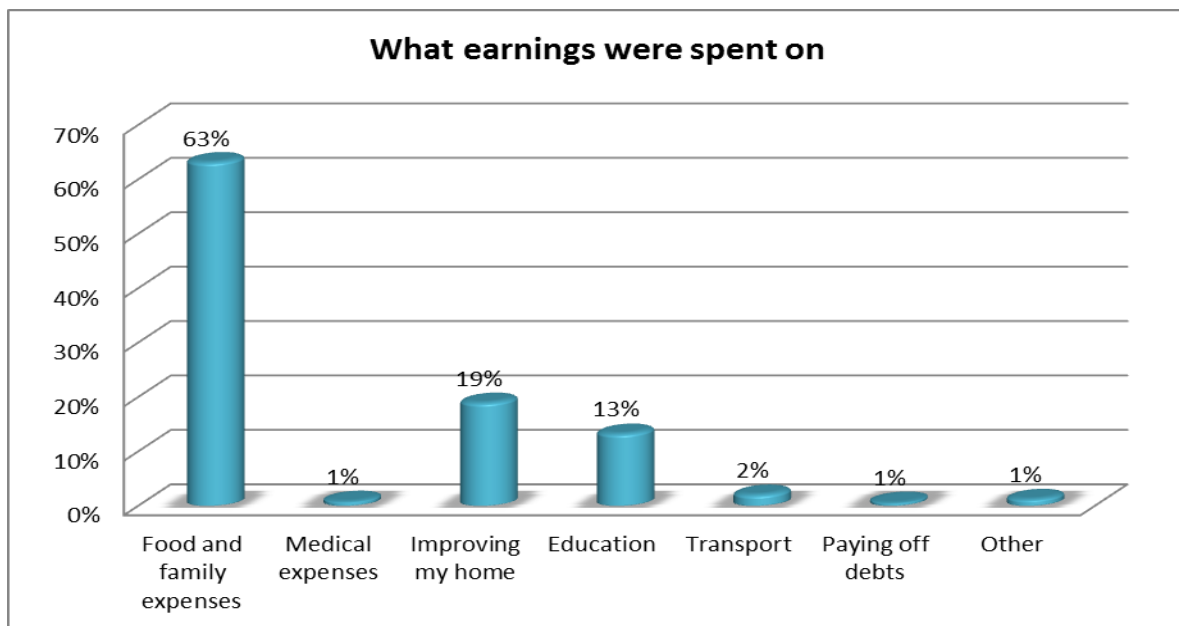


Figure 34: What earnings were spent on

7.4 Impact of the model on beneficiaries

The last category of questions for the respondents included general questions that intended to establish the impact of the wage subsidy model on life of the beneficiaries in general. Majority of respondents indicated that they have benefited from working on these projects while 2% said they did not benefit because of insufficient wages.

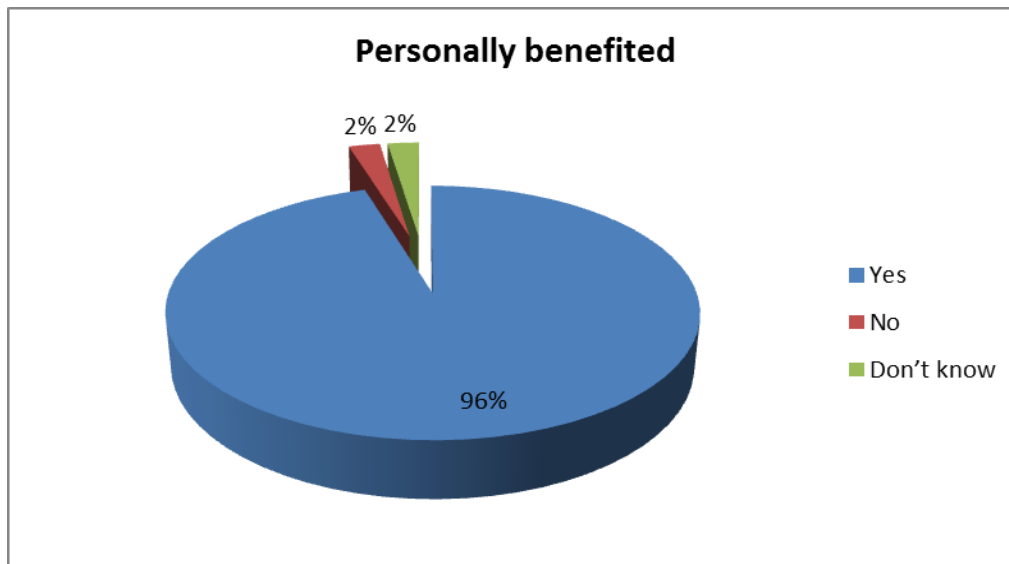


Figure 35: Personally benefited

Figure below depicts reasons why beneficiaries said they have benefited or not. The majority of the total respondents (55%) indicated that they have benefited skills and experience followed by 26% of those who indicated that it has improved their living conditions in general. In general, earning income lead to the improvement of quality of life and this indicates the model in addition to its main objectives, also did make a contribution in living conditions of its participant's at least during their participation.

It is also worth mentioning that 4% indicated that they did not benefit at all mentioning that wages were very insufficient.

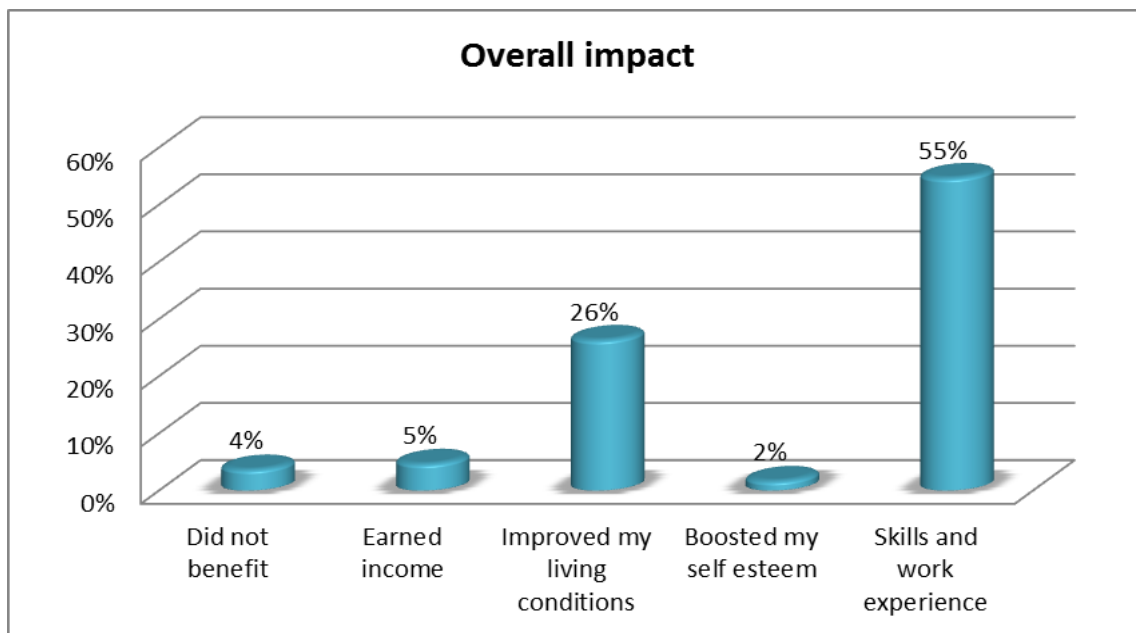


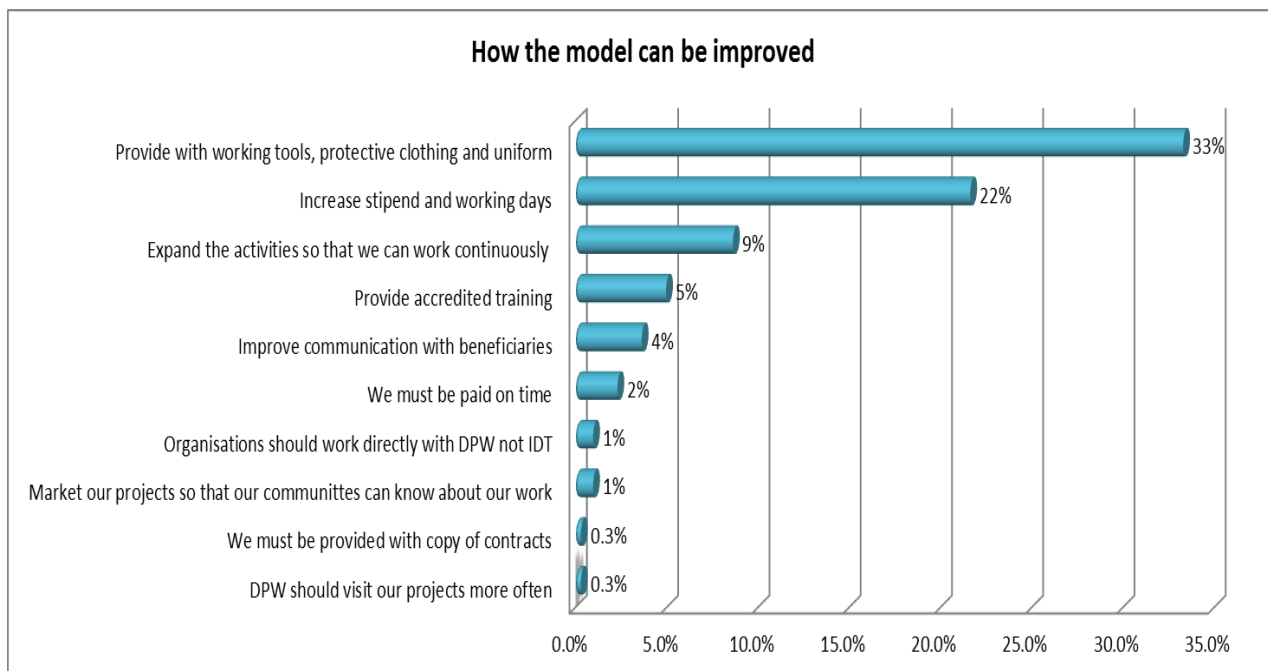
Figure 36: Overall impact

Lastly, respondents were asked to make suggestion in order to improve the model. 33% indicated that the model can be improved by providing beneficiaries with working tools and protective clothing citing that they had to bring their own working tools and they were not recognisable.

22% of the respondents indicated stipend and working days should be increase so that the model can continue to improve their lives. They cited that work opportunities are short term based, they return to the same position of food security and financial independence very quickly. They also mentioned that they are unable to save because wages are generally low compared to their individual needs they have to meet.

They recommended provisioning of accredited training as they believe it will enable them to get other meaningful sustainable jobs.

Other ways of improving the models includes paying beneficiaries on time and providing beneficiaries with copy of contracts.



8. Conclusion

From the report above, it is clear that the NSS is employing mostly woman who are between 25 and 44 years of age. The majority of the beneficiaries of the NSS have some high school and matric as their highest standard passed. The majority beneficiaries were unemployed and were looking for employment or they were volunteering before they were part of the EPWP NSS program. The majority of those that have been looking for employment were looking for more than 5 years.

It is encouraging to know that the majority of the beneficiaries were aware of the EPWP programme. More work needs to be done in Gauteng and Free State provinces to ensure that NSS beneficiaries are aware of the EPWP programme. Beneficiaries are not aware of the principles of the EPWP and the benefits that they are entitled to as per the EPWP code of good practice and ministerial determination. Payment through the bank seems to be utilised by the majority of the beneficiaries although some are still paid in cash. The payment that beneficiaries receive is used to pay for food and family expenses and improving their homes.

EPWP has really changes the lives of the beneficiaries by giving them skills and work experience. Beneficiaries need to work continuously without stopping to ensure that they provide for their families. The programme has assisted beneficiaries to improve their living conditions. They are now able to improve their homes, and also their self-esteem was boosted through working and earning an income.

9. Recommendations

- NSS beneficiaries should be trained on EPWP principles and guidelines to ensure that they understand the programme and what it seeks to achieve.
- Despite the fact that EPWP training is no longer compulsory for all beneficiaries in EPWP phase 2, the need for relevant, good quality training was raised as an essential element of the EPWP by beneficiaries and managers.
- Limited working days and low wages are still a challenge and they need to be increased to ensure that the beneficiaries are encouraged to participate in the programme.
- Annual increase of the daily wage should be implemented as per the ministerial determination.
- Copies of the contracts should be given to beneficiaries
- Late payments should be avoided at all costs since they cause problems between beneficiaries and NPO managers.

10. Lessons learnt

- Lack of communication between organisation and IDT, DPW often results in poor monitoring and reporting
- There is therefore a need to develop a communication strategy for all contacted organisations.
- It is clear from the projects that community consultations at the start of the project is needed to ensure the success of the project
- Programme and project management capacity is critical to the effective and efficient implementation of projects and the integrated approach to programme and project management allows for the project to become more sustainable.

- The level of awareness is not a good reflection on EPWP as a brand but it also an indication that more public participation activities should be implemented to raise awareness of communities around EPWP.