youth into EPWP projects.

• Ongoing monitoring and evaluation of each EPWP project is essential to ensure that timelines and targets can be adjusted or methodologies can be modified, as and when required.

• When an EPWP project is implemented by more than one department or service provider, there should be close consultation and coordination between all stakeholders.

• EPWP projects should be formally institutionalised within implementing departments and allocated budgets should be strictly ring-fenced for the projects.

**Sources Consulted**


**Disclaimer**

The information provided in this Policy Note is derived from the inputs of numerous scientists, policy makers, and practitioners, who spoke at a one-day workshop in Pretoria on 31 October 2013. While every effort has been made to fairly represent the views of the various presenters, and participants, the views expressed herein are the responsibility of the editor and do not necessarily represent the views of the Department of Science and Technology, the HSRC, or other sponsors of the workshop.
The success of any EPWP is largely dependent on the design of the programme and the arrangements for implementation.

QUALITY OF SERVICES
Critically important in the implementation of the EPWP is that the quality of public services in the social or any other sector should not be compromised. The creation of work opportunities need always to be effected in terms of the norms and standards of the services concerned and under the management of appropriate professional skills. Strategic plans within each implementing department need to be followed closely. Therefore, it is essential that service providing entities should be appropriately and adequately qualified to undertake the delivery of the relevant services. The skills and experience of the professionals involved should be appropriately remunerated in order to motivate top quality services and in particular to obviate the tendency to apply for additional funds that might constitute double-dipping into state or other resources.

PROGRAMME DESIGN
The success of any EPWP is largely dependent on the design of the programme and the arrangements for implementation. A defective design is likely to result in ineffectual outcomes. For Phase 3 of the EPWP, scheduled to commence in 2014, more effort should be made to ensure that adequate skills are available. The EPWP should be seen as a sub-set of the South African Decent Work country agenda. A policy basis of this nature keeps interventions in focus. Indicators must be defined for the expected outcomes (employment, number of jobs created, capacity developed, and institutional provisions) and baseline data must be collected. The determination of targets must reflect on the resources available: human, institutional and financial. Programme design must also reflect on the previous interventions of the programme, the human, material and financial resources. Programme design should also ensure a monitoring and evaluation (M&E) component to ensure regular feedback. The purpose of the government cluster system is to install and retain an integrated and synchronised approach to policy formulation and co-ordination; to combat a silo approach to governance; and to build collegiality and shared perspective on Government priorities. The cluster system should therefore be optimised in the implementation of cross-sectoral programmes involving the EPWP. A 5-year plan logical framework broken down into a series of annual plans and budgets will facilitate ongoing reflection. The M&E logical framework should operate within a clearly conceptualised theory of change.

A multiplicity of additional areas exists in which the EPWP could be further expanded. There is a need to think laterally and innovatively to really have an impact on the chronically high rate of unemployment in South Africa. A defective design is likely to result in ineffectual outcomes. For Phase 3 of the EPWP, scheduled to commence in 2014, more effort should be made to ensure that adequate skills are available. The EPWP should be seen as a sub-set of the South African Decent Work country agenda. A policy basis of this nature keeps interventions in focus. Indicators must be defined for the expected outcomes (employment, number of jobs created, capacity developed, and institutional provisions) and baseline data must be collected. The determination of targets must reflect on the resources available: human, institutional and financial. Programme design must also reflect on the previous interventions of the programme, the human, material and financial resources. Programme design should also ensure a monitoring and evaluation (M&E) component to ensure regular feedback. The purpose of the government cluster system is to install and retain an integrated and synchronised approach to policy formulation and co-ordination; to combat a silo approach to governance; and to build collegiality and shared perspective on Government priorities. The cluster system should therefore be optimised in the implementation of cross-sectoral programmes involving the EPWP. A 5-year plan logical framework broken down into a series of annual plans and budgets will facilitate ongoing reflection. The M&E logical framework should operate within a clearly conceptualised theory of change.