



GUIDELINES FOR PROJECT LIAISON COMMITTEES (PLC) & PROJECT LIAISON OFFICERS (PLO)	
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1 Contents

2 PART I – DEFINITIONS..... 4

3 PART II: PRINCIPLES FOR PROJECT LIAISON, SUB-CONTRACTING AND LABOUR SOURCING IN ALL SANRAL PROJECTS 9

4 ESTABLISHMENT OF A PROJECT LIAISON COMMITTEE..... 9

 4.1 Purpose..... 9

 4.2 Creation 10

 4.3 Legal Nature..... 11

 4.4 Structure 11

 4.4.1 Composition 11

 4.4.2 Co-opted members 12

 4.5 Selection of members..... 12

 4.5.1 General Principles of Membership..... 12

 4.5.2 Nominations 13

5 DUTIES OF THE PLC..... 13

6 DUTIES OF THE PLO 16

7 MEETINGS..... 17

 7.1 Principles and procedure:..... 17

 7.1.1 Agenda..... 18

 7.1.2 Apologies 18

 7.1.3 Non-Attendance 18

 7.1.4 Language 18

 7.1.5 Other 18

 7.2 The Chairperson shall: 18

 7.3 Notice of meetings 18

 7.4 Quorum..... 19

 7.5 Venue..... 19

 7.6 Frequency 19

 7.7 Confidentiality 19

 7.8 Conflict..... 19

7.9 Removal from office 19

8 TERM OF OFFICE..... 20

9 APPLICATION AND AMENDMENTS 20

2 PART I – DEFINITIONS

As used in this guideline unless otherwise stated, the following terms are defined:

(i) Contract Participation

A process by which the Employer implements Government's objectives by setting targets to enhance Targeted Labour and Targeted Enterprises' utilisation and development, which the Contractor shall achieve as a minimum.

(ii) Contract Participation Goal (CPG)

The monetary value of the targets set by the Employer in the Contract Participation process and stated in the Contract Data.

(iii) Contract Participation Performance (CPP)

The measure of the Contractor's progress in achieving the CPG.

(iv) Contractor

The person named as the contractor in the Form of Acceptance, accepted by the Employer and the legal successors in title to this person.

(v) Designated Group^{1, 2}

Unless otherwise permissible in terms of procurement regulations or the PPPFA, "Designated Group" means:

- a. black designated groups;
- b. black people;
- c. women;
- d. people with disabilities; or
- e. small enterprises, as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996);

(vi) Employer

means the South African National Roads Agency SOC Limited instituted in terms of the South African National Roads Agency Limited and National Roads Act (Act No. 7 of 1998) or a person delegated by the South African National Roads Agency SOC Limited to act on its behalf.

(vii) Engineer

The person appointed by the Employer to act as the Engineer for the purposes of the Contract and named in the Appendix to tender or other person appointed from time to time by the Employer and notified to the Contractor.

(viii) Guidance

Guidance is anticipating where one might go wrong, or where one is doing a task in a complicated, inefficient or ineffective way, and giving advice as to how to achieve a better result. Guidance is mostly

¹ Derived from Preferential Procurement Regulations, 2017. Government Gazette N. 40553, 20 January 2017.

² Derived from Preferential Procurement Regulations, 2017. Implementation Guide.

given by a person in the direct reporting line but can be given by anyone. Guidance is not imparting skills but suggesting ways to improve performance.

(ix) Labour

Persons:

- a. who are employed by the Contractor or a Subcontractor in the performance of the Contract; and
- b. who resides in the Target and Project Area(s); and
- c. whose monthly earnings are derived from hours worked for a fixed hourly rate which is adjusted from time to time by legislation (as a statutory minimum) and the Contractor's or Subcontractor's employment policies;
- d. **but who are not Targeted Labour as stated in the Contract Data.**

The personnel employed by the suppliers of goods and material are not defined as "Labour" for the purposes of this Contract.

(x) Mentoring

Mentoring is a professional relationship in which an experienced business person assists another by giving advice and imparting their knowledge and wisdom in developing special skills and knowledge that will enhance the less experienced person's professional and personal growth. The objective is to equip the business owner and his team to improve their decision-making skills, being focussed and make positive progress quickly.

(xi) Mobilisation Period

The period from the Contract Commencement Date up to just before the commencement of the Works, which period (duration) is stated in the Contract Data.

(xii) National Road

The declared national roads which fall within the Liaison Committee areas

(xiii) Project Area

The area through which the road under construction traverse or which is adjacent to and/or in proximity to project operations.

Based on market research and/or resources and skills audits, Project Areas other than defined above may be identified where preference would be given to Targeted Enterprises for subcontracting opportunities.

(xiv) Project Liaison Committee (PLC)³

The Committee that represents the Employer, Engineer, Contractor, project Stakeholders and the Communities affected by the project.

It is important to note that:

³ Derived from CIDB Standard for Minimum Requirements for Engaging Contractors and Sub-Contractors on construction Works Contracts, 31 October 2017.

- a. elected and/or nominated political office bearers shall not be members of the PLC.
- b. The Engineer and Contractor become members of the PLC on their appointment and participate in the Committee within the scope of their respective roles and responsibilities.

Established to assist the contractor to ensure that the project is successfully implemented in the target area by involving relevant stakeholders

(xv) Project Liaison Officer (PLO)⁴

The person who acts as the liaison officer for the project. The PLO facilitates the selection of Targeted Labour to be employed by the Contractor and attends to the day to day project, Stakeholder, and Community matters that impact on the parties to the PLC.

(xvi) SANRAL

The South African National Roads Agency SOC Limited, registration number 1998/009584/30.

(xvii) Stakeholders⁵

Any Stakeholder listed in the Employer's Communication Policy who is affected by the Employer's operations in the Project Area(s) and/or who has an interest or concern in the project, either as a decision maker, participant or affected party and may include, amongst others, the following entities:

- a. Relevant Provincial departments;
- b. Relevant Municipal departments;
- c. Traditional authorities;
- d. Community interest groups;
- e. Organised youth representation;
- f. Organised women representation;
- g. Organised disabled people representation;
- h. Other structured community groups such as religion, education, farming, etc.
- i. Local transport industry forums, e.g. Bus and taxi;
- j. Business sector forums;
- k. Road user forums;
- l. Environmental interest groups;
- m. Road safety interest groups;
- n. Any other recognised relevant and representative structure.

(xviii) Subcontractor

An entity subcontracted by the Contractor to execute a portion of the Works as defined in the Conditions of Contract.

(xix) Target Area

The geographic area defined in the Contract Data for Targeted Labour and which typically are:

- a. one or more Provinces;

⁴ Derived from CIDB Standard for Minimum Requirements for Engaging Contractors and Sub-Contractors on construction Works Contracts, 31 October 2017; CLO definition.

⁵ Derived from SANRAL communication Policy, March 2018.

- b. one or more Metropolitan or District Municipalities;
- c. one or more Local Municipalities;
- d. one or more Wards that are predominantly located within the Project Area;
- e. one or more of the areas listed in the definition of Designated Groups.

(xx) Targeted Enterprise⁶

A Targeted Enterprise is an entity to which the Contractor subcontracts a percentage of the contract value as a condition of contract and which is:

- a. an EME or QSE which is at least 51% owned by black people; or
- b. an EME or QSE which is at least 51% owned by black people who are youth; or
- c. an EME or QSE which is at least 51% owned by black people who are women; or
- d. an EME or QSE which is at least 51% owned by black people with disabilities; or
- e. an EME or QSE which is at least 51% owned by black people who are military veterans; or
- f. an EME or QSE which is 51% owned by black people living in rural or underdeveloped areas or townships; or
- g. a cooperative which is at least 51% owned by black people; or
- h. more than one of the categories referred to in paragraphs a) to g); and
- i. which is tax and COID compliant.

(xxi) Targeted Enterprise Construction Manager (TE Construction Manager)

The full-time staff member or sub-service provider appointed by the Contractor to develop, implement and monitor the training, development and support of Targeted Labour and Targeted Enterprises. The Targeted Enterprise Construction Manager also mentors, guides and coaches the Targeted Enterprises.

(xxii) Targeted Enterprise Procurement Coordinator (TE Procurement Coordinator)

The staff member or sub-service provider appointed by the Contractor to facilitate the procurement of Targeted Enterprise subcontractors

(xxiii) Target Group

A group of entities and/or persons selected from the Designated Group as defined in the Preferential Procurement Policy Framework Act Regulations, 2017 and may include both Targeted Enterprises and Targeted Labour.

(xxiv) Targeted Labour⁷

Persons:

- a. who are employed by the Contractor or a Subcontractor in the performance of the Contract; and
- b. whose monthly earnings are derived from hours worked for a fixed hourly rate which is adjusted from time to time by legislation (as a statutory minimum) and the Contractor's or Subcontractor's employment policies; and

⁶ Partially derived from SANS 10845-5:2015, definition 2.

⁷ SANS 10845-7:2015, definition 2.12

- c. permanently reside in the Target Area(s) or who are recognized as being residents of the Target Area(s) based on identification and association with, and recognition by, the residents of the Target Area(s); and
- d. who are stated as being Targeted Labour in the Contract Data.

(xxv) Training

Training refers to the process of teaching a Trainee, usually in a classroom or simulated work environment situation where principles, theory, knowledge and skills are taught, and demonstrations are given. Assignments are set to ensure that the Trainee can apply what has been taught. Training is done by a specialist in the subject, and who is qualified and accredited to train. The objective is to improve the competency of the Trainee.

3 PART II: PRINCIPLES FOR PROJECT LIAISON, SUB-CONTRACTING AND LABOUR SOURCING IN ALL SANRAL PROJECTS

These principles are applied to facilitate better project level liaison with local communities and structures. They also serve to ensure communication and transparency in the execution of works and to ensure inclusivity in the allocation of projects to benefit black business and local communities.

1. Establish project liaison committees (PLCs) in each project to create a platform for project liaison, works execution, sub-contracting and employment facilitation.
2. SANRAL to chair PLCs and provide secretarial support. Representation to comprise: SANRAL; contractor; consultant; business representatives; traditional representatives; provincial and municipal government representatives (not politicians); community representatives; and any other critical local stakeholder that may be deemed necessary by the PLC.
3. Project Liaison Officer (PLO) selection to be done under the auspices of the PLC.
4. Definition of a target area (sometimes referred to as a local area or traffic area) to be done under the auspices of the PLC.
5. Setup a database of contractors and suppliers (and consultants where relevant) to be done under the auspices of the PLC. The final database to be signed off by the PLC.
6. Setup of database of local labour for the targeted area to be done under the auspices of the PLC. The final list to be signed off by the PLC. An agreed system of labour selection from the database is to be agreed at the PLC.
7. Handover of signed-off databases for sub-contracting and labour to contractor for open tender process and recruitment respectively done by the PLC.
8. Tender to be conducted by contractor using government principles (e.g. public opening of received bids, announcement of bidders and prices). Tabling of winning bidders in the PLC.
9. Appeals on the tender process to be escalated to SANRAL for an independent review.
10. Capability assessments of contractors and suppliers to be done under auspices of PLC prior to tender stage, to identify any deficiencies in skills and experience. For labour, skills assessments are to be done at recruitment stage.
11. Contractor development support and training to be coordinated and conducted, ahead under the auspices of the PLC, prior to project commencement.
12. Identification of works areas that are deliverable by local service providers, and areas where capabilities are not available locally. All works areas where capabilities are not available locally shall be imported and locals will be given an opportunity to learn.
13. Formal contracting arrangements to be ensured for all projects.
14. Communication to be streamlined through the PLC and used to manage expectations of local business and communities.

4 ESTABLISHMENT OF A PROJECT LIAISON COMMITTEE

Point 1: Establish project liaison committees (PLCs) in each project to create a platform for project liaison, works execution, sub-contracting and employment facilitation.

4.1 Purpose

The PLC is intended to give effect to the need for transparency and inclusion in the process of delivering services, through ensuring that the Contractor liaises with the project Stakeholders and affected Communities for the duration of the Contract's life cycle. This shall be achieved through structured engagement with the PLC which is established by SANRAL for this purpose.

The aims and objectives of the creation of the Project Liaison Committee shall be to:

- Facilitate constructive community participation in the formalisation and implementation of the policies of SANRAL;
- Facilitate transparency in SANRAL's allocation of resources;
- Facilitate involvement of local communities in the projects of SANRAL at a local level.

4.2 Creation

It is the intention of SANRAL that a PLC shall be established for every project. To facilitate this, initially, the first PLC shall be established through the Routine Road Maintenance (RRM) contract. The PLC shall be established by SANRAL in partnership with the Engineer and the Contractor appointed under the RRM contract. The PLC shall consist of representatives of project Stakeholders and affected Communities, SANRAL, the Engineer and the Contractor. This PLC, also termed the RRM PLC, shall form the building block of all other PLCs to be established in the area.

For any other contract, a project specific PLC shall be established. The Project specific PLC, which can be of a shorter duration, must comprise members of the RRM PLC(s), seconded members representing the specific Local Municipality(ies) and members as defined under section 4.4. The project specific PLC shall co-opt one or more members from the RRM PLC(s) for the project area(s). In addition to normal PLC duties, the co-opted members will be responsible for facilitating communication between the RRM PLC and the project specific PLC or any other PLC established for the purposes of executing any other project being implemented in the area.

Once the project has been completed or the project specific PLC disbanded, the co-opted members shall return to the RRM PLC provided that their term of office has not expired.

The creation of the PLC can follow one of the routes listed below. However, it must commence with a meeting between the SANRAL Project Manager, the Stakeholder Coordinator for the area, the Contractor and the Engineer. They must agree on the meeting dates and the route they will take for the establishment of the PLC. It will be necessary to engage the municipality in order to provide them information on the project and the route that the team proposes for the establishment of the PLC.

Engagement with the municipality must begin with the setting up of an introductory meeting to introduce the team. This can be requested through the Mayor's office, but the emphasis should be on involving technical people, the LED office and the public participation office if available.

The introductory meeting must cover the following as a minimum:

- i. A presentation on:
 - a. Current network in the municipality
 - b. 14-point plan and the need for PLCs
 - c. Transformation policy and how it affects SMMES.
 - d. Details on the current project including:
 - i. Relevant start and end dates
 - ii. SMME packages envisaged (if project is for construction or RRM)
 - iii. CPG targets
 - iv. Important milestones
 - e. Future projects

Below are two routes that can be followed. The team can follow an alternative route provided the Divisional Head in the region approves the proposed strategy. These routes occur after the introductory meeting with the municipality.

Route to be followed

- i. A meeting is set up with the Municipality through the LED office.
- i. The LED office is requested to assist with the identification of the stakeholders to be included in the PLC using the guideline provided by SANRAL.
- ii. A community information session is set up by SANRAL. The municipality is informed of this process and can attend if so required.
- iii. Nomination forms are distributed at the community information session
- iv. Clear timelines are communicated to affected individuals for submission of the forms.
 - a. The forms can be submitted to the LED office of the municipality or
 - b. Can be emailed to the Project manager/Stakeholder coordinator
- v. Once the forms are collected, the team confirms the membership of the PLC and communicates this to the affected stakeholders.

4.3 Legal Nature

The Project Liaison Committee shall be a voluntary association established in terms of this guideline within a defined period set by SANRAL. The members will not be remunerated for their time. However, SANRAL shall consider paying an allowance to assist in covering some of the costs of the members.

Point 2: SANRAL to chair PLCs and provide secretarial support. Representation to comprise: SANRAL; contractor; consultant; business representatives; traditional representatives; provincial and municipal government representatives (not politicians); community representatives; and any other critical local stakeholder that may be deemed necessary by the PLC.

4.4 Structure

PLC meetings shall be chaired by SANRAL while the Engineer's representative shall provide a secretarial service to take minutes of these meetings. Secretarial support other than taking minutes at PLC meetings shall be provided by the PLO.

The Contractor shall make use of the PLC as the official communication channel, and utilise it to facilitate harmonious relationships, with project Stakeholders and affected Communities.

The Contractor shall delegate from among its site personnel a responsible person to serve on and participate in the PLC and its business.

4.4.1 Composition

SANRAL shall be represented by the Project Management Team (Project Manager, Engineer's Representative and Construction Manager). In addition, the Project Liaison Committee (PLC) shall consist of "elected" and nominated members representing various community organisations as set out below to include the following sectors:

Sector	Representatives
Municipality (LED office)	1
Traditional leaders	1
People with disabilities forums	1
Women Organisations	1
Youth Organisations	1
Business (incl. Contractor associations)	1
Transport Forums	1
Road Safety/Environmental Councils	1
Organized Agriculture	1
Co-opted member (s)	1

The composition and numbers of representatives above are provided as a guidance. Consultation between SANRAL, the Engineer, the Contractor and municipal representatives, including the Mayor's office, will provide final guidance on the number and organisations to be represented. Where required, additional organisations will be added, and others removed.

However, notwithstanding the guidance provided above, SANRAL does not desire that councillors become members of PLCs. While Councillors may be invited to some PLC meetings, it is SANRAL's view that they are not to become PLC members as a PLC is not a political platform.

Affected councillors can interact with the project team through the Mayor's office. If so required, a Political Steering Committee may be established for the project where political matters will be resolved.

4.4.2 Co-opted members

Co-opted members are those members that the PLC chooses to add in addition to those incorporated into the PLC from the process above.

- (i) These members will include a member from the RRM PLC who coordinates with the project specific PLC. This member will get their allowance from the RRM PLC.
- (ii) Councillors will also form part of the co-opted members and will not have voting rights.
- (iii) Co-opted members shall have limited rights of participation at PLC meetings. They will not vote and shall not receive allowances from SANRAL.

4.5 Selection of members

4.5.1 General Principles of Membership

Membership as defined above is open to any person residing within the boundaries of the Project Area but does not apply to co-opted members.

4.5.2 Nominations

Nominations shall be forwarded using the prescribed nomination form (annexed to this document). All nominations shall indicate:

- The name of the nominee
 - The name of the proposer, and 5 seconders
 - The name of the residential area of the nominee
 - The organisation for which the nomination is being made
 - Acceptance of nomination by the nominee
- (i) All candidates must comply with provisions of clause 4 of this guideline.
- (ii) The duration of the nominee's participation in the PLC shall depend on the duration of the project or the duration of the PLC, whichever comes first.
- (iii) The nomination process shall be conducted in consultation with the municipality(ies) in the project area.
- (iv) The municipality shall be contacted through the Local Economic Development (LED) office.

5 DUTIES OF THE PLC

The PLC is the official communication channel through which communication with project Stakeholders and affected Communities is carried out.

The PLC is also the official communication channel through which project Stakeholders and the affected Communities communicate with the project team on the impact that the project has on them, or is anticipated to have on them, or on any other project matter.

This guideline requires the PLC to execute specific duties during each stage of the project, i.e. from project initiation to project completion. Some of these duties overlap project stages.

The PLC shall execute the following duties:

Point 3: Project Liaison Officer (PLO) selection to be done under the auspices of the PLC.

- (i) Assist the Employer and Engineer to source suitable candidates, based on the Employer's qualifying criteria, for the position of PLO.
- (ii) Observe and verify that the qualifying criteria and procedures applied by the Employer and Engineer to select and employ the PLO were executed in a fair and transparent manner and were within the prescripts of the relevant legislation and regulations.

Point 4: Definition of a target area (sometimes referred to as a local area or traffic area) to be done under the auspices of the PLC

- (i) Assist the Engineer to identify the project's Target and Project Area(s) from which Targeted Labour and Targeted Enterprises could be employed and subcontracted respectively and sign off the identified Target and Project Area(s).
- (ii) Assist the Engineer to identify the project's Target Groups for inclusion in the Tender Documents and sign off the identified Target Groups

Point 5: Setup a database of contractors and suppliers (and consultants where relevant) to be done under the auspices of the PLC. The final database to be signed off by the PLC.

- (i) Verify that Targeted Enterprises on the preliminary Targeted Enterprise Database are authentic in terms of the Contract Data and other Database criteria agreed with the Employer, Engineer and Contractor.
- (ii) Alert possible eligible or qualifying Targeted Enterprises that are not on the preliminary Database of the opportunity.
- (iii) The PLC shall sign off the project database that will be used for procurement of SMMEs.
- (iv) The Targeted Enterprise Database shall be updated at every instance that a new subcontract tender or group of similar subcontract tenders are to be let for Targeted Enterprise work packages.
- (v) Give input to the Contractor in establishing the eligibility and preference criteria to subcontract Targeted Enterprises and endorse the agreed criteria.
- (vi) Peruse and endorse the Project Databases compiled by the PLO and the Contractor from which Targeted Enterprises will be subcontracted.
- (vii) Verify that the criteria and methodologies applied by the Contractor to subcontract Targeted Enterprises were executed in a fair and transparent manner, and within the Employer's and Government's Supply Chain Management Policies.

Note:

- a. Targeted Enterprises within the Project Area shall be encouraged and assisted to register on the CSD and to be compliant with all other statutory requirements.
- b. Based on the above considerations, additional criteria for the Targeted Enterprise Database may be agreed with the Employer, Engineer and PLC to ensure that EME and QSE enterprises are targeted as intended by the Employer.
- c. Once the Targeted Enterprise Database has been agreed with the Employer and the Engineer, and endorsed by the PLC, the Contractor shall invite Targeted Enterprises to tender for the Targeted Enterprise work packages and preference shall be given to those Targeted Enterprises that adhere to the Database criteria.
- d. Any Targeted Enterprise may respond to the invitation to tender, but preference shall be given to those Targeted Enterprises that adhere to the Database criteria, which shall be measured by means of a functionality evaluation.
- e. The Targeted Enterprise Database shall be a "live database". The Targeted Enterprise Database criteria shall be updated at every instance that a new tender or group of similar tenders are being let for Targeted Enterprise work packages.

Point 6: Setup of database of local labour for the targeted area to be done under the auspices of the PLC. The final list to be signed off by the PLC. An agreed system of labour selection from the database is to be agreed at the PLC.

- (i) Give input to the Contractor in establishing the eligibility and preference criteria to employ Targeted Labour and endorse the agreed criteria.
- (ii) Peruse and endorse the Project Databases compiled by the PLO and the Contractor from which Targeted Labour will be employed.
- (iii) Verify that the criteria and methodologies applied by the Contractor to employ Targeted Labour were executed in a fair and transparent manner, and within the Employer's and Government's Supply Chain Management Policies.
- (iv) The PLC shall sign off the project database that will be used for the recruiting of labour.

Point 7: Handover of signed-off databases for sub-contracting and labour to contractor for open tender process and recruitment respectively done by the PLC.

Point 8: Tender to be conducted by contractor using government principles (e.g. public opening of received bids, announcement of bidders and prices). Tabling of winning bidders in the PLC.

- (i) Receive reports and ensure transparency in the appointment of Targeted Enterprises in local projects of SANRAL notwithstanding that the authority to appoint such Targeted Enterprises shall remain with SANRAL. (Observer status)

Point 9: Appeals on the tender process to be escalated to SANRAL for an independent review.

- (i) Agree with the Employer, Engineer and Contractor on a dispute resolution mechanism to resolve any disputes that may arise between the Employer, Engineer, Contractor, PLC, project Stakeholders and/or affected Communities.
- (ii) Assist the Employer, Engineer and Contractor to liaise with project Stakeholders and the affected Communities to resolve any disputes between the Employer, Engineer and/or Contractor and project Stakeholders and the affected Communities, which occurred due to the project.

Point 10: Capability assessments of contractors and suppliers to be done under auspices of PLC prior to tender stage, to identify any deficiencies in skills and experience. For labour, skills assessments are to be done at recruitment stage.

Point 11: Contractor development support and training to be coordinated and conducted, ahead under the auspices of the PLC, prior to project commencement.

- (i) Make recommendations to the Contractor on the training needs, eligibility criteria and selection criteria, for the provision of training to Targeted Labour, Targeted Enterprises, Designated Groups, project Stakeholders and the affected Communities.
- (ii) Observe and verify that training programmes and support programmes, which the Contractor committed to, are implemented and executed as intended.

Point 12: Identification of works areas that are deliverable by local service providers, and areas where capabilities are not available locally. All works areas where capabilities are not available locally shall be imported and locals will be given an opportunity to learn.

Point 13: Formal contracting arrangements to be ensured for all projects.

- (i) Verify that the conditions of employment and the conditions of subcontracting, in the employment of Targeted Labour and subcontracting of Targeted Enterprises were applied in a fair and transparent manner and according to the Employer's employment and subcontracting requirements.

Point 14: Communication to be streamlined through the PLC and used to manage expectations of local business and communities.

- (i) Inform the entities whom they represent of any project matters which the Employer, Engineer and Contractor wishes to communicate with project Stakeholders and the affected Communities.
- (ii) Inform the entities whom they represent of any project matters that are impacting or may impact, either positively or negatively, on project Stakeholders and the affected Communities.

- (iii) Inform the Contractor of Stakeholder and/or Community requests and/or needs, which could possibly be addressed within the project's Scope of Work.
- (iv) Inform the Employer, Engineer and Contractor of any road safety concerns within the project area(s) and advise them of possible mitigating measures and/or road safety programs that will be most feasible for acceptance by the affected Communities to promote road safety.
- (i) Inform the Employer, Engineer and Contractor of any project matters that are impacting, or are anticipated to impact, negatively on project Stakeholders and the affected Communities.

Additional duties

- (i) Meet prior to the monthly site meeting, or as may be required, to discuss and resolve project matters, which are of interest or concern to project Stakeholders and the affected Communities, the Employer, the Engineer and/or the Contractor.
- (ii) Inform the Employer of any training that members of the PLC require to execute its duties.
- (i) The PLC shall have full powers to decide on any matter which they are empowered to decide on falling within the Project Area and outlined duties.
- (ii) The PLC may assign members to report back to specific sectors and/or constituencies within the PLC.
- (iii) The PLC may establish working groups and/or adhoc committees to fulfil its work subject to fulfil tasks as per contract. This must be recommended by the PLO and authorized by SANRAL.

6 DUTIES OF THE PLO

The PLO shall facilitate the employment of Targeted Labour and shall coordinate communication between the Employer, Engineer, Contractor and the PLC to address the day to day project, Stakeholder, and Community matters that impact on the parties to the project.

The SANRAL Project Liaison Committee Guidelines requires of the PLO to execute specific duties during each stage of the project, i.e. from project initiation to project completion. Some of these duties overlap project stages and hence, a detailed description is provided here.

The SANRAL Project Liaison Committee Guidelines requires of the PLO to execute specific duties during the design and construction phases of the project. These duties include the following:

- i. Except for taking the minutes of PLC meetings which is a duty of the Engineer, the PLO shall provide a secretariat function to the PLC which includes, amongst others, the following:
 - a. Schedule meetings;
 - b. Compile meeting agendas;
 - c. Compile document packages for meetings;
 - d. Distribute minutes of meetings;
 - e. Assist representatives of project Stakeholders and affected Community to formulate their communication to the PLC in writing;
 - f. Distribute written communication between the parties to the PLC;
 - g. Keep records of all PLC correspondence and documentation; and
 - h. Provide any other reasonable secretariat function required by the PLC.
- ii. Attend all PLC meetings to report on the day to day project, Stakeholder and Community matters that impact on the parties to the PLC.
- iii. Attend all monthly project site meetings to report on the day to day project, Stakeholder and Community matters that impact on the parties to the PLC.
- iv. Attend any other meetings related to the project and in which any of the project Stakeholders, affected Communities, Targeted Labour and Targeted Enterprises are involved.

- v. Maintain a full-time presence on site to monitor and address the day to day project, Stakeholder and Community matters that impact on the parties to the PLC.
- vi. Maintain a full-time presence on site to assist the parties to the PLC in the day to day liaison with each other.
- vii. Assist the Engineer and the Contractor to disseminate information to PLC members such as:
 - a. the basic Scope of the Works and how it will affect the Community;
 - b. the project programme and regular progress updates;
 - c. the anticipated employment and subcontracting opportunities;
 - d. the project programme as it pertains to the employment of Targeted Labour and subcontracting of Targeted Enterprises;
 - e. Occupational Health and Safety precautions; and
 - f. any other information relevant to project Stakeholders and the affected Communities.
- viii. Be well acquainted with the contractual requirements as it pertains to Targeted Labour employment and training.
- ix. Assist the PLC to establish and agree the criteria to be followed when selecting and employing Targeted Labour.
- x. Assist the Engineer and the Contractor in their resources and skills audits by providing a coordinating function between the Engineer, the Contractor, project Stakeholders and the affected Communities.
- xi. Ensure that Targeted Labour databases are compiled based on the agreed eligibility and selection criteria and that it is updated as and when required.
- xii. Coordinate the selection and employment of Targeted Labour based on the agreed eligibility and selection criteria and based on the Contractor's labour and skills requirements.
- xiii. Ensure that each Targeted Labourer enters into an employment contract which adheres to current and relevant Labour legislation.
- xiv. Ensure that each Targeted Labourer understands the conditions of his/her employment contract, with an emphasis on the employment start date, end date and wages payable.
- xv. Identify and inform the Contractor of any relevant training required by the Targeted Labour.
- xvi. Attend all disciplinary proceedings to ensure that hearings are fair and conducted in accordance to the current and relevant Labour legislation.
- xvii. Be proactive in identifying project Stakeholder and affected Communities' (including Targeted Labour and/or Targeted Enterprise Subcontractor), requirements, disputes, unrest, strikes, etc. and bring it to the attention of the PLC.
- xviii. Assist the parties to the PLC to resolve any disputes, which may occur due to the project.
- xix. Other than the document records to be kept as mentioned in above, keep record of all other documents and processes pertaining to the employment of Targeted Labour.
- xx. Produce and submit a monthly report to the PLC on PLC and other meetings attended by the PLO, as well as on Targeted Labour employment, and project Stakeholder, affected Community and any other project matters that impact on the parties to the PLC.

7 MEETINGS

7.1 Principles and procedure:

The PLC shall meet as often as required with the Employer and the Engineer, to discuss and resolve the project's initiation, design stage and construction stage matters, which are of interest or concern to project Stakeholders and the affected Communities, the Employer and the Engineer.

7.1.1 Agenda

- (i) An agenda shall be made available or displayed to all participants at the commencement of such meetings or the minutes of the previous meeting will serve as the agenda of such meetings.
- (ii) The agenda shall not be amended without prior approval from SANRAL.

7.1.2 Apologies

- (i) Apologies shall be in writing except in emergency where the member apologising cannot communicate the apology in writing.
- (ii) Apologies may be sent through any media agreed to prior by the PLC for example through SMS or WhatsApp messaging or similar application.

7.1.3 Non-Attendance

- (i) The organization, represented by a member who fails to attend 3 consecutive meetings without an apology, will be informed in writing and asked to nominate a replacement member.

7.1.4 Language

- (i) The meetings will be conducted in English to enable all participants at the meeting to understand the discussions of the meeting.
- (ii) However, care and consideration must be given to provide non-English speakers an opportunity to participate. Therefore, where desirable, any of the 11 official languages maybe be used to conduct the meeting. If another language other than English is used, the minutes of the meeting will need to be transcribed, translated and recorded in English.

7.1.5 Other

- (i) The PMT shall provide a finger lunch for PLC members at PLC meetings.

7.2 The Chairperson shall:

- (i) Chair all meetings of the PLC;
- (ii) Co-ordinate all the activities of PLC;
- (iii) Ensure that members are fulfilling their tasks as assigned by the PLC;
- (iv) See to the execution of decisions taken by the PLC;
- (v) Ensure the validity of members' claim for allowance;
- (vi) Ensure compliance of all activities of the PLC with current rules, law and general SANRAL policy; and
- (vii) Be a co-signatory to all official documents of the PLC.

7.3 Notice of meetings

- (i) The notice of the meeting for the PLC shall be given at least seven (7) calendar days prior to the meeting date.

- (ii) Where meetings have been diarised over a period of time by the PLC, it shall be the duty of each PLC member to ensure his/her attendance on set dates.
- (iii) Where a PLC member has missed any meeting, he/she bears the onus of establishing the date and venue of the next meeting.

7.4 Quorum

- (i) The quorum for PLC meetings shall be constituted by 50%+1 ratio excluding co- opted members.

7.5 Venue

- (i) The venue for PLC meetings shall be the project site office or any other venue agreed to by the members of the PLC and approved by SANRAL.
- (ii) During the Covid 19 lockdown, or any other lockdown as announced by government, the meetings shall be held on an online platform such as WhatsApp, Teams, Zoom or similar.

7.6 Frequency

- (i) Meeting will be conducted monthly or as the need requires.

7.7 Confidentiality

- (i) PLC members shall regard all information in their possession as confidential and shall treat it in line with the relevant legislation.
- (ii) Information for public dissemination shall be clearly indicated by the committee to ensure that sensitive information is only disseminated to the correct audience.

7.8 Conflict

PLC members shall:

- (i) Ensure that no conflict of interest arises from members' involvement in the PLC and potential involvement in targeted labour recruitment and/or targeted enterprises procurement and/or any other supplier/subcontractor/service provider procurement or involvement in the contract.
- (ii) Ensure that they, or companies in which they hold equity, will not tender on the project for any work or subcontract that may be issued. Should they tender, this will be treated as conflict and the tender proposal which they submit will not be evaluated further.

7.9 Removal from office

- (i) PLC members who violate the provisions of this guideline will be removed from their role as a PLC member at the sole discretion of SANRAL.
- (ii) SANRAL reserves the right to recover any costs from members whose actions can be regarded as detrimental to SANRAL or to the execution of the project.
- (iii) SANRAL also reserves the right to recommend criminal prosecution if the offence warrants such action.
- (iv) SANRAL reserves the right to dissolve the entire PLC should SANRAL believe such an action is in its best interest. SANRAL will not be obliged to reconstitute the PLC if such a dissolution occurs.

8 TERM OF OFFICE

- (i) The duration of the nominees participating in the PLC (term of office) shall depend on the duration of the project but will be limited to 3 years.
- (ii) The term of office will be renewable every 12 months depending on conduct of the PLC member and their performance in the discharge of their duties.
- (iii) If SANRAL finds the performance of the PLC member to be below expectation or their conduct to be unacceptable, the affected member will be discharged from their obligations and a new nomination process shall commence.

9 APPLICATION AND AMENDMENTS

- (i) This guideline shall be in force after its initial adoption and signing by SANRAL.
- (ii) PLC members may peruse and make recommendations on the duties of, and procedures to be followed by, the PLC to fulfil its duties.

Note: The principles of the guidelines shall not be amended, but duties and procedures may be altered to be project specific and to improve the functionality of the PLC.

This guideline is adopted and will be in force with effect from this.....day of20....

Signed for and on behalf of SANRAL

Project Manager/Chairperson

Print Name

Witnessed by

PLO

Print Name

PLC members:

	Sector represented	Representative name	Signature
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			

ANNEXURE 1: Nomination form

Details of individual or organisation making the nomination

I.....Representing.....here
 by nominateto be a member of the PLC for project

Details of the seconders (individuals supporting the nomination)

	Name	Surname	Organisation
1			
2			
3			
4			
5			

Details of the individual accepting the nomination (nominee)

Name & Surname	
Organisation	
Residential address	
Ward	
Municipality	

I..... I.D numberhereby
 accept the nomination to be a member of the PLC for project

I hereby accept to be bound by the prescripts of the GUIDELINES FOR PROJECT LIAISON COMMITTEE (PLC) & PROJECT LIAISON OFFICERS and will always act in good faith.

Signature..... Date

Witness 1

Name.....Surname.....Signature.....

Witness 2

Name.....Surname.....Signature.....