



<b>GUIDELINES FOR PUBLIC LIAISON COMMITTEE (PLC) &amp; PUBLIC LIAISON OFFICERS</b>	
<b>BUSINESS UNIT / DEPARTMENT</b>	ENGINEERING
<b>CUSTODIAN</b>	REGIONAL MANAGER: NR
<b>DATE OF APPROVAL</b>	
<b>EFFECTIVE DATE</b>	
<b>APPROVED BY</b>	EXECUTIVE COMMITTEE MEETING (EXCO)
<b>VERSION</b>	V1
<b>EDMS No.</b>	# 4477399

# 1 Contents

---

2	PART I – DEFINITIONS .....	4
3	PART II: PRINCIPLES FOR PROJECT LIAISON, SUB-CONTRACTING AND LABOUR SOURCING IN ALL SANRAL PROJECTS .....	10
4	ESTABLISHMENT OF A PROJECT LIAISON COMMITTEE .....	11
4.1	Purpose .....	11
4.2	Creation .....	11
4.3	Legal Nature.....	12
4.4	Structure .....	12
4.5	Composition.....	12
4.5.1	Dedicated Seats .....	13
4.5.2	Co-opted members .....	13
4.6	Selection of members.....	14
4.6.1	General Principles of Membership.....	14
4.6.2	Nominations .....	14
5	DUTIES OF THE PLC.....	14
6	DUTIES OF THE PLO .....	17
7	MEETINGS.....	19
7.1	Principles and procedure:.....	19
7.1.1	Agenda.....	19
7.1.2	Apologies .....	19
7.1.3	Non Attendance .....	20
7.1.4	Language .....	20
7.2	The Chairperson shall: .....	20
7.3	Notice of meetings .....	20
7.4	Quorum.....	20
7.5	Venue.....	20
7.6	Frequency .....	20
7.7	Confidentiality .....	21
7.8	Conflict.....	21

8	TERM OF OFFICE.....	21
9	APPLICATION AND AMENDMENTS .....	21

## 2 PART I – DEFINITIONS

---

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

- (i) **Community<sup>1</sup>**  
South African Citizens, as defined in terms of the South African Citizenship Act, 1995 (Act 88 of 1995), who permanently reside within the Target Area(s).
- (ii) **Consultation**  
The structured process by which the public is approached for comment on national roads policies.
- (iii) **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.
- (iv) **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.
- (v) **Contract Participation Performance (CPP)**  
The measure of the Contractor's progress in achieving the CPG.
- (vi) **Designated Group<sup>2, 3</sup>**  
Unless otherwise permissible in terms of procurement regulations or the PPPFA, it is the groups used to define Targeted Labour and the ownership and/or control of Targeted Enterprises and shall be restricted to:
  - a. black designated groups as defined in the codes of good practice issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003);
  - b. black people as defined in section 1 of the Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003);
  - c. black people who are women and who are South African citizens;
  - d. black people who are youth as defined in section 1 of the National Youth Development Agency Act, 2008 (Act No. 54 of 2008);

---

<sup>1</sup> SANS 10845, Suite for Construction Procurement, 2015.

<sup>2</sup> Derived from Preferential Procurement Regulations, 2017. Government Gazette N. 40553, 20 January 2017.

<sup>3</sup> Derived from Preferential Procurement Regulations, 2017. Implementation Guide.

- e. black people who are people with disabilities as defined in section 1 of the Employment Equity Act, 1998 (Act No. 55 of 1998);
- f. black people who are military veterans as defined in section 1 of the Military Veterans Act, 2011 (Act No. 18 of 2011);
- g. black people who are living in rural or underdeveloped areas or townships;
- h. small enterprises as defined in section 1 of the National Small Enterprise Act, 1996 (Act No. 102 of 1996);
- i. Exempted Micro Enterprises (EMEs) as defined in terms of the code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003), with an annual turnover of R10 million or less (Amended Codes of Good Practice); and
- j. Qualifying Small Enterprises (QSEs) as defined in terms of the code of good practice on black economic empowerment issued in terms of section 9(1) of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003) with an annual total turnover of between R10 million and R50 million.

(vii) 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 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.

(viii) Labour

Persons:

- a. who are employed by the Contractor or a Subcontractor in the performance of the Contract; and
- b. who permanently resides in the Target 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; but
- d. who are not necessarily Targeted Labour.

Note:

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

(ix) Local Enterprise

An enterprise:

- a. that has a permanent physical presence (office) in the project's Target Area(s); and

- b. that can proof its presence by means of a rates and taxes account or a lease agreement; but
  - c. which is not necessarily a Targeted Enterprise.
- (x) Mentoring
- Mentoring is assisting a person in developing a long-term career path. It is mostly about imparting skills that are often intangible and non-measurable. Mentoring is more about developing a relationship and taking a personal interest in a person.
- (xi) Mobilisation Period
- The period from the Commencement Date until the commencement of the Works, as defined in the Conditions of Contract.
- (xii) National Road
- The declared national roads which fall within the Liaison Committee areas
- (xiii) Project Liaison Committee (PLC)<sup>4</sup>
- The Committee who represents the project's Stakeholders and affected Communities. The PMT will also become a party to this Committee.
- (xiv) Project Liaison Officer (PLO)<sup>5</sup>
- The person who acts as the liaison officer for the PLC and the PMT. The PLO facilitates the employment of Targeted Labour and attends to the day to day project, Stakeholder, and Community matters that impact on the parties to the project.
- (xv) Project Management Team (PMT)
- The Team comprising the Employer's Project Manager, the Engineer and the Contractor, or their duly delegated representatives. Together with the PLC, the PMT is responsible for successful project Stakeholder and Community liaison, and successful implementation of the Employer's Targeted Labour and Targeted Enterprise utilisation and development goals.`
- (xvi) SANRAL
- The South African National Roads Agency SOC Limited, registration number 1998/009584/30.
- (xvii) Stakeholders<sup>6</sup>

---

<sup>4</sup> Derived from CIDB Standard for Minimum Requirements for Engaging Contractors and Sub-Contractors on construction Works Contracts, 31 October 2017.

<sup>5</sup> Derived from CIDB Standard for Minimum Requirements for Engaging Contractors and Sub-Contractors on construction Works Contracts, 31 October 2017; CLO definition.

<sup>6</sup> Derived from SANRAL communication Policy, March 2018.

Any Stakeholder listed in the Employer's Communication Policy, March 2018, who is affected by the Employer's operations in the Target 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. Provincial departments;
- b. Municipal departments;
- c. Traditional authorities;
- d. Community interest groups;
- e. Organised youth representation;
- f. Organised women representation;
- g. Organised disabled people representation;
- h. Organised labour representation;
- i. Other structured community groups such religion, education, farming, etc.
- j. Transport industry forums;
- k. Business sector forums;
- l. Road user forums;
- m. Environmental interest groups;
- n. Road safety interest groups;
- o. 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 and which typically are:

- a. one or more Provinces;
- b. one or more Metropolitan and District Municipalities;
- c. one or more Local Municipalities; or
- d. one or more Wards that are wholly located within an area within a predefined radius of the construction activity.
- e. one or more of the areas listed in the definition of Designated Groups.

(xx) Targeted Enterprise<sup>7</sup>

A sole trader, partnership or legal entity which:

- a. is a business within the Target Area(s); and

---

<sup>7</sup> Partially derived from SANS 10845-5:2015, definition 2.15

- b. is engaged in the performance of the Contract; and
- c. is defined as a Target Group in the Contract Data; and
- d. is at least 51% owned by black people; and
- e. the Contractor or any of its subsidiaries has no equity holding in; and
- f. is registered in terms of the Company's Act, 2008 (Act No. 71 of 2008) or Close Corporation Act, 1984 (Act No. 69 of 1984) or Co-operative Act (Act No. 14 of 2015); and
- g. is registered on the National Treasury's Central Supplier Database (CSD); and
- h. is an EME or a QSE; and
- i. is a Subcontractor who undertakes work within its registered CIDB grade and category; or
- j. is a supplier of goods and/or services for work done exclusively by the Contractor which satisfies (a) to (h).

(xxi) Targeted Enterprise Procurement Coordinator (TEPC)

The person or entity appointed by the Contractor to facilitate the procurement of Targeted Enterprises after award of the Contract.

(xxii) Target Group

It is a collection of business entities and/or groups selected from the Designated Group as defined in the Preferential Procurement Policy Framework Act Regulations, 2017.

(xxiii) Target Group Development Coordinator (TGDC)

The person or entity appointed by the Contractor to facilitate the training and development of Targeted Labour and Targeted Enterprises.

(xxiv) Targeted Labour<sup>8</sup>

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
- 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 defined as a Target Group in the Contract Data.

(xxv) Training

Training refers to the process of teaching a Learner, usually in a classroom or simulated work environment situation where principles and theory are taught and demonstrations are given.

---

<sup>8</sup> SANS 10845-7:2015, definition 2.12



Assignments are then set to ensure that the Learner can apply what has been taught. Training is done by a specialist in the subject, and who is qualified and accredited to train.

### 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. **Point 1:** Establish project liaison committees (PLCs) in each project to create a platform for project liaison, works execution, sub-contracting and employment facilitation.
2. **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; community representatives; and any other critical local stakeholder that may be deemed necessary by the PLC.
3. **Point 3:** Community liaison officer (CLO) or public liaison officer (PLO) selection to be done under the auspices of the PLC.
4. **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.
5. **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.
6. **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.
7. **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.
8. **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.
9. **Point 9:** Appeals on the tender process to be escalated to SANRAL for an independent review.
10. **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.
11. **Point 11:** Contractor development support and training to be coordinated and conducted, ahead under the auspices of the PLC, prior to project commencement.
12. **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.
13. **Point 13:** Formal contracting arrangements to be ensured for all projects.
14. **Point 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 the SANRAL for this purpose.

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

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

### 4.2 Creation

A 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, as well as the PMT and their representatives. 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) and seconded members representing the specific Local Municipality(ies). 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.

### 4.3 Legal Nature

The Public 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; 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.

### 4.5 Composition

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

Sector	Representatives
Traditional leaders	1
Members of ward committees	2
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	2

The composition and numbers of representatives above are provided as a guidance. Consultation between the PMT 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 highly recommended that they are not to become PLC members as a PLC is not a political structure.

#### 4.5.1 Dedicated Seats

Notwithstanding the provision above, the following seats shall be dedicated:

(i) Traditional leaders/LED officer

The number of seats allocated by the election meeting shall be taken as dedicated seats. In areas where there are no Tribal Authorities, structures representing the interest of landowners may fulfil this role.

(ii) Business Sector

Seats allocated to the business sector shall be dedicated to SMME representative associations who shall have been elected to represent the interests of all the SMME's based within the PLC area for which the particular PLC is responsible. The association shall be registered in line with Legislations.

(iii) Organized Agriculture

Seats allocated to Associations and shall be dedicated to the predominant type of organized agriculture in the area of the particular Public Liaison Committee, provided that Organized Agriculture complies with the provisions of in this guideline.

#### 4.5.2 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. Co-opted members shall have limited rights of participation at PLC meetings. They will not vote and shall not claim allowances from SANRAL. Co-opted members can include councillors and other political representatives who can be invited from time to time.

## 4.6 Selection of members

### 4.6.1 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.

### 4.6.2 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 organization 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 constitution.
  - (ii) The duration of the Nominees 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 Mayor's office and/the Local Economic Development (LED) office.

## 5 DUTIES OF THE PLC

---

The PLC is the official communication channel through which the PMT communicates with project Stakeholders and affected Communities on project matters, as well as to communicate the impact that the project has or might have on project Stakeholders and the affected Communities.

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

The Standard Terms of Reference (TOR) for PLCs requires of 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 and hence, a full description is provided here.

The PLC shall execute the following duties:

**Point 3: Community liaison officer (CLO) or public liaison officer (PLO) selection to be done under the auspices of the PLC.**

- (i) Assist the Employer and Engineer to source suitable candidates where applicable, based on the Employer's prequalification criteria, for the position of PLO.
- (ii) Observe and verify that the prequalification 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) Make recommendations to the Employer and Engineer in identifying the project's Target Area(s), from which Targeted Labour and Targeted Enterprises will be employed and subcontracted, for inclusion in the Tender Documents and endorse the identified Target Area(s).
- (ii) Make recommendations to the Employer and Engineer in identifying the project's Target Groups for inclusion in the Tender Documents and endorse 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) Make recommendations to the PMT in establishing the eligibility criteria, prequalification criteria, and tendering processes and procedures to be followed to employ Targeted Labour and subcontract Targeted Enterprises; endorse the agreed criteria and employment and subcontracting methodology(ies).

**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) Peruse and endorse the Project Database(s) compiled by the PMT from which Targeted Labour will be employed and Targeted Enterprises will be subcontracted.
- (ii) Verify that the criteria and methodology(ies) applied by the Contractor to employ Targeted Labour and subcontract Targeted Enterprises were executed in a fair and transparent manner, and within the Employer's and Government's Supply Chain Management Policies.

**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 PMT on a dispute resolution mechanism to resolve any disputes that may arise between the PMT and the PLC, project Stakeholders and/or affected Communities.
- (ii) Assist the PMT 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.
- (iii) SANRAL's ruling on any dispute regarding the tender process shall be considered to be final.

**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 PMT 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, were 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 PMT 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 PMT of Stakeholder and/or Community requests and/or needs which could possibly be addressed within the project's Scope of Work.
- (iv) Inform the PMT of any road safety concerns within the project's Target Area(s) and advise the PMT of possible mitigating measures and/or road safety programs that will be most feasible for acceptance by the affected Communities to promote road safety.
- (v) Inform the PMT of any project matters that are impacting, or 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 fulfill its work subject to fulfill 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 PMT and the PLC to address the day to day project, Stakeholder, and Community matters that impact on the parties to the project.

The Standard TOR for PLOs 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 full description is provided here.

The PLO shall execute the following duties:

- (i) Except for taking the minutes of PLC meetings, which is a duty of the Engineer or his representative, 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 PLC to formulate their communication in writing;
  - f. Distribute written communication to and from the PMT and the PLC;
  - g. Keep records of all the above and any other PLC documentation; and
  - h. Provide any other reasonable secretariat function pertaining to 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 project.
- (iii) Attend all monthly site meetings to report on the day to day project, Stakeholder and community matters that impact on the parties to the project.
- (iv) Attend any other meetings related to the project and in which any of the project Stakeholders, affected Communities, Local/Targeted Labour and Local/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 project.
- (vi) Maintain a full-time presence on site to assist the PMT in the day to day liaison with project Stakeholders and affected Communities. Typical information to be disseminated by the PLO includes:
  - a. basic Scope of the Works and how it will affect the Community;
  - b. project programme and regular progress updates;
  - c. anticipated employment and subcontracting opportunities;
  - d. 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.
- (vii) Be well acquainted with the contractual requirements as it pertains to Targeted Labour employment and training requirements.
- (viii) Assist the PMT and PLC to establish and agree the eligibility and selection criteria to be followed when employing Targeted Labour.
- (ix) Assist the PMT in its resources and skills audits by providing a coordinating function between the PMT, project Stakeholders, and the affected Communities.
- (x) Ensure that Targeted Labour databases, compiled from the resources and skills audits, are based on the agreed eligibility and selection criteria and that it is updated as and when required.
- (xi) Coordinate the selection and employment of Targeted Labour based on the agreed eligibility and selection criteria and based on the Contractor's labour requirements.

- (xii) Ensure that each Labourer enters into an employment contract which adheres to current and relevant Labour legislation.
- (xiii) Ensure that each Labourer understands the conditions of his/her employment with an emphasis on the employment start date, end date and wages payable.
- (xiv) Identify and inform the PMT of any relevant training required by the Targeted Labour.
- (xv) Attend all disciplinary proceedings to ensure that hearings are fair and conducted in accordance to the current and relevant Labour legislation.
- (xvi) Be proactive in identifying PLC, project Stakeholder, affected Communities (including Targeted Labour and/or Targeted Enterprise Subcontractor), requirements, disputes, unrest, strikes, etc. and bring it to the attention of the PMT.
- (xvii) Assist the PMT to liaise with the PLC, project Stakeholders and the affected Communities to resolve any disputes, which occurs due to the project.
- (xviii) Other than the document records to be kept as mentioned in (i) above, keep record of all other documents and processes pertaining to the employment of Targeted Labour and any other records that may be of relevance to the functions of the PLC.
- (xix) Produce and submit a monthly report to the PMT and the PLC on PLC meetings, other meetings attended by the PLO, Targeted Labour employment, and project Stakeholder, affected Community and any other project matters that impact on the parties to the project.

## 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 and design 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 apologizing cannot communicate the apology in writing.

#### **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.

### **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) days prior to the meeting date.
- (ii) Where meetings have been diarized 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.

### **7.6 Frequency**

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

## 7.7 Confidentiality

- (ii) PLC members shall regard all information in their possession as confidential and shall treat it in line with the relevant legislation.

## 7.8 Conflict

- (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.

# 8 TERM OF OFFICE

---

- (i) The duration of the nominees participating in the PLC shall depend on the duration of the project but will be limited to 3 years.

# 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 of .....20....

Signed for and on behalf of SANRAL

Project Manager .....

Print Name .....

Date .....

Signed for and on behalf of the PLC

Chairperson .....

Print Name .....

Witnessed by

PLO .....

Print Name .....

PLC members:

	Sector representative	Representative name	Signature
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			

12			
13			

## ANNEXURE 1

### Nomination form

I ..... Representing .....Hereby accept  
to be a member of the PLC for project .....

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

Signed.....

Date .....