



**BY 2030 ETHEKWINI WILL BE AFRICA'S MOST
CARING AND LIVEABLE CITY**

**FRAMEWORK FOR
ACCELERATING ECONOMIC
EMPOWERMENT AND
TRANSFORMATION**





MAYOR'S FOREWORD



WE NEED TO ACCELERATE OUR INTERVENTIONS TO ACHIEVE ECONOMIC EMANCIPATION AND EQUALITY FOR THE MAJORITY OF OUR CITIZENS.



CLLR ZANDILE GUMEDE
MAYOR OF ETHEKWINI MUNICIPALITY

TWENTY two years into our freedom and democracy, the majority of black people are still economically disempowered. They are dissatisfied with the status quo. This is one of the reason we want to dedicate this term of office to radical economic transformation.

President Jacob Zuma has called on all of us to move from making statements regarding radical economic transformation and to start with practical programmes. The President has said that the role of the state in the economy is to drive transformation. This is why we are implementing the Radical Economic Transformation Framework that will give opportunities to youth, women, disabled, military veterans and rural communities.

The level of poverty, rate of service delivery, disruption of projects in communities and a slow pace of economic transformation has always been a concern for us. These, in the main, are caused by lack of meaningful participation of our people in the economic mainstream and it is about to change. This new framework will ensure inclusion of citizens in projects that are taking place at ward level, resulting in the improvement of economic and social well-being of the poor communities.

We are accelerating our interventions to achieve economic emancipation and equality for the majority of our citizens.

Non-availability of skills, high unemployment rate, poverty and inequality remain a major concern for economic growth. This then demands that we strengthen our partnership with various institutions to promote innovation and identify sectors that have a potential to accelerate economic growth.

Through adequate skilling, mentoring and empowerment, our citizens will be able to access opportunities in the sectors that are mainly dominated by the minority. This move will address socio-economic challenges in their area by creating decent employment and greater economic inclusion.

Constraints to new entrants in key projects executed by the City will be unblocked, through the provision of adequate support to ensure small businesses are able to compete with big businesses in the mainstream economy. That is why the framework will provide an invaluable platform for merging and established businesses to network and build viable relationships leading to a sustainable economy.

This radical transformation is inevitable through better coordinated land use management and spatial development. That is why we need to invest on strategic infrastructure development to ensure a new built environment and that inclusive spatial landscape emerges. By this we are improving the living standard and quality life for the citizens of eThekweni.

As a caring Municipality, we will ensure the effectiveness of this Framework. The City leadership will work with various sectors to provide expertise for the development of new businesses that will create necessary employment and meaningful growth of the City's economy. In turn, this will give our local businesses a potential growth to globally competitive businesses which will in turn attract more investors.

It is the intention of this Framework to deepen the Municipality's effort to transform the economy of the City. I invite all stakeholders to work with us to improve the quality of life of the eThekweni citizens.

By 2030 eThekweni will be Africa's most caring and liveable city



CHAIRPERSON

HUMAN SETTLEMENTS AND INFRASTRUCTURE COMMITTEE



WE HAVE ALREADY MADE SIGNIFICANT PROGRESS ON OUR JOURNEY TO CHANGE THE ECONOMIC STATUS OF THE MAJORITY OF OUR PEOPLE



CLLR MONDLI MTHEMBU

IN LINE with government's plans to expedite economic transformation and bolster job creation, we pride ourselves today as the award-winning City to launch this ground-breaking radical economic transformation plan (RETP).

Plan two of our Integrated Development Plan (IDP) talks about 'developing a prosperous, diverse economy and employment' and the City has developed plans, programmes and frameworks to achieve this objective. Amongst the aims of this Plan is to drive job creation, support small businesses, youth and women owned businesses and community empowerment.

One of the most critical guidelines within the RETP framework is that every capital project above R30 million shall at least have 30 percent of the total budget benefitting the local community through a combination of bundling, subcontracting, joint ventures, job creation, local material purchases and training.

As the Chairperson of the Human Settlements and Infrastructure Committee I was mandated to facilitate and implement a long-term programme which will free our people from poverty and this will achieve exactly that.

We have already made significant progress on our journey to change the economic status of the majority of our people. In line with this, the Municipality awarded work to more than 550 co-operatives to clean Municipal buildings, do grass cutting, stream cleaning and weed killing for a period of three years.

In addition the City has also made notable strides in empowering and awarding work to youth and women owned businesses. About 2025 projects were awarded

to Priority Businesses Enterprises, 2474 were awarded to Black Business Enterprises and 1457 to Women Business Enterprises for the 2015/16 financial year.

This alone demonstrates our commitment to uplift small businesses so that they also grow and do not stay small forever. We also want to lead by example and employ emerging entrepreneurs so that they gain much needed experience to bid for big work.

Other guidelines in the framework also encompasses ensuring that subcontractors or service providers should be selected from the wards where the project is being undertaken to benefit a large number of people and to dispel the perception that only a few or 'well-connected' benefit from the Municipality. We do this through the Supply Chain Management Unit which will keep a database for ward-based contractors which will be renewed annually.

There will be tight regulations to ensure this is followed and is benefitting those who are supposed to.

The current economic environment which has been unstable for quite some time leaves us no choice but to work extra hard in bettering the lives of our people.

We have a number of projects lined up for this year that will surely benefit a large number of businesses and address the skills shortage. However we first wanted to tighten the procurement process by introducing this framework as a guideline to be followed so that everyone gets a slice of the cake.

We are not going to rest until we live to see our citizens free from poverty, deprivation and inequality.

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INTRODUCTION

The Constitution of the Republic of South Africa Chapter 7 Clause 152, mandates a municipality (Local Government) interalia to:

- ensure the provision of services to communities in a sustainable manner;
- promote social and economic development; and
- encourage the involvement of communities and community organisations in the matters of local government.

Services can only be sustainably provided if there is a balance of the environmental, social and economic well-being of the communities. It is therefore imperative for the municipality to facilitate and ignite economic development of its communities through policies, supply chain management, job opportunities, infrastructure development and other developmental initiatives.

Clause 153 states that *"the municipality must participate in national and provincial development programmes"*. This includes all programmes including economic empowerment programmes that the National and Provincial Government might initiate. The objective of this clause is to ensure seamless and an integrated approach to social and economic development in the Local Government space. The Municipal Systems Act requirement of an Integrated Development Plan (IDP) further enhances the spirit of developmental integration within the municipal environment. It therefore means the activities of the various spheres of government and state organs should be integrate spatially, economically and the impact or benefits to the community must be understood by all. Ideally, the economic empowerment initiatives by each organ of state must be harmonised with the initiatives of other organs of state.

ECONOMIC EMPOWERMENT

Various legislations encourages the municipality directly or impliedly to support, prioritise and grow black owned SMMEs particularly those owned by the Youth, Women, disabled people and ensure their effective participation in the economic mainstreams. In Ethekwini Municipality, a number of developmental initiatives are being undertaken or have the potential.

Development initiatives:

- Development of sectors of an industry, e.g. Small business, women owned business and local industry development
- Development of sub-contractors to Prime Contractors
- Development of management capacity of small businesses
- Local Economic Development
- Job Creation
- Poverty Alleviation
- Community-based developments

In these form/methods SMME's can be brought into the mainstream through CPG's, joint venture, consortiums, EPWP programme and sectorial incubation programmes.

The empowerment initiative must operate within the auspices of:

- Section 217 of the Constitution
- Municipal Finance Management Act
- Preferential Procurement Policy Framework
- Broad-Based Black Economic Empowerment Act
- BEE Codes of Good Practice, Codes of good Practice and Scorecard.



PURPOSE OF THIS FRAMEWORK

The purpose of this framework document is to provide guidance to municipal officials and other state organs operating within the Ethekwini Municipal environment on how to effectively, fairly and transparently contribute to the economic empowerment of communities through developmental initiatives.

The framework seeks to provide channels of communication and reporting, forms of community economic empowerment, activity integration, ways of accessing opportunities, targeted groups and areas for potential partnerships or joint ventures.

BACKGROUND

The level of unemployment in Ethekwini Municipality is relatively high with most youth being unemployed. The National and Provincial governments have all highlighted poverty as a challenge that needs to be eradicated through job creation and small business enterprise development. Infrastructure development is one fundamental pillar identified to boost economic growth.

In the past three years, there has been growing concern about lack of tangible economic empowerment of communities within Ethekwini Municipality. Of major concern is that residents are not economically benefitting from infrastructure development projects that are being undertaken in their wards. The stoppage of projects has resulted in delayed service to communities, increased project costs and misalignment of interdependent projects.

The municipality has a number of initiatives that seek to

create opportunities for the local people that includes Vukuphile and EPWP programs. However, these programs have not found their footprint in a structured manner in most infrastructure projects due to lack of knowledge and guidance on how this could be done. This document seeks to provide simplified guidelines for dealing and ensuring economic empowerment of local communities through projects executed by the municipality

Post the August 2016 Elections, the Mayor has prioritised job creation, small business support and community empowerment as one of her economic development thrust in the next five years. She highlighted the high rate of unemployment within the municipality as worrying especially the youth, disabled and women. The Mayor also identified the following challenges within Ethekwini Municipal Area (EMA) as:

- Need for Poverty alleviation
- Rate of Service delivery
- Disruption of projects
- Availability of Skills and competencies
- Barriers to entry
- Capacity limitations
- Collusion
- Slow pace of economic transformation

POLICY SUPPORT

Economic Empowerment/Transformation is part of a broader Transformation Framework that needs to be adopted by the Municipality.

A revision to the PPPFA Regulations which shall be in effect from 01 April 2017.

A new SCM Procurement Bill is also being prepared currently and this may also impact on the proposals in this presentation.

The five elements of the BBBEE are to be taken into account when driving the empowerment initiative, these being:

- Ownership
- Management Control
- Skills Development.
- Enterprise and Supplier Development
- Socio-Economic Development

EMPOWERMENT STRATEGIES

The empowerment strategies shall be curved within the following broad principles:

- a) Every project with a contract value above R30 million shall set aside 30% of the project for CPG. This will be stipulates as a condition of tender as outlined in clause 5.4 of this document.
- b) Projects that are between R5million and R30million must stipulate that 30% of the project value will

be allocated to sub-contractors. This will not be a condition of tender but a requirement and if companies fail to meet this requirement penalties will be incurred.

- c) Subcontractors or service providers shall be selected from the Wards where the service or project is being undertaken. If the project is traversing a number of Wards, opportunities shall be granted to all subcontractors in the benefiting Wards at the beginning of the project irrespective of the project timelines.
- d) In cases where there are no suitable contractors to do the job in a Ward, the main contractor or service provider shall select sub-contractors from the relevant Wards under the Vukhupile program or any such database of service providers kept by the municipality. However, should there be no subcontractors from the relevant wards, the main contractor or service provider may be permitted to select any other subcontractor from EtheKwini Municipality.
- e) The subcontractors whose budget allocation constitute at most 30% shall be appointed by the main contractor from a database provided by the municipality at the tender stage or shall be nominated by the municipality after a thorough screening processing that ensures objectivity, fairness and transparency.
- f) The main contractor/service provider is expected to provide training to the subcontractors. The training and coaching shall enable the subcontractor to apply for higher CIDB grading after the completion of the project or register with the appropriate professional or monitoring body.
- g) Nominated Subcontractors
The municipality may provide nominated subcontractors to the main contractor or service provider at the tender stage who shall take full professional responsibility for the workmanship quality of the subcontractors he/she chooses. The subcontractor shall be selected from a database created for small ward contractors and service providers and/or Vukhupile Contractors database
- h) Database
The Supply Chain Management Unit shall keep a database for ward-based contractors or service providers and shall be renewed once a year through adverts in the local media, notice boards of municipal offices and internet. The Ward

Councillors maybe be alerted of advert so that they can disseminate the information about the tenders to the communities. Other State Organs may use this database.

- i) Integration
The planned and actual economic empowerment of communities of all organs or state or role players working within the EtheKwini Municipality shall be report to the Supply Chain Management Unit for integration and information sharing thereof
- j) Communication
All communication regarding community empowerment initiatives shall be done through the municipality through the office of Head Economic Development where upon he/she shall act swiftly to assist the third party. Communication by any Organ of State to individual community members or individual groups shall be avoided.

UNBUNDLING STRATEGIES

Unbundling of programs or projects afford a wide range of participation opportunities to the full spectrum of targeted groups or enterprises. This can range, from those operating as labour only contractors to those operating as prime contractors or suppliers.

The use of Targeted Procurement enables contracts to be unbundled in a number of ways, viz.:

- by procuring works or services in the smallest practicable quantities
- by obligating prime contractors or service providers to engage targeted enterprises in the performance of their contracts in terms of resource specifications
- by requiring joint venture formation between large businesses and targeted enterprises (known as Structured Joint Venture); and
- by providing third party management support to enterprises which are not capable of operating as prime contractors (known as Development Contracts);
- by encouraging venture capital providers to assist small business enterprise;
- by requiring manufacturers to have some of their components of their products manufactured and procured from small business enterprise from within eThekwini.

SUPPORT OF TARGET GROUPS

Having initiatives that support & sustain entities that are owned by PPG's in particular Youth, Women, disabled, Military Veterans etc.

The SCM Policy states that the EM can implement a procurement process which incorporates:

- (a) categories of preference in the allocation of contracts and

(b) the protection or advancement of persons, or categories of persons, disadvantaged by unfair discrimination.

These programmes and initiatives include, amongst other things, the following:

- EPWP Construction Contractor Incubator/ Development Program
- CPG's with area/ward based panels of contractors
- Joint Ventures and Consortiums
- Designated Sub-Contracting & Contractor/ Supplier Development for Categories/ Programmes with monopolistic and/or under-represented Service Providers
- Skilled and unskilled labour (Demarcated within Wards)
- Sectorial Incubation Programmes
- Co-operatives

EPWP CONSTRUCTION CONTRACTOR DEVELOPMENT/INCUBATOR PROGRAMMES

- Expressions of interest to register service providers for 36 months. This shall be done on a yearly basis
- Aim is to target labour intensive programmes
- Categories EPWP services e.g. bricklayers, construction, sidewalks etc.

In line with the Council approved EPWP Policy, and targets in the Performance Plans of HOD's, Line Departments are to identify projects that are labour intensive that will form part of EPWP Contractor Development Programme.

The other spheres of government or State Organs operating in the municipality may also use the database of EPWP contractors or service providers developed and managed by the Municipality.

Unbundling of big projects and identifying opportunities

and areas/ scope of works that can be carried out by emerging contractors and excising those from the main assignment shall be the norm.

The EPWP policy needs to be refreshed in order to address the current gaps, i.e. empowerment of youth, Women & Disabled

CPG'S AND SUB-CONTRACTING

The revised regulations require organs of state to identify tenders, where it is feasible, to sub-contract a minimum of 30% of the value of the contract for contracts above R30 million.

The tenderer must sub-contract a minimum of 30% of the value of the contract to-

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





Any bidder not meeting this requirement will be considered non-responsive & accordingly the bid will be disqualified.

The municipality should be the one informing main contractors which CPG's are to be utilised through consultation with relevant stakeholders. The following tools are to be utilised:

- Accredited database for various categories of services
- Accredited service providers within demarcated wards

This registration of these service providers will assist in identifying service providers that are currently undertaking work with EM and those that have been given opportunities within the financial year.

Projects that are between R5 million and R30 million must stipulate that 30% of the project value will be allocated to sub-contractors. This will not be a condition of tender but a requirement and if companies fail to meet this requirement penalties will be incurred.

JOINT VENTURE AND CONSORTIUM

Joint venture is "an association of firms of which at least one of the partners is an emerging partner for which purpose they combine their expertise, property, capital, efforts, skills and knowledge to execute a contract". For South African emerging contractors this must entail empowerment through capacity building based on democratic, participatory, and development strategies.

Joint venture agreements that must clearly define;

- Shareholding %.
- Terms and conditions
- Skills transfer
- Allocation and or distribution as per the scope of work

DESIGNATED SUB-CONTRACTING & CONTRACTOR/SUPPLIER DEVELOPMENT FOR CATEGORIES/PROGRAMMES WITH MONOPOLISTIC AND/OR UNDER-REPRESENTED SERVICE PROVIDERS

Where there are areas/programs/sectors with monopolistic and/or under or poor representivity incubation programs with panels of designated subcontractors will be established.

The designated sub-contractors on the panel are contracted directly to the EM through an Incubation programme. This will be applicable in the following instances

- Sole or limited service providers
- Accredited sectorial service providers e.g Muvo cards only supplied by Standard Bank, Nashua photocopies supplied only by Kopano, Mercedes sole supplier of parts for buses, Soft drinks only supplied by AIB.

SKILLED AND UNSKILLED LABOUR (DEMARCATED WITHIN WARDS)

- Consultation must take place within each Ward before the start of a project to identify Skilled and unskilled labour to be utilised for the project through;
 - Register of unemployed persons in each area

Ward structures in consultation with Project Managers to facilitate process on a rotational basis. The Tender document shall be specify that 100% unskilled labour and 50 % skilled labour shall be sourced from the Local Community.

SECTORIAL INCUBATION PROGRAMMES

The sectorial incubation programme is to counter monopolistic practices in particular sectorial areas.

- This programme must be undertaken over 36 months

- Accredited register of service providers
- Skills transfer programme

It will be incumbent upon the municipality or organs of state to ensure that the (would be) designated sub-contractors meet the industry norms and conventions and are compliant with the applicable prescripts.

Under no circumstances will the prescribed and applicable standards be compromised on the altar of this programme.

CO-OPERATIVES

Procedures are in place that deal with Co-operatives and to identify further projects.

- Co-op were appointed through an expression of interest in the following sectors;
- Grass cutting
- Cleaning of municipal buildings
- Cleaning of streams / storm water

SUGGESTED MEASURES TO SUPPORT & GROW SMME'S IN PARTICULAR YOUTH, WOMEN, DISABLED

- Availability of credit facilities & financing
- The need for technical & managerial training especially through mentorship
- Allocating projects exclusively to the target groups to aid the transit of emerging to fully fledged contractors
- Monitoring contractors to ensure that only responsible target groups are selected
- Having more targeted projects

AREAS OF IMPROVEMENT

- Simplification in bid submission requirements
- Broadening of participation base of small suppliers
- Waiving of bid requirements
- Contractor registration / prequalification systems
- Procurement documentation
- Monitoring & reporting on empowerment initiatives
- Quality management & assurance
- Dispute mechanisms

PARTNERSHIP AGREEMENTS

In order for all the above empowerment initiative to work it requires partnership between Supply Chain Management, Business Support, Skills Development and respective line departments through undertaking the following;

- Identification of Project that must have CPG's as part of their empowerment initiatives
- Analysis of their spend areas to identify programmes/projects that must have designated sub-contracting as part of their empowerment initiatives.
- Compulsory specifications for Skills

Development and other Socio-Economic objectives are utilised where applicable.

"Organised Business structures, such as the Durban Chamber, have been engaged, and they have confirmed their willingness to partner with Government on this Framework Plan. This will be done by further promoting & workshopping the Framework with Business Members. This will then assist the Framework's roots & aims to grow in Businesses own procurement, or contracting processes for the benefit of all."

WAY FORWARD

This methodology requires a measurable component to enable the amount of participation by the target group to be quantified. Therefore the municipality must provide;

- A level playing field for all tenderers, socio-economic deliverables and related specifications must be clearly and precisely defined.
- The key elements associated with socio-economic objects must accordingly:
 - Define what constitutes each target group;
 - Set goals (targets), measurable in monetary terms, which can be met by engaging the target groups in the pursuit of predetermined socio-economic / development objectives;
 - Provide for the measurement of key indicators to ensure that goals may be quantified and audited during the performance of the contract; and
 - Set out of the manner in which goals can be achieved, as well as what and how penalties will be applied in the event that a contractor fails to meet his contractual obligations.
- Unit Heads to ensure that they have EPWP Policy related targets in their IPP's and those of relevant staff
- To review budget, identify and unpack their projects (current, soon to be awarded and to be advertised) to incorporate the dimensions of Empowerment as outlined
- To submit all Specifications with Empowerment methodology failing which items will be returned.
- To Report to SCM on the planned Empowerment initiatives for projects (current, soon to be awarded and to be advertised)
- Stakeholder engagement, internal and external.

CURRENT STANDARDS AVAILABLE AS SANAS DOCUMENTS TO ADDRESS SOCIO-ECONOMIC OBJECTIVES

- 1) Targeting of affirmable business enterprise
- 2) Structured Joint Venture (Affirmable Partners)
- 3) Structured Joint Venture (Targeted Partners)
- 4) Targeting of local resources
- 5) Engagement of targeted labour
- 6) Targeting of affirmable professional service providers



**NGO-2030 ITHEKU LIYOBE LINGU
NGQA PHAMBILI.**

**UMHLAHLANDLELA
WOKUSHESHISA
UGUQUKO NOKUSIMAMA
KWEZOMNOTHO**





UMYALEZO WE MEYA YETHEKU



**SIMELE UKUSHESHISA IZINHLELO ZETHU
ZOKUNGENELELA UKUZE SIKWAZI UKUFEZEKISA
INJONGO YETHU OKUBANDAKANYA
UWONKEWONKE KWEZOMNOTHO KUBE
NOKULINGANA KWIZAKHAMIZI.**



UKHANSELA ZANDILE GUMEDE
IMEYA YETHEKU

KULE minyaka engamashumi amabili nambili yentando yeningi, iningi labantu bakithi abamnyama abakabi nalo igalelo kwezomnotho. Abenelisekile ngesimo sokwabeka komnotho, yingakho sifuna ukuthi leli hlandla lokuphatha kube ngelokugxilisa izinguquko ezinqala kwezomnotho.

UMengameli uJacob Zuma usimeme sonke ukuba sithathe izinyathelo zokuthi siyeke ukukhuluma nje kuphela ngezinguquko ezinqala kwezomnotho kodwa kube neminyakazo ebonakalayo. UMengameli uZuma uthe iqhaza likahulumeni ngukuqhuba izinhlelo zoguquko. Yingakho-ke sethula umhlahlandlela wezinguquko ezinqala kwezomnotho ezizodalela amathuba intsha, abesifazane abakhubazekile, amasosha asathatha umhlahlaphansi nemiphakathi yasemakhaya.

Amazinga obubha, okuthunyelwa kwezidingo, ukuphazamiseka kwamaphrojekthi emiphakathini nokugqoza kwezinguquko kwezomnotho kulokhu kusikhathaze kakhulu. Yikhona lokhu okuyimbangela enkulu yokuthi abantu bakithi bangakwazi ukubamba iqhaza elibonakalayo kwezomnotho kanti njengamanje sekuzoshintsha. Lo mhlahlandlela uzoqinisekisa ukuthi izakhamizi ziyabandakanywa kumaphrojekthi aqhubekayo emazingeni amawadi, okuzobe sekuholela ekutheni imiphakathi ehlwempu isizakale kwezomnotho nakwihlalakahle.

Sisheshisa izinhlelo zethu zokungenelela ukuze sikwazi ukufezekelela injongo yethu okubandakanya uwonkewonke kwezomnotho kube nokulingana kwizakhamizi.

Ukushoda kwamakhono, amazinga aphezulu okusweleka kwemisebenzi, ububha nokungalingani kuseyinkinga enkulu efadabalisa ukukhula komnotho. Lokhu-ke kudinga ukuthi siqinise ubudlelwane bethu nezinhlaka ezahlukene ukuze sikhuthaze amasu amasha futhi sihlolwe imikhakha engakwazi ukulekelela ukusheshisa ukukhula komnotho.

Ngokuhlomisa abantu ngamakhono, ukucathulisana

nanokusimamisana, izakhamizi zethu zizokwazi ukuhlomula emathubeni akhona emikhakheni okumanje yenganyelwe yidlanzana. Lokhu kuzokwenza sikwazi ukubhekana nezinsalelo zezomnotho emiphakathini ngokudala amathuba emisebenzi angcono nokubandakanya abantu abaningi kwezomnotho.

Izingqinamba ekungeneni kumaphrojekthi amakhulu aqhutshwa yiDolobha kumele zixazululwe, ngokuthi kuhlinzekwe ngohlelo olufanele lokweseka nokuqinisekisa ukuthi amabhizinisi amancane ayakwazi ukuncintisana namabhizinisi amakhulu emnothweni omkhulu wezwe. Yingakho lo mhlahlandlela uzohlinzeka inkundla ebalulekile yamabhizinisi asafufusa nalawo amakhulu ukuba axhumane futhi akhe ubudlelwane obubalulekile obuzoholela ekutheni kube nozinto kwezomnotho.

Izinguquko ezinqala zizokwenzeka ngokuhlela kangcono izinhlelo zokusetshenziswa komhlaba nokuhlela kwentuthuko ngokwezindawo. Yingakho kudingeka ukuba sitshale kakhulu ekwakhiweni kwengqalasizinda ebalulekile ukuqinisekisa ukuthi kuba nezakhiwo ezintsha futhi kuba nohlelo lokuthuthukiswa kwengqalasizinda olubhekelela zonke izindawo. Ngalokhu sizobe siphucula amazinga namaqophelo empilo yezakhamizi zaseThekwini.

NjengoMasipala onakekelayo, sizoqinisekisa ukuthi lo Mhlahlandlela uba wusizo, ubuholi beDolobha buzosebenzisana nemikhakha ehlukehlukene ezoza nobuchule bokusungulwa kwamabhizinisi amasha azodala imisebenzi edingekayo futhi kube nokukhula okubonakalayo emnothweni weDolobha. Lokhu-ke kuzobe sekusiza ngokuthi kunikeze amabhizinisi asezingaweni zangakithi amathuba okukhula akwazi ukuncintisana ezingeni lomhlaba okuyinto ezobe isiheha abatshalizimali.

Kuyinhloso yalo Mhlahlandlela ukuzinzisa imizamo kaMasipala waseThekwini yokuguqula umnotho waseThekwini. Ngimema bonke abathintekayo ukuba basebenzisane nathi ukuphucula impilo yezakhamizi zaseThekwini.

Ngo-2030 iTheku liyobe lingu ngqa phambili.





UKHANSELA MONDLI MTHEMBU

USIHLALO WEKOMIDI LEZOKUHLALISWA KWABANTU NENGOQALASIZINDA



**SESIHAMBE IBANGA ELIDE EZINHLELWENI
ZETHU ZOKUSHINTSHA ISIMO
SEZOMNOTHO SENINGI LABANTU BAKITHI.**



NGENHLOSO yokulandela uhlelo lukahulumeni lokuletha izinguquko ezinqala kwezomnotho nokuphamba amathuba emisebenzi, siyaziqhenya namuhla njengeDolobha eseliwine inqwaba yezindondo ngokwethula leli su eliyinqayizivele olokuletha izinguquko ezinqala kwezomnotho (iRETP).

Isu lesibili loHlelo Oludidiyele Lwentuthuko (i-IDP) likhuluma 'ngokwakha umnotho oqhakazile, nosabalele nokudala amathuba emisebenzi' kanti iDolobha seliqale amasu nezinhlelo kanjalo nemihlahlandlela yokufezekisa le njongo. Enye yezinhloso zaleli su wukusheshisa ukudalwa kwamathuba emisebenzi, ukweseka amabhizinisi amancane, nokufukula intsha abesifazane nabantu bakhubazekile kwezamabhizinisi nokuthuthukiswa umphakathi.

Omunye wemibandela ebalulekile kumhlahlandlela weRETP yilowo othi wonke amaphrojekthi enani elingaphezu kuka R30 million kumele abeke eceleni isamba samaphesenti angu-30 ezimalini zephrojekthi ukuhlomulisa umphakathi wendawo okusebenza kuyona iphrojekthi ngokucaza umsebenzi, ukuncozulela osonkontileka abancane, ama-joint venture, ukudala amathuba emisebenzi, ukuthenga impahla yokusebenza endaweni nokuqeqesha abantu ngamakhono.

NjengoSihlalo weKomidi LezokuHlaliswa kwabantu neNgqalasisinda ngijutshwe ukuba ngihlele futhi ngiqale uhlelo lwesikhathi eside oluzokhulula abantu bakithi ebubheni kanti lokhu kuzofezekisa khona kanye lokho. Sesivele sihambe ibanga elide ezinhlelweni zethu zokushintsha isimo sezomnotho seningi labantu bakithi. Ngenhloso yokufezekisa lokhu, uMasipala unikeze ama-cooperatives angaphezu kuka 550 umsebenzi wokuhlaza amabhilidi kaMasipala, ukusika utshani, ukuhlaza imihosha namapayipi amanzi angcolile nokubulala ukhula, okungumsebenzi weminyaka emithathu.

Ngaphezu kwalokho iDolobha selihambe ibanga elibonakalayo ekusimamiseni nasekunikezeni umsebenzi amabhizinisi aphelele yintsha nabesifazane. Abalelwa

ku 2025 amaphrojekthi anikezwe uhlelo lwePriority Businesses Enterprises, angu 2474 anikezwe olweBlack Business Enterprise kanti angu 1457 anikezwe iWomen Business Enterprise kusukela ngonyaka wezimali ka 2015/16.

Lokhu kukodwa kukhombisa ukuzimisela kwethu ukufukula amabhizinisi amancane ukuze akwazi ukukhula angahlali emancane ingunaphakathe. Sifuna futhi ukuba yisibonelo ngokuqasha osomabhizinisi abasafufusa ukuze bakwazi ukuthola isipiliyoni abasidingayo sokubhidela imisebenzi emikhulu.

Eminye imigomo ekhona kulo mhlahlandlela iphinde ibheke ukuqinisekisa ukuthi osonkontileka abancane noma abahlinzeka ngamasevisi kumele bakhethwe emawadini abo lapho kuqhubeka khona iphrojekthi ukuze kuhlomule isibalo esikhulu sabantu nokuthi kuphele umqondo wokuthi kuhlomula kuphela "idlanzana elinolayini" kuMasipala.

Lokhu kuzokwenziwa ngokuthi uMnyango wakwaSupply Chain Management ugcine idathabhese yosonkontileka basemawadini ezohlale ivuselelwa minyaka yonke.

Kuzoba nemigomo eqinile yokuqinisekisa ukuthi lokhu kuyalandelwa futhi kuhlomulisa bonke abafanele ukuhlomula.

Izimo zamanje zezomnotho esezikhombise ukungazinzi isikhathi eside ziyasiphoqa ukuthi sisebenze nakakhulu ukuqinisekisa ukuthi siphucula impilo yabantu bakithi.

Kunamaphrojekthi amaningi esinawo esiwahlelele lo nyaka esineqiniso lokuthi azohlomulisa inqwaba yamabhizinisi aphinde abhekelele ukushoda kwamakhono kodwa sibone kufanele ukuba siqale ngokuqinisa izinhlelo zethu zokukhishwa kwamathenda ngokuthi sethule lo mhlahlandlela ozokhomba indlela okumele ilandelwe ukuze kuhlomule wonke umuntu.

Angeke siphumule kuze kube sikhulula impilo yabantu bakithi emaketangweni obubha, ekuncishekeni amathuba futhi siqeda ukungalingani.

Ngo-2030 iTheku liyobe lingu ngqa phambili.





ISINGENISO

UMthethosisekelo weRiphabhlikhi yaseNingizimu Afrika kwisahluko 7, umusho 152, uyalela uMasipala (uhulumeni wasekhaya) ukuba phakathi kokunye:

- uqinisekise ukuthi kuhlinzekwa imiphakathi ngamasevisi ngendlela enozinzo;
- ukhuthaze ukuthuthukiswa komphakathi kwezomnotho nangokwenhlalo; futhi
- ukhuthaze ukubamba iqhaza komphakathi nezinhlangano zomphakathi ezindabeni ezithinta uhulumeni basekhaya.

Ukuhlinzekwa kwamasevisi kungaba nozinzo kuphela uma kubhekelelwa ngokulingana imvelo, inhlalakahle kanjalo nezimo zomnotho emphakathini. Yingakho-ke kubalulekile ukuthi uMasipala uhlelele ukuqaliswa kwezinhlelo zokuthuthukiswa komnotho emphakathini ngokusungula izinqubomgomo, izinhlelo zokulawula ukukhishwa kwamthenda, amathuba emisebenzi, ukwakhiwa kwengqalasizinda nezinye izinhlelo zentuthuko.

Umusho 153 ubeka uthi, “uMasipala kumele ubambe iqhaza ezinhlelweni zentuthuko zikazwelonke nezefundazwe”. Lokhu kubandakanya izinhlelo zokuthuthukisa umphakathi kwezomnotho eziqalwa nguhulumeni kazwelonke nowesifundazwe. Injongo yalo musho ukuqinisekisa ukuthi kunobambiswano nokusebenzisana ezinhlelweni zokuthuthukiswa komnotho ezingeni lohulumeni basekhaya. UMthetho Wezinhlelo Zomasipala njengoba udinga ukuba kusungulwe uHlelo Oludidiyele Lwentuthuko (IDP) usakhuthaza wona umoya wokuba kubhekwane nentuthuko ngendlela edidiyele ezingeni likamasipala. Ngakho-ke lokhu kusho ukuthi imisebenzi eyenziwa emazingeni ehlukehlukena kahulumeni nezinhlaka zombuso kumele ididiyelwe ngokwezindawo, ngokwezomnotho futhi umthelela wayo nemihlomulo yakhona emphakathini kumele ibonwe yiwona wonke umuntu. Ngakho-ke injongo ngokuthi izinhlelo zokuthuthukisa umphakathi kwezomnotho ezenziwa wuhlaka lombuso kumele zididiyelwe ngendlela ehambisanayo nezinhlelo ezenziwa ngezinye izinhlaka zombuso.

UKUTHUTHUKA KWEZOMNOTHO

Miningi imithetho ekhuthaza ukuba umasipala uweseke mathupha noma ngandlela thile, uwaqhakambise futhi uwakhulise amabhizinisi amancane okungawabamnyama

(SMMEs) ikakhulukazi lawo asungulwa yintsha, abesifazane, nabantu abakhubazekile futhi kuqinisekiswa ukuthi lawa mabhizinisi abamba iqhaza elibonakalayo kwezomnotho. KuMasipala waseThekwini ziningi izinhlelo eziqalwe noma ezihlongozwayo zentuthuko.

Izinhlelo zentuthuko;

- Ukuthuthukiswa kwemikhakha ethile nezimbongi, njengamabhizinisi amancane, amabhizinisi abesifazane nokuthuthukiswa kwezimbongi.
- Ukuthuthukiswa kosonkontileka abasakhasa babe ngosonkontileka abakhulu.
- Ukuthuthukiswa nokuhlonyiswa ngamakhono kwamabhizinisi amancane.
- Ukuthuthukiswa komnotho wedolobha.
- Ukudalwa kwamathuba emisebenzi.
- Ukulwa nobubha.
- Yintuthuko egxile emphakathini.

Kulezi zindlela noma kulawa masu, osomabhizinisi abancane bangakwazi ukuba basondezwe ezinhlelweni zentuthuko kwezomnotho ngamaCPG, ukusebenzisana, wukwakha umbimbi, yizinhlelo ze-EPWP nezinye izinhlelo zokucathuliswa zemikhakha ehlukena.

Izinhlelo zokusimamiswa kumele ziqhutshwe ngaphansi kwemigomo:

- Yesigaba 217 soMthethosisekelo
- Yomthetho wokuphathwa kwezimali zomasipala
- Yomhlahlandlela weNqubomgomo yokukhishwa kwemisebenzi ngokubonelela
- Yomthetho Wokufukulwa Kwabamnyama Kwezomnotho (BBEE)
- Ngokwenqubo Yokusebenza Okuhle yeBEE, izinqubo zokusebenza okuhle, nokukhishwa ngokulingana kwemisebenzi.

INHLOSO YALO MHLAHLANDLELA

Inhloso yalo mhlahlandlela ukuba ngumkhombandlela wokulawula abasebenzi bakamasipala nezinye izinhlaka zombuso ezisebenza ngaphansi kukamasipala waseThekwini; ekutheni bangalifaka kanjani igalelo ezinhlelweni zokuthuthukiswa komphakathi kwezomnotho ngendlela enenzuzo nenemiphumela emihle.

Lo mhlahlandlela uhlose ukwethula izinhlelo zokuxhumana nokubika, izinhlobo zokuthuthukiswa komphakathi kwezomnotho, ukudidiyelwa ndawonye kwemisebenzi



ezokwenziwa, izindlela zokubona amathuba, wuhlobo lwabantu ababhekwe ukuthuthukiswa nezindawo abahlala kuzo kanjalo namathuba okusebenzisana nokubambisana nezinye izinhlela.

ISENDLALELO

Amazinga okusweleka kwemisebenzi kuMasipala waseThekwini aphezulu ngempela njengoba iningi lentsha yethu lingaqashiwe ndawo. Uhulumeni kazwelonke kanjalo nowesifundazwe babona ububha njengenye yezinselelo ezidinga ukuba kulwiwe nazo ngokuthi kudalwe amathuba emisebenzi futhi kusungulwe amabhizinisi amancane. Ukuthuthukiswa kwengqalasizinda ngomunye wemigogodla ebalulekile engakwazi ukusimamisa umnotho.

Kule minyaka emithathu edlule, kwandile ukukhononda ngokungabi khona kwezinhlelo ezibambekayo zokuthuthukiswa komphakathi kwezomnotho kuMasipala waseThekwini. Okukhathaza kakhulu ukuthi izakhamuzi azihlomuli kwezomnotho ngamaphrojekthi okwakhiwa kwengqalasizinda aqhubekayo emawadini azo. Ukuvinjwa kwalawa maphrojekthi yikhona okudale ukuthi kube nokusilela ekuhlinzekweni kwamasevisi emphakathini, kwande nezindleko zokuphuthula lawa maphrojekthi futhi kungahlelwa kahle amanye amaphrojekthi ahambisana nawo.

UMasipala unezinhlalo eziningi ezihlose ukudala amathuba kubantu emphakathini ezibandakanya uhlelo lweVukuphile nolwe-EPWP. Kodwa-ke alikakabonakali ngokugqamile igalelo lalezi zinhlelo ngenxa yokushoda kolwazi nokukhalingywa ekutheni kumele ziqhubeka kanjani. Lo mbhalo ke uhlose ukwethula imikhomandlela ecacile yokubhekana nalokhu nokuqinisekisa ukuthi ukuthuthukiswa komphakathi kwezomnotho ngamaphrojekthi kuyaqhubeka kumasipala.

Ngemuva koKhetho lwango-Agasti 2016, iMeya ibeke phambili ukudalwa kwamathuba emisebenzi, ukwesekwa

kwamabhizinisi amancane nokuthuthukiswa komphakathi njengezinjongo eziseqhulwini kuleli hlandla leminyaka emihlanu ezayo. IMeya ithe iyakhathaza kakhulu indaba yamazanga aphezulu abantu abeswele imisebenzi ikakhulukazi intsha, abantu abakhubazekile nabesifazane. IMeya ibe isihlonza lezi zinselelo ebona zibhekene nezakhamuzi zikaMasipala waseThekwini (EMA):

- Isidingo sokuba kulwiwe nobubha
- Ukusheshiswa kokuhlinzekwa kwezidingo
- Ukuphazamiseka kwamaphrojekthi
- Ukuthuthukiswa kwamakhono
- Yizinto ezivimbela ukungena kwabantu kwezomnotho
- Ukushoda kwamakhono
- Amadlelandawonye angogombela
- Ukungasheshi kwezinguquko kwezomnotho

IZIDINGO EZINGOKWENQUBOMGOMO

Izinguquko/Ukuthuthukiswa komnotho kuyingxenye yoMhlahlandlela Woguquko Lwezomnotho obanzi okudingeka ukuba wemukelwe nguMasipala. Ukubuyekeza kweMithethonqubo ye-PPFA okumele iqale ukusebenza mhla ka 01 Ephreli 2017.

UMthethosivivinyo omusha Wohlelo Lokulawula Ukukhishwa Kwamathenda (SCM) nawo uyalungiswa kumanje kanti lokhu kungase kube nomthelela kulezo ziphakamiso ezethulwe kulo mbhalo.

Amaphuzu ayisihlanu e-BBBEE okumele abhekelelwe uma kuqalwa izinhlelo zokuthuthukisa umphakathi kwezomnotho yilawa;

- Ubunikazi.
- Ukulawula Ukuphatha.
- Ukuthuthukiswa Kwamakhono.
- Ukuthuthukiswa kwamabhizinisi nabahlinzeka amasevisi.
- Ukuthuthukisa umphakathi kwezomnotho.

AMASU OKUSIMAMA

Amasu okusimama kumele akhiwe ahambisane nale migomo ebanzi elandelayo:

- a) Wonke amaphrojekthi anezinkontileka zenani elingaphezu kuka-R30 million kumele abeke eceleni isamba esingu-30% samaphrojekthi e-CPG. Lokhu kuzoba ngumbandela wamathenda njengoba kubekwe emushweni 5.4 walo mbhalo.
- b) Amaphrojekthi enani eliphakathi kuka R5 million no R30 million kumele abeke eceleni isamba sika 30% somsebenzi ozonikezwa osonkontileka abancane. Lokhu ngeke kube ngumbandela wethenda kodwa kuzoba yisidingo futhi izinkampani ezehlulekayo ukuhlangabezana nakho ziyohlawuliswa.
- c) Izinkampani ezincane noma abahlinzeka izidingo kumele bakhethwe emawadini lapho kuqhubeka khona lawo maphrojekthi. Uma iphrojethi inqamula kumawadi amaningi ehlukeno kumele amathuba atholwe yibona bonke osonkontileka abancane abakulawo mawadi athintekayo kusukela ekuqaleni kwephrojekthi kungakhathaleki ukuthi iphrojethi leyo isikusiphi isigaba.
- d) Uma kwenzeka kungabi khona osonkontileka

abakwazi ukwenza unsebenzi kuleyo wadi, kumele usonkontileka omkhulu owengamele umsebenzi akhethe osonkontileka abancane basemaWadinini angaphansi kohlelo lweVukuphile noma abavela kwidathabhesi yamabhizinisi ahlinzeka umasipala. Kodwa uma kwenzeka kungabi khona sonkontileka oqhamuka kuleyo wadi, usonkontileka omkhulu unelungelo lokukhetha noma imuphi omunye usonkontileka omncane wakumasipala waseThekwini.

- e) Osonkontileka abancane abayothola isabelomali esilingana no 30% wethenda kumele baqokwe ngusonkontileka omkhulu ohlwini lwedathabhesi kamasipala esigabeni sokukhishwa kwethenda noma baqokwe ngumasipala uma sekwenziwe konke ukuhlola ukuqinisekisa ukuthi akukhethwa amabala, akukho ukwenzelela futhi izinto zibekwa obala.
- f) USonkontileka omkhulu kulindeleke ukuthi aqeqeshe osonkontileka abancane. Ukuqeqeshwa nokufundiswa umsebenzi kumele kwenze ukuthi usonkontileka omncane akwazi ukufaka isicelo sokukhushulelwa i-CIDB yakhe ezingeni elilandelayo uma sekuphuthulwe umsebenzi obewenziwa noma akwazi ukubhalisa ohlakeni noma kwiBhodi efanele elawula lolo hlobo lomsebenzi.
- g) Osonkontileka abancane abaqokiwe UMasipala angaqoka osonkontileka abancane abazosebenza ngaphansi kukasonkontileka omkhulu noma kohlinzeka amasevisi kumasipala ezingeni lokukhishwa kwethenda okumele kube nguyena obhekelela izinga olomsebenzi lalabo sonkontileka abancane abangaphansi kwakhe. Usonkontileka omncane kuyokhethwa kwidathabhesi yosonkontileka abancane yewadi noma kwidathabhesi yosonkontileka beVukuphile.
- h) Idathabhesi IYuniti yakwaSupply Chain Management kumele ibe nedathabhesi yosonkontileka abancane basemawadinini noma abahlinzeka amasevisi okumele ivuselelwe njalo ngonyaka ngesikhangiso kwabezindaba, emabhodini ezaziso kanye nakwi-inthanethi. AmaKhansela AmaWadi angaziswa ngezikhangiso ukuze akwazi ukusabalalisa umsebenzi ngamathenda emphakathini. Ezinye izinhlobo zombuso zingayisebenzisa le dathabhesi.
- i) Ukudidiyelwa Ukuthuthukiswa komnotho okuhlelwayo nokwenziwayo emphakathini yizona zonke izinhlobo zombuso nabanye ababambe iqhaza kuMasipala waseThekwini kumele kubikwe eMnyangweni wakwaSupply Chain Management ukuze kudidiyelwe ndawonye futhi kwabelwane ngalolo lwazi.
- j) Ukuxhumana Konke ukuxhumana okuphathelele nezinhlelo zokuthuthukiswa komphakathi kumele kwenziwe

ngokusebenzisa iHhovisi leNhlolo yakwa-Economic Development lapho kuyomele isheshise ukusiza lowo muntu okukhulunywa ngaye. Kumele kugwenywe ukuxhumana phakathi kweziNhlaka zoMbuso namalungu omphakathi noma namaqeqebana abantu emphakathini.

UHLELO LOKUCAZWA KWEMISEBENZI

Ukucazwa kwezinhlelo namaphrojekthi kuveza ithuba lokuthi babe baningi abantu namabhizinisi abahlomulayo emphakathini. Lokhu kungasukela kulabo abasebenza ezingeni eliphansi labasebenzi kuya kulabo abasebenza ezingeni eliphezulu njengosonkontileka abakhulu noma abahlinzeka ngezinsiza zokusebenza.

Ukusetshenziswa kwalolu hlelo lokuthengwa kwempahla oluhlosiwe kwenza ukuthi izinkontileka zikwazi ukucazwa ngezindlela eziningi, kanje:

- Ukuthengwa kwempahla ngamasevisi ngomthamo omncane
- Ukubophezela osonkontileka abakhulu noma abahlinzeka amasevisi ukuba basebenzisane namabhizinisi athile uma sebenza imisebenzi ephathelene nezinkontileka zabo ngokwemisebenzi ezokwenziwa
- Ukwenza ukuthi kube nokuhlanganyela phakathi kwamabhizinisi amakhulu nosomabhizinisi abancane abahlosiwe (okubizwa ngeStructured Joint Venture);
- Ngokunikeza ithuba amabhizinisi amancane lokuba athole ukwesekwa uma engakakwazi ukusebenza njengamabhizinisi amakhulu (okwaziwa ngamaDevelopment Contracts);
- Ukukhuthaza amabhizinisi amakhulu aphele umsebezi ukuba asize amabhizinisi amancane;
- Nokucela abakhiqizi ukuba bathenge ingxenye yemikhiqizo yabo emabhizinisini abakhiqizi abancane aseThekwini.

UKWESEKWA KWABANTU ABAHLOSIWE

Ukuba nezinhlelo ezeseka nezisimamisa amabhizinisi aphele ngabantu ababuthaka abaziwa nge-PPG ikakhulukazi intsha, abesifazane nabakhubazekile, namashosha asathatha umhlalaphansi, njll.

Inqubomgomo yeSCM ithi uMasipala waseThekwini ungaqala uhlelo lokuthengwa kwempahla oluhlangukisa;

- (a) imikhakha ethile ebekwa phambili uma kukhishwa izinkontileka; futhi
- (b) oluvikela noma olulekelela abantu noma uhlobo lwabantu ababandlululekile ngendlela engafanele.

Lezi zinhlelo zibandakanya, phakathi kokunye, lezi ezilandelayo:

- Uhlelo Lokucathuliswa/Lokuthuthukiswa kosonkontileka lwe-EPWP
- uhlelo losonkontileka lweCPG olugxile emawadinini noma ezindaweni ezithile
- Umbimbi lwamabhizinisi noma amaJoint Venture
- Ukusetshenziswa kosonkontileka abancane nokuthuthukiswa kosonkontileka/kwabahlinzeka ngamasevisi emikhakheni noma ezinhlelweni ezingenabo abantu abaningi bebala noma abangamelelekile kuzona.
- Abasebenzi abanamakhono noma abangenawo amakhono (Abathathwa emawadinini)

- Izinhlelo zokucathulisa zemikhakha ethile
- AmaCo-operatives

IZINHLELO ZOKUTHUTHUKISA NOMA ZOKUCATHULISA OSONKONTILEKA BE-EPWP

- Ukudalula uthando lokubhalisa abahlinzeka amasevisi izinyanga ezingu-36. Lokhu kumele kwenziwe minyaka yonke.
- Injongo ukubhekana nezinhlelo ezithinta kakhulu abasebenzi emazingeni aphansi
- Imikhakha yamasevisi e-EPWP njengo-bricklayer, osonkontileka, abakha unqenqema lomwaqo, njll.

IUkudalula iNqubomgomo ye-EPWP egunyazwe wuMkhandlu, futhi njengengxenywe yamazanga okusebenza yamaHOD, iziMenza zeMinyango kumele zihlonze amaphrojekthi abalulekile adinga abasebenzi bamazinga aphansi azokuba yingxenywe yoHlelo Lokuthuthukiswa Kosonkontileka be-EPWP.

Amanye amazanga kahulumeni noma izinhlelo zoMbuso ezisebenza endaweni kamasipala nazo zingayisebenzisa iDathabhesi yosonkontileka be-EPWP noma yabahlizeka amasevisi esungulwe futhi esingethwe nguMasipala.

Ukucaciswa kwamaphrojekthi nokubheka amathuba nezindawo okungenziwa kuzona umsebenzi ngosonkontileka abasafufusa kanti ukufaka laba osonkontileka emisebenzini emikhulu kumele kube yiwona mkhuba.

Inqubomgomo ye-EPWP idinga ukuba ivuselelwe ukuze ikwazi ukubhekelela igebe elikhona njengasekuthuthukisweni kwentsha, abesifazane nabakhubazekile.

AMA-CPG NOKUQASHA OSONKONTILEKA ABANCANE

Imithethonqubo ebuyekeziwe idinga ukuba izinhlelo zombuso zithole amathenda, uma kungenzeka, azokwazi ukungenisa osonkontileka abancane abangekho ngaphansi kuka 30% wesamba sisonke sezinkontileka ezingaphezu kukaR30 million.

Othole ithenda kumele aqashe osonkontileka abancane ngesamba sethenda esingekho ngaphansi kuka 30% -

- abazoba ngama EME noma ama QSE;
- ama-EME noma amaQSE aphethwe okungenani abantu abamnyama abangu-51% ;
- ama-EME noma amaQSE aphethwe okungenani abantu abamnyama besifazane abangu-51%;
- ama-EME namaQSE which aphethwe okungenani abantu abamnyama abayintsha abangu-51%;
- ama-EME namaQSE which aphethwe okungenani abantu abamnyama abakhubazekile abangu-51%;
- ama-EME namaQSE which aphethwe okungenani abantu abamnyama abahlala emakhaya noma ezindaweni ezazincishwe amathuba abangu-51%;
- ama-cooperatives angu 51% aphethwe ngabamnyama;
- ama-EME namaQSE which aphethwe okungenani abantu abamnyama ababengamashosha asathatha umhlalaphansi abangu-51%; noma
- umkhakha ongaphezu kowodwa walena engasenhla endimeni (a) kuya ku (h).

Noma ngubani obhidela ithenda ongahlangabezani nalezi zidingo uyothathwa njengomelene noguquko ngakho-ke isicelo sakhe sethenda siyohoxiswa.

UMasipala kumele kube nguyena owazisa osonkontileka abakhulu ukuthi iyiphi iCPG okumele bayisebenzise ngokubonisana nabo bonke ababambe iqhaza. Kumele kusetshenziswe lokhu okulandelayo:

- Yidathabhesi esemthethweni yemikhakha yamasevisi anhlobonhlobo
- Ngabahlizeka ngamasevisi emawadini

Lokhu kubhaliswa kwabahlizeka amasevisi kuzosiza ekuhlonzeni abahlizeka amasevisi abathola imisebenzi endaweni kaMasipala waseThekwini nalabo asebewatholile amathuba ngalowo nyaka wezimali. Amaprojekthi enani elilinganiselwa ezigidini ezinhlanu zamarani (R5million) kanye nezigidi engamashumi amathathu (R30million) kumelwe kucaciswe ukuthi u30% weprojekthi kumele uye kosonkontileka abaqashwe ngaphansi kwabanye osonkontileka (sub-contractors). Lokhu akuwona umgomo wethenda kodwa isidingo okumelwe senzeke, kanti uma inkampani yehluleka ukuhlangabezana nalesidingo kuzoba nesijeziso.





UMBIMBI LWAMABHIZINISI NAMA-JOINT VENTURE

Joint venture is "an association of firms of which at least 1 Joint venture "yinhlanganisela yamabhizinisi okumele elinye lawo kube yibhizinisi elisafufusa lapho kuhlangukwa khona ngenhloso yokuthekelelana ngobungoti, izimali, imisebenzi, amakhono nolwazi lokuqhuba izinkontileka". Kosonkontileka abasafufusa baseNingizimu Afrika lokhu kusho ukuthuthukiswa ngokuhlonyiswa ngamakhono ngezinhlelo zentando yeningi, ezibandakanya uwonke wonke nezentuthuko.

Isivumelwano seJoint Venture kumele sibeke ngokucacile:

- Amasheya ngamaphesenti
- Imigomo nemibandela
- Uhlelo lokudluliselwa kwamakhono
- Ukwabiwa nokusatshaliswa komsebenzi owenziwayo

UKUTHUTHUKISWA KOSONKONTILEKA ABANCANE NABAHLINZEKA AMASEVISI ABATHILE EMIKHAKHENI ENGENABO ABAMNYAMA NOMA ENGAMELELIKILE KAHLE KWABAHLINZEKA AMASEVISI

Uma kunezindawo/izinhlelo/ imikhakha yokucathulisa kwezamabhizinisi engenabo abamnyama noma engamelelekile kahle kuyosungulwa amaphaneli osonkontileka abancane baleyo mikhakha.

Osonkontileka abancane baleyo mikhakha abakumaphaneli bathola izinkontileka ngqo kuMasipala waseThekwini ngohlelo lokucathuliswa. Lokhu kuyosebenza kulezi zimo:

- Uma bebancane noma bengekho abahlinzeka amasevisi.
- Kudingeka abahlinzeka izidingo abanezimvume njengokudayisa amaMuvo Cards akhishwa kuphela nguStandard Bank, imishini yokugaya amkhophi yakwaNashua ekhishwa kuphela yiKopano kanjalo namabhathi ahlinzekwa kuphela yinkampani yakwaMercedes, neziphuzo ezihlinzekwa ngabakwa-AIB kuphela.

ABASEBENZI ABANAMAKHONO NABANGENAWO (ABATHATHWA EMAWADINI)

Kumele kube nezingxoxo eWadini ngayinye ngaphambi kokuba kuqale iphrojekthi ukuze kutholakale abasebenzi abanamakhono nabangenawo abazosetshenziswa kuleyo phrojekthi ngokuthi:

- Kubhaliswe bonke abantu abangasebenzi kuleyo ndawo.

Izinhlelo zasemaWadini ngokuhlanganyela nezimemenja zamaPhrojekthi ziyokuba nohlelo nokushintshanisa abasebenzi. Umbhalo weThenda kumele ukubeke ngokucacile ukuthi abasebenzi abangenawo amakhono abangu-100% nalabo abanamakhono abangu-50 % kumele batholakale endaweni.

IZINHLELO ZOKUCATHULISWA ZEMIKHAKHA EHLUKENE

Uhlelo lokucathuliswa lwemikhakha ehlukeni ngolokubhekana nezenzo zobungxiwankulu ezenzekayo emikhakheni ethile.

- Lolu hlelo kumele luqhubekwe izinyanga ezingu 36
- Kube nerejista esemthethweni yabahlinzeka amasevisi
- Uhlelo lokudluliselwa kwamakhono

Kulele kumasipala noma ohlakeni lombuso ukuqinisekisa ukuthi labo abazoba ngosonkontileka abancane kuleyo mikhakha bayahlangabezana nezidingo nemigomo yaleyo mboni futhi bayayilandela imithetho elawulayo yakhona. Angeke nakancane kudelelwe imithetho ebekiwe noma elawula leyo mboni ngenxa yalolu hlelo.

IMIPHILANDAWONYE (CO-OPERATIVES)

Zikhona izinqubo eziqaliwe zokubhekana nama-Co-operatives nezokuhlonda amanye amaphrojekthi.

- AmaCo-op aqokwa ngenxa yokuba nothando kule mikhakha elandelayo;
- Ukusika utshani
- Ukuhlamba izakhiwo zikamasipala
- Ukuhlamba imihosha namapayipi amanzi emvula

IZINDLELA EZIPHAKANYISWAYO ZOKWESEKA NOKUKHULISA AMASMME IKAKHULUKAZI AWENTSHA, ABESIFAZANE NABANTU ABAKHUBAZEKILE

- Ukutholakala kwezindawo zokuboleka izimali
- Isidingo sokuba kube nokuqeqeshwa kwezobuchwepheshe nezokuphatha ngokucathulisana
- Ukwabiwa kwamaphrojekthi ngokukhethekile kumaqoqo abantu athile ukusiza ukuguqula amabhizinisi asafufusa abe ngamakhulu
- Ukuqapha osonkontileka ukuqinisekisa ukuthi kukhethwa kuphela amaqoqo abantu athile
- Ukuba namaphrojekthi athe xaxa abhekiswe kwababuthaka

OKUMELE KULUNGISWE KUKHO

- Ukwenza lula izidingo ezihambisana nokubhida
- Ukwandisa iqhaza elibanjwe ngamabhizinisi amancane ahlinzeka amasevisi
- Ukuxoxisa ezinye izidingo ezihambisana nokubhida
- Ukubhaliswa kosonkontileka/izidingo zokufaneleka
- Izincwadi ezihambisana nokuthengwa kwempahla
- Ukuqapha nokubika ngezinhlelo zokuthuthukiswa kwabantu emabhizinisini
- Ukuqapha nokuqinisekisa amaqophelo aphezulu
- Izinhlelo zokuxazulula imibango

IZIVUMELWANO ZOKUSEBENZISANA

Ukuze zonke lezi zinhlelo ezingasenhla zokuthuthukisa abantu emabhizinisini zisebenze kudingeka ukuba kube nokusebenzisana phakathi kweminyango yakwaSupply Chain Management, Business Support, Skills Development neminyango ekhipha imisebenzi ukuze;

- Kutholakale amaphrojekthi okumele abe neCPG njengengxenywe yohlelo lokuthuthukiswa kwabantu kwezomnotho.
- Kuhlaziye indlela esebezisa ngayo izimali ukuze kutholakale amaphrojekthi noma izinhlelo okumele zihlelelwe ngendlela yokwamukela osonkontileka abancane njengengxenywe yokusimamisa abantu kwezomnotho.
- Kube nomyalelo oyimpoqo wokuthi kuthuthukiswe amakhono abantu futhi kube nezinye izinjongo ezibekwayo zokuthuthukisa umphakathi kwezomnotho uma kungenzeka.

Izinhlelo zosomabhizinisi ezihlelekile ezifana no Durban Chamber of Commerce and Industry, zibambe iqhaza zase zikuqinisekisa ukusebenzisana nohulumeni kulomhlahlandlela. Lokhu kuzokwenzeka ngokuthi kuqhutshekwe nokuthuthukiswa nokufundisa osomabhizinisi ngalomhlahlandlela. Ukuletha ulwazi kosomabhizinisi ngalomhlahlandlela kuzosiza ekutheni kukhule umkhakha wamabhizinisi kanye nendlela yokwenziwa kwebhizinisi noma yokuqashwa kosonkontileka ezokwazi ukusiza wonke umuntu.

ISISOMBULULO

Lolu hlelo ludinga ukuba nendlela yokulubheka ukuze kube nesibalo esidingekayo sababamba iqhaza kuleyo mikhakha yabantu ehlosiwe. Ngakho-ke umasipala kumele uhlinzeke:

- Inkundla engenakho ukwenzelela kubona bonke ababhidela amathenda, kubekwe izinjongo okumele zifezekiswe ekuthuthukiseni umphakathi neminye imigomo okumele ibekwe ngokucacile.
- Izimpawu ezibalulekile eziphathelele nezinjongo zokuthuthukiswa komphakathi kwezomnotho okumele nazo:
 - Zicacise ukuthi kukhulunywa ngani uma kushiwo abantu abawuhlobo oluthile;
 - Zibekwe izinjongo (izimpokophelo), izilinganiso ngokwezimali, okumele kuhlangukshwane nazo ngokuthi kukhulunywe nalabo bantu abahlosiwe ukuze kufezekiswe izinjongo ezibekiwe zokuthuthukiswa kwabo kwezomnotho;
 - Zihlinzeke izimpawu zokulinganisa ukuqinisekisa ukuthi izinjongo zingalinganiswa ngokomthamo futhi zingakwazi ukucutshungulwa ngabacwaningi mabhuku uma sekushaya isikhathi sokuhlolwa kokusebenza kwenkontileka; futhi
 - Zibekwe indlela okumele kufezekiswe ngayo izinjongo ezibekiwe, kanjalo nokuthi bazohlawuliswa kanjani osonkontileka uma kwenzeka behluleka ukuhlangabezana nemigomo ababekelwe yona ngokwezinkontileka.
- Izinhlelo zeMinyango kumele ziqinisekise ukuthi zinezinjongo ezihambisana neNqubomgomo ye-EPWP kuma-IPP azo nakulawo abasebenzi abathintekayo.
- Kumele zikwazi ukubuyekeza isabelomali, ukuhlonza nokuchaza amaphrojekthi azo (aqhubekayo, azokhishwa maduze nalawo asazokhangiswa) ukuthi azifaka kanjani lezi zinhlelo zokuthuthukiswa kwabantu esezibaliwe.
- Kumele zithumele incazelo yokuthi uhlelo lokuthuthukiswa kwabantu kwezomnotho luzohamba kanjani kanti uma zehluleka izinhlelo zazo ziyobuyiselwa emuva.
- Kumele zibike kwaSCM mayelana nezinhlelo zazo zokuthuthukiswa kwabantu kwezomnotho kumaphrojekthi azo (aqhubekayo, azokhishwa maduze nalawo asazokhangiswa)
- Kube nezinxoxo zokubonisana, ngaphakathi nangaphandle komkhandlu.

AMAZINGA AKHONA NJENGAMANE ABEKIWE EMIBHALO YESANAS OKUBHEKA NEZINJONGO ZOKUTHUTHUKISWA KOMPHAKATHI KWEZOMNOTHO

- 1) Ukugxila kakhulu kumabhizinisi alabo abancisheke emathuba
- 2) Uhlelo lwamaJoint Venture (kufakwe abancisheke emathuba)
- 3) Uhlelo lwamaJoint Venture (kufakwe ophathina abahlosiwe)
- 4) Ukusetshenziswa kwabantu bendawo nempahla yendawo
- 5) Ukubonisana nabasebenzi abahlosiwe
- 6) Ukusetshenziswa kwabahlizeka ngamasevisi abaqeqeshiwe abavela ezingxenyeni zomphakathi ezincisheke emathuba