

**Umhlahlandlela
Wasekhukhwini Wo**

**KUHLOLWA
KWEZEN-
HLALAKAHLE**

eNingizimu Afrika

“Emazweni amaningi, amagama
anjengo qhaza, ukuthembeka,
nokuziphendulela
asentshenziswa kakhulu –
ukuhlolwa kwezenhlalakahle
kuwagqamisa kakhulu.”

Aruna Roy no Nikhil Dey

Founder abe-Mazdoor Kisan Shakti Sangathan

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KUYINI UKUHLOLWA KWENZEN- HLALAKAHLE?

Ukuhlolwa kwezenhlalakahle yinqubo eholwa ngumphakathi ekubukisiseni ukulethwa kwezidingonqanti nokusetshenziswa kwezimali kuhulumeni.

Ngesikhathi sokuhlwa kwezenhlalakahle imiphakathi ifunda imibhalo kahulumeni, iphinde iqathanise leyomibhalo nesendlule kiko njengomphakathi.

Ubufakazi nezinto abandlule kizo njengomphakathi kuyaqoqwa, kuthulwe, besekuyadingidwa nezikhulu zikahulumeni.



IZIMISO ZOKUHLOLWA KWEZENHLALAKAHLE

Ukuhlolwa Kwezenhlalakahle Kuqhutshwa Ngumphakathi

Ukuhlolwa kwezenhlalakahle kwenziwa ngumphakathi futhi kusuke kugxilwa ezinkingeni ezibonwa umphakathi. Ziqhutshwa ngolimi lwabahlali lapho wonke umuntu ikakhulukazi abesifazane nabasha bengabamba iqhaza.

Ukuhlolwa Kwezenhlalakahle Kusiza Ukuqaphelisa Amalungelo Omthethosisekelo Nokwakha Amandla Omphakathi

Ukuhlolwa kwezenhlalakahle kukhuthaza izakhamuzi ezikhuthele kuphinde kusize labo abanovale ngokusebenzisa amalungelo abo. Kumphakathi ongalingani kakhulu lapho abanye bephila ngale kokuthola izidingonqanti, ukuhlolwa kwezinhlalakahle kuvula amathuba omphakathi okuthi bezihlelele futhi bakhe amandla omphakathi. Ziyindlela zokwenza abantu ababandluliwe bazwakale. Lapho kubhekene nezethembiso ezingagqwaliseki zobulungiswa nokulingana, ukuhlolwa kwezenhlalakahle kuvumela umphakathi ukuthi ifune ilungelo layo lomthethosisekelo lokubamba iqhaza ekubuseni, nokuthuthukisa ukuphendula kwahulumeni Kanye nokuphumelela. Ngalendlela ukuhlolwa komphakathi okuholele umphakathi kusiza abantu abampofu nabasebenzayo bebambe iqhaza ekwandiseni intando yeningi nasekuthuthukiseni izimpilo zabo bonke abantu.



Ukuhlolwa Kwezenhlalakahle Kumele Kube Ingxenye Yokubambisana Okubanzi

Ukuhlolwa kwezenhlalakahle kuvame ukufezwa njengenxenye yomkhankaso wokubambisana hhayi njengendlela eqondile yokushintsha komphakathi. Ukushintsha komphakathi kuthatha iskhathi futhi ushintsho noma luncane olwenzekayo lwenza umehluko omkhulu futhi ohlala iskhathi eside. Ukuhlolwa kwezenhlalakahle kuphumelela kakhulu uma kutshenziswa eceleni kwamanye amaqhinga wokukhuthaza, ukugxila ezinkingeni nokwakha imfanelo yezidingo.

Ukuhlolwa Kwezenhlalakahle Kuqoqa Ubufakazi Nokuqiniseka Okuhlangenwe Nakho Esipiliyoni Somphakathi

Ukuhlolwa kwezenhlalakahle kuhlosa ukuthi asebedlule kukho kanye nolwazi abanalo njengamalunga omphakathi kuba wubufakazi obusemthethweni. Izindaba zomuntu ngamunye, kanye nobufakazi babo ziyisisekelo sobufakazi bezenhlalakahle. Ziphonsa inselelo kulaba abasemqoka kuhulumeni ngokuthi babheke isipiliyoni kanye nolwazi lomphakathi, ekuqaleni kwako konke nasekudingidweni kwezinto zonke.

Lokhu kuyingxenye ebalulekile ekunikeni umphakathi amandla okuyiwo ahlala enhlizweni yokuhlolwa kwezenhlalakahle. Kungenye yezinto ezihlukile ezenza luhluke ucwaningo lomphakathi olwenziwe abantu bangaphandle nolwenziwe abahloli bezenhlalakahle.

Ukuhlolwa Kwezenhlalakahle Kuhlolisisa Futhi Kuqinisekiswa Imibhalo Kahulumeni

Ukuhlolwa kwezenhlalakahle kudinga ukuthi uthole imibhalo kahulumeni esemthethweni. Lokhu kungafaka ibhajethi, ukubika izindleko, amathenda, izivumelwano, ama-invoyisi, amarisidi kanye nokusekela imithetho, imibiko zimali, izinhlelo, imikhuba yezikhulu zikakahulumeni namazinga. Ngokuqoqa ubufakazi nokuqonda izithembiso zikahulumeni, umphakathi ungaqiniseka izibopho ezisemthethweni kanye nokuzibophezela ngokumelene nezinzuzo zabo zezidingo ethile.

Ukuqiniseka kwamarekhodi asemthethweni kubandakanya izingxoxo namalungu omphakathi mayelana nabahlangene nakho kwizidingo ezithile, kanye nokuboba kwabo izingqalasizinda nokulethwa kwezidingo. Lenqubo idinga isikhathi esiningi kanye izinsiza kwizinhlangano zomphakathi kanye nomphakathi uqobo.

Ukuhlolwa Kwezenhlalakahle Kuqinisekisa Ukuba Uhulumeni wenza Okuyiko Ngokubambisana Komphakathi Futhi Ulandelele

Ukuhlolwa kwezenhlalakahle kubandakanya ukubandakanya komphakathi lapho amalungu omphakathi angabonisa khona okutholakele nokuhlangenwe nakho, futhi lapho izikhulu zikahulumeni zinethuba lokuphendula. Lokhu kwacha isithangami sokuba izakhamuzi ziphakamise ngokukhululekile, futhi zibeke ngokubheka, izinkinga ezithinta impilo yazo yansuku zonke phambi kwezikhulu zikahulumeni ezibhekele ukulethwa kwezinsizakalo.

Le nqubo ingakhuthaza ukuphendula kukahulumeni futhi ilethe ubulungiswa kubantu abanohlonishwa amalungelo abo. Lokhu kumele kube isikhala sabathintekayo bomphakathi kanye nohulumeni ukuze bahlanganyele ngokuzethemba mayelana nezindaba futhi bafike nezixazululo. Izikhulu zikaHulumeni zicelwa ukuba zenze izithembiso zokuthatha

isingathelo sokulungisa futhi zibike kubakhamuzi esikhathini esithile esithile. Lokhu kuvame ukufuna amasu okulandelela ukuqinisekisa ukuthi izikhulu zigcinwe kulezi zibopho nokuthi labo ababambe iqhaza kule nqubo baziswa njalo ngenqubekela phambili.

Ukuhlolwa Kweenhlalakahle Akuyona Ingxenye Yeqembu Lezombusazwe

Ukuhlolwa kwezenhlalakahle kungase kube ezombusazwe kodwa akucaci ngokusekelwe ezombusazwe weqembu. Kufanele kubemalula ukuhlolisisa umphakathi ngokubanzi ngale kokuthi yiliphi iqembu elisemandleni. Ukungabi yingxenye kubalulekile uma ukukholwa kwezenhlalakahle Kanye nokuzwa komphakathi kufanele kube yizindawo ezivulekile.

Ukuvuleka ngokuqaqile ngalokhu kuzosiza ukuhlangabezana nezicelo zabaholi bezombusazwe ukuthi inqubo yokucwaninga kwezenhlalakahle iqhutshwa yizinhlangano neqembu lezombangazwe.



Ukuhlolwa kwezenhlalakahle
kuyindlela enhle yokux-
humana nomphakathi
kanye no-hulumeni mayelana
nezinkinga ekubhekenwe nazo.
Umphakathi okwazi ukuqhuba
loluhlelo kahle, umphakathi
ozothuthuka kahle futhi
uhlale uhlelekile.

Ukuhlolwa kwezenhlalakahle
kuyinqubo eyenza uhulumeni
unake izinkinga zomphakathi
ngenkani, uvele obala
umehluko. Kusiza umphakathi
ukwazi ukubika izinkinga zawo
kahle, kubuye nethemba.

ISIGABA

1

**Uku-
lungiselela
ukuhlolwa
kwezenhlal
akahle**

ISIGABA 1: UKULUNGI- SELELA UKUHLOLWA KWEZENHLALAKAHLE

LUNGISELELA



Iba nesiqiniseko sokuthi
umphakathi uyakwethemba

Xoxisana ubonisane namalunga
omphakathi asemqoka



Thola okusemqoka

Sebenzisana nomphakathi ukuzo nizokwazi
ukuveza izinkinga ezisemqoka



Thola izincwadi
zikhahulumeni

Thola ukuthi ubani owakahulumeni lokuletha
lempatho, niqoqe zonke izincwadi zika hulumeni



HLELA



- Hlanganisa iqembu labantu abazohlela
- Buthanisa amalunga
- Bonisanani nabanye abathintekayo
- Vumelelani ngezinsuku kanye namanye amahlelo



Izinhlango ezisendaweni ezintulayo futhi ezikwazi ukubambisana njengomphakathi izona ezilungele ukuphatha uhlelo lokuhlola ezenhlalakahle.

ISIGABA

2

Ukuqhuba ukuhlolwa kwezenhla- lakahle

Uma ukuhlelwa nokulungiswa sekuphelile, isigaba esilandelayo kule nqubo ukuqhuba ukuhlolwa kwezenhlalakahle. Lesi sigaba sichaza izinyathelo eziyishumi eziyinhloko zokuqhuba ukuhlolwa.



ISINYATHELO 1:

Ukubamba umhlangano omkhulu nokucacisa igunya

Inhloso: *Ukwazisa abantu abaningi ngokuhlolwa kwezenhlalakahle nezinjongo zayo.*

Kubalulekile ukwazi ukuthi ukuhlolwa kwezenhlalakahle kumele kuholwe umphakathi. Uma usunaso isiqiniseko sokuthi lomphakathi wenza izinto ngomthetho, okulandelayo ukuthola inkinga eyodwa esemqoka njengomphakathi ekumele igxazululwe.

Kungase kube lula ukuba nomhlangano omkhulu namanye amalunga omphakathi. Ukuze lomhlangano uhambe kahle, wonke amalunga omphakathi kumele azi kahle isizathu sokuhlola abazenzhlalakahle, indlela elungile yokuhlola, baphinde baphiwe ithuba lokubuza imibuzo uma kukhona abangakwazi.

ISINYATHELO 2:

Ukuhlanganisa nokuhlela amaqembu

Inhloso: Ukuchaza kabanzi indlela yokuhlola abazenzalakahle kwamaqembu, ukubonisana ngezinkinga ezikhona, nokuyobona indawo ekuzokwenzelwa khona lomcimbi wokuhlola.

Uma sekuvunywelene ukuthi ukwethulwa kweziphizidingo okuzohlolwa kanye nabomphakathi abazohlola, abaholi sekumele bahlanganise amaqembu. Wonke amalunga alamaqembu kumele aphiwe ithuba lokwazana kangcono. Kumele babuye bazoqonda okumele bakwenze umuntu ngamunye nanjengeqembu. Ukubonisana kanje kungasiza kakhulu ngokuthuthuka kwalomsebenzi. Ukuhamba kuyobonwa indawo ekuzokwenzelwa khona umcimbi kungakuhle kakhulu nakho. Konke lokhu kuzosiza amalunga asebenzisane kancono futhi anethezeke kahle emsebenzini.



ISINYATHELO 3:

Ukuqeqesha iqembu labahlanganyeli

Inhloso: *Ukwethula indlela yokucwaninga kwezenhlalakahle ngendlela ejabulisayo, inhlanganyelo kanye nokuhinzeka iplanethi evulekile yabahlanganyeli ukuba bahlale futhi baqonde ukuthi bangazizwa kanjani ngesikhathi sokuhlolwa kwezenhlalakahle. Kuyasiza futhi ukufunda okwengeziwe mayelana nensizakalo nokufunda nokuqonda amarekhodi kahulumeni okuhambisana nokulethwa kwaleyo nsizakalo.*

Kungenzeka ukuthi amalungu kuphela eqenjini eliyisisekelo kuphela azobe nakho okuhlengenwe nakho kwaphambilini kokuqhuba ukuhlolwa kwezenhlalakahle. Abahlanganyeli abazoqhuba lolu phicwaningo kumele baqeqeshwe ukuze bakwazi ukuzethemba ngalokho abakwenzayo.

Abanganyeli kumele benikezwe ukuqeqeshwa ezindaweni ezimbili. Okokuqala, ukuqeqeshwa endleleni yokucwaninga kwezenhlalakahle kufanele kuhlanganise umlando, izimiso, kanye nendlela yokwenza ucwaningo.

Okwesibili, ukuqeqeshwa kwesevisi efanele kahulumeni kumele kubhekade nendlela yokuhlolwa imibhalo efanele kahulumeni ukuthi iqembu eliyinhloko liye lakwazi ukuthola. Lokhu kuqeqeshwa kufanele kufake phakathi ingxoxo ngokuqhathanisa umbono kahulumeni mayelana nenkonzo kanye nokuhlangenwe nakho okuphilayo komphakathi.



ISINYATHELO 4:

Ukuthuthukisa nokuhlola imibuzo yomcwaningi wamabhuku omphakathi

Inhloso: *Ukuqoqa ndawonye imibuzo kanye namanye amathuluzi ozowasebenzisa ukuqoqa ubufakazi emphakathini.*

Ukuthuthukiswa kwembuzo namanye amathuluzi okuqoqa ubufakazi kufanele kwenziwe yilowo nalowo ohlanganyela ekucwaningeni kwezenhlalakahle. Ukwenza lokhu kusiza wonke umuntu ukuba aqonde ukuthi kungani bebuzo imibuzo ethile kanye nezimpendulo zokuqoqa ngendlela ethile. kuyake kusize ukujwayeza abantu ngamathuluzi abazowasebenzisa. Lokhu kwakha ukuqonda nobunikazi futhi kuzoveza okutholakele okunembile.

ISINYATHELO 5:

Ukuqoqa ubufakazi emphakathini

Inhloso: *Ukuqoqa ubufakazi ngemibuzo.*

Ukuqoqa ubufakazi kubaluleke kakhulu uma uhlola umphakathi. Kuwumsebenzi omningi futhi kudinga isikhathi. Abaholi badlala indima ebalulekile kakhulu. Kumele benze isiqiniseko sokuthi ubufakazi buqoqeka kahle nokuthi wonke amaqembu azilungisele. Ukuba nabaholi abasebenza ngokuzikhandla kungenza umehluko omkhulu ngakhoke kubalulekile ukuthi bazilungiselele kahle futhi nibaseke.

Ziningi izindlela zokuqoqa ubufakazi. Kungaba uku-bonana kanye nokuthwebula isithombe. Ngaphambi kokuthi uqoqe ubufakazi, kumele wenze isiqiniseko sokuthi ubani ozokwenzani ngasiphi isikhathi. Ekupheleni kosuku seniqedile ukuqoqa ubufakazi, kubalulekile ukuthi unikeze amalunga ithuba lokuthi baxoxe ngalokhu abakutholile kanye nobunzima bakhona.



ISINYATHELO 6:

Ukuqoqa Ukuqoqa Uhlanganise Konke Umphakathi Osudlule Kuko Kanye Nobufakazi Okuzolalelwa Uma Sekuqulwa Icala

Inhloso: *Ukuqoqa konke umphakathi osudlule kukho ngendlela ehlelekile futhi ejulile.*

Imininingwane eqoqwe ngokubonana, iqinisekisa kanye nokuthwebula isithombe akubona ubufakazi obanele bubodwa futhi okusemthethweni. Kuna- mandla kakhulu sekuhlangene nezinto umphakathi adlule kuzo.

Ngakho ke, kubalulekile ukuthi uhlanganise bonke ubufakazi bomphakathi kahle. Lobufakazi kumele buhlanganiswe kahle buvezwelwe umphakathi.



ISINYATHELO 7:

Ukuvumelana Kwizinto Ezisemqoka Nokuhlela Ubufakazi

Inhloso: Ukuqoqa nokuhlela ubufakazi, wenze isiqiniseko sokuthi wonke umuntu uyaqonda, mese kwenziwa umbiko. Lesi sinyathelo senzela ukuthi kuvumelwane ngezinto ezisemqoka nokuthi ube nesiqiniseko sokuthi ubufakazi buhambisana kahle nemniningwane etholakele ozoyivezela umphakathi. Wonke amalunga kuzomele afake isandla ukwenza lomsebenzi. Kubalulekile kakhulu ukuthi wonke amalunga azi imphumela yobufakazi, ngisho bengeke bakhulume phambili komphakathi.

Kulesi sigaba, wonke amaqembu azobe esekwazi ukuveza abakutholile ngokusebenzisa ubufakazi. Lokhu abakutholile kuzomele kuxoxwe futhi kube khona isivumelwano esiba khona mayelana ngokusemqoka. Kungase kube khona isidingo sokuthi kuphinde kubhekwe ubufakazi uma kunga zange kube khona isikhathi esanele ekuqaleni.



ISINYATHELO 8:

Ukulungiselelwa Kwemihlangano Yokudingidwa Izinkinga Zomphakathi

Inhloso: Ukuphothula izinhlelo nokulungiselela abahlali kanye namalunga umhlangano wokudingidwa izinkinga zomphakathi.

Njengoba usuqedile ukuqoqa nokuhlela ubufakazi, nokuhlela konke okutholile, usungakwazi ukuzilungiselela kahle ngaphambi komhlangano womphakathi. Kumele wenze isinqumo sokuthi ubani ozokhuluma phambili komphakathi, futhi ngubani uzokhulumela iqembu lakho. Lo muntu okhethiwe kumele ahlele kahle, abe nesiqiniseko sokuthi uzoqwazi ukuzethula phambili komphakathi ngendlela ezothile. Wonke amalunga womphakathi kumele abuthane, abezindaba bachazelwe inhloso yalomcimbi futhi izinhlelo zihlale zihleleke kahle.

ISINYATHELO 9:

Ukudingidwa Kwezinkinga Zomphakathi

Inhloso: Ukwethula imininingwane, ubufakazi kanye nemincomo kuhulumeni nomphakathi, kuphinde kuxoxwe ngendlela eya phambili.

Emva kokuzilungiselela ngokuzikhandla ezinsukwini ezidlule, seluze lwafika usuku olukhulu. Kunezinto ezibalulekile ekumele zichazwe abahleli bomcimbi. Wonke umuntu kumele aqonde uhlelo kanye nemithetho yosuku.

Okutholakele kumele kuchazwe kabanzi futhi kusentshensiswe wonke amalimi ukuze bonke abantu bezwe kahle. Yiba nesiqiniseko sokuthi uyazi uhulumeni uzophendula nini, kanjani ukuze yonke into ihambe ngendlela ehlelekile.

ISINYATHELO 10:

Ukucabangisisa Nokulandelela

Emva komcimbi, kubalulekile kakhulu ukuthi kutholakale indlela yokucindezela uhulumeni ukuze afeze izithembiso zakhe kumphakathi.

Lokhu kusho ukuthi kuzomele ulandelele umphakathi kanye no-hulumeni ukuze umdlandla ungapheli, kufezeke zonke izifiso zomphakathi.

Kungabakuhle futhi ukubuyisa engqondweni indlela ekwenziwe ngayo lomsebenzi ukuze esikhathini esizayo, kuyolungiswa amaphutha avelile.

Izinto zokunakwa uma sekucabangisiswa kulandelelwa:

- Ubani obekhona kuloluhlelo futhi konke bekusemthethweni?
- Ubani okhulumile? Wonke umuntu uphiwe ithuba?
- Ubani obethatha izinqumo? Kanjani? Umphakathi obuhola?
- Iziphi izinyathelo ezingahambanga kahle?
- Ukuhlolwa kwezenhlalakahle kuveze lokhu obukulindele?
- Yini obungayenza ngokuhluka?

Wonke umuntu eNingizimu Afrika unelungelo lokuba ilunga empilweni ezombusazwe, kakhulukazi njengoba sekuyisikhathi esedlule sodlame. Ingxenye ye-195 kumthethosisekelo ithi uhulumeni wonke, isitho sezwe kanye nomphakathi kumele wenze isiqiniseko sokuthi:

- *Izidingo zabantu zifeziwe.*
- *Umphakathi ukhuthazwe ukuthi basebenzisane.*
- *Abokusingathwa bayalandiswa.*
- *Uhulumeni uthembekile futhi usebenza ngokuzikhandla nomphakathi.*



Okuqukethwe kulomhlahlandlela kutholakale ku:
'A guide to Conducting Social Audits in South Africa'

Okutholakala e:

<https://www.internationalbudget.org/publications/guide-to-conducting-social-audits-in-south-africa/>.

Isiqondisi sesiphelele sanyatheliswa ngo-2015, iphuma ku-**Social Justice Coalition** (SJC), **Ndifuna Ukwazi** (NU) kanye ne-**International Budget Partnership** (IBP), nokusemqoka kuphuma e-**Equal Education**.

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