



social development

Department:
Social Development
REPUBLIC OF SOUTH AFRICA

UMNYANGO WOKUTHUTHUKISA EZENHLALAKAHLE

Umgomo wokuziphatha kahle ezinhlanguweni ezingasebenzeli nzuzo eNingizimu Afrika (NPOs)

**Ushicilelwe ngaphansi kwesigaba 6(1)(b)(I) soMthetho weZinhlanguano ezingasebenzeli
nzuzo ka1997(Act No,71 of 1997) eNingizimu Afrika.**

Umgomo wokuziphatha kahle ezinhlanganweni ezingasebenzeli nzuzo eNingizimu Afrika (NPO's)

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Umgomo wokuziphatha kahle ezinhlanganweni ezingasebenzeli nzuzo eNingizimu Afrika (NPO's)

INHLOSO YOMGOMO

Inhloso noMthetho ka 1997 wezinhlango ezingasebenzeli nzuzo wukugquzela nokweseka izinhlangano ezingasebenzeli nzuzo (NPO's) emizamweni yazo yokuhlangabezana nezidingo eziningi zabantu abehlukene baseNingizimu Afrika, ngokwenza lokhu:

- ukudala isimo lapho izinhlangano ziyokwazi ukukhiqiza nokwenza imisebenzi eyimfanelo;
- ukuthuthukisa amandla ezinhlangano ezingasebenzeli nzuzo nokuba zibe yingxenyekahulumeni nezimboni ezizimele ekuphakamiseni nasekunakekeleni imiphakathi yaseNingizimu Afrika;
- ukugquzela izinhlangano ezingasebenzeli nzuzo ukuba zamukele izibophezelo zokuqinisekisa ngokunakwa nokugcinwa kwamaqophelo aphakeme enqubo: ukusingatha umsebenzi ngokuyiqiniso; ukusebenzisa izinsiza ngokufanele; ukuqoqa izimali ngempumelelo; ukugcina ubudlelwane obakhayo nohulumeni, yimiphakathi ethintekayo, abanikelayo, abaxhasi kanye nomphakathi; ukuphatha ihovisi lenhlangano ngokucophelela; nokuziphatha ngenhlonipho.

Umnyango wezeNhlalakahle usungule umgomo ohambisana nezidingo zoMthetho ka1997 weziNhlango ezingasebenzeli nzuzo, ngokubonisana nezinhlangano ezimbalwa nezingamalunga zalapha eNingizimu Afrika. Lemigomo yimiphumela yombono owodwa walokho okubonakala njengenqubo enhle ekuholeni nasekuphatheni izinhlangano ezingasebenzeli nzuzo, akukhathalekile ubukhulu benhlangano. Okugxilise kakhulu yizinto ezifana nokusebenza ngobulungiswa, ukugcinwa kwezindaba zokuphatha, ukuqoqa kwezimali kanye nokubhekelwa komphakathi othintekayo. Kunethemba lokuthi ngalemihlahlandlela zonke izinhlangano ezibhalise ngaphansi koMthetho wezinhlango ezingasebenzeli nzuzo ziyowemukela lomhlahlandlela, ziwusebenzise ngenjongo yokuzithuthukisa kanjalo nokuqhakambisa lemboni lapha eNingizimu Afrika.

Zintathu izindawo ezisobala nokuqondiswe kakhulu kuzo ngalomgomo wokuziphatha, lezizigaba zihlanganiswe zafakwa ngaphansi komqulu owodwa. Kuyinto eqondakalayo ukuthi umphakathi ophumeleleyo wenhlangano engasebenzeli nzuzo uyazuza ngemisebenzi egamxayo yalabo abanikelayo, abaqoqa izimali nabengamele izinsiza nemisebenzi yenhlangano. Izigaba ezintathu eziphawuliwe yilezi;

Isigaba A: Ubuholi nokwengamela eNhlangoenweni engasebenzeli nzuzo (NPO)

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Umgomo wokuziphatha kahle mkhulu, kodwa awuvezi ngokujulile amaqophelo okuziphatha amile. Abagcini-zikhundla enhlanganweni engasebenzeli nzuzo banezibophelelo zokwengamela nokuphatha inhlango ngendlela enqala neyimpumelelo nokugcina umthetho olawulwe wumthetho-sisekelo wenhlango. Ngokucabanga ukuthi lomgomo uyosetshenziswa yizinhlangano ezehlukeni, ngaphansi kwezimo ezingefani, lomqulu uvulekile kanti ulotshwe ngendlela ewenze ube lula ukuwuqonda nokuwusebenzisa.

Umgomo wokuziphatha kahle ezinhlanganweni ezingasebenzeli nzuzo eNingizimu Afrika (NPOs)

INCAZELO YAMAGAMA NEZINYE IZISHO

- Isisebenzi sokugcinwa kwamabhuku -** umuntu ogidlabezwe umsebenzi wokubheka isimo sezimali enhlanganweni zonke izinsuku. Lona kungaba ngumsebenzi owenziwa ngokugcwele noma ngezikhathi ezithile, unganikwa umuntu wangaphandle noma ibhizinisi eliwenzayo noma kube yivolontiya, kuya ngobukhulu nokujula kwemisebenzi yenhlangano, umthamo wemali ezuzwayo noma leyo ekhokhwayo. .
- umphathi-hovisi -** umuntu onikwe umsebenzi wokubheka ihovisi zonke izinsuku enhlanganweni. Lomsebenzi ungenziwa ngokugcwele noma ngezikhathi ezithile, noma wenziwe yivolontiya, kuye ngobukhulu nangokujula kwemisebenzi yenhlangano.
- inhloko yokuphatha-** umuntu ogidlabezwe ngesibophezelelo sokuba yikhandla lenhlango ngokugcwele, ngezikhathi ezithile noma njengevolontiya. Lona uqashwa yisigungu sokwengamela seNPO kanti wethula imibiko kusona lesi sigungu ngakho konke okwenzeka enhlanganweni zonke izinsuku.
- umthetho-sisekelo -** umqulu obhalwe phansi oqukethe isitatimende sokuqala senhlango, umbono wayo nezinhloso zeNPO. Ubuye uqukathe yonke inqubo nendlela yokuqondisa izigwegwe edingekile ukulawula indlela yokuphatha enobulungiswa nokusebenza kwenhlango. Esimweni lapho inhlango ibhaliswe njengeTrust noma iFoundation kuhlango iTrust Deed ngokulawula koMthetho weZakhiwo ka1988 (Trust Property Control Act of 1988) kanti kulezo ezibhalise njengenkampani kaSection 21, kuba wumqulu wokuhlanganyela I-Articles of Association.

umeluleki - Izinhlangothano eziningi ezingasebenzeli inzuzo azinazo izinsiza nemali yokuqasha bonke abantu nobuchwepheshe obudingekayo ekuqhubeni izinhlelo, ukwenza umsebenzi nokuqoqa izimali. Kungenzeka eminye yalemisebenzi bayinikele ezandleni zabeluleki bangaphandle abaqashelwa ukunikela ngalobuchwepheshe. Lezi zinqumo kungaba ngeziqondene ngqo nalemisebenzi, kube okwesikhathi esifushane noma esiphakathi.

abanikelayo - Umuntu ngamunye noma isikhungo noma isikhungo esivuma ngokwaso ukunikela ngezinsiza izikhathi eziningi nokungaba yimali, ngemuva kwezicelo ezimbalwa ezethulwe yinhlangothano, ukuze kwesekwe izinhlelo, nezindleko zansuku zonke.

Umqoqi-zimali- Umuntu osebenza ngokugcwele, ngezikhathi ezithile noma njengevolontiya, inhlangothano engasebenzeli nzuzo ukuthola izinsiza noma imali ekuhlangabezani izinhlelo, imisebenzi ehlosiwe nezindleko zomsebenzi. Lomsebenzi ungabelwa nabantu noma umuntu wangaphandle noma ibhizinisi eliyobhekana nokuqoqa izimali.

Isigungu sokwengamela - iqoqo lamalunga enhlangothano engasebenzeli inzuzo abaqokwe noma abamenyelwe ukusebenza njengabaholi enhlanganweni. Isigungu sokwengamela singanikwa isihloko, kwezinye sokuba: Ibhodi, ibhodi yabaqondisi, Umkhandlu noma Ikomidi yokulawula.

impokophelelo - isitatimende esifushane nesicacisa ngenhloso nezinjongo zenhlangothano engasebenzeli nzuzo, nesicacisa ngesizathu sokubakhona kwenhlangothano.

Uma inhlangothano engasebenzeli nzuzo izophumelela ekufezeni injongo yobukhona bayo Impokophelelo kufanele ibuyekwezwe njalonzalo.

Inhlangothano engasebenzeli nzuzo - lokhu yiqoqo labantu abahlangana ndawonye ngenhloso efanayo, bavumelane ngokwenza uhlelo lokufeza lenhloso. Benza izinto nemisebenzi yabo ngenjongo yokuzuzana lenhloso, uma kwenzeka kuba khona inzuzo nokuyimali esala ngemuva kokukhokhela zonke izindleko, basebenzise leyomali ukuqhuba yona futhi lenhloso. Izinhlangothano ezingasebenzeli inzuzo zibuye zaziwe ngamagama noma izihloko ezifana nalezi: NGO's, Community Based Organisation(CBO), Civil Society Organisation (CSO), Public Benefit Organisation (PBO), Trust noma Foundation, Charity kanye Religious Body/Institution.

QAPHELA: Igama elithi Inhlangothano engasebenzeli nzuzo(Nonprofit Organisation) liyafingqwa kuthiwe yi-"NPO" kuloMgomo.

Umgcini-sikhundla- umuntu ogunyazwe ukuba nesikhundla nokuba namandla okuphatha nesibophezelelo enhlanganweni noma ku-NPO.

Lokhu kungenzeka ngokusingatha ngenhloso yokuqondisa izigwegwe nokuhola ngobulungiswa noma ukuphatha nje; njengesisebenzi esisebenza ngokugcwele, izikhathi ezithile noma njengevolontiya. I-NPO yamukela imigomo yokuzihlahlela indlela ezimweni ezibucayi nezifuna ukuqondisiswa. Umgomo ngamunye uchaza amagugu abalulekile enhlangothano kanti uyisititimende esinqala sempokophelelo yenhlangothano. Imigomo iphendula imibuzo ngendlela inhlangothano esebenza ngayo emazingeni ehlukene kanjalo ikhomba indlela okuyosetshenzwa ngayo esikhathini esizayo.

Osingethe uhlelo- umuntu osebenza ngokugcwele, izikhathi ezithile noma njengevolontiya, I-NPO njengeso lomnini noma uhlelo olusungulelwe ukufeza izinhloso. Akuvamile ukuthi lesi sibophezelelo sinikwe umuntu wangaphandle noma emabhizinisini ahweba ngalomsebenzi.

umxhasi - umuntu noma isikhungo eseseka I-NPO ngokusobala, noma imisebenzi yayo noma imigubho, imvama ukukhangisa ngabaxhasi noma izimpahla okanye imisebenzi yabaxhasi. Izimali noma ezinye izinsiza zinikelwa kwi-NPO ngethemba lokuthola okuthile. Lesi sivumelwano saziwa ngokukhangisa okunenhloso phakathi.

ivolontiya - umuntu osiza I-NPO emisebenzini yayo, ezinhlelweni zasehovisi noma ekuqoqweni kwezimali, ngaphandle kokufuna inhlawulo noma inkokhelo. Izindleko eziphuma ephaketheni levolontiya zivame ukukhokhwa yi-NPO, kanti kuyenzeka kube khona imadlana ayitholayo njengokubonga nje.

Umgomo wokuziphatha kahle eziNhlanganweni ezingasebenzeli nzuzo eNingizimu Afrika, ama-NPO

ISIGABA A: UBUHOLI NOKUPHATHA EZINHLANGANWENI EZINGASEBENZELI NZUZO(NPO)

1. Isingeniso

Amaqembu amathathu ahluke ngokucacile anomthelela omkhulu empilweni yomphakathi wezwe laseNingizimu Afrika lentando yeningi. Elokuqala lalamaqembu uHulumeni, lapho wonke umuntu ekwazi khona ukuzwakalisa uvo lwakhe ngempilo yezombangazwe kanye nokusingathwa kwempilo emphakathini. Uhulumeni uvotelwa ngokubanjwa kokhetho, uletha izidingo zomphakathi kanti lemisebenzi nezidingo zikhokhwa ngemali yentela yabantu ngabanye kanye nezikhungo ezehlukene. Lemali yenezelwa wusizo oluvela emazweni angaphandle, emkhakheni wokweboleka noma imali ewuxhaso.

Iqembu lesibili yimboni ezimele noma amabhizinisi. Umthelela emphakathini uzwakala lapho kufezeka izidingo nenkanuko yabantu ngabanye ekuhlangabezaneni nokuphakelwa kwempahla noma imisebenzi ngentengo ethile. Impendulo yalesisimo inkokhelo yempahla neyemisebenzi okwenzeka ngokuziqokela, loluxhaso oluvela emphakathini lwenza amabhizinisi aqhubeke nokuhlangabezana nezidingo zomphakathi, ngaleyondlela akwazi ukuzenzela inzuzo.

Iqembu lesithathu yimboni yeziNhlango ezingasebenzeli ukwenza inzuzo (NPO). Lesisigaba senziwa yizinhlangano eziqala ngokuthi abantu abathile emphakathini bevumelana ngokuhlangana basebenzele inhloso eyodwa. Uxhaso olukhulu ngasekuqaleni luvela kubasunguli nabakhipha kwawabo amaphakethe ekuhlangabezana nezindleko, kamuva kuba nezicelo zoxhaso kulabo abangafaka isandla ukuthuthukisa nokwenza iphupho lenhlangano libe yimpumelelo. Usizo luyavela nasezikhwameni zikahulumeni, oxhasweni noma kusetshenziswe izimali eziqongelelwe yinhlangano ngokwayo.

Uma othile noma iqoqo labathile abanomqondo ofanayo bebona isidingo noma inkinga emphakathini, bese benza imizamo yokuxazulula lesosidingo noma inkinga, basuke sebesemgudweini wokusungula inhlangano. Uma leso senzo sichuma ngenxa yaleyo mizamo yabo ngokubumbana baqhube uhlelo, kusuke sekuzalwa yonake inhlangano. Izinhlangano eziningi zomphakathi zigcina kulesi sigaba sokuzenzela, zinikwa umfutho ngabasunguli kanye namalunga azo. Lapho inhlangano seyifuna ukwaziwa noma isifuna usizo ngaphezu kwalokho enakho, kumele ibumbe umthetho-sisekelo olotshiwe. Lokhu kubandakanya okulandelayo: ukuqokwa kwesigungu sokwengamela (Ikomidi noma Ibhodi); ukubhalwa komthetho-sisekelo; ukuvula I-akhawunti ebhange; ukubhalisa inhlangano ngaphandle kwempoqo ngaphansi koMthetho weziNhlango ezingasebenzeli inzuzo; ukubhalisa ngaphandle kwempoqo njengenkampani ewuSection 21 nengahlose kwenza nzuzo, noma njengeTrust ngaphansi koMthetho wamaDeed (Trust Deed Act).

Imboni engasebenzeli ukwenza inzuzo, njengazo zonke ezinye izimboni yahlukumezeka ngenxa yonswinyo, imithetho evimbayo, usizo oluncane kanye nokwentuleka kobudlelwane obanele nezinye izimboni.

Ukugwema lenkinga, kusemqoka kakhulu ukulungisa ubudlelwane, ukwethulwa kwezidingo zomphakathi, ukusebenza ngokusobala, ukuzibophezelela emsebenzini, ukusebenza okunobulungiswa kanye nokwengamela okuqinisekisa ngentuthuko ezweni lakithi. Lemigomo yokuziphatha isungulwe ngokwesekwa ngamakhulu ama-NGO kanye namaCBO. Lemigomo isuselwe emthethosisekelweni waseNingizimu Afrika, kuyoba nemizamo yokugqugqezela ushintsho nokuvundisa imboni yamaNPO. Imigomo yencike endimeni enqala eyobanjwa yiwo qobo amaNPO.

Elinye igxathu elibalulekile ngasekuqaleni kokusungulwa kweNPO, ukubunjwa kwesitatimende seMpokophelelo. Uma umuntu noma idlanzana labo lithatha isinyathelo sokuhlangabezana nesidingo somphakathi noma inkinga, basuke bephokophelele okuthize, benombono. Lowombono ngowokwenza ngcono impilo yabantu emphakathini, noma ngalelolangapho isidingo siyofezeka khona ngempumelelo noma kuxazululeke leyonkinga. Ezinhlanganweni ezifuna inzuzo esingathi amabhizinisi, umfutho ziwuthola enhlosweni yokuthola inzuzo. Ama-NPO asebenza ngentshisekelo yokufeza iphupho lawo eliwumbono. Loluhambo noma umfutho singawusonga ngamagama ambalwa sithi - yindima echaza isizathu sobukhona beNPO, yi-Mpokophelelo (mission)

I-NPO, ukuqhubeka kwemisebenzi yayo, isidingo sayo sezinsiza nosizo nendlela esebenza ngayo ukugcina ubumbano, konke lokhu kuhlose ukufinyelela ephupheni eliyi-Mpokophelelo. Konke ukuhlela, kungaba wuhlelo oluqondile noma ukufuna izimali, kugxile esidingweni sokuzuza impokophelelo.

Abaholi bamaNPO basheshe bakuqonde ukuthi banezibophezelelo ezintathu emisebenzini yabo, nokuhambisana nokufeza impokophelelo nokuqiniseka ngokuphumelela kanjalo nokukhula kwenhlangano. Okokuqala maziqinisekise ukuthi uhlelo lokwethula izidingo luhambisana nezidingo zomphakathi noma izinkinga ezikhona ngendlela egculisayo nefanelekile. Okwesibili ukwakha isisekelo esiqinile (ngasemalini nezinye izidingo) ukuze inhlangothi ikwazi ukubhekana nenselelo ebekiwe. Okwesithathu, ukubeka imigudu ehlelekile yokuphatha ngobulungiswa yonke impahla nezinhlelo zenhlangano.

Uma imisebenzi yenhlangano ikhula ngesivini lapho kungaselula ukusingatha ngesikhathi sokuvolontiya, ikomidi noma ibhodi kumele ithathe isinqumo sokuqasha umuntu oyosebenza ngokugcwele noma oyosebenza izikhathi ezithile. Umuntu wokuqala ukuqashwa ubizwa ngoMdidiyeli (co-ordinator), imenenja, noma Inhloko yokuphatha (CE), kanti ubika esigungwini sokuphatha senhlangano.

Ukukhula komsebenzi, isidingo sokuqoqa imali, umsebenzi wokusingatha izimali nowasehovisi uyokhula kuze kufanele kuqashwe nabanye futhi abasebenzi, lokhu kungenziwa yiNhloko yokuphatha. Omunye umsebenzi uyoqhubeka nokwenziwa ngamavolontiya, noma labo abasebenza ngezikhathi ezithile. Manje sewunesakhiwo esinamavolontiya ezingeni eliphezulu - abasezikhundleni ebhodini, abasebenzi abakhokhelwayo ezingeni eliphansi, amavolontiya ngaphansi kwabaqashiwe - bonke basiza ekwethuleni izidingo noma ekuqoqeni izimali.

2. Izimiso zokusebenza

Ngaphandle kokwehlukana kwezimiso nemisebenzi yamaNPO, kulindeleke ukuba kube nokuvumelana nenkambiso evamile okuyophawuleka ngayo lemboni. Lenkambiso ithelwa

yisidingo seNPO sokusiza ukulwa nobumpofu kanye nokungalingani, nentshisekelo yokwenza ngcono impilo nesimo sika wonke wonke lapha eNingizimu Afrika. Ngokugcina lomcabango emqondweni, amaNPO azibophezele kulemigomo elandelayo:

- ukwethembeka kuleli laseNingizimu Afrika; ukugxila nokulandela umthetho-sisekelo;
- ukuchumisa ubumbano nenhlalanhle yalabo abayingxenywe yesizwe saseNingizimu Afrika;
- ukuba nozwelo ngezidingo nenhlalakahle yabantu baseNingizimu Afrika;
- ukuhlonipha amalungelo, isiko kanye nesithunzi sabo bonke abantu ngaphansi komthetho wamalungelo abantu, njengoba uqoshwe emthetho-sisekelweni waseNingizimu Afrika; ukuchumisa inqubo yokulingana ngobulili nobuhlanga (ukuhambisana nomoya wobuntu);
- ukuqinisekisa ukuthi akukho ukucwaswa kwabantu ngenxa yobuhlanga, ubulili, ubuzwe noma imvelaphi, ibala, ukukhubazeka, inkolo, inkolelo kwezombangazwe, inkolelo yomuntu ngamunye, isiko noma ulimi;
- ukwamukela ukuthi wonke umuntu unamagugu nenkolelo yakhe ehlukile ngaphandle kokuthi uvela kuphi, ukhubazekile, usizwe sini, ubulili, iminyaka, inkolelo yakhe, isimo sakhe ngokwenhlalo, ngokomnotho kanjalo nangokomthetho;
- inkolelo esithunzini, ekulinganeni nasebumqokeni bawo wonke umuntu waseNingizimu Afrika, emphakathini ongenakuchema ovikela uphinde uchumise inhlalanhle yazo zonke izakhamuzi zezwe; lokhu kuyochuma kakhulu endleleni okuhlelwe ngayo ubuholi, abasebenzi kanye namavolontiya enhlangano;
- ukweseka intando yeningi eqhuba phambili ukusebenzisana nokuthatha izinqumo ezibandakanya abantu;
- ukusebenzisana, ukushiyelelana ulwazi, nokuxhumana nezinye izinhlangano mayelana nezindaba ezivamile;
- ukusebenzisa intuthuko eqhutshwa ngabantu uqobo;
- ukuqhakambisa ukuzinikela ekwenzeni izinto emazingeni onke;
- ukuphatha ngesizotha nangenhlonipho ezinye izinhlangano ngezikhathi zonke;
- ukuqiniseka ukuthi inhlangothi ihambisana neqiniso nokuzibandakanya nempokophelelo kanye nezinhloso zenhlangothi;

- ukuqinisekisa ukuthi inhlangano izethula yona, imigomo kanye nezinhlelo ngendlela ebukeka kahle emphakathini, ngaphandle kokuqhakambisa imizwa yomuntu ngokwakhe noma inkolelo yakhe;
- ukuqinisekisa ukuthi inhlangano inomnyango ovulekile ebantwini, iwusizo futhi abantu abathintekayo bakwazi ukuxhumana nayo kalula, phela umphakathi ulindele lukhulu kuyo;
- ukuzibophezelela ekwethuleni izidingo zomphakathi ezisezingeni eliphakeme ngaso sonke isikhathi;
- ukuba nozwelo ngezimo nezinkinga ezibhekana nalabo abathintekayo, ikakhulu lapho kuthathwa izinqumo;
- ukuqinisekisa ukuthi inhlangano isebenza ngokusobala nangokwethembeka kubalandeli bayo;
- ukuqinisekisa ukuthi amalunga ayisebenzela ngokwethembeka inhlangano ngendlela engakhethi, kubekwe eceleni ukwehlukana kwemibono nokugcina igama lenhlangano lihloniphekile;
- ukuqinisekisa ukuthi inhlangano iba mdibi munye nezinhlangano ezishiyelana umqondo nemigomo efanayo.

3. Ubuholi nokwengamela

Ukuze iNPO ikwazi ukubhekana nenselelo yayo yokufeza izinhloso, abagcini-zikhundla kumele bame ngomumo futhi babe nezinsiza ezanele ukubhekana nezimo zansukuzonke. Ukuze iNPO ikwazi ukukhiqiza ngemfanelo, isigungu sokwengamela kanye nabasebenzi abaholayo kumele bazinikele emsebenzini, babe nogqozi, futhi bazikhandle. Isigungu sokwengamela kanye nabasebenzi abaholayo banezibophezelelo ezixhantile nezicacile okumele bazilandele ukuya empumelelweni.

Isigungu sokwengamela:

Isigungu sokwengamela seNPO sivela ngesimo okudaleka ngaso leyonhlangano. Ngokuqhubeka kwesikhathi uma sekuba nezinguquko nokukhula kwenhlangano, isigungu sokwengamela sibhekana nenselelo yoguquko nokushintsha kokulindelwe kuso.

Empilweni noma ezigabeni zokukhula kwenhlangano, kubalulekile ukuthi isigungu sokwengamela sicacise ngemisebenzi yaso. Isigungu sokwengamela esihambisana neqophelo lomthetho oqoshwe kumthetho-sisekelo ngesikhathi ibhaliswe inhlangano, inqubo emsebenzini waso kusibeka endimeni yempumelelo ephelezela wukwengamela okuhle nenqubo enobulungiswa yokuziphatha. Iqhaza elibanjwe yisigungu sokwengamela sibaluleke kakhulu enhlanganweni, kanti imisebenzi eyenziwa lapha kumele ithathelwe phezulu. Wonke amalunga asesigungwini sokwengamela kanye nesigungu ngokwaso kuthathwa njengombimbi olufanele luchaze ngazo zonke izehlo ezenzakalayo enhlanganweni. Omunye umsebenzi ungabelwa abantu bangaphandle, kodwa ekugcineni isibophezelelo sokuchaza ngokwenzekile nemiphumela angeke kwedluliswa.

AmaNPO amaningi aye aveze ukuthi aqalwa ngumphakathi othile okungenzeka ukuthi wawunezidingo ezithize, ufuna ukuhlangabezana nezidingo ezibekiwe, noma ufuna ukusebenzisa izinsiza ezibaluliwe ukufeza leyonhloso. Amalunga esigungu sokwengamela avame ukuzithola emaphakathi kulezizimo eziphawuliwe. Izimo eziphawuliwe yilezo zokufuna izidingo zokuhlangabezana nesidingo esithile noma ukusebenzisa izinsiza ekubhekaneni nesidingo. Iqophelo lokusebenza kwesigungu sokwengamela sikalwa ngokubheka izinga okunakekelwa ngalo, ukwethembeka nokuthobela izinjongo ezingqala zenhlango.

- **Umsebenzi nezinga lokunakekela:** ukusebenza njengomuntu ovamile, kufaniswa nalokho okungalindelwa kumuntu onobuhlakani, uma enikwa umsebenzi ofanayo; ukusebenza ngokucophelela, nokuba mdibi. Kunzima ukulinganisa isikhathi, ikhono kanye nokuqaphelisisa noma izenzo ezingalindelwa kumuntu oyilunga lesigungu.

Leliqophelo lokusebenza lifuna kuthathwe izinqumo ngokuqongelela ulwazi olwanele. Akudingekile ukuthi amalunga esigungu aze abe ngochwepheshe ezintweni zonke ezethulwa phambi kwawo, kodwa kulindelwe ukuba lelo lungu elinobuchwepheshe emkhakheni othile libe nesandla odabeni oludinga lobo buchwepheshe njengelunga. Akudingekile ukuba ilunga lizibandakanye ngokugcwele nazo zonke izenzo nezinqumo nesigungu sokwengamela. Isidingo sokusebenza ngokunakekela siyakwamukela ukwedluliselwa kwamandla kwamanye amalunga, ekomidini noma abantu bangaphandle, uma kunesizathu esifanelekile.

- **isibophezelo sokwethembeka:** ukusebenza ngokwethembeka nokuqhakambisa izifiso zenhlango kuqala ezenzweni. Ukusebenza ngokwethembeka kuchaza umgomo lapho umuntu eyokhiphela khona inhlangano isifuba mayelana nesimo sokushayisana kwezifiso zakhe nezenhlango (conflict of interest). Inqubo yomthetho ithi makwenziwe lokhu okulandelayo uma kunalesi simo:

Masichazwe ngokugcwele lesisimo; masivunywe yiningi lamalunga esigungu sokwengamela; makuhlomule kakhulu inhlangano ngezinqumo ezithathwayo.

Olunye uhlobo lokwethembeka luvezwa uma ilunga elithile nenhlango besesimweni sokuncintisana ngokuhlomula ngomsebenzi obekiwe. Ilunga lingaqhubeka nethuba lelo kuphela uma inhlangano ivuma ngokwayo ukuhoxa kulelo thuba.

- **isibophezelo sokuzithoba:** ukusebenza ngendlela ehlose ukuthi inhlangano isebenze ngokulandela imithetho ebekiwe, imithetho eqondene ngqo nokubunjwa kwenhlango ngokunjalo nokuhambisana nomthetho-sisekelo kanye nempokophelelo yayo. Izinyathelo ezithathwa ngokuphikisana nemilayelo yenhlango ayamukelekile.

b. ukuthi isigungu sokwengamela namalunga asiqhuba kanjani lesi sibophezelelo kuyehlukana ngenxa yezimo eziningi, singaphawula izinto ezifana nesibalo sabasebenzi nenani lesabelo sezimali; ukuthi inhlangana intsha yini, noma yabunjwa eminyakeni eminingi edlule.

c. abukho ubukhulu besigungu sokwengamela esingathathwa njengesiyiso nesifanele nesiwujikelele, isibalo sakhono siya ngokwehlukana kwezimo.

d. zonke izinhlangano ziyaguquka ngokuhamba kwesikhathi futhi lokhu kuletha isidingo sokubuyekeza isimo, ukuhlela kabusha ngesinye isikhathi kudingekile. Uma kwenzeka, uhlaka lokwengamela lungabuyekizwa kabusha lonke.

e. isigungu sokwengamela namalunga afika esicongweni sokusebenza ngokuzibuza imibuzo ethile emayelana nokuzibophezela kwawo, hhayi nje ukuqhuba uhlelo noma ukuqhuba imigomo yabo ngaphandle kokuzibheka ukuthi basesendleleni efanele yini.

Ngokuhlinzekela lokhu osekushiwo, isigungu seNPO senza lokhu:

- sinquma impokophelelo nenhloso yenhlangano:

isigungu kufanele sikhqize imiqulu eveza ngokusobala izizathu zobukhona benhlangano – impokophelelo yayo, izinhloso nezinjongo kanye nemigomo. Lokhu kumbandakanya umgomo wokuxazulula ukushayisana kwezifiso okuhloswe ngakho ukugwema isimo lapho ilunga noma esinye sezisebenzi esingatholakala sesizuka okuthile ngenxa yesikhundla noma ukusebenzela inhlangano.

Kumele kuchazwe isidingo noma inkinga ehloswe ukuxazululwa, umphakathi osetshenzelwayo kanye nomphakathi oweseka lomsebenzi. Ngaphezu kwakho konke kumele isigungu sikwazi ukunika incazelo ngokwehluka kwenhlangano kwezinye, nekhono lokuheha abaxhasi ukuze isimame. Isigungu sokwengamela kumele sibe yisibonelo ekulandeleni umthetho-sisekelo waso, imigomo namaqhinga anqala esizibekela wona.

- ukuqoka inhloko yokuphatha:

ukufeza impokophelelo nenhloso yenhlangano, isigungu sokwengamela kufanele sikhetho uhlobo lwabantu abayohola inhlangano, Inhloko yokuphatha (chief executive officer), esikhathini esiningi abasebenzi abaphezulu, kungaba ngabasebenza ngokugcwele, ngezikhathi ezithile noma amavolontiya. Lokhu kumele kuhlenganise nokudwetshwa kwengqikithi yemisebenzi elindelwe kumuntu oqokelwe lezi zikhundla nokuthi iyolawulwa kanjani inhloko yokuphatha. Inhloko yokuphatha namalunga aphezulu abasebenzi ayoba yingxenye yabahlala emihlanganweni yebhodi noma bona bengeyikuvota.

Iqhaza lesigungu sokwengamela ezindabeni zabasebenzi benhlangano lingabandakanya: imigomo yabasebenzi, imithetho yokuqasha ehlinzekela labo ababencishwe amathuba esikhathini saphambili, ukugcinwa kwamalekhodi, ukuhambisana nemilayelo ebekiwe, ukuqashwa kwabasebenzi, uhlaka lwenhlangano, ukuhlelwa kwemisebenzi, amaholo, eminye imihlomulo enikwa abasebenzi, ukukhuthazwa kwabasebenzi, ukuphathwa kwabasebenzi, ukubuyekizwa kweqophelo lokusebenza kwezisebenzi/amalunga, ukuthuthukiswa kwamathuba okukhula kwabasebenzi enhlanganweni nezindaba eziphatheleni nabasebenzi.

- ukweseka inhloko yokuphatha nokubuyekeza indlela esebenza ngayo:

Inhloko noma inhloko yokuphatha yenhlango engasebenzeli inzuzo, akukhathalekile noma isebenza njengevolontiya noma ngokugcwele, kumele ibike esigungwini sokwengamela. Kulindeleke ukuba inhloko yokuphatha yethule imibiko ngezikhathi ezithile mayelana nenqubekela phambili enhlanganweni, imizamo yokuqoqa izimali, impatho ehovisi, ukusingathwa kwezimali nokusebenza kweqhinga lenhlango.

Inhloko noma inhloko yenhlango idinga ukwesekwa ngamalunga esigungu ukuze;

- kuphumelele ngokugcwele iqhinga elibekwe yinhlangano:

Amalunga esigungu sokwengamela kumele abe neqhaza ezigabeni zokuhlela inhlangano; ekunqumeni ikusasa layo nokuveza izindlela okuyofinyelelwa ngazo ekutholeni izinjongo ezinqunyiwe. Kuwumsebenzi wawo futhi amalunga ukuthatha izinqumo nokubuyekeza impokokophelelo yenhlango, imiphumela ehlose ukuzuzwa ngokuthola impokophelelo; ukukhetha imisebenzi nezinhlelo ezithile, eziyobhekana nempokophelelo nalezo zokweseka izinqumo; inhlangano kuyomele isebenze ngokuzikhandla ukuzuza izinhloso ezibekiwe. Ukuzikhandla kungasho ukubumba izinyathelo (minyaka yonke) nohlaka olusemqoka ukuze iqhube lomsebenzi ngempumelelo.

Ukubhekana nalenselelo, isigungu sokwengamela asiqinisekisa lokhu: imigudu yokulawula nokuhlala indlela enhlanganweni; umbono wenhlango; yincazelo ecacile ngomsebenzi ngamunye okumele wenziwe yinhlangano; incazelo ecacile ngemiphumela elindelwe enhlanganweni ngokuphela kwesikhathi esithile; kunesabelo sezimali kanye neqhinga laminyaka yonke; ukuqaphela nokuvivinywa ngazikhathi zonke kwenqubekela-phambili encike ekusebenzeni kohlelo. Ama-NPO amakhulu angaqoka ikomidi lokuhlela eliyoba nesibophezelo salomsebenzi ngenhloso yalokhu:

- ukuqinisekisa ukuthi inhlangano inezinsiza ezenele:

Inhlango engasebenzeli nzuzo inamandla okusebenza alingena nobungako bezinsiza ezikhono. Ukuletha izinsiza ezenele kuwumsebenzi wesigungu sokwengamela.

Ezinhlanganweni ezinkulu, lowo oqoqa izimali kungenzeka kube ngumuntu ongekho esigungwini sokwengamela, kodwa osekelwe ngokugcwele ekuqoqeni izimali. Izimali eziningi eziqoqwayo nezivela kubaxhaxi zitholwa ngegunya lesigungu. Amalunga kumele abe yimithombo yokuxhumanisa nalabo abangaba wusizo ekuqoqeni izimali. Indlela yokufeza lesi sifiso wukuthi amalunga ngokwawo abe ngabantu abazibophezelele enhlanganweni ngasezimalini. Kufanele basungule iqhinga lokuqoqa izimali lonyaka wonke; baqaphele ukusebenza kwezimali. Izinhlangano eziningi ezingasebenzeli nzuzo ziqoka ikomidi lokuqoqa izimali ukuze kube yilo elishayela loluhlelo:

- kweminye yemisebenzi yekomidi, kumele banakekele izinsiza zenhlango:

Isigungu sokwengamela wumbheki wezinsiza nakho konke kwenhlango engasebenzeli nzuzo. Esimweni sezinkampani ezibhaliswe ngaphansi kuka Section 21, umsebenzi wezimali ubhekwe ngabaqondisi abasesigungwini sokwengamela. Isigungu sokwengamela silindelwe ukuthi siqaphe amafa nezinsiza zenhlango nokuqikelela ngokuphepha kwazo ngokwenele, nokubona ukuthi kunemigomo nemizamo eyanele yokugcina isimo sokuphepha kwempahla.

Isigungu sokwengamela kufanele siqikelele ukuthi inhlangothi ithatha izinyathelo ezifanele ngesimo sokuhlela izimali, ukugcinwa kwamabhuku, isabelo sezimali, amalekhodi abasebenzi nenkokhelo yabo, umbiko waminyaka yonke oya eMnyangweni wezeNhlalakahle, ukwenelisa kwesimo sokwengamela izimali, ukuhlaziya isimo sezimali, ukusingathwa kwemali, imali eyongiwe kanye nokwenganyelwa kobungozi emsebenzini.

Isigungu sokwengamela kumele siqaphele isabelo sezimali ngokukhipha njalo imibiko yezimali nokuthatha izinyathelo ezifanele zokuvikela ukuntengantenga kwesabelo sezimali enyakeni.

Isigungu sokwengamela sithola nemibiko yaminyaka yonke yama-akhawunti ezimali, sigade amafa nezimali ezitshaliwe, baqaphela nokuthi yonke imininingwane yomthetho iyalandelwa. Ezinye izigungu ziqasha ikomidi lemali elibhekana nalomsebenzi osemqoka.

- sinquma sibuye silandele izinhlelo nemisebenzi:

Isigungu sokwengamela kumele siqonde zonke izinhlelo zenhlangothi, imisebenzi nemizamo esungulwa yiyo nokwazi ngemithetho yaleso naleso simo. Iqhaza laso wukufaka imibuzo ngalezo zinhlelo nemisebenzi eqhubekayo nokuthi iyahambisani yini nempokophelelo nenhloso ebekiwe. Ukwenza lokhu, kumele: siphasise iqhinga lohlelo lonyaka; ukuvumelana namasu asetshenziswe ukulandela nokuvivinya izinhlelo noma imisebenzi nemiphumela ezuziwe; ukubuyekeza ngeso elikhali isiko lenhlangothi nokwenza kwayo, ukwenza izinguquko ezifanele neziletha ushintsho emiphumeleni, ukwenza ngendlela engcono, ukwaba izibophezelelo, ukugcina inhlonipho, ukwazisa ukuthi abantu abafani kodwa njengabantu bayalingana ekuthuthukiseni inhlangothi. Uma kwenzeka uhlelo lokusebenza lujulile noma kungolohlobo oludinga ulwazi oluthile, amanye amaNPO aqoka ikomidi lohlelo ukuhambisa lomsebenzi;

- ukuqhakambisa isithombe esihle ngenhlangothi emphakathini:

Isigungu sokwengamela siwumxhumanisi phakathi kwabasebenzi/abangamavolontiya, amakhasimende enhlangothi, amalunga, umphakathi kanye nabaxhasi. Ngokuvamile inhloko yenhlangano noma usihlalo yibona abangabakhulumeli benhlangothi; kungaba ngomunye kubona oqokwe wagunyazwe yisigungu. Amalunga angaba nokuxhumana nemikhakha eminingi enomthelela; kungaba yimbonini yokuhweba, abezindaba noma kuhulumeni. Kumele ngaso sonke isikhathi baqaphele ukuveza imibono yabo egameni lenhlangothi, futhi balungele ukuchumisa inhlangothi ngokuyiqiniso nangomfutho lapho benikwe ithuba

Ukuze bakwazi ukufeza lezi zibophezelelo, amalunga esigungu kumele abe nolwazi ngokwenzeka ezimakethe zenhlangothi yabo – abayozuza, amakhasimende, abalandeli njalo njalo. Ezinhlanganweni ezinkulu, lokhu kungasho ukuba nentshisekelo ekwenzeni ucwaningo, ekuhleleni ezezimakethe, ukuthuthukisa imikhiqizo, ukupaka nokusabalalisa impahla, ukunquma intengo, ukuchumisa, ukudayisa, ezokuxhumana nomphakathi. Okungenani, isigungu kumele sibe nolwazi ngokusebenza kwezimakethe noma iqophelo lokusebenza kwenhlangothi emehlweni ezimakethe. Kumele siqinisekise ngokuthi umbiko wonyaka uyenziwa.

- sifana nenkantolo okwethulwa kuyo izikhalo:

Uphawu lwenhlangano yeNPO esebenza ngempumelelo nesivuthiwe, yileyo amalunga esigungu sayo angazibandakanyi emsebenzini wansuku zonke, nangaxambukeli ezindabeni zabasebenzi noma emsebenzini wenhloko. Kusukela odabeni lapho isinqumo senhloko yokuphatha siba nokungatshazwa ngomunye wabasebenzi, ibhodi kuyomele yaziswe yinhloko ngalokhu kwehluka kwemibono. Ezinhlanganweni ezincane noma kwezisafufusa, nalapho amalunga athile esebenza khona njengamavolontiya, ukushayisana kanye nokungaqondisisi kuvamile. Ukwahluka kungenzeka ngenxa yokungaqondisisi kwamalunga ngezibophezelelo zawo nokwesabela isimo lapho esenza khona imisebenzi emibili.

Ukungqubuzana kwenqubo kungagwemeka ngokuba inhlangano isungule futhi igcine imigomo yokuqondisa izigwegwe nokulalela izikhalo ngokucacisa imigudu yokuphatha nencazelo elandisa ngezibophezelelo zomuntu ngamunye.

- ikala izinga layo lokusebenza:

Njalo ekupheleni kweminyaka emibili noma emithathu, isigungu sokwengamela kumele sizinike ithuba lokuhlola inqubeko nokuzuziwe ngalesikhathi. Lokhu kusemqoka kakhulu uma ilunga ngalinye lesigungu lingene enhlanganweni ngokwamukela iqophelo elithile lokusebenza elilindwe kulona. Inqubekela-phambili ingakalwa kwi-workshop/enkundleni yokubonisana yokuvivinya, noma ngokuphonsa imibuzo ehleliwe emalungeni ngamanye, lokhu kungenziwa wusihlalo kanye/noma nenhloko yokuphatha. Izinga kumele okungenani lixube lokhu: Ulwazi ngokushisekelwe yinhlangano; ukuzinikela enhlanganweni; iqhaza ekuletheni ugqozi emakhasimendeni noma kubaxhasi; ikhono lokunikela; ukuzinikela emsebenzini.

Ukuholwa kwabasebenzi:

Ukuzuza ngokuyikho esigungwini sokwengamela nakubasebenzi, amalunga esigungu, ikomidi nabasebenzi kuyofanele basebenze ngokubambisana, baqonde ukusabalala kwezibophezelelo nemisebenzi yabo kwabanye. Konke lokhu kwenzeka ngenhloso yokufeza impokophelelo yenhlangano.

Isibophezelelo esikhulu sabasebenzi, abaqashwe ngokugcwele, izikhathi ezithile noma amavolontiya wukugxilisa izinhlelo zenhlangano ngokulandisa komthetho-sisekelo, impokophelelo kanye namasu anqala enhlangano. Lemisebenzi ihlanganisa intuthuko kubasebenzi, ukwengamela izinsiza nempahla ngokwethembeka, kanye nokusebenzisa ngendlela efanele yonke impahla nezinsiza kuxubene nesikhathi. Lenqubo eyinkuthazo iqondiswe ekuthuthukiseni amakhono abantu. Inhloko yokuphatha inesibopho sokuhola lezi zinhlelo nemisebenzi. Inhloko kumele izibandakanye emkhankasweni wokwazisa nokugqugquzela abasebenzi ukuthi babambe iqhaza ekudaluleni izidingo namathuba, ngokwenza lokhu basethubeni lokuba ngabanini zinhlelo nenqubo. Iziphathi-mandla zehovisi kumele zicabange lenqubo elandelayo yokuziphatha ukuze ziphumelele:

- imizamo yokuqonda inhlangano ngokuphelele;
- ukunika umhlahlandlela wenqubo-mgomo nobuholi esigungwini sokwengamela.

Inqubo-mgomo yabasebenzi kumele ihambisane noMthetho olawula eZokusebenza neminye imithetho encikene nayo, kanti kufanele ivikele amalungelo abaqashi, abasebenzi, amalunga ;

- ukuphatha, ukuqondisa nokwenza umsebenzi uqhubeke, ukuqoqa izimali nokuphatha umsebenzi, izinhlelo nemisebenzi yenhlangano;
- ukuphatha nokusebenza kwenqubo-mgomo kanye nemilayelo yesigungu;
- ukwamukela nokulandela umthetho-sisekelo nenqubo-mgomo yenhlangano;
- imfundiso yesigungu mayelana neqhaza nezibophezelelo ezehlukile ezisabalalela emisebenzini nasezibophezelweni;
- ukubika ngezikhathi ezinqunyiwe esigungwini nokugcina ibhodi inolwazi ngokwenziwa yinhlangano
- ukweluleka ngesikhathi isigungu ngakho konke okusha okungaphazamisa impumelelo yenhlangano;
- ukusungula uhlelo lwangaphakathi lokuxhumana nolusebenza ngemfanelo;
- ukugcina isimo sokuphathwa kwezimali kuqine ngokufanele; ukuphasisa yonke inkokhelo eyenziwayo nokuqaphela imisebenzi yezimali nokugcinwa kwamabhuku enhlanganweni;
- ukuhlela isabelo sezimali saminyaka yonke ngosizo lwabasebenzi, umgcini-mafa (uma eqokiwe) kanye nekomidi lezimali (uma liqokiwe);
- ukuqasha, ukwengamela, ukuvivinya nokuxosha abasebenzi. Ukusungula izinhlelo ezilungile zokuhlola amakhono, ulwazi neqophelo lokufunda, iqophelo lokuzibophezela nokusebenza bese bekhokhelwa ngokufanele. Ukuba nemigomo esobala necacile yokuqasha abasebenzi abasha naleyo yokuyeka emsebenzini;
- ukugqugquzela nokweseka amavolontiya ekubambeni iqhaza;
- ukugcina amalekhodi enhlangano, amafayela, imiqulu nemibhalo edinga ukulondolozwa;
- ukungena ezivumelwaneni nalabo okuthengwa kubo egameni lezinhlangothi, ngemvume yesigungu;
- ukumela inhlangano kwezinye izinhlangano, kwabezindaba nasemphakathini jikelele;
- ukulungisa okuzoxoxwa emihlanganweni, isaziso kubasebenzi, imibiko, imibhalo yansuku zonke nokunye okusemqoka kwangaphakathi nangaphandle kokuxhumanisa;

- ukugcina ulwazi oluyimfihlo luyisifuba.

4. Ukwengamela izimali

Inhlangano engasebenzeli nzuzo kayifani nebhizinisi elizuzwa ngokuthengisa impahla noma lenze imisebenzi ethile, kanjalo ayifani nohulumeni onemithombo evela kubakhokhi-ntela. Inhlangano ingaba nezidingo nezinsiza kodwa ayisiye umnini walempahla eqoqiwe. AmaNPO alindelwe ukuba anakekele ngokucophelela yonke impahla noma izidingo ezethulwe kuwo ngabaxhasi, abanikelayo noma wuhulumeni. Uhlelo lokuphathwa kwezimali, akukhathalekile ukuthi lungakanani, kumele luthuthukiswe futhi lugcinwe yihovisi lenhlangano ukuze kuqikelelwe ngokusetshenziswa kwempahla. Ngokuvamile, lokhu kungathola ngalendlela:

- ukubumba izinhlelo ezinqala zokuphatha izimali nokuqasha abantu abawugogodele umsebenzi, kungaba ngabaqashwe ngokugcwele noma izikhathi ezithile noma amavolontiya ukuqhuba umsebenzi wokusingatha lezinhlelo;
- ukuthuthukisa inqubo-mgomo nenqubo kanye nomhlahlandlela wokusebenza (kulawo maNPO asevuthiwe) kungambandakanya lokhu: ukwethulwa kwemibiko yezimali, ukusabalalisa imibiko yezimali, uhlelo lokugcina amabhuku, ukucutshungulwa kwemibiko yanyanga-zonke evela ebhange, inqubo-mgomo yokonga imali, inqubo yokusayinwa kwamasheke, inqubo elawula ngezindleko, uhlelo lokubhala imali etholakele, umgomo wokuholela abasebenzi, umgomo womshuwalense, ukusingathwa kwamafa enhlangano, ukusingathwa kwempahla edayisayo (uma ikhona), inqubo yesabelo sezimali, inqubo yokukhokhwa kwentela (uma ikhona) kanye nenqubo yokuxazulula izinkinga nokushayisana kwenkambiso yabantu ngabanye neyenhlangano.
- ukuhambisana nenkambiso yaseNingizimu Afrika yokugcinwa kwamabhuku nokubhalwa kwengqikithi yezimali, ikakhulu maqondana nenqubo, ukubekwa kwemali ebhange nokugcinwa kwamalekhodi;
- ukwenza ucwaningo lwaminyaka yonke ngesimo sezimali;
- ukudweba isabelo sezimali sangempela semali etholakele/eyotholakala naleyo esebenzile/eyosebenza;
- ukuqapha imali lapho isetshenziswa nokuqhathanisa ngezikhathi zonke izimali ezitholakele nalezo ezibekwe kwisabelo-zimali, kuzanywe ukuhambisana nalokhu. Uma isidingo soshintsho sibonakala, abasebenzi kumele bathintane nesigungu basazise ngesimo ngaphambi kokuzithathela izinqumo zokuguqula isabelo sezimali sincike ezidingweni zangempela zenhlangano;
- ukubeka inqubo ecacile ngemboleko-mali enikwa abasebenzi kanye nokunikwa kwabasebenzi amaholo singakafiki isikhathi sokuhola;

- ukusungula umgomo oqondene nenkokhelo ekhishwa njengokubonga noma umholo nokubuya ngaphandle kwenhlangano, lokhu kwenziwa ngenhloso yokugwema inkokhelo ephindiwe noma engafanele;
- ukusungula izinhlelo ezinqala zokuqaphela imali encane nesetshenziselwa ukukhokhela izintwana zasehovisi;
- ukusungula imigomo ecacile yokugunyaza, ukubhala, ukusayina nokukhipha amasheke;
- ukwakha inqubo ebhekene nokusetshenziswa budlabha nokuntshonhwa kwempahla nezinye izinto zenhlangano;
- ukusungula amaqophelo emukelekile okusingatha izindleko eziqondene nokuqoqwa kwezimali nokugcinwa kwehovisi;
- ukuqinisekisa ukuthi izimali zisetshenziselwa kuphela inhloso ebekiwe;
- ukwehlisa ubungozi bokwethembela kweminye imithombo, ngokwakha isizinda esibanzi sokufuna izimali;
- ukusungula uhlelo olunqala lokuthenga; ukufunwa kwamakhotheshini ambalwa ngaphambi kokuthenga, uma kwenzeka; ukuthola isiqiniseko sokugunyazwa kwama-oda; ukuqaphela impahla lapho ifika enhlanganweni, ukuyihlola nokuyiqhathanisa nama-oda ayo; ukulandelwa kwenqubo yokukhokha; nokugcinwa kwamalekhodi ngemfanelo.
- ukusungula uhlelo oluqavile lokukhipha amathenda nokufunwa kwezinkontileka; ukulandela izidingo ngokulawula komthetho wokuthenga; uhlelo lokuthenga olusobala nolungachemile; ukuhlangabezana nezidingo zaleyo naleyo nkontileka noma ithenda.

5. Ukusebenza ngendlela esobala nokuzibophezelela

Enye yezinhloso zoMthetho weziNhlangothi ezingasebenzeli nzuzo wukugqugquzela nokweseka amaNPO emizamweni yawo yokuhlangabezana nezidingo ezahlukeni zabantu baseNingizimu Afrika, ukubanika umfutho wokugcina amazanga okusebenza ngokusobala ephezulu nokusebenza ngokuzibophezelela. I-NPO ayisiye umnini wezinsiza noma impahla eyidingele ukufeza impokophelelo yayo, kodwa ivunyelwe ukusebenzisa imali kanye neziphondo ukuzuza izinhloso zayo. Labo abakhipha lezizimali badinga isiqiniseko sokuthi ngempela umsebenzi uyoqhutshwa ngokweqhinga elidwetshiwe, nangeqiniso.

I-NPO iphila futhi iphumelela ngekhono enalo ngokugcina iminyango ivulekile nobuhlakani bokwenza ubungani nalabobantu abasemqoka ekubambeni iqhaza: labo abanikwa usizo nabasetshenzelwa yinhlangano; abanika usizo enhlanganweni; abenza kube nesimo senqubekela-phambili enhlanganweni; kubaluleke kakhulu futhi kuyayisiza inhlangano ukuthi ubuhlobo nenqubo yokuphatha ibhekisise iqophelo layo lokusebenza ngokusobala nokuzibophezelela emsebenzini wenhlangano nokwenza lokhu okulandelayo:

- Impokophelelo ecacile yokuqondisa inhlangotho nezinhlelo zayo. Inhlangotho engaqondi ukuthi ibheke kuphi nengahlelekile ayihehi ukuthi ingasekwa;
- Inqubo yokuphatha ehlelekile, abaholi bakhona kanye nabasebenzi noma amavolontiya anekhono. Sikhuluma ngabantu ongabethemba;
- Iqhinga elinqala elihluziwe, nemizamo ebekiwe yokuqaphela nokuvivinya inqubeko. Kumele kuvezwe namathuba kulabo abanegalelo enhlanganweni nokubandakanya umphakathi ngesikhathi kwenziwa izinhlelo, izivivinyo ezenziwa ngazikhathi zonke nokubuyekisa uhlelo nemisebenzi eqhubekayo;
- Inqubo-mgomo nezinhlelo ezibekiwe nezini isiqiniseko sokuthi impahla nezinsiza zisetshenziswa ngendlela efanele – lezizinto kungaba ngabantu, amakhono, imali, impahla nokunye;
- Izinhlelo zokugcinwa kwamabhuku nokuvikeleka kwezinsiza kumele kube khona ukuqinisekisa ngokuphathwa kwemali, izinto ezingenayo neziphumayo enhlanganweni;
- Inhlangotho enothando nevulele umphakathi ukuthi uzobuza uthole nezincwadi ngalokho ongaqondisi. Ukusebenza ngokusobala kwenzeka lapho inhlangotho ikwazi ukukhipha imibiko nolwazi oluqondile, ngesikhathi, ngemisebenzi eyenzayo nengaphathelana nabaxhasi/abanikelayo nabanye. Umhlangotho wonyaka akube ngovulelekile, nalapho kuvezwa ngokugcwele yonke imininingwane encike ezinhlosweni, izinhlelo, izimali kanye nobulungiswa ngokuphathwa kwenhlangotho.

6. Ukuziphatha ngemfanelo nobuqotho:

AmaNPO aphila ngenxa yokwesekwa akuthola kwabanye, ngobuqotho nethemba lokuthi izinkinga nezindaba zangaphakathi kuwo ziyoxazululwa noma zilawulwe yimpokophelelo nezinhloso zawo. Umphakathi ulindele amaNPO ukuba asebenze kahle ngalezinsiza nemithombo anikwe yona, ngakho kubalulekile ukuba angasoleki ngokwehluleka. Noma yini engaqondile noma esolekayo evezwa imibuzo ethile noma abezindaba kuba nomthelela omkhulu kubo bonke abathintekayo esigungwini nasemphakathini weNPO. Ngakho-ke wonke amaNPO alindelwe ukuphatha imisebenzi yawo ngesizotha nokusebenza ngobuqotho nabanye abantu. Kungenzeka ukuthi lemigudu nenqubo elandelayo ihluke enhlanganweni ngayinye, inqobo wukuthi yisisekelo esihle okungakhelwa kuso:

- ***Ukwethembeka:***

Abantu abethembekile baneqiniso, uzwelo, bakhuluma into eqondene. Abantshontshi, baqambe amanga, bakhohlise noma benze into enobulwane. Abasebenzi bakaNPO namavolontiya kumele basebenze ngokwethembeka nabaxhasi, nalabo abahlomulayo, abanye abasebenzi, amavolontiya, amalunga esigungu sokwengamela, umphakathi neziphathimandla.

- ***Ubuqotho:***

Abantu nezinhlangano eziqotho banomthetho, bahloniphekile futhi bakhuluma into abayimelayo. Banogqozi futhi basebenza ngokuzimisela. Bayakulwela lokho abakholelwa kukho kanti abazami ukwenza izinto eziyoba nomthelela omubi ekugcineni ngoba behlose ukuzuza okuthile manje noma kuyingozi futhi kushayisana nenkambiso. Abasebenzi bamaNPO namalunga bayayihlonipha impokophelelo esungulwe yisigungu sokwengamela.

- **Ukugcina isethembiso:** abantu abethembekile bayazigcina izethembiso zabo, bafeza lokho abazibophezele kukho, bahambisana nomdlandla kanye nesivumelwano abasenzile. Abaguquli noma babuyekeze izivumelwano ngezindlela ezingenabulungiswa noma bazame ukuphunyuka ngokucwaningisisa izinto ezincanyana ezivumelwaneni ngenhloso yokugoba umthetho ukuze uzwane nabo lapho bephula izibophezelo zabo.
- **Ukuzibophezela:** Abantu ongabethemba baveza ukuzibophezela nokwethembeka kwabanye nasenhlanganweni, ngokukhombisa ubungani esimweni esinzima, ukwesekana nokuzinikela emsebenzini. Abasebenzisi noma badalule ulwazi oluyimfihlo abaluthole enhlanganweni bese belusebenzisa ukuzizuzela. Abasebenzi namalunga esigungu kumele aqikelele ukuthi asebenzisa umqondo ngokwenele ukugwema isimo sengcindezi yabathile nokuzithola izenzo zawo sezishayisana nempokophelelo yenhlango.
- **Ukungachemi:** Abantu abenza izinto ngokungachemile babonakala ngokuzinikela ebulungisweni, ukuthatha bonke abantu ngokulingana, ukwemukela iqiniso lokwehlukana kwabantu nokubekezelelana. Banomqondo ovulelekile, bazimisele ukwemukela ukuthi banephutha, kanti uma kufanele, bayakwazi ukuguqula umqondo nenkolelo yabo. Abazitiki ngamaphutha abanye noma izinkinga zabo ukuze bazuze.
- **Ukunakekela abanye:** Ukunakekela abanye abantu kuhlaluka ezintweni ezifana nalezi; uzwelo, ukupha, ukulunga, nokusebenza. Kudinga ukuthi umuntu azame ukusiza labo abadingayo nokugwema ukuzwisa abanye ubuhlungu.
- **Ukuhlonipha abanye abantu:** Abantu abanemfundiso bakhombisa inhlonipho kwabanye, ukwazisa izifuba zabo, nokwazisa amalungelo abantu abadala. Baziphatha ngokuzithola nokuphila impilo ehlanzekile. Banika abanye ulwazi abaludingayo ukuze benze izinqumo eziphusile ngempilo yabo.
- **Ukusebenza okusobala:** Abasebenzi kumele banike umphakathi ulwazi olwanele nabangaba nalo ngenhlango ukuze umphakathi ukwazi ukuvivinya iqophelo lokufezeka kwezinhloso, inqubo nemiphumela.
- **Ukuba yisakhamuzi esiqotho:** Isakhamuzi esiqotho yilesi esihlonipha umthetho, sibamba iqhaza, sinolwazi nogqozi ngezinto zomphakathi kanye nokuba wusizo emphakathini. AmaNPO kumele aqaphele kakhulu indlela alandela ngayo imithetho nemilayelo ebekiwe.
- **Inqubo yokusebenza ngokuvelele:** Abantu abanemfundiso bayaziqhayisa ngeqophelo eliphezulu lomsebenzi wabo. Bayawulandelela umsebenzi wabo, bawenza ngokukhuthala, ngokwethembeka nokuzimisela.
- **Ukusebenza ngokuzibophezelela:** Abantu abanemfundiso bemukela inselelo yokuzibophezelela ngezinqumo abazenzayo, umphumela esikhathini esizayo walezo zinqumo, kuxuba nokwehluleka imbala, ukuba yisibonelo kwabanye nokuthekelisa ngolwazi kubaxhasi nakwabanikelayo ngendlela okusetshenziswe ngayo izimali.
- **Ukuqaphela nokugcina isithunzi somphakathi:** Impatho enobulungiswa yeNPO, abaholi, abasebenzi namavolontiya anomsebenzi oyisipesheli wokuba yisibonelo lapho enza izinto, ukugcina nokuqhubela phambili isithunzi esihle sokwethembeka negama lazo zonke izinhlangano ezithembeke osizweni lomphakathi, ukugwema ukuvela kwamahlazo okuhambisa ngokungeyikho, nokuthatha nanoma yiziphi izinyathelo zokuvimba nokulungisa inqubo engafanele ngaphakathi noma kwabanye abantu.

ISIGABA B: UKUQOQWA KWEZIMALI, IZINSIZA NEMITHOMBO YOKUSEBENZA ENHLANGANWENI ENGASEBENZELI NZUZO.

1. Isingeniso:

Igama elithi “ukuqoqa izimali” selisetshenziswe ngamaNPO iminyaka eyevile ekhulwini, kanti lichaza ukwandisa imithombo yezinsiza-kusebenza eyahlukene yokusebenza. Insiza ebaluleke kakhulu kulezi yimali. Esikhathini samanje cishe yinto engenakwenzeka ukweseka umsebenzi walezi zihlangano ngemali evela kubaxhasi kuphela. Izinsiza kumele zifunwe emikhakheni nasezindaweni ezehlukene nokusebenzisa amaqhinga amaningi ukuzuza lokhu. Namuhla amaNPO amaningi aseyahlawulisa ngemisebenzi ayenzela abantu noma umphakathi. Singalinganisa ngezikole nje, abazali sebecelwa ukuba bakhokhe imali ethile ngezingane zabo ezikoleni, indawo ehlanganela umphakathi idinga imali uma izosetshenziswa, isizathu salokhu wukwentuleka koxhaso olwanele lokweseka zonke lezizinhlelo.

Kwezinye izikhathi, abaxhasi banikela ngezinto ezifana nemishini yasemahovisi noma impahla yokwakha, hhayi ukheshe. Abantu abakhele imiphakathi bayagqugquzelwa ukweseka inhlangano ngokunikela ngesikhathi, amakhono, impahla ebambekayo njengamakhethini noma izitulo zasehovisi. AmaNPO amaningi enza amakhandlela, impahla yokubiya noma babhale izikibha ukuze bahlangabezane nezindleko zasehovisi nomsebenzi wonkana. Lezi zinhlobonhlobo zokweseka umsebenzi angeke zabizwa ngokuqoqa imali ngempela, ngakho kunegama elithile ezibizwa ngalo, kuthiwa “*wukwandisa imithombo yezinsiza-kusebenza*” –Resource Mobilisation.

Zintathu izinhlobo zabantu abaneqhaza nentshisekelo ekuqoqweni kwezimali. Olokuqala, yilolo lwabantu abaqondene ngqo, lapha sichaza umuntu noma umphakathi onesidingo. Olwesibili, ngabaxhasi, umuntu noma isikhungo esinemali noma esinegalelo lokwandisa izinsiza-kusebenza. Olwesithathu, yi-NPO esebenza njengomxhumanisi phakathi kwabaqondene ngqo nohlelo kanye nabaxhasi. Noma iyiphi incazelo yokuqoqa izimali kumele ibalule lezizinhlobo ezintathu. Nasi isibonelo. “*ukusungula nokuvivinya isidingo esikhona emphakathini, ukuhlenganiswa kwezinsiza zokusebenza, izinhlelo zezimali nokuqoqa kwayo ukuze kufezeke lezo zidingo ezibaluliwe ngezindleko eziphansi, ngendlela eyokwenelisa abaxhasi*”.

Isidingo sokuqoqela izidingo ezibekiwe imali yikhona kanye okufaka umfutho wokusebenza ngendlela ehluzile nokwenza imisebenzi efanele, lenkambiso yaziwa ngokuqoqa imali okuqeqeshiwe. Ukuqoqwa kwezimali ngomunye wemikhakha ekhula ngokudlondlobala emphakathini. Esikhathini samanje, uya ngokuncipha umbono wokubuka lesisenzo njengobunxibi namaqhinga angapheli lapho amaNPO ecela khona kwabanye abantu ngethemba lokuthi inhlangano iyophumelela. Nakuba umsebenzi wokuqoqa izimali uqhutshwa kakhulu ngamavolontiya, noma labo abasebenza ngokungagcwele kumaNPO, ngumsebenzi onzima kakhulu. Ngenxa yenselelo etholakala kulomsebenzi, akuthusi ukubona bebaningi abantu abazimbandakanya nalomsebenzi wokuqoqa izimali, nabenza lomsebenzi ngokuthola inkokhelo.

Ukuqoqa imali esikhathini samanje esiguqukayo kunzima. Awukho umlingo ongenziwa wokuguqula nokuletha imiphumela esheshayo noma usuthanda kangakanani. Kunesikhathi lapho labo ababekhalela usizo kakhulu babezwelwa khona. Kodwa njengamanje siphila esikhathini lapho sekusetshenzwa ngemibiko yombani eyenza ukuba umhlaba usondele kithi ngokunjalo nezinkinga eziningi, umphakathi sewukhathazeke ngokwanda kwezidingo lapha emhlabeni; yinselelo yomphakathi yokuxazulula izinkinga eziya zikhula zonke izinsuku kunokuncipha. Kunenqubo ehlelekile yokuthuthukiswa kwezikhwama, eqala ngokudwetshwa kweqhinga, ukusebenza nokwenganyelwa kohlelo. Ukuqoqa izimali kuyoya ngokukhula nokusebenza ngemfanelo uma kuqhutshwa ngokulandela imigudu yebhizinisi nokuhlelwa kahle. Njengoba ungekho nje umlingo osobala wokuqoqa izimali, kunenqubo eyaziwayo nesebenza kahle emiphakathini yonke. Lenqubo evelele iselwazini lokuthi ukuqoqa izimali akusiyo kuphela into ongayifundela kodwa iyikhono lomuntu ngamunye. AmaNPO yizinhlangano ezifutwa yizidingo nezinkinga zomphakathi, ngakho zivame ukugxila kakhulu ekucabangeni nasekusebenziseni izinhlelo eziletha izidingo zomphakathi. Esikhathini samanje lokho okugcizelelwa enkambisweni yokuphatha ngendlala esobala kudinga iNPO iqikeyele ukuthi izinhlelo zokuphatha ihovisi zikhona ukuze kongiwe izinsiza zenhlango. AmaNPO amaningi abhalisiwe athole uxhaso nokuhlomula ezimbonini ezinkulu zakwamanye amazwe, nokwenzekayo ukuthi kube nenkontileka yeminyaka ethile. Zonke lezinhlelo zisho ukuthi isidingo sokuhlelela izimali zesikhathi esizayo asinikwa umfutho ofana nokwethulwa kwezidingo zomphakathi noma ukuphathwa kwehovisi.

Uma inhloko yehovisi noma umxhumanisi eqokelwe kuNPO, isigungu sokwengamela sivame ukunika lowomuntu isibophezelelo sokuqoqa izimali. Ukuqoqa izimali akusiwona umsebenzi oheha kunoma yiliphi ilunga lesigungu. Akukhathalekile ukuthi isigungu sizibambela sona lomsebenzi noma siwedlulisela komunye wabasebenzi, ukuqoqa izimali akusiwo umsebenzi othathwa njengohlelwayo, odla isikhathi esiningi, ofuna ikhono ngokwawo kuphela.

Isithombe esibi kakhulu kungaba yisimo lapho abemithombo yosizo beyogqugquzela inqubo yokulawula ngakho konke okufanele kwenziwe yinhlangano. Ukuqhubeka kwesimo sokwentula nokwethembela kakhulu emithonjeni eseceleni kungaholela ekwehlukeni ezinjongweni eziphokophelelwe.

Ngaphandle kwezinsiza ezenele, iNPO angeke yakwazi ukufeza impokophelelo yayo, kusemahlombe abaholi benhlango ukuqiniseka ngokutholakala kosizo. Lokhu kuchaza ukuthi kumele kusungulwe isisekelo esiqinile nesiyohlala isikhathi eside kusukela ekubunjweni kuze kufike ekwethulweni kwezidingo. Uma ifezeka lento, ukuqoqwa kwezimali noma ukudidiyelwa kwezinsiza kuyokhanya esabelweni sezimali saminyaka yonke seNPO.

Uma iNPO izimisele ngokusimamisa umsebenzi, nokunxenxa abazoyeseka ngezimali empilweni yayo, kumele inakekele lokhu:

- **Impokophelelo:** uma inhlangano ingazi ukuthi iphilelani, ayikudingi ukwesekwa. Isitatimende sempokophelelo yeNPO kufanele simumathe lokhu “isizathu sobukhona bayo”. Abanikelayo angeke baxhase inhlangano engazi ukuthi iqondephi.
- **Ipulani ngekusasa lenhlango:** amaNPO amaningi awanawo amapulani noma amaqhinga abhaliwe. Bayantunta nje bengazi lapho bebheke khona. Okubi kakhulu wukusebenza noma ukushayela izinhlelo kuphela uma zinemali. Akekho umuntu

ongathanda ukweseka inhlangano engazi lapho iya khona noma engaqondi imiphumela ehloswe yipulani.

- ***Amasu afanele okuxhumana ngaphakathi nangaphandle:*** iNPO iphila esimweni soguquko, ngaphakathi enhlanganweni nangaphandle. Uma loluguquko lungahlolwa ngezikhathi zonke, akekho oyokwazi izinyathelo okumele zithathwe. Uma amavolontiya nabasebenzi bengabambisani ekudwebeni amaqhinga okubhekana nezinkinga, ukusebenzisa amathuba avelayo, inqubekela-phamibili ngeke yabonakala. Uma inhlangano yehluleka ukuthola imigudu efanele yokwedlulisa izidingo emphakathini nezidingo zemali kubalandeli, leyonhlangano iyowa ivalwe.
- ***Ukulondoloza entuthukweni:*** inhlangano idinga amakhono amathathu: ikhono lokuxazulula izinkinga noma izinqinamba esungulelwe zona; ikhono lokuthola izinsiza nezimali ezidingekayo ukuze isimame kanye nekhono lokusingatha konke lokho osekutholakele. Impumelelo yalokhu okushiwo isekutshaleni kakhulu entuthukweni yalamakhono ngokusebenzisa isigungu sokwengamela, abasebenzi kanye namavolontiya. Kumele kuqondakale futhi ukuthi ukuqoqa izimali nezinye izinsiza kufuna imali, ngakho lezizindleko zidinga ukuhlelelwa.
- ***Ukwakha ubudlelwane nemiphakathi kanye nabalandeli:***

Ukhiye wokwakha ikusasa eliqhakazile kusekwakheni ubudlelwane obuhle nalabo abathintekayo. Laba ngabantu abadinga usizo, nalabo abafaka izimali njengabaxhasi noma abanikelayo. Umthetho obalulekile ekuqoqeni izimali ngothi; uma iNPO idinga imali kumele iqale kubangane kuqala. Ukwakha isisekelo “*sobungane baphakade*” sidinga wonke umuntu, abasebenzi kanjalo namavolontiya ukuba atshale isikhathi sawo.

- Usizo olunikwa abatshala izimali nokugcina ubudlelwane obuhle: ukuqoqa izimali ngeke kuhlale isikhathi uma iNPO inomqondo “*wokuthatha imali bese ibaleka*”. Ukubambelela kubangane nabalandeli kusho ukubagcina benolwazi, nokubaguqula babe yingxenye eyethembekile nebalulekile ohlelweni. Kuthatha isikhathi ukubumba nokugcina ubudlelwane, kanti kuchuma ngempatho evelele yehovisi nokuxhumana nalabo abangabalandeli abakhulu beNPO.

Umnyango weNtuthuko yezeNhlalakahle udwebe lemigomo yokuqoqa izimali ngenjongo yokulandela imilayelo yoMthetho ka1997, weziNhlangano ezingasebenzeli nzuzo, ngokubambisana nabanye abathintekayo embonini yokuqoqa izimali. Lemigomo imele umbono owodwa wezinhlangothi obalula lokho okuyinqubo efanele ekuqoqweni kwezimali nezivela emikhakheni ehlukene. Ngokwamukela lomhlahlandlela, labo abathintekayo ekuqoqeleni amaNPO aseNingizimu Afrika izimali bayosebenza ngokuzimisela ukugcina isithunzi salemboni .

2. Isiko lobuntu kulabo abaqoqa izimali

AmaNPO adlula ezikhathini ezinzima, ikakhulu ekutholeni usizo lwezimali. Amaningi aphuma esikhathini lapho amaqophelo nendlela yokuziphatha beyicindezelwa yimikhakha emibili: izidingo zomphakathi eziqondene neNPO ngayinye; kanye nenduku efihlwe

emqubeni noma izinhloso ezicashile zabaxhasi noma abanikelayo. Lencindezi ayizange igqugquzele ukusebenza ngokwethembeka nesiko lobuntu. AmaNPO abeshayelwa kakhulu wukubhekana nezidingo ezinqala.

Kunezinkomba ezibonakalayo manje eziveza ihlumela elisha lezinhlango ezishayelwa wumoya wentando yeningi, ukusukumela phezulu izinto zomphakathi ezinhlango zweni zaseNingizimu Afrika. Uma kulindeleke ukuba amaNPO abe ngabagcini bentuthuko yomphakathi; kulindelwe ukuba abe yisizinda esihamba phambili ezintweni; aholwe yimpokophelelo hhayi ukuholwa ngekhalayizinda ezisizayo; amaNPO kumele azazi kahle ukuthi angobani, aqondephi nokuthi kumele aziphathe kanjani.

Kunenkolelo nokulindelwe wumphakathi ukuthi bonke labo abayingxenywe yamaNPO kufanele babe yisibonelo emphakathini abawusebenzelayo. Kulindelwe ukuthi imboni yamaNPO ingasoleki nhlobo. Abaqoqa izimali kumele bazibuze lemibuzo: kungani umsebenzi wethu ukhona? Noma yini abaqoqi-zimali abasiza ngayo ekwenzeni ngcono isimo? Noma yimiphi imigomo ebekelwe abaqoqi-zimali nokubhekwe ukuthi bayihloniphe? noma ukuqhakambisa izinto zangasese kunamthelela muni kulowo oqoqa izimali? Noma yini enika umdlandla wkuqoqa izimali?

Ukuthathela phezulu umsebenzi wokuqoqa izimali kwenza imboni yeNPO icabange noma lomsebenzi kumele kube ngokhokhelwayo yini. Nakuba ngokomthetho ungemukelwa njengokhokhelwayo, sekunenqubekela-phambili eyenziwe ebheke lapha. Emnyakeni embalwa edlule, umphakathi ubusuvame ukubiza wonke umuntu oqoqa izimali njengofunde lomsebenzi. Ukuthola amaqhuzu noma ukuhlonishwa ngalendlela kudinga iqophelo nesiko elithile lokuziphatha eledlule ukwenza umsebenzi ngendlela eyamukelekayo. Imigomo yezinga nesiko lokuziphatha esebenza ekuqoqeni izimali iyinkomba futhi igcizelela inhloso nesimo seNPO. Ngamanye amagama, indlela iNPO eqoqa ngayo izimali isho lukhulu, futhi ikhomba isimilo senhlangano.

AmaNPO azifunela wona izimali kanti umsebenzi usemahlombe enhloko yehovisi. Kwesinye isikhathi, inhloko isizwa yikomidi lokuqoqa izimali eliqokwe yisigungu. AmaNPO amakhulu nalawo adlondlobalayo aqasha umuntu ngokugcwele, osebenza ngezikhathi ezithile noma umnyango wabantu abaqhuba lomsebenzi wokufuna izimali zonke izinsuku. Kunabathile nezinhlangano ezenzela amaNPO lomsebenzi njengabaqoqi-zimali abakhokhelwayo. Umsebenzi wabo wokuqoqa izimali egameni lamaNPO ngaphansi kwenkontileka. Bathola ikhomishani noma bagcine iphesenti elithile okanye kokubili. Abeluleki bokuqoqa izimali sebeyatholakala nalapha eNingizimu Afrika.

Emiphakathini enamasiko ehlukeneyo, izinkolelo namasiko eqembu ngalinye kuyenzeka engemukeleki kwabanye, bese kuba nomthelela lapho kuqoqwa izimali kwabesiko elithile kuxhaseke elinye.

Ulwazi ngendawo nomphakathi okufunwa kuwo usizo kubaluleke kakhulu ngoba abaxhasi bafuna ukwazi ngenhloso yomkhankaso, kanjalo nalabo abaxhumana nabaxhasi mabaqonde kahle umsebenzi wabo. Inqubo yokuqoqa izimali, njengoba seyingena kakhulu kwekhokhelwayo isivulelekile, isobala futhi idinga ukuthi labo abathintekayo babe nezibophezelelo ngemali yomnikelo nezinye izinsiza ezitholakalayo.

INPO ngayinye uma iphumelela kufanele iqophe amazinga ayolandelwa okuqhuba ibhizinisi. Kakade uma imisebenzi yayo ingemukeleki emphakathini ofaka usizo, ngeke kuyithathe isikhathi eside ukuthi ingawi iphelelwe yizinsiza. Lokhu kuvame ukulandela isifiso senhlangano nabaholi bayo kuhlange nabaqoqi-zimali, sokuqala bahloniphe impatho nenqubo yangaphakathi enhlanganweni ehlaziyayo, ihlele, isebenze, yengamele, iqaphe iphinde icubungule. Ukwemukelwa komsebenzi wokuqoqa izimali njengengxeny yomsebenzi wabaphathi izeza intshisekelo yokuzenzela nokuzethemba enhlanganweni.

Ocwaningweni olwenziwa ngonyaka ka1989, angu 37 amaphesenti aveza ukuthi abaqoqi-zimali bethembekile. Umbono waseNingizimu Afrika awukaziwa, kanti bancane abaphikisayo ukuthi sikhona isidingo sokudweba imigomo yenhlangano namaqophelo okuziphatha alindelwe kulabo abenza lomsebenzi, isiko lobuntu lenanelwe eSigabeni A emakhasini 16 no 17. Amaqophelo okuziphatha nesiko lobuntu elibusa abaqoqa izimali lidlala indima ehlulelayo ngeqhaza elifanele lamaNPO.

3. Isibophezelelo sabaqoqa izimali:

Njengengxeny yencazelo yangaphezulu, ndlela yini yokuziphatha elindelwe kulowo oqoqa izimali, akukhathelekile ukuthi usebenzela iNPO noma ubuya ngaphandle kwenhlangano? Khumbula ukuthi lomuntu angaba yilunga lesigungu, inhloko yenhlangano, isisebenzi, ivolontiya noma ozivelela ngaphandle. Oqoqa izimali makube:

- Ngoqonda impokophelelo yenhlangano nokuthuthukisa imisebenzi yokuqoqa imali neyeseka impokophelelo nokusiza inhlangano ekufezeni leliphupho;
 - Othuthukisa ulwazi lokuqonda amasiko, izinhlelo, imisebenzi, izidingo zomphakathi ohlomulayo, okhombisa ikhono lokutolika lolulwazi ngendlela ewusizo ekuxhumaniseni nasekuqoneni izimali;
 - Ngokwesiqu makube ngonombono nomuntu oxhumana kalula nabanye abantu. Noma yiliphi iqhinga lokuqoqa izimali noma umsebenzi wakhona kumele ukhombise ukuphuthuma, ukwehluka, imfanelo ukubaluleka nokuhambisana nezinhlelo kanjalo nemisebenzi ehlongozwa yiNPO;
 - Ngothola ukwesekwa kwenhlangano ngendlela esobala, eyiqiniso nokwethembeka. Lomuntu makagweme ukulingeka okungaholela ekwethuleni ikhono lenhlangano ngokweqile noma asho izinto ezingeke zenziwe yinhlangano ngoba ehlose nje ukuthola uxhaso;
 - Makabe neso elisheshayo ukubona labo abangaba ngabaxhasi, athole izindlela zokuxhumana nabo, intshisekelo yabo, isimo sabo sezimali, ukuzibandakanya ohlelweni lokwehlisa isibalo sabo kuze kusale labo abethembisayo nokwemukela isibophezelelo sokufuna izimali ukuze kuhlange shezwane nezinhloso;
 - Ukwelikelela ekwakheni ikhono elethembekile lokuqoqa izimali, nokuqonda ukuthi inswebu eyiqiniso yalomkhakha wokuqoqa izimali yilena:
- Ukwenza lomsebenzi njengomsebenzi ogcwele
 - Uqeqesho olufanele
 - Isidingo sokusungula, ubulungu kanye nokusebenzela inhlangano yabaqoqi-zimali
 - Kunesidingo sokusungula umgomo.

- Ukukhombisa izibophezelo zalamalunga, ngaleyondlela babeke phambili izidingo zeNPO kanye nalabo abasetshenzelwayo, kuthi izidingo zamalunga zize kamuva;
- Uma bebizwa noma becelwa ngamaNPO, baqonde futhi baqhube umsebenzi wokweluleka nokuwasiza ukuze afinyelele ezinhlosweni zawo kanjalo nokusiza ezindabeni eziphathelele nokwengamela umsebenzi.
- Ukugqugquzela nokweseka okugcwele izinhlelo zokuqeqesha nokufundisa okusezingeni eliphakeme labobantu abenza imisebenzi yokuqoqa izimali, baqikelele ukuthi intuthuko iyabonakala kanye nokwenyuka kwezinga lomsebenzi.
- Ukushiyelelana ulwazi, isipiliyoni kanye nenqubo ngenjongo yokwandisa umthamo wolwazi, impumelelo yezinhlangano nezinye izizinda ezisetshenzelwa yilabobantu abaqoqa izimali.
- Ukusebenza ngokwethembeka nozakwabo ekulweni nenkohlakalo nokuqeda izimilo ezixegayo nokuziphatha okungemukelekile ngaphakathi kulomkhakha wokuqoqa izimali, ikakhulu kumele bayophikisana, balwe nalokhu okulandelayo:
 - Ukukhuluma nokusho okungesilo iqiniso, kuhlenganisa ukwenza ihaba ngokuzuzwe esikhathini esedlule, okungenziwa nezethembiso ezingelona iqiniso lapho ukuze kutholakale izimali ebezingetholakale;
 - Izinkontileka noma ukwenza umsebenzi wokuqoqa izimali ngaphansi kwesivumelwane sokuthi kumele bakhokhelwe imali noma ngabe abazifezanga izinhloso ezibekiwe zezimali; lokhu kungaxuba nezindleko ezifakiwe kodwa ezifihliwe enhlanganweni eqoqelwa izimali;
- Ukusebenzisa ukuqagela imiphumela yokuqoqa izimali ngokuthathela elwazini lwakudala lwesimo esifanayo nesisondelene naleso samanje.

4. Ukuqasha umqoqi-zimali wangaphandle:

Abanye abaholi bamaNPO nezigungu zakhona bayalingeka ukubeka umsebenzi wokuqoqa izimali ezandleni zikachwepheshe ozimele. Lokhu kusho umuntu ofuna iphesenti elithile ngaleyomali eqoqiwe (isibonelo, amaphesenti angu15 kanye nengxenye ethile emile). Umqondo wokuthi inhlangano ikhokhe kuphela uma kutholwe imali izwakala njengesu elihle. Ngesinye isikhathi umqoqi-zimali angafuna imali eqondile njalo ngenyanga. Zonke lezizinhlelo zingadala izinkinga, ezifana nalezi:

- Esikhathini sanamuhla, abaxhasi bafuna imali yabo isetshenziswe ukuhlangabezana nezidingo abatshelwe ngazo. Uma ingxenyanana yomnikelo wabo isithathwa ngothile (njengomqoqi), banelungelo lokubuza ngenhloso yalokhu;
- Abaxhasi bangafuna ukwazi ngesamba semali abayinika umqoqi-zimali ozimele ukuthi malini ngempela efinyelele enhlanganweni, noma ngabe isheke lenziwa egameni lenhlangano;
- Ukuzakhela igama lokuthola iminikelo kubaxhasi wukuzibekela okuhle nokucabangela ikusasa. Lokhu akwehli kahle kumqoqi-mali okhokhelwayo ngoba yena ufuna kwenziwe izinqumo ezisheshayo nokuthola inkokhelo njalo ngenyanga.

- INPO kumele ngabe seiyakuqonda manje ukuthi umsebenzi oyimpumelelo wokuqoqa izimali akusiyo into elula, akusikho nje ukukhokha ikhomishini yomqoqi-mali.
- Ukucwaningwa kwemali etholiwe enengxenywe yekhomishani ifuna imininingwane ephilelele ukuze yenganyelwe. Ubuningi nokuxhumana phakathi kwemisebenzi yokuxhumana nomphakathi naleyo yokuqoqa izimali kwenzeka ngasikhathi sinye, manje iNPO ngabe yehlukanisa kanjani phakathi kweminikelo etholwe ngenxa yomxhumanisi wenhlangano nomphakathi naleyo etholakale ngenye indlela? Wehlukanisa kanjani phakathi kwegalelo elenziwe ngumqoqi-zimali okhokhelwayo nalelo elenziwa yinhlangano ngokwayo esimweni ngasinye?
- Izinhlangano ezinkulu zabaxhasi azinayo imali ehlala ilindile kodwa zingakwazi ukuzibophezelela ekunikeleni ngezikhathi ezithile njalo noma imali eyisamba ngesikhathi esithile esizayo. Kwenzekani uma isibophezelelo singaphumeleli – kungabe iNPO isadingekile ukuba ikhokhe ikhomishani, noma ifune ibuyiswe?
- Amabhodi amavolontiya nabasebenzi ngeke bakuthande ukwenza wonke umsebenzi, bethuthukisa intshisekelo yabaxhasi bese umqoqi-zimali efika ngokuzoqedelela umsebenzi sengathi nguyise ovukuze abaxhasi.
- Bazizwa kanjani abasebenzi beNPO uma kufika umuntu othile esekhokhelwa ngamandla nangokuzikhandla kwabo? Kungani lomqoqi-zimali ekhishwe iqhubu ephathwa ngokutotoswa?
- Asikho isiqiniseko sokuthi labo abangase banikele bayokwenza ngempela lokhu, ngakho umphumela nempinda ihlale ingabazeka. Uma kuhlangelelwe nobunzima, umqoqi-mali okhokhelwayo kungenzeka adinge indlela yokuphunyuka.
- Ukuze kungene imali, oqoqa izimali angalingeka aze emukele isiphakamiso somnikelo omncane kunaleso ebesingatholakala kulomxhasi.
- Abaqoqi-zimali abakhokhelwa ikhomishani bangalingeka ukusho izinto ezithile ngeNPO ukuze bathole ukwesekwa ngabaxhasi. Lena yingozi ngempela lapho inhlangano iqashe abantu bangaphandle. Yini abayikhulumayo ngeNPO? Mthelela muni owenzeka esithunzini esakhiwe kanzima seNPO? Ngabe lokhu kuqinisekisa ubudlelwane obuhle phakathi kweNPO kanye nabaxhasi – sikhuluma ngokuxhaswa okwethembekile nokuyohlala isikhathi eside.
- Abaxhasi babheke ubudlelwane nalabo ababapha izimali. Abaxhasi abaningi abazimisele ukuxoxisana nabaqoqi-zimali bangaphandle kwenhlangano. Kamuva nje, abaxhasi bayakusho lokhu kumhlahlandlela wabo.
- Inkontileka eneminingwane egcwele kumele isayinwe yiNPO kanye nalowo oqoqe izimali noma inhlangano eqashelwe lomsebenzi. Lenkontileka kufanele icace. Chaza izibophezelelo zamaqembu omabili; beka inkololo noma okuqondwe ukuzuzwa;

chaza izindleko zehovisi nezokuhamba ezithintekayo nokuthi ziyolawulwa kanjani; yakha amathuba okubuyekeza inqubekela-phambili; chaza ukuthi ngubani oxhumanisa ubudlelwane nabaxhasi ngesikhathi senkontileka nalapho seyiphelile; akuqukathwe ithuba leNPO nomqoqi-mali lokuqeda inkontileka ngokufaka isaziso sezinsuku ezingu30.

Ukuqoqwa kwezimali okunenkokhelo yekhomishini kusebenza kahle ekuqoqeni imali efuneka maduze njengalapho kufunwa imali yomcimbi noma umncintiswano. Oqoqa imali uthola iphesenti lenzuzo esalayo ngemuva kokukhokhwa kwazo zonke izindleko zomsebenzi. Uma iNPO ihlela ukungena enkontilekeni nomqoqi-mali wangaphandle, kuwumqondo omuhle ukuthola kabanzi ngesipiliyoni sakhe ngamakhasimende akhe adlule.

5. Ukuqasha umeluleki wokuqoqa izimali:

Isichazamazwi sichaza umeluleki ; “ngengomuntu onika ulwazi olukhokhelwayo noma ubuchwepheshe, njengodokotela, ummeli, unjiniyela, umhleli njalonjalo.” Umeluleki wokuqoqa imali usebenza nabasebenzi abaphambili benhlangano namalunga ayo ukuxazulula izinkinga zokuqoqa izimali nezindaba zenhlangano. Indlela okuyiyona ngempela yokusebenza yehluka kumeluleki ngamunye, nasesimweni ngasinye.

Umeluleki angathathwa njengomngani omkhulu weNPO noma isitha esikhulu abuye abe wusizo ekuzuziseni inhlangano leyomiphumela ehlosiwe. I-NPO kungenzeka imbone kancane lomuntu, kokunye umeluleki angahlale esemehlweni enhlangano. Iyodwa into eyiqiniso, ubudlelwane nokuhambisana kwemiqondo kufanele kubenamandla futhi kube nokwesekana. Umeluleki makakwazi ukuguquguquka ekuhlangabezani izidingo zenhlangano, abe nesipiliyoni esenele sokusiza inhlangano ukuba ixazulule izinkinga zayo.

Isigungu seNPO nabasebenzi kumele bamethembe umeluleki hhayi ukulwisana naye ngamaqhinga okuvunyelwene ngawo. Umeluleki oqoqa imali wenza lomsebenzi olandelayo:

- ***Umkhankaso wokufuna imali neminye eyisipesheli:*** lona ngumkhankaso wokuqoqa imali eningi kubaxhasi abayingcosana ngesikhathi esifushane. Oqoqa imali angabandanyeka ekushayeleni loluhlelo. Imvama angancoma ukwenza isivivinyo sokuhlola isidingo somkhankaso kuqala, ukuvivinya umxhasi kungakavunyelwana, ngaphambi kokuzibophezelela ngokugcwele emkhankasweni. Umeluleki uhlela uhlela lwezingxoxo nabaholi bomphakathi kanye nalabo abangaba ngabaxhasi bese ekhipha umbiko nezincomo. Umeluleki uyobuye aqeqeshe ithimba elinxenxa ukwesekwa.
- ***Imikhankaso yakanye ngonyaka neyenziwa njalo:*** izinhlangano zidinga ukuthola imali engena njalo ukuze zihlangabezane nezindleko zenyanga. Icebo elibaluleke kakhulu nelisetshenziswayo ngelokuthumela izinwadi eziqonde ngqo, kungaba yincwadi yesicelo noma yokwazisa, ukuthuthukisa noma ukukhumbuzisa abalandeli. Abeluleki bangasiza amaNPO ukuba akhe izinhlelo zokwengamela uxhaso kanye nengxube efaka imali ngezikhathi zonke. Lengxube ingahlanganisa izinhlelo zobulungu, izibophezelo zabaxhasi, imicimbi eyisipesheli, ukudayiswa kwemisebeni kanye *nokuthatha amashansi* nje.
- ***Ukuqeqesha abasebenzi namavolontiya nokubabonisa umsebenzi:*** kubalulekile ukuthi abeluleki bethkelise ulwazi namakhono leyonhlangano abayisebenzelayo

ukuze lawomakhono nolwazi lusetshenziswe ukuzisiza. Abeluleki bangaqeqesha abasebenzi namavolontiya ngama-workshop noma imibuthano yokucobelela ulwazi nokushiyelana ulwazi ngesikhathi bebasiza ezinhlelweni zamaqhinga okuqoqa izimali.

- ***Eminye imisebenzi yokweseka:*** izinhlangano ezingasebenzeli nzuzo zinelungelo lokwazi ngokusebenza ngokuphelele kwezinhlelo zazo zokuqoqa imali. Amabhodi angakhathazeka ngobuholi bawo, amandla abasebenzi, ukuxhumana nomphakathi kanye nemikhakha eminingi yezinhlelo zokuqoqa izimali. Umeluleki angabizwa ukuzokwenza ucwaningo ngesimo sokuqoqa izimali nokuncoma izinyathelo okudingeka zithathwe ekuqhubeni umkhankaso wokuqoqa izimali oyimpumelelo. Ngakho, abeluleki bangabizwa ukuzokwethula amaqhinga amasha okuqoqa imali enhlanganweni.
- ***Umnikelo wemali etshaliwe nemishuwalense:*** lena yindawo enganakiwe uma kukhulunywa ngokuqoqa izimali, kanti inomthelela omuhle kakhulu. Imali evela kubaxhasi abanikela ngemali abayitshalile, imishuwalense, nezincwadi zamafa nezinye izindlela zokutshalwa kwemali zingaletha imali eyongena njalo eminyakeni ezayo. Abeluleki bangasiza ekusunguleni uhlelo lwemali etshaliwe neyemishuwalense, baqeqeshe nabasebenzi kanye namavolontiya ngendlela okusebenza ngayo loluhlelo.

Ziningi izinyathelo ezikhona ohlelweni lokuqasha umeluleki wokuqoqa izimali:

- ***Ukusungula izidingo zenhlangotho yakho:*** yini edingwa yinhlangano futhi malini engakwazi ukuyikhipha noma iyisebenzise? Isinyathelo sokuqala sokubiza umeluleki yingaphakathi. Abeluleki benza imisebenzi eyahlukene, kodwa inhlangano kumele ikugcine emqondweni ukuthi noma yimuphi umzamo wokuqoqa imali yisinyathelo sesikhathi eside. Ukutshala imali ngokuqasha umeluleki kuyoba nomthelela oyosalela ezinhlelweni zokuqoqa izimali isikhathi eside esahamba umeluleki noma yaphela inkontileka yakhe. INPO kumele yazi kahle ngokufanele kwenziwe ngumeluleki nangesamba ayosihlomula ngalomsebenzi.
- ***Ukwakha uhla lwabeluleki:*** khuluma namaNPO ngesipiliyoni sabo. Ngubani abamncomayo?
- ***Klelisa izidingo zenhlangotho ngokubhalwe phansi:*** cela impendulo ebhaliwe kubeluleki abambalwa abasohleni oseluncishisiwe. Kungatholakala izimpendulo ezehlukene, ngezisobala kuze kufike naseziphakamisweni ezinqala, zonke mazicacise ngesamba esiyokhokhwa. Lololwazi luyosiza iNPO ekuthatheni isinqumo ngoyokhethwa nohambisana kangcono nezidingo ezibekiwe. Olunye ulwazi lungaqokelelwa ngokuxhumana ngocingo ize yeneliseke inhlangano ukuthi seyikulungele ukuthatha isinqumo.
- ***Ukubamba imihlangano nalabo abathandekayo:*** qiniseka ukuthi usihlalo wesigungu noma inhloko yenhlangano, usihlalo wekomidi lokuqoqa izimali – noma bobathathu bayingxenye yemihlangano. Zinike isikhathi esenele ngomeluleki ngamunye ukuze ethule inkulumbo yakhe nokumnika ithuba lokuphendula imibuzo. Kuyinto enhle

ukuhlela imibuzo kusenekhathi ukuze ithimba elifaka imibuza lizuze elikufunayo kulemihlangano.

- Hlola imvelaphi yomeluleki: ikomidi kumele lithathe isinqumo ngemuva kokufakwa imibuzo kwabeluleki. Kubalulekile ukuxhumana nabantu ababalwe ngabeluleki njengabancomi babo, phela kwenzelwa ukuthola isiqiniseko ngabo nangomsebenzi wabo esikhathini esedlule. Khetha idlanzana lamanje nelakudala elingamakhasimende abo. Kungenzeka ube nesidingo sokuqoka ilunga ngalinye oyosebenza nalo noma eliyokwabelwa inhlangano, kuyisu elihle ukuthi uhlangane nalomuntu. Kusemqoka ukuthi umeluleki abe ngumuntu oseke wavelela ekuqopeni imali kanjalo nonguchwepheshe kulendima.
- **Qoka umeluleki:** ungasihlehlisi isinqumo. Thatha isinqumo ngesikhathi usakhumbula imininingwane nolwazi lomhlangano obubanziwe. Uma isinqumo kungesokulinda kancane, kulungile lokho inqobo nje uma sithathiwe isinqumo. Ukwehluleka ukwenza yizinkomba zokungazibophezeleli kwamalunga esigungu nabasebenzi kobesekuhleliwe. Awukho umsebenzi ongenziwa ngumeluleki ukusiza isimo sokwentuleka kokuzibophezelela kwabaholi. Uma kwenziwa isinqumo sokuqasha, thintana nalowo meluleki ngokushesha.
- **Xoxisanani ngokwenza isivumelwane esimile:** ubudlelwane obunesisekelo phakathi kweNPO nomeluleki yilobo obakhiwe ngaphansi kwesivumelwane esimile nesibophezelayo. Sebenzisana nomeluleki ukubumba umqulu oyisibuko esiyiso sobudlelwane obuhlongozwayo. Ayikabikhona indlela eqondile neqoshiwe ewumhlahlandlela wezivumelwane nabeluleki lapha eNingizimu Afrika – abeluleki ngabanye bazenzela ngokubona.

Kuyacaca ukuthi umsebenzi wokweluleka kuseyinto eseyintsha emkhakheni wamaNPO. Ngaphandle kokungazi kahle ngomsebenzi kameluleki, amaNPO enza umsebenzi wabasungula imigomo emisha yokuqoka izimali ibe nzima ngalezizathu:

- Kuwumkhuba ovamile ukuba abeluleki banikele ngehora lokuqala noma amabili lapho beqala umsebenzi. Emhlanganweni wokuqala, iNPO kumele ichaze izidingo zayo. Ngokufanayo kulomhlangano umeluleki kumele atshengise izinyathelo ezingathathwa ukuhlangabeza lezidingo. AmaNPO anokusebenzisa lelithuba lokuqala ukusenga izeluleko mahhala.
- AmaNPO anokwenza iphutha lokucabanga ukuthi abeluleki bayowaqoqela izimali, bese ekhokha ikhomishani. Lenkolelo engelona iqiniso yenziwa wukungazi, nokudukiswa yidlanzana labenza umsebenzi ofuze lona abahamba bezibiza ngabaqoqi-zimali abakhokhelwayo nabawufundele lomsebenzi.
- Yinkambiso evamile kubeluleki ukwethula isiphakamiso noma ikhotheshini kwiNPO. Lomqulu ovame ukuba mkhulu uchaza ingqikithi yesivumelwane, izinyathelo ngazinye zosizo lokweluleka kanye nemininingwane yezindleko ephelile. Umeluleki ulindela impendulo yesiphakamiso noma ngabe asemukeleki. Isipiliyoni kubeluleki sikhomba ukuthi angu 9 eshumini amaNPO awazihluphi ngokuphendula nokusho ukuthi asitholile yini isiphakamiso, ayisaphathwa eyokuthatha isinqumo.

- Enye yezinkinga ebaliwe wukuthi esikhathini esiningi isigungu sasingabandakanywa ezingxoxweni eziholela esinqumweni sokuqoka umeluleki. Lesinqumo sithathwa ngomqondo wenhloko yenhlangano. Umphumela walokhu wukungemukeleki kahle kwesiphakamiso emalungeni. Lesisimo sikhomba ukuthi ukuqoqwa kwezimali akuthathwa njengensika ebalulekile nokweseka isigungu. Ngakho, umthelela wokuqashwa komeluleki wukukhula kwendikibalo nomzwangedwa ebasebenzini. Izincomo ezintsha azifiki nokufika esigungwini, ingasashiwo eyokuziphasisa.
- Kunezinkomba zokuthi amaNPO awazihleleli izindleko zokuqoqa imali uma edweba isabelo-zimali. Lenkinga iholela ekudikibaleni kwabasebenzi nomeluleki olindwe ukuba enze imilingo ngaphandle kwezinsiza.
- Bavamile ukubizwa abeluleki nxa kunezinkinga zokuqoqa izimali kodwa esikhathini esiningi izinkinga zisuke zingaphakathi, okokuqala kungaba yinqubo yokwengamela engenabulungiswa noma indlela yokuphatha. Inkinga akusiyo eyokuthi ayikho imali ewumnikelo kodwa wukungahleleki ngokwenele ukufaka izicelo noma impatho efanele.

Izimo nemikhuba ephazamisa ubudlelwane bamaNPO nabeluleki yilena:

- amaNPO afuna izixazululo ezisheshayo nokuyinto engatholakali;
- amaNPO axhumana nabeluleki uma esengene kakhulu ezinkingeni;
- izinkinga ezivame ukubekwa njengezindaba zokuqoqa izimali empeleni kuba ngezokuphatha nokwengamela ngobulungiswa noma ukweduka kwenhlangano;
- ukudideka kwamaNPO ngezindaba zekhomishini;
- amaNPO alindele ukuthi abeluleki babaqoqele izimali;
- isigungu sokwengamela siyazi ngenkinga yokuqoqa izimali kodwa abazimisele ukuba yingxenye yalokhu;
- kunomkhuba wokwethembela kakhulu esisekelweni esincane soxhaso – izinkampani, imifelandawonye noma abaxhasi bakwamanye amazwe.
- AmaNPO enza kube nzima ukusebenza kwezincomo zabeluleki ngoba abawuboni umsebenzi wokuqoqa imali njengowenziwa ngokugcwele.

Umgomo wokuziphatha kahle ezinhlanganweni ezingasebenzeli nzuzo eNingizimu Afrika (NPO's)

ISIGABA C: UMSEBENZI NEZIBOPHEZELELO ZABANIKELAYO NABAXHASI

1. Isingeniso

“Siphila ngalokho esikutholayo, kodwa siphiliswa yilokho esiphana ngakho” (amazwi ashiwo nguWinston Churchill).

Lamazwi ayezwa kala ezinhliziyweni zemboni yamaNPO kanye nempokophelelo ebonakala ngokucacile ezigidini ezintathu zabantu baseNingizimu Afrika abasebenza kuzo njengabasebenzi namavolontiya. Umsebenzi wabo wenzeka lula ngenxa yesihe nothando lwabantu abanikelayo kanye nezikhungo ezingabaxhasi. Umdlondla wokunakekela nozwelo ngabanye abantu ukuqethwe egameni *“isihawu”*, kanti leligama selidume kakhulu ngokunikelela umkhakha oyigugu ebantwini.

Igama lesihawu elangena olimini lwesiNgisi ngeminyaka nyaka yawo 1700 luvela esiGrikini (*isihawu - uthando ngabantu*) lwasetshenziswa ukuchaza izinhlelo eziningi zamasiko nezenkolo, imicabango nezimo zempilo. Lincikiswa kakhulu nokunikela, ubuntu, ukulawula inhlanganhle, intshisekelo ngabantu nemisebenzi yomphakathi. Kuncane okubhaliwe noma ucwaningo oselwenziwe ngesihawu esikhathini esedlule, manje nangekusasa lokunikela *“isihawu”*. Alukho ucwaningo olwenziwe noma okubhaliwe ngesihawu lapha eAfrika. Kokwa okuphawulekayo wukuthi yithuluzi elinamandla nelithinta amasiko nobuntu bethu njengabantu. Sekungaphezu kweminyaka engu 6000 isiko lesihawu lisebenza, bekwesekwa izimpi, kwakhiwa amathempeli, kwakhiwa amanyuvesi, kusungulwa imibutho, kuvikelwa amasiko nokushintsha indlela yempilo lapha emhlabeni.

AmaShayina ayefundiswa ukuthi ukunakekela abanye abantu yisiko-nqandi lakho njengobuntu, ubuntu boqobo. Uma sibheka emuva emlandweni wamaJuda, sithola ukuthi isenzo sokupha (incwadi kaIsaiah 58;7 kanye nekaDothronomi 14;22) njengengxenywe yobudlelwane nenhlanganhle. Imfundiso yobuJuda yaba nomthelela omkhulu kwinqubo nenkambiso yesihawu nokunikela. Umphostoli uPaul wathuthukisa isu lamaHebheru lokuba ngumqaphi, nethi lowo ocebile akasiyena umnini wefa kodwa uphiwe igunya lokunakekela leyompahla ayabelwe (*Genesis 1.26*), ngakho kumele ayisebenzise ngokulandela umthetho kaNkulunkulu (*2 Corinthians 8,9*). Ukuzibophezelela nokunakekela labo abentulayo, ukushiyelana umnotho nokwakha isiko lobunye emphakathini wamakholwa kwakuyinto ekhombisa uthando lukaKrestu.

Isihawu yisiko elibuya emandulo nasemibhalweni yabaseGibhithe ababekhuluma ngokunikela ukuze kube nokujabula nempilo engcono kwabanye abantu. Umbono wesihawu kumaGriki namaRoma wehlukile kwabaseGibhithe ngokuthi kubona kwakuqondiswe ezenzweni zomusa *“zibhekiswe kubantu”*, hhayi nje kwabampofu nabadingayo. Inqubo yabo engumhlahlandlela yayikhethe umbono wokuthi abantu kumele bazibophezelele ekubambeni iqhaza emisebenzini yomphakathi nokuholisa labo abangasebenzi. ENTshonalanga Yurophu isonto lathola ithuba lokuqhakambisa isiko lokuthanda umakhelwane ngokugqugquzela futhi

likhiphe izipho ezibhedlela, ezikoleni nasezimishini zamasonto nokuchaza imisebenzi engenziwa ukunakekela abampofu. Emazweni angamaKhatholika, isonto laqhubeka nokwenza imisebenzi yokufundisa nokunikela ngaphansi kweso lokuqaphela likahulumeni.

Umbono wezinhlango ezinikelayo wathuthuka kakhulu lapho amandla ezomnotho nenhlalo ihlangana nokusabalala kwezohwebo ziya emazweni ehlukeni, kuhlangene nokudayiswa kwabantu njengezigqila, isikhathi sokuphenduka ngamandla kwezimboni zokukhiqiza nokukhula kwesidingo sabasebenzi abashibhile, kodwa okungethenjelwa kubo.

Umbono wesimanje wesihawu wasabalala umhlaba wonke ngesikhathi ufuduko lwezenkolo luthatha igxathu lokwandisa ubuKrestu nokubhebezela “impucuko” ezizweni zakwamanye amazwe, nokweseka imibuso eyayikhula yenabela nasemazweni aseMazansi neAfrika. Engxenyeni yokugcina yeminyaka yo 1800 nangasekuqaleni kweyo1900, kwabonakala sekuvela isahluko esisha emlandweni wesihe. Umnikelo omkhulu, kungaba ngesikhathi sabaxhasi noma kukhishwa emafeni abo, wadlondlobala uqondiswe ezinhlangothini zabantulo, izikhungo zenkolo nezinjongo ezifuze lezi. Kwagcizelelwa kakhulu ekusetshenzisweni kwesihawu ukuhlangabezana nobubha nezimo ezingathandeki enhlalweni, nokwenza ngcono izinga lempilo ebantwini.

Izinhlangothini nemibutho eminingi yenkolo ifundisa abalandeli bayo ngokunakekela nokunikela. Ngaphandle kobuJuda nobuKrestu, sithola ukuthi uBuddha ufundisa ukuthi zine izinto eziletha ukuthokoza kumuntu lapha emhlabeni. Okunye kwalokhu: *“kumele akwazi ukupha nokunikela, ubumnene ngaphandle kwemibandela nenkanuko yengcebo”*. Imfundiso yobuIslam igcizelela lokhu okulandelayo: *“ukungaziqhayisi, ukuzidela njengesibonakaliso sokubonga kuNkulunkulu. Yipha ukudla abantulo, izintandane nabasemajele, ngothando lukaAllah kuphela. Asilindele nokhelo noma ukubongwa ngalokhu.”* Ngesiko lesiHindu, amahubo eVedic agcizelela ngokunikela izipho ezithixweni njengesiko elibalulekile lokuqonda kabanzi ngenkolo. .

Inhloso yokugqagqazela isiko lokupha akusiso isicelo esisuselwe embonweni wokuzwelana nokuhlupheka kwabantu noma ukuqhuba inkambiso yobuhlobo, kodwa ukwazisa ilungelo labanikwa izipho nokushiyelana inhlanhla yalowo onotho (umxhasi). Umbutho wesihawu sewuhambe kangakanani lapha eAfrika? Izinhlangothini ezingaphezulu kwamaphesenti angu90 aseNingizimu, Maphakathi, eMpumalanga naseNtshonalanga Afrika ngezamasonto noma ezincike ezimishini. Kuze kufike esikhathini samanje, bezethembela kakhulu ezimalini ezivela kwamanye amazwe ekwesekeni cishe zonke izinhlelo zazo. Umuntu waseKenya wake waphawula kanje: *“Izimishini sezigxekwe kakhulu ngokwehluleka ukufundisa ngesiko lokunikela. Kuyiqiniso ukuthi ezinye izimishini beziqonde ukuthi sinye isipho uNkulunkulu asemukelayo, yimali, isibonelo sokungadingeki emehlweni azo wumkhiqizo wokusanhlamvu, izithelo kanye nezilwane. Ngaleyondlela abantu baseAfrika abangenayo imali babengakwazi ukuzibandakanya nokupha. Ngokuhamba kwesikhathi amakhohla angaMaAfrika ahlehlele emuva aphenyuka izibukeli. Ngokungabi nalwazi, noma ngokuzinciphisela izinsiza ezitholakala emasontweni lapha eAfrika, siziba futhi sithena amandla amathuba okuthuthuka nokuzimela.”*

“Isihawu” yigama elingundabamlonyeni esikweni laseAfrika. Kungafani nasemazweni athuthukile njengeMelika, iNgilandi namanye aseYurophu, iAfrika noma kungesilo izwekazi elithuthuke kangako, kodwa isiko lesihawu yinto ekhona. Ukupha yingxenywe yesiko

lamaAfrika. Esikweni laseAfrika, abantu bathola ukweneliseka uma benikwa ithuba lokupha nokushiyelana lokho okuncane abanakho nabanye. Igama elithi “*ubuntu; Botho*” nalelo elithi “*wolanani*” lichaze lokho okusegazini kumAfrika nokuyingxeny ezipilweni kubo.

Emphakathini waseAfrika abantu abaphili eziqhingini noma ngabodwa. Abantu bayahlalisana, bayasizana ezikhathini ezinzima. Umuntu uhlala ndawonye nesizwe sakubo, lokho esikubiza nge “*kgoro*”. Kwakhiwa izindlu ezisondelene, nezehlukaniswe kuphela wumngcele omncane, kungaba ngowodaka, umhlanga noma ngokubizwa “*lefuo*”. Ngalandlela kuba nokuxhumana okulula phakathi kweminden, kukhathazeke nesiko lokushiyelana. Amadoda abuyela ezindlini zawo kuphela uma eseyolala. Amadoda esizwe esifanayo ahlala e “*kgoro*” emukele izivakashi nokuqapha imfuyo nempahla yawo. Badla ndawonye babuye basizane ngokufundisa abafana imikhutshana yempilo.

Umnden ngamunye unesibaya, kodwa uma sekuyisikhathi sokusenga noma ukuqapha imfuyo emasimini, abafana balesosizwe bahamba ndawonye – ngisho nalabo abangenayo imfuyo emakubo. Bashiyelana izinto, ngisho nobisi, ukudla nakho konke okutholakala ekhaya. Abafana abavela emakhaya ampofo babelwa imfuyo lapho sebekhulile ukuze baqale izibaya zabo.

Abesifazane abangenawo amasimu basiza labo abalimile. Ngesikhathi sekuvunywa, baphiwa ingxeny yesivuno sonyaka ukuze bondle iminden yabo. Izihlobo zihlala ndawonye. Abantu asebekhulile banakekelwa yizingane zabo. Igama elithi “*ubuntu*” lihamba ibanga elide kangangoba intombazane yabelwa umzala wayo emshadweni, inhloso yalokhu ukuthi ikwazi ukunakekela u-anti wayo okungenzeka ukuthi akaphilile kahle, noma okungenzeka ukuba akabanga namantombazane. Uma owesifazane engatholi zingane, kuthathwa udadewabo omncane abiwe ukuyomzalela izingane. Ekhaya ngalinye kuyenzeka kube “*nezindlu*” ezehlukene, ngamanye amagama uma usokhaya enamakhosikazi amabili noma ngaphezulu, unkosikazi ngamunye uba “*nendlu*”. Kwesinye isikhathi, abesifazane bashadiselwa endlini ethile. Lokhu kusho leyondlu engenabafana ingashada ukuze ingafi; amadoda alesosizwe ayonakekela laba besifazane. Ngalandlela indoda ivunyelwe ukushada abesifazane abanengi nengase ibakhone ukuqikelela ukuthi akekho owesifazane ohlala engenayo indoda ezomnakekela. Ngenye yezindlela zokuqikelela ukuthi zonke izingane ezingenabo obaba ziyanakekelwa.

AmaAfrika athola injabulo ngokuphana nokushiyelana. Inkosi iyaqikelela ukuthi labo abentulayo bayanakekelwa. Okusanhlamvu nenyama “*lehlakore*” nezinye izipho njengotshwala okusetshenziswa ngemicimbi ethile kuthathwa yinkosi ukuze iphe abantu abampofu nabantulayo. Lezipho zengezela lapho uhulumeni neziphathimandla zingafinyeleli khona. Zigcwalisa leligebe. Ngalandlela nezinye eziningi, umbutho wesihawu wamaAfrika uthuthukile kuleminyaka edlule ukuqhuba isifiso sokupha njengabantu, njengamaqembu (amakilabhu nemiphakathi yizinto ezidumile esikweni lamaAfrika); ukunikela ngezindlela eziningi, ngisho nokusebenza mahhala.

Abaxhasi nabantu besihawu abavela emazweni asentshonalanga kabaligqizi qakala igalelo elenziwa ngabantu abasemazingeni aphantsi abakwaziyo ukunakekela izidingo zabo – izindlela abaphumelele ngazo ukuziphilisa nokukhula eminyakeni edlule. Impilo yasemakhaya isifundise ukunakekela omakhelwane. Akukhathalekile ukuthi isidingo somnden wukudla, ukusiza ingane egulayo, noma ukuthola imali yokuyisa ingane esikoleni

noma ekolishi, izihlobo nomphakathi uneqhinga lokwenza lokhu kube yimpumelelo. Ngokwenkambiso yobuntu, labo abanotho banika abentulayo. Lombutho usukhule waze waba nomthelela wohlelo olubizwa nge- stokifela, nokuwuhlelo lokonga ndawonye nokushiyelana.

Uma sibheka emuva eminyakeni engu 6000 edlule, yini eyigugu ebonakalayo emlandweni wesihawu. Umdlandla ongaguquki ukhomba impokophelelo yabantu ekupheni noma ekunikeleni – emandulo kumaGibhithe, amaGiriki, amaRoma, eYurophu naseAfrika. Isiko ngalinye nenkolo kanye nenkolelo kuzale abantu abanesihawu nabaqhubeke njalo nalelivangeli nenkolelo ngokunikela ngezikhathi zonke. Emagameni ombhali odumile wesimanje esihlokwani esithi “ *eminyakeni yo1900, sekuchume ukuthi isihawu saziwe njengesenzo esingaphoqi sokwenza ubuhle, ukuzinikela, ukuhlanganyela kusoseshini nokupha okungenambandela---Philanthropy has come to be known in the 20th century as voluntary action for public good, through voluntary action, voluntary association and voluntary giving*”. (Robert Payton: Center on Philanthropy –Indiana).

Izinhlango ezingasebenzeli nzuzo (NPO's) zisebenzela abantu. Iningi lazo lihlangebezana nezidingo zemiphakathi. Zonke ziphethwe ngabasebenzi namavolontiya. Zethembele ozweni, ekunakekelweni nasentshisekelweni yabaxhasi neminikelo ukuze zikwazi ukuqhuba umsebenzi. Uma sibheka izinhlobo ezehlukene zabantu, inhlalo nezidingo zendalo lapha eNingizimu Afrika, sithola ukuthi abantu bahlelekile ngezindlela ezintathu ukubhekana nalezidingo. Lezindlela zibuye zigamanxelane.

Izidingo ezifana nemfundo, indawo yokuhlala nezempilo zivame ukulungiswa wuhulumeni ngokusebenzisa imali eqoqwa kubatheli-ntela noma osizweni oluvela kwamanye amazwe. Izidingo ezinjengokudla, uphahla lokukhosela, imisebenzi yezempilo, ezokungcebeleka, ukugqoka nemisebenzi sekuyizinto ezinamandla ukushayela amabhizinisi nazidayisa ukuthola inzuzo ukuze aphumelele. Ngenxa yokuthi uhulumeni namabhizinisi awakwazi ukuhlangabezana nazo zonke izidingo zomphakathi, umphakathi ngokwawo kumele usukume uxazulule izinkinga ezikhona ezweni nasezindaweni ozakhele, ikakhulu emazingeni aphansi.

Uma amaNPO eqala izinhlelo zokuqoqa izimali, mawaqale ngokuhlwaya abantu ngabanye, amaqembu nezikhungo ezingaba nogqozi lokunikela. Nakuba izinhlangano eziningi lapha eNingizimu Afrika zichitha isikhathi namandla amaningi ekufuneni usizo kubaxhasi basemazweni angaphandle, kwimifelandawonye, amatrust nasemabhizinisini, bazithola bexoxisana nabantu kuzo lezozikhungo. Ekugcineni isinqumo sokuxhasa uhlelo sithathwa ngumuntu noma ikomidi elibunjwe ngabantu.

Lonke uhlobo lwabaxhasi lujoyina amaNPO ngenhloso yokuhlomulisa umphakathi nokwenza ngcono inhlalohle endaweni okuphilwa kuyo. Lokhu kuphonsa esivivaneni kuhlanganisa ubudlelwane kulabo abanotho nemiphakathi eyenza abaxhasi basimame; ukubamba iqhaza ezinkingeni zesifunda, ezweni nenselelo ebhekene nalowo mphakathi. Inhloso yezinhlangothi zombili, abaxhasi namaNPO ukusebenzisana nokuncika komunye.

Isifiso esikhulu ngalemigomo ukubeka into engumhlahlandlela kubo bonke abanikelayo noma abangena ezivumelwaneni zokuxhasa nezinhlobo ezehlukene zamaNPO alapha eNingizimu Afrika nakuzo zonke ezinye izimboni; kungaba ngabavela kwamanye amazwe, izimboni ezizimele, amatrust, imifelandawonye nabaxhasi abahamba ngabodwa. Kuyaziwa

futhi kuyiqiniso ukuthi labo abaphayo banamalungelo abo athile kodwa kumele nabo benze izinto ezisezingeni nasenkambisweni eyamukelekile, imibono nezifiso eziyoholela emiphumeleni emihle lapho kwesekwa izinhlelo zentuthuko nenhlalanhle emphakathini waseNingizimu Afrika. Konke lokhu bayobe bekwenza ngokusebenzelana nezinkulungwane zamaNPO amele izinkumbi zabantu.

2. Izimakethe zokuthola imali eNingizimua Afrika:

Buza izinhlangano zeNPO ezisezingeni eliphakathi ukuthi ziyozithola kuphi izimali esikhathini esizayo, ngeke zikunike impendulo eqondile. Kubukeka sengathi zisenkingeni yokungabi nalwazi lokuthi ngobani abazesekeyo nokugxila kakhulu emithonjeni edlule kunokubhekela ikusasa. Ezinye izinhlangano zibe nenhlanhla yokwesekwa ngohulumeni bangaphandle kanye nabaxhasi. Ezinye zethembele oxhasweni lukahulumeni noma ezinkontilekeni ezikhokha izindleko zemihlo yabasebenzi nezinye izindleko zanyangazonke. Zikhona nezinhlangano eziningi ezihlale zizama ukungqongqoza eminyangweni yezimboni zakuleli ngaphandle kwempumelelo.

Zincane izibalo ezibambekayo nezikhomba imithombo yezimali noma usizo lwamaNPO alapha eNingizimu Afrika. Emazweni asethuthukile njengeCanada, iMelika kanye neNgilandi, lolulwazi lutholakala kalula ngokuqonda amahovisi nasezikhungweni zezibalo, engosini yokucwaninga, noma kumasoseshini ezinhlangano ezingasebenzeli nzuzo. Ngonyaka ka1994, iNyuvesi I-John Hopkins, eBaltimore eMelika yaqalisa uhlelo lwasehlabeni jikelele. Phakathi kwezibalo eyabika ngazo yindlela amaNPO athola izimali nosizo ngayo. Ucwangingo lokuqala ezinhlanganweni ezisemazweni angu12 (angu6 athuthukile nangu6 asathuthuka) kwahlaluka ukuthi amaphesenti angu 43 oxhaso lwamaNPO luvela emnikelweni kahulumeni, amaphesenti angu47 avela ezinhlanganweni ngokwazo, amaphesenti angu10 anikelwa ngabaxhasi.

Noma imininingwane ngamazwe aseAfrika ingafakwanga kuloluhlelo lokuqala locwangingo, izilinganiso zikhomba ukuthi amaphesenti angu90 avela kubaxhasi kanti amaphesenti angu10 ayinzuzo etholwa yizinhlangano ngokwazo. Isithombe ngeNingizimu Afrika asicacile, kodwa kunezinkomba zokuthi cishe amaphesenti angu70 emali yamaNPO ivela kubaxhasi, amaphesenti angu25 enziwa yizinhlangano kuthi amahlanu atholakale ngeminikelo kahulumeni.

Ukuqoqa izimali yiqhinga lokukhangisa nokuzuza okuthile ekugcineni, lidinga wazi ngemakethe ofuna ikwesekwe; ngalokho okwenza bajabule, kuvuse ugqozi kanjalo nokungabathokozisi. Uma isinalo lolulwazi, iNPO isihlome ngemfanelo ukuya emakethe iyozezithula, izidayise ngokungazuzwa ngumxhasi ngokuzibandakanya nezinhlelo zenhlangothi Izinsiza nezidingo zeNPO lapha eNingizimu Afrika zitholakala ngezindlela eziningi ezifana nalezi:

- a. Iminikelo yemali
- b. ukushiyelana izindleko, njengezocingo noma ukukhokhela indawo yokusebenzela;
- c. ukuxhasa umcimbi, njengombuthano womculo lapho kuqoqwa izimali;

- d. umnikelo wemikhiqizo, impahla namakhono nemisebenzi;
- e. ukuthenga imisebenzi eyenziwa yiNPO, njengombuthano wokuqeqesha nokwaba amakhono;
- f. ukuthenga imikhiqizo eyenziwa yiNPO, njengezikibha namathoyizi;
- g. ukuthenga amathikithi emicimbi ethile;
- h. ukuba nogqozi emalini etshalwa yiNPO nokuyinika inzalo engcono;
- i. ukukhokhela ubulungu nokuzibandakanya nephepha elishicilelwa yinhlangano;

Izindlela zosizo ziyatholakala ngemithombo eminingi neyehlukene. Nansi eminye imithombo ekhona lapha eNingizimu Afrika:

Abaxhasi bakwamanye amazwe: amabhiliyoni amarandi anikelwa ngohulumeni bakwamanye amazwe kanye nezikhungo zokunikela kumaNPO nakuhulumeni eminyakeni embalwa edlule. Ezinhlanganweni eziningi ezazikhungethwe yisimo sokucindezeleka ngaphansi kobandlululo, lena kwakuyiyona kuphela indlela yokusimama nokuthola izimali. Kusukela ngonyaka ka1994, uhlelo loxhaso oluvela kwamanye amazwe seludlula ezandleni zikahulumeni wentando yeningi, nokho izimali ezivela ezimbonini ezizimele zisaqonda kuzo izinhlangano. Alinganiselwa ku11 amaphesenti emali etholwa ngamaNPO nevela emithonjeni yangaphandle kwezwe.

Abaxhasi basemazweni angaphandle bangehlukaniswa izigaba ezimbili; yilabo abangenawo amahovisi noma abangamelwe muntu lapha eNingizimu Afrika kanye nalaba;

- a) Ngaphandle kwaseNingizimu Afrika: - ohulumeni (isibonelo. INgilandi kanye neMelika) – izikhungo ezithola imali kuhulumeni (isibonelo. Isikhungo saseCanada seNtuthuko emhlabeni –Canadian International Development Agency); Imifelandawonye noma amaTrust (isibonelo. Henry J Kaiser Family Foundation) -; Isikhungo sosizo sasemhlabeni jikelele –International Aid Agencies (isibonelo. Oxfam, Bread for the World) - Izimboni zomhlaba – International Corporations (e.g. Reebok, Coca Cola Company);
- b) Ngaphakathi emazweni aseMazansi neAfrika – amanxusa (amanxusa amaningi atholakala ezindaweni zekomkhulu lezwe) – izikhungo ezithola imali kuhulumeni (isibonelo, I-United States Agency for International Development – USAID) - Imifelandawonye noma amaTrust (isibonelo, Ford Foundation) - Izimboni (isibonelo, John Deere, Kodak, Bata)

Izinkampani zaseNingizimu Afrika: ukutshala izimali nosizo ngasohlangothini lwezimboni zaseNingizimu Afrika kuya ngokwanda. Angaphezulu kuka 200 000 amabhizinisi abhalisiwe lapha eNingizimu Afrika kanti angaphezu kwezigidi ezimbili amancane naphakathi nendawo angabhalisiwe. Alinganiselwa ku 11 amaphesenti ezimboni ezizimele ezinikela kumaNPO lapha eNingizimu Afrika. Ucwaningo (Bureau of Marketing Intelligence Annual Survey) oluvela kulengosi lusitshela ukuthi amaphesenti angu 60 omnikelo wezimboni uya

emisebenzini yazo – lokhu kunomthelela kubasebenzi nasezimakethe zazo. Ukunikela kwazo akukhulanga kakhulu eminyakeni embalwa edlule ngenxa yokuthi leminikelo ihambisana nenzuzo etholiwe. Uma inzuzo iphansi, nemali enikelwayo iba ncane.

Lesisimo sikhomba amathuba akhona okuthuthukisa izinga lokunikela, ikakhulu emabhizinisini amancane nathuthukayo. Izinkampani eziningi zibheka ukuhlomula okuthile ngemali eziyitshala emiphakathini. Eminye yemithelela yokulindelwe yinkampani ukuvuleka kwamathuba okuhlanganyela emikhankasweni yokukhangisa nalezi zinkampani. Izimboni ezizimele zingehlukaniswa ngamabhizinisi kazwelonke nawezindawo. Ukuxoxisana nezimboni zikazwelonke kuvame ukwenziwa ekomkhulu lebhizinisi lelo, kodwa kuyenzeka namahovisi aseziphoseni abe nemadlana akwazi ukuzisebenzisela yona ukweseka amaNPO endawo.

Imifelandawonye yabantulayo/Trusts: noma lungekho uhla lwamaTrust, wonke kufanele abhaliswe ngaphansi koMthetho owaziwa ngeTrust Deed Act of 1974. Inhlangothi yomifelandawonye inikela ngemali noma ngempahla kumuntu othile obizwa nge; Trustee okuwukuthi isethenjwa. Lemali isetshenziselwa ukuhlomulisa labo abaqokiwe, kungaba ngabantu ngabanye noma izinhlangano. ITrust yenganyelwe wuMthetho wamaDeed, oveza igama, inhloso, ukuqokwa kweSethenjwa namandla aso nokuphathwa kweTrust. Kukholakala ukuthi eNingizimu Afrika kunemifelandawonye engu 700 nesungulwe ngabantu, ngamabhizinisi noma wuhulumeni. Lemifelandawonye iphakela amaNPO imali elinganiselwa emaphesentini amahlanu.

izikhungo: incazelo ihlanganisa zonke izinhlangano namaqembu abantu abenezifiso ezifanayo. Isibonelo kungaba yizigungu zemfundo kusukela ezinkulisa kuze kushaye emanyuvesi; ezigungwini zenkolo; amakilabhu emidlalo; amakilabhu okungcebeleka (njengomaRound Table/Rotary) kanye nawamasiko. Esikhathi esiningi lamaqembu noma izikhungo ziba nendikimba noma intshisekelo ethile bese kuqoqwa izimali, kwenziwe imisebenzi noma kuvolontiywe ukuze kwesekwe lenhloso eqokiwe.

Abantu ngabanye: kunabantu abalinganiselwa ezigidini ezingu40 lapha eNingizimu Afrika, kanti kubona angu15 amaphesenti asebenzayo nangathathwa njengengxenye yabanganikela. Kulesisibalo baningi abangabamba iqhaza njengabantu bokunikela kumaNPO. Izilinganiso zithi abantu abayizigidi ezingu 9 banikela imali engamabhiliyoni angu 8 njalo ngonyaka kumaNPO. Isiko lokunikela nokweseka elivela kubantu ngabanye yinselelo enkulu esibhekene nayo ekuqoqweni kwezimali. Abantu bangehlukaniswa izigaba ezehlukene. Nazi ezinye, zehlukaniswe ngezici ezinhlobonhlobo:

-abanikelayo - abangase banikele - ubulili - amalunga noma abalandeli - iminyaka – amalunga amabhodi –isimo somshado (ushadile/awushadanga/wehlukanisile njalonzalo .) – abasebenzi – izifiso/intshisekelo (izingane/izilwane/iminyaka njalonzalo.) -amavolontiya – injwayelo yokunikela(ukheshe/ isheke/njalonzalo) –abazali –imfuno – abafundi asebaqeda – ekhaya (indlu/ ifulethi njalonzalo.) – izingane zesikole – imali yasendlini – amakhasimende – bagcina nini ukunikela – abathola ukuxhaswa – bagcina nini ukunikela – umphakathi - umsebenzi owenziwa ngumuntu.

Inkokhelo yemisebenzi: amaNPO amaningi asebenza ukusiza abantu nezidingo zabo ezehlukene. Ekuqaleni, izidingo eziningi zazimahhala, ikakhulu kulabo abentulayo nabangenabani. Izinto sezishintshile manje, isikhungo semfundo njengesikole esizimele noma inyuvesi seyifuna inkokhelo. Amanye amaNPO asezina izindlela zokwenza imali ngokuthengisa ngemisebenzi nolwazi lwawo. Isilinganiso, wumtholampilo okukhokhisayo lapho uyosizwa noma uhlelwa; uhlelo lokuqwashisa ngesifo sesandulela-ngculazi nayo uqobo sikhokhelwa nguhulumeni. Amavolontiya asebenzela amaNPO ayabandanyeka emisebenzini yokuqoka imali ukuze kusizakale inhlango.

Ukuthengiswa kwempahla nemikhiqizo: amaNPO amaningi asebenza ukwedlulisa amakhono nokwenza imikhiqizo ethile. Amaqembu okulima ayatshala abuye afuye, kuthi athungayo akhiqize izingubo; enza izitini, abiye ucingo, akhe amafulemu eminyango, izinkwa nezinhlobo ezinye eziningi. Inhlalo enkulu ukusiza labo abangenawo amakhono noma abangasebenzi ukuze bazisize. Inhlango ingakwazi nokuthengisa umkhiqizo ngenzuzo noma ngekhomishini, noma ikhokhise labo abasebenzisa imishini yayo noma izindawo. Ingathenga impahla engakahluzwa noma engakakhiwa ngobuningi bese ithengisela abakhiqizi ngemuva kokufaka inzuzo.

Zikhona nezinye izindlela zokuhlomula ngokuthengisa impahla. Ezinye izinhlangano zisebenzisa amakhathalogi ngesikhathi sikaKhisimu, lapho zikhangisa khona ngamakhadi neziphondo. Zithola iphesenti elithile lalokho okuthengisiwe. Ezinye zenza amadayali, amakhalenda kanye nezikibha, noma zidayise izikhwama zokufaka okhiye, izithelo, amasethi amapeni nemisizi nokunye okubalulekile ukuthola inzuzo. Ukhaye oya empumelelweni ukuba nendawana yokudayisela, ithimba lokudayisa noma ithimba elikhulu lamavolontiya. Lemizamo yenziwa ngenqubo yebhizinisi okunenhloso yokuthola inzuzo, edluliselwa kwiNPO.

3. Yini ekhuthaza abaxhasi ukuba banikele?

Uma kuhlelwa amasu okukhangisa ngomkhiqizo noma okwenziwayo, ibhizinisi kumele lithole kuqala lokho okudingwa ngabantu nokuvusa ugqozi ngokusebenzisa lezomkhiqizo ehlangabezana nezidingo zabo noma umsebenzi. Ngokunjalo nalapho kuqoqwa izimali, kufanele uqonde ukuthi yimiphi imikhiqizo eheha abantu nebenza bathinteka. Bakhetha kanjani phakathi kwezinto ezifana nezempilo, amalungelo esintu, imfundo, ezokungcebeleka, inhlobo, ezendalo nokunye abangakudinga?

Okokuqala okumele kwaziwe, ukuqonda indlela okukhula ngayo uthando lomkhiqizo noma umsebenzi ezinhliziyweni zabantu, nokuthi yiziphi izidingo nezimfuno ezibafikelayo ngesikhathi besafuna ukuqoka. Lokhu singakuhlephula izingcezu kube yizingcezu ezintathu:

- a. Yini eholela ekudalekeni kogqozi?
- b. Yiziphi izidingo ezingaphakathi nesiko elidlala indima lapho abaxhasi becubungula imizwa yabo?
- c. Zimfuno zini ezithintwa yilezi zidingo?

Ugqozi lwabaxhasi yinto engakhuthazwa okuvela ngaphakathi nemithelela eyenzeka ngaphandle. Kokuvela ngaphakathi singaphawula imizwa yokuqala yomuntu ngesimo, noma ukuzimisela ukuyenza leyonto. Lento ingaba yisimo esifana nokulamba noma ukoma, okwenzeka engqondweni njengokulangazelela noma ukudinwa.

Kwesingakuphawula nokuyimithelela yangaphandle, yizinto ezifana nalokhu umuntu akubonayo nokuvusa ugqozi kuye. Lemithelela kungaba yimfihlo yomuntu, umngane noma isihlobo, asebenza naye emsebenzini noma yinto engahlangene nomuntu njengesihloko esithile ephephandabeni, incwadi, isiphakamiso sokunikela noma uhlelo lwasemsakazweni.

Konke lokhu kungaba nomthelela wokuvuseka kogqozi kumuntu. Akusidali isidingo kodwa kuvuselela leso esivele sikhona. Ngakho lowo oqoqa izimali makaqonde izidingo zomuntu ngamunye nohlobo lomkhqizo oluhambisana nalezo zidingo. Enye yezinkomba ezisemqoka ekukaleni lokhu yileyo eyabhalwa ngu-Maslow, yaziwa “ngokukleliswa kokubaluleka kwezidingo empilweni”.

UMaslow uthi abantu benza izinto ukwenelisa izidingo zabo ezibalulekile kuqala ngaphambi kokwenyukela kwezisemazingeni aphezulu. Isibonele salapha; ngumuntu olambile, uqala ngokusebenzela ukuthola ukudla. Uma esezenelisile ngalokhu usengakwazi ukuchitha isikhathi sakhe esiningi ebhekela ukuphepha, njengokuthi adle ukudla okunempilo nokuphefumula umoya ohlanzekile. Kuyothi uma esezwa ephephile, afune isikhathi sokunethezeka ngenhlalo-nhle nokuzifunela abangani. Ngemuva kwesikhathi usengacabanga ngobuyena, ukuhlonipha abanye abantu. Uma esenelisekile ngalokhu, usekhululekile ukwenza nokunye okumkhulisayo njengomuntu. Njalo lapho umuntu esehlangabezane nesidingo sezinga ngalinye, lesidingo siyama ukuba yisikhuthazi, ubheka esilandelayo nesiphenduka isikhuthazi esisha.

Ukwazi ngezinga umxhasi akulo kuyayisiza iNPO ekubumbeni ugqozi oluphakeme kuye. Isilinganiso, *uvalo*, luyasetshenziswa ukugqugquzela ukwesekwa kwezinhlelo ezilwa nezifo ezesatshwayo.

Abantu abanentshisekelo entweni ethile noma emkhqizweni bavame ukuba nesidingo esithile abafisa ukuba seneliswe. Lezidingo zingatholakala ngokubabuza abantu ngalokho abakufunayo. Ayikho inhlangano noma inhloso engenelisa zonke izidingo zalabo abafuna ukunikela. Ukuhlala unolwazi ngezimakethe ezinikelayo kusiza iNPO ekwethuleni izinhlelo nezisombululo ezenelisa lokhu okulindelwe ngabaxhasi. Nakuba izinhlangano zomphakathi zisigwema isimo sokutshelwa ngabaxhasi, zingalindela kuphela uxhaso nokwesekwa ngokwenelisa abaxhasi nokuqinisekisa ukuthi izimali zabo zisetshenziswa ezinhlelweni ezifanele nezivelele kubo.

Ngalolu lwazi ngezidingo nezimfuno zabaxhasi, iNPO ingakwazi ukubumba iqhinga lokuheha ukuze ithole usizo. Noma iNPO ingaba nomcabango ngalokho okufunwa ngabantu ezigabeni ezehlukene zempilo, akufanele ikhohlwe wukuthi konke lokhu kuwumthelela wezinto ezenzeka kulomhlaba esiphila kuwo. Ngenxa yezindleko eziphezulu zezinhlelo zokuqoqa izimali, kusobala ukuthi amaNPO kumele azinike isikhathi nokusebenza kanzima efuna abantu abathinteka ngezicelo ezenziwayo. Njengoba ingeminingi imithombo yabaxhasi eNingizimu Afrika, amaNPO akumele abambelele kuphela kubaxhasi anabo,

kodwa mawasabalalise ugqozi ngendlela eyoheha imithombo eminingi neyoholela osizweni oluza izikhathi eziningi.

Ukuqoqa izimali akusibo ubunxibi, ukusiza abantu okunomthelela wokusiza nabanye futhi. Akukhathalekile ukuthi umuntu ubukeka noma uziphethe kanjani, bonke banogqozi ngaphakathi nolugqugquzela ukuba ngcono kunalokho ababukeka beyikho. Ukupha ngesinye sezenzo esiveza ubuntu obukhulu kithini njengabantu. Inkuthazo enkulu ngeyabantu abaphanayo – abaphi izinhlangano ezidingayo. Abesekeli izikweletu. Inhliziyo yokuqoqa izimali evelele wukuhunga amehlo abantu nokubahehela ekunikeleni – njalo njalo. Nazi ezinye zezizathu ezenza abaxhasi beseke imisebenzi yamaNPO:

Abantu ngabanye: konke ukunikela kwenziwa ngabantu. Abanye banikela egameni lezimboni, noma njengemifelandawonye noma njengezwe abalimele. Kwabanye, yisipho sabo uqobo esivela emithonjeni yabo:

- ***Kungenza ngijabule*** - sibusisiwe isandla esiphayo kunesamukelayo;
- ***Ngifuna izandla zigezane*** – uma nginesidingo ngifisa ukuba ungeseke;
- ***Umtswalo owethweswa ngabangane nozakwenu*** – abangane nezihlobo bayanikela, ngakho nami mangiphonse esivivaneni;
- ***Ngiyathanda nje*** – ngithanda lokho okwenzayo wena nenhlangano yakho emphakathini;
- ***Kuke kwenzeka nakimi*** – ngifuna ukusiza omunye onesidingo esifana nesami;
- ***Ngoba ukucelile*** – bengingazi ukuthi unesidingo ngaphambi kokungicela.

Izimboni: amabhizinisi anikela kuphela uma enza inzuzo, kanti izinkampani eziningi zencikisa isithunzi noma inzuzo yazo yangomuso lapho zinikela. Ngesinye isikhathi lokhu kubizwa: “*ukuzigqaja okuhloliwe*”.

- ***Ukwenza ngcono isithunzi senkampani*** – umphakathi uyoza ukuthi siyawunakekela.
- ***Ukukhuthaza izidingo zami*** – seseka umkhankaso wokudala amathuba emisebenzi ngoba abantu abasebenzayo bangamakhasimende ethu.
- ***Ukuvela emphakathini*** – sifuna ukutshela amakhasimende ethu ukuthi seseka umphakathi.
- ***Ukugwema intela*** – sinikela ngenhloso yokuthola isephulelo enteleni (uma kwenzeka)
- ***Ukukhuthaza izinga lokuthengisa umkhiqizo*** – amakhasimende amaningi athokozile achaza abantu abaningi abathenga kithi.
- ***Ngiyasithanda isiphakamiso sakho*** – isiphakamiso somsebenzi esethuliwe sihlangebezana nezintshisekelo zethu.

Umfelandawonye noma I-trust: isikhwama lapho umfelandawonye unikela khona ivame ukuchazwa njenge-Trust Deed. Lokhu yizinkomba zezifiso nentshisekelo yabaxhasi yokunikelela esikhwameni sabentulayo. Isikhungo kuye kudingeke sehlukane nephesenti elithile lemali yaminyaka yonke etshaliwe.

Sinemali esinganikela ngayo – umthetho-sisekelo wethu uyasiphoqa ukwaba ingxenye eithile njalo ngonyaka;

Uzwelo noma isihe – isisekelo seTrust noma umfelandawonye sigxile ozweleni (ezemfundo);

Ukwenza umehluko - sikholelwa ekutheni imali esinayo ingena umehluko;

Ukuhambisana nentshisekelo yethu – ithimba lokuqala lalifuna ukuqiniseka ukuthi sisekela (amalungelo esintu);

Siphoqelelelele ukunikela – kushicilelwe kumthetho-sisekelo womfelandawonye;

Yinkambiso esikholelwa kuyo – kusiyifiso sesizwe sonke (ukudala amathuba emisebenzi).

Uhulumeni wakwelinye izwe noma isikhungo: ohulumeni basemazweni asethuthukile bayanxuswa ukweseka amazwe asathuthuka. Esikhathini esiningi izinqumo zincika ezintweni zezombangazwe, lokhu kwenziwa njengenqubo-mgomo yasemazweni angaphandle. Ohulumeni abaningi basebenzisa izikhungo ezizimele (njengeUSAID – eMelika noma CORDAID – Inhlangothi ebumbene yaseYurophu) ukwengamela uxhaso oluqondiswe ezinhlanganweni.

- **Ukwaziwa:** - kusiza ukuzakhela igama emhlabeni jikelele;
- **Ukwakha ubudlelwane** – njengengxenye yesivumelwane sokuhwebelana;
- **Ukuzuza uxolo nobulungiswa** – singabamba iqhaza ekwakheni uxolo, ngokukhuphula imiphakathi entulayo;
- **Ukwakha ubungane nokusebenzisana** – ukuba yingxenye yethimba lamazwe abambisene – njengamazwe abumbene (Commonwealth)
- **Kuyinqubo yethu ukusebenzisana namanye amazwe** - inqubo yethu yezombusazwe isikhipha ngaphandle kwemingcele yezwe lakithi.
- **Ukwenza ngcono umnotho** – ukutshala izimali ekusimamiseni imiphakathi kunomthelela empilweni yesizwe sakusasa.

4. Amalungelo abaxhasi nabanikelayo

Ukusungula nokwenza isiqiniseko sokuthi imisebenzi yesihawu ithola ukuhlonipheka nokwethembeka emphakathini, nokwazi ukuthi abaxhasi nalabo abasafisa bathola isiqiniseko esiphelele kumaNPO ngezinhloso ezicelelwa ukwesekwa. Abantu abaqoqa izimali kumele bahloniphe abalungelo abaxhasi (limalungelo ahlongozwa okokuqala ngabantu ababhekele imisebenzi yesihawu eMelika) kanti ami kanje:

- Ukwaziswa ngempokophelelo yenhlangano, indlela inhlangano ehlose ngayo ukusebenzisa izinsiza ezinikelwayo, amandla ayo okusebenzisa ngemfanelo iminikelo nokufeza izinjongo ezibekiwe;
- Ukwaziswa ngabantu abasezikhundleni njengamalunga esigungu sokwengamela nokulindela isigungu ukuthatha izinqumo ezihlakaniphile lapho sisebenza;
- Ilungelo lokuthola imibiko yezimali emisha;
- Ukunikwa isiqiniseko sokuthi umnikelo uyosetshenziselwa inhloso okuvunyelenwe ngayo;
- Ukuthola ulwazi olufanele nokuhlonishwa;
- Ukunikwa isiqiniseko sokuthi ulwazi lomnikelo luyophathwa ngenhlonipho nemfihlo njengokulawula komthetho;
- Ukulindela ubudlelwane obuphambili nabathize abamele izinhlangano ezithintekayo kubaxhasi;
- Ukuthola incazelo ngacela izimali, kungabe ngamavolontiya?, abasebenzi benhlangano? noma abaqoqi-mali abaqashelwe lomsebenzi?;
- Ukuthola ithuba lokuba amagama abo asuswe ohleni lwezincwadi ezithunyelelwa abanye abantu njengengxenywe yokushiyelelana ulwazi;
- Ilungelo lokubuzo imibuzo ngokukhululeka lapho kunikelwa, ukuthola izimpendulo eziphuthumayo, eziqondile neziyiqiniso.

5. Umhlahlandlela wokunikela okuhlakaniphile:

Njengoba emaningi kangaka nje amaNPO lapha eNingizimu, ukuqoka lawo angesekwa kungaba yindida. Abaxhasi baqala ucwaningo ngokuzibuza imibuzo eyisisekelo njengalena: Zindaba zini ezinihluphayo? Yini esondelene kakhulu nani neni yikhonzile? Yini enifuna ukuyibona iguquka emphakathini noma endaweni enizungezile? Ukuthola iNPO eyenza umsebenzi omuhle endaweni esemqoka kubaxhasi yisinyathelo sokuqala sokuthathwa. Ngemuva kwaso, usungafuna ulwazi ngezinto ezikuthintayo nokuzibophezelela isikhathi eside. Ukuzibophezelela kwaloluhlobo kusiza iNPO ukuthuthukisa amaqhinga esikhathi esizayo nokuhlangabezana nezinkinga okusetshenzwa ngaphansi kwazo. Nawu omunye umhlahlandlela wokunikela ngokuhlakanipha:

- *Yiba wumxhasi nomnikeli onolwazi.* Yenza imizamo yokufunda ngalokho ocabanga ukukweseka. Uma iNPO iza kuwe, ungangabazi ukufaka imibuzo ngalokhu. AmaNPO ayazi ukuthi abaxhasi bafuna ulwazi ngohlobo lwezinhlelo abazenzayo, imigudu yokwabiwa kwezimali njalonzalo. Kumele bakwazi ukukunika izimpendulo ozifunayo.
- *Isabelo sezimali sokunikela.* Guqula izinjongo zakho zokunikela zibe yiqhinga lokuhlela ezezimali. Ukubeka imali ethile eceleni wenzela ukunikelela imisebenzi ekhethiwe kusemqoka futhi kwenza ube namandla okunikela ngezikhathi zonke.
- *Gcina amalisidi akhombisa umnikelo wakho.* AmaNPO kumele akhiphe amalisidi alolo nalolo xhaso. Qikelela ukuthi uyawagcina lamalisidi ukuze uhlomule ekukhokheni intela. AmaNPO amaningi eNingizimu Afrika ayakwazi ukunxephezela ngesaphulela enteleni ngaphansi koMthetho owengeziwe iSigaba 18(a) soMthetho Wentela kahulumeni (Section 18(a) of the Income Tax Act). Kumele uwuveze lomnikelo lapho ugcwalisa amafomu entela nokwenziwa minyaka yonke.

- *Buza ngokulinganiswa kweziphiso.* Abaxhasi abaningi esikhathini sanamuhla bagqugquzela amaNPO ukuba enabise isidleke noma imithombo yosizo ngokuphonsa inselelo yokuqoqa imali elingana nefakwe wumxhasi, lokhu ingakwenza ngokufuna ukwesekwa kweminye imithombo nokukhulisa umthamo woxhaso.
- *Unganikela ngaphandle kokudalula igama, uma uthanda.* Wonke amaNPO kumele agcine isethembiso sokugodla igama labaxhasi abangafuni ukwaziwa. Akubona bonke abaxhasi abafuna ukwaziwa emphakathini ngeminikelo abayenzayo, amaNPO kumele azihloniphe lezizicelo.
- *Zingaphezulu kweyodwa izindlela zokunikela/zokupha:* amaNPO ahlomula ngazo zonke izinhlobo zokunikela. Amafa noma imali etshaliwe, iziphiso zempahla, ukunikela ngesikhathi namakhono yimithombo yokweseka eyemukelekile kumaNPO ngaphandle kokukhipha imali.
- *Unelungelo lokwenqaba:* uma umxhasi engenaso isiqiniseko noma engakhululekile ngendlela okucelwa ngayo ukweseka, unokungabaza ngobuqotho benhlangano noma ikhono lokufeza izethembiso, ungangabazi ukwenqaba. Zinike isikhathi ukuthola izimpendulo ngemibuzo onayo ukuze unethezeke ngezinqumo ozithathayo.
- *Unganikeli ngemali kubantu ongakaze uzwe ngabo, noma ongabethembi:* zingaphezu kwezinkulungwane ezingu 90 izinhlangano zamaNPO ezifuna ukwesekwa lapha eNingizimu Afrika. Yinto evamile ukuthi kuze kuwe inhlangano ongakaze uzwe ngayo. Ngaphambi kokunikeza inhlangano ongayazi, thola ulwazi olubhaliwe ngayo, kuhlangene nomthethosisekelo wayo, amagama amalunga esigungu; imininingwane yokubhalisa nangebhangane ne-akhawunti. Gqugquzela wonke amaNPO axhumana nawe ukuba abhalise ngaphansi koMthetho weZinhlangano ezingasebenzeli nzuzo ka1997 (Act No 71 of 1997)
- *Thola iNPO ekulungele:* izinhlangano eziningi ezincane azinazo izimali zokukhankasela uxhaso. Yiba nomdlandla wokufuna iNPO noma ambalwa asemkhakheni wakho nongaba nogqozi kuwo. Ngokwenza lolucwaningo, ungathola izinhlangano ezihambisana nezinhloso zakho.

6. Umhlahandlela wenqubo yokuxhasa:

Umsebenzi wokunikela ngezimali ezinhlanganweni zamaNPO wencikiswe kakhulu kuleyo eyenziwa ngabaxhasi basemazweni angaphandle, amatrust, imifelandawonye kanye namabhizinisi aseNingizimu Afrika. Kusukela ekuqaleni kuka 1980, iNingizimu Afrika seyithole ukunakwa ngabaxhasi bakwamanye amazwe kanjalo nabangaphakathi, ngemuva kokuthola inkululeko nokusondela kuhulumeni wentando yeningi. Ngesikhathi esifanayo izinkampani ezinikela ngemali azisavele zenze iziphiso nje, kodwa sezihamba ngohlelo lokutshala imali ngenhloso yokwakha nokubandakanya umphakathi kulemisebenzi. Seziqale umkhankaso wokudala ubudlelwane nemiphakathi yaseNingizimu Afrika ngaphansi kwegama elithi “*ukuzibandakanya kwezinkampani njengesakhamuzi*”. Zonke izinkampani nezimboni ezinkulu ezinikelayo sezikhombise intshisekelo ekugqugquzeleni ubudlelwane

phakathi kukahulumeni nomphakathi okuyoba nomthelela wesimo lapho kuyothuthuka kusimame khona umnotho nezimpilo zabantu. Lomhlahlandlela olandelayo usungulelwe ukukhuthaza inkambiso enhle yokwethula usizo oluphathelele nokunikela noma uxhaso:

a. Ukwakha umbono kanye nokubumba uhlelo

Ukwethulwa koxhaso kumele kwencike embonweni obanzi kanye nohlelo lokuqoqa imali oluhlanganisa lokhu:

- *Isitatimende esicacile:* amalungelo nezifiso zezinhlangothi ezinikela ngemali, indlela yokutshala imali nemiphumela elindelwe.
- *Ukubuyekeza kabusha:* Noma kufanelekile ukubuyekeza umbono nezinhlelo ngemuva kwezikhathi ezithile, ukwenza lokhu ngokweqile nokungahlelekile kumele kugwemeke.
- *Iqhaza labathintekayo:* ngokufanele, uvo lwabahlomulayo ohlelweni kanye nababambe iqhaza bangaba yingxenye yokubunjwa kombono nezinhlelo zehlangano.
- *Umgudu wokuthola imali:* umgudu wokuthola imali kumele ube nalokhu: - umgudu ovamile, oqondene nezinto noma izindaba zokugcina inhlangano ikhona sonke isikhathi, isigqi sokuphatha, ubuqiniso benhlangano, ukuzibophezelela, iqhaza lomphakathi, ukusingathwa kwezimali kanye nokwethulwa kwemibiko. Umgudu oqondile – uqondene nemiphumela ehloswe ngohlelo ngalunye noma umsebenzi osunguliwe.

b. Ukugqugquzela isiko lokuzibophezelela nokusebenza ngokusobala

Ukusebenza ngokusobala kumele kugqugquzelwe kubo bonke ababambe iqhaza ngesikhathi intuthuko yenzeka. Abatshali-zimali nabanikelayo kumele baziphathe ngendlela eqinisa ukuzibophezelela kwabo emehlweni alabo abasebenzisana nabo.

- *Okusetshenziswa nabo:* lokhu kungaxuba okulandelayo:
 - Abahlomulayo ekugcineni;
 - Abanikela ngosizo;
 - Amanye amaNPO enza umsebenzi ofanayo;
 - Imiphakathi okusebenza kuyo abathola usizo;
 - Abadweba inqubo-mgomo;
 - Izifundiswa nabasebenza emikhakheni ethile;
 - Izizinda zentuthuko nalezo eziqoqa izimali;
 - Iminyango eqondene kahulumeni;
 - Umphakathi;
 - Abanamasheya enkampanini;
 - Abasezikhundleni nabasebenzi bezinhlangano ezinikela ngosizo;
 - Yilabo abafake imali yokuqala enhlanganweni

- *Ukuveza yonke into:* kumele kuvezwe yonke imininingwane yoxhaso noma okunikeliwe, lokhu kuhlenganisa amagama, nobukhulu bomnikelo ngoba kuyisifiso nentshisekelo yentuthuko ukwazi ngalemininingwane. Abanikela ngosizo kufanele bakweseke ukukhishwa kolwazi olufuze lolu.

• **c. ukugcina izidingo zomuntu ngokwakhe zisemgqeni nezimfuno zentuthuko**

- *okwesizwe okumele kukleliswe phambili:* indlela elindelwe yokunikela nokupha ngosizo, imiphumela elindelwe nezinkomba zenqubekela-phambili mazibe semgqeni owodwa nokusemqoka entuthukweni yesizwe nemikhakha esondelene.
- ***Izimfuno zomuntu ngokwakhe:*** uhlelo lokunikela aluhlelwe ngendlela yokuthi izidingo nezimfuno zalowo oleda usizo zingashayisani nokuphokophelelwe yinhlangano yeNPO nokuyiyo esizwayo. Inkambiso yokunikela okufanele ibonakala ezingeni lokuhlangabezana kwezidingo zomxhasi nalowo onikwa usizo.

d. Qhuba uhlelo lokucubungula izicelo zosizo ngeqiniso

- *Ulwazi olukhishwa ekuqaleni:* abaxhasi nabanikela ngosizo kumele baveze kusenesikhathi ulwazi olucacile ngalenqubo elandelayo: senziwa kanjani isicelo; sifakwa nini isicelo; ithuba elivulelekile lokufaka isicelo, lapha kungacaciswe ngokusebenzisa izimpendulo zika “yebo noma chabo”; ukufinyelela esivumelwaneni ngemiphumela; okudingekayo lapho kwethulwa imibiko; nokuthi imali iyotholakala nini.
- *Ukufinyelela elwazini:* ulwazi olunikwa labo abangathola usizo kumele lugququzele isimo lapho wonke umuntu, ikakhulu labo ababencishwe amathuba esikhathini esiphambili bengafinyelela kulo, singaphawula imiphakathi yasemaphandleni nezinhlangano, labo abangalukhulumi ulimi lwesiNgisi, amaqembu antula inqalasizinda kanye nabantu abangayejwayele inqubo yokulandela imithetho yezinkampani.
- *Ukuxhumana okusheshayo:* isikhathi esiphakathi kokufaka isicelo nokuthola impendulo masibe sifushane ngokwanele. Uma isicelo singaphumeleli, isaziso masikhishwe ngokuphuthuma.

e. Sungula uhlaka lokwenza izinqumo

- *Isabelo-sezimali:* isabelo sezimali sezinhlelo zokunika usizo noma uxhaso kumele sinqunywe kusenesikhathi. Lonke uxhaso malwenziwe luqondane naleyo mali ekhona.
- *Nika izizathu:* izizathu zokungaphumeleli kwesicelo kumele zenekelwe lowo ofake isicelo
- *Ukuthathwa kwezinqumo ngemuva kokuthola ulwazi olwenele:* izinqumo kumele zisuselwe elwazini nasekuqondeni okwenele ngezindaba zentuthuko nemizekeliso eqondene. Uma kufanele, oyonikela ngosizo makathole abanolwazi oluqondene.

- *Ukushayisana kwezimfuno*: abanikela ngosizo kumele bathathe ngokucophelela izinyathelo eziyogwema ukushayisana kwezimfuno, ikakhulu kubantu kanye nezinhlangano ezisondelene nebhodi noma ingxenye yabasebenzi benhlangano enikelayo.

f. Ngenani ezingxoxweni ngesivumelwane soxhaso

- *Ubudlelwane kumelwe bucaciswe*: isivumelwane sokuxhasa kufanele sicacise ubudlelwane phakathi komxhasi nalawo ohlomulayo kuphinde kukhulunywe nangemiphumela elindelwe.
- *Ukuxoxisana ngemiphumela*: abanikela ngoxhaso kumele baxoxisane nenhlangano esizwayo ngemiphumela yentuthuko elindelwe ngenhloso yokwakha ubudlelwane obakhayo.
- *Abasesigabeni sokugcina sokuhlomula*: isivumelwane kumele sicabangele izidingo zabantu okuyibona ngempela befanele ukuzuza nokucubungula umgudu ongalandelwa ukuze kufezeke lenjongo.
- *Izinhlelo zomnikelo noma uxhaso*: izinhlelo zomnikelo kumele zibeke ngokucacile inani lemali, inhloso, ubude besikhathi somnikelo, inqubo yokukhokha, indlela yokwethula imibiko, ukuvivinywa kwenqubeko engase ibe khona kanye nemibandela okunganqanyulwa noma kumiswe ngayo uxhaso.
- *Inkokhelo ngesikhathi*: abaxhasi kumele baqinisekise ngokulandelwa kwesheduli noma isikhathi esimisiwe sokukhokha.

g. ukuqaphela inqubeko

Abasiza ngoxhaso kumele basebenzise izinhlelo zokunakekela ukuthi ukwengamela izinto kwenele futhi uxhaso lusetshenziswa ngenkambiso yesivumelwano. Ukuqaphela inqubeko kuhlenganisa lokhu:

- Ukulandela imigudu efanele yokwethula imibiko;
- Ukuqonda ngocwaningo lokuhlolwa kwamabhuku;
- Ukuvakashela imisebenzi nezikhungo zayo;
- Ukufunda nokuphendula imibiko nezicelo;
- Ukuba sesimweni sokwamukela izinguquko nokushintsha izinto lapho kufanele;
- Ukuqonda imboni yonikwe usizo.

h. Cabanga ngokubuyekeza nokuvivinya

- *Ukubuyekeza nokuvivinya imiphumela*: nakuba zonke izinhlelo zidinga ukuvivinywa ukuze kuhlolwe izinga lenqubekela-phambili, ukuvivinywa okwenziwa ngovela ngaphandle kubalulekile. Isivivinyo esiwusizo yilesa esibuyekeza amaphutha bese seneka izifundo ngawo lapho sekuhlelelwe ikusasa.
- *Ukweseka intuthuko enhlanganweni namalinge amahle*: ukweseka intuthuko enhlanganweni kulowo onikwa usizo kungabaluleka uma isivivinyo sikhomba ukuthi

ushintsho luyadingeka. Isiqalo namalinge amahle nokuqonda ulwazi nentuthuko edingekayo kumele kube yizinkomba zesivivinyo soxhaso nokwenza izincomo.

- *Ukuvivinya uxhaso:* amaqhinga angaphakathi okuvivinya nokuhloswe ngawo ukuhlola izinhlelo kumele aba yingxenye yombandela wokunikela ngosizo. Iqhinga lemibuzo ehleliwe lingaba wusizo nesisekelo sokubuyekeza imiphumela yezinhlelo ekuhlahleni indlela yokwenza ngcono izinqumo zokuqoqa izimali.

i. Tholakala

Abaxhasi kumele batholakale ukuze babe wusizo uma bedingeka. Mabenze konke okusemandleni ukuphendula izincingo, imibuzo nezinkinga ezethulwe ngokubhalwa nokuthi uma kunemibuthano babe khona ukuzokhombisa ngemisebenzi eyenziwayo, bazame nokuxazulula izinkinga.

j. iqhinga lokugcina inhlangothi iphila

- *Ukuphila kwenhlangothi nangemuva kwesikhathi soxhaso:* abaxhasi kumele bagqogquzele futhi beseke labo abasizwayo ekuthuthukiseni amandla namaqhinga okusebenza afanele ukuze inhlangothi isimame ngisho abaxhasi bengasekho.
- *Ukunqoba ukwethembela kwabanye:* imigomo nenqubo yabaxhasi mayidwetshwe ngendlela ehlophilisa abantu nemiphakathi. Lokhu kungazuzwa ngokugwema indlela yokusebenza lapho abantu bephiwa khona, kodwa indlela engcono yileyo enokuhlanganyela nemigomo yokuxhaso ehlelwe kahle ngenjongo yemiphumela eyobonakala nasesikhathini eside esizayo.
- *Isikhathi soxhaso nokuphela kwalo.* Kumele kucatshangiswe kahle ngokuqhuba uxhaso lwedlule esikhathini okuvunyelwene ngaso. Kumele kukhishwe isaziso sokuphela koxhaso. Abaxhasi banesibophezelo sokugqogquzele impilo ende nokusimama kwenhlangothi, ngakho mabenze ngokusemandleni ukusiza ngezinhlelo zokwakha amaqhinga empumelelo.
- *Izindleko eziqondene:* abaxhasi akumelanga bayekelele ukuhlangabezana nezindleko eziqondene ngqo nomsebenzi uma isivumelwane kuwukuxhasa izindleko zohlelo futhi lezizindleko zixhumene nemiphumela elindelwe.

k. ukuthuthukisa ubudlelwane

- *Ubuntu nobuso balabo abathola usizo:* abaxhasi kumele bafune ukusebenza ngendlela eyohlonipha ubuntu nesizotha noma isithunzi sezinhlangano ezinikwa usizo. Ubudlelwane nezinhlangano ezisizwayo makube ngobokuhloniphana lapho uhlangothi ngalunye luveza khona ngokusobala iqhaza eliyobanjwa yilo ekufezeni inhloso yentuthuko ebekiwe.
- *Iqhaza lomphakathi:* abanikela ngoxhaso mabagqogquzele umphakathi ophiwayo ukuthi ube yingxenye yokubumba izinhlelo zaleiyondawo.

- *Ubudlelwane bokusizana*: abanikela ngoxhaso mabazame ukudala ubudlelwane bokusizana nalabo abasizwayo. Lobudlelwane abungagcini nje ekukhipheni imali, abedlulele ezintweni ezifana nesibophezelo sokwenza inhlangano ibe nobuchwepheshe, ukushiyelelana isikhathi, amakhono nezinye izinsiza ezingadingeka.

1. Intshisekelo yokufunda

Izinhlelo kumele zibuyekezwe njalo ngenxa yokuguquka kwesimo senhlalo nesomnotho. Inqubo nezinhlelo mazihlale njalo zicutshungulwa ngenhloso yokuthi zisebenze kangcono. Abanikelayo mabazame ngezikhathi zonke ukwenyusa izinga lenqubo-mgomo yabo yokweseka ngosizo. Ukwenza ngcono kungafezeka ngokuhlala bexhumana nezinye izinhlelo ezixhasayo, ukuqinisekisa ngabasebenzi abaqeqeshwe ngokwenele nokuhamba phambili ezintweni ezenzeka kulomkhakha ngaphakathi ezweni nokubonela kwamanye amazwe.

7. Imali etholwa kubaxhasi

Kuleminyaka sekubonakala ziningi izimboni ezifana nezikhazayo, izitolo eziyinxanxathela nezikhungo zokweboleka ngemali esezinegalelo ekuxhaseni izinhlangano, kungabalwa njengalezo zezingane nokongiwa kwemvelo. Ngesikhathi esifanayo, zithola ukwaziwa emphakathini nethuba lokukhangisa kangcono ngempahla nemisebenzi yazo. Ukuxhasa ngombandela wokukhangisa noma okwaziwa kakhulu ngoxhaso lapha eNingizimu Afrika kuletha izinhlelo eziningi zamathuba ezinhlanganweni, kungaba ngezinkulu noma ezincane lapho kudaleka khona ukusebenzisana phakathi kwazo nabezimboni. Lokhu kusebenzisana kwenza wonke omdibi naloluhlelo ukuba azuze. Ibhizinisi linenhloso yokwenyusa izinga lokuthengisa umkhiqizo noma umsebenzi walo, nokwakha isithunzi esihle kumakhasimende. INPO yandisa ukwaziwa kwayo nokuqoqa imali edlulele ngokusebenzisa lomthombo omusha. Umphakathi wona uzuza ngokuzibandakanya nomkhankaso owenziwayo. Amabhizinisi asebenzisa ukuxhumana njengethuba elihle lokwandisa udumo lomkhiqizo wenkampani nendlela yokukhangisa, kanti lomkhankaso ukhokhelwa yisikhwama sesabelo sokukhangisa. Ngalandlela amaNPO anethuba lokuhlomula esikhwamaneni sabezimboni ezizimele ngaphezulu kosizo aluthola esabelweni seminikelo.

Inqubo yokukhangisa okunombandela noma uxhaso luchazwa kanje: *ubudlelwane obuzuzisa bonke labo abayingxenywe yohlelo, okusho inkampani kanye nenhlangano engasebenzeli nzuzo, lapho inkampani iqhuba izinhloso zayo zokukhangisa nokubukisa ngomkhiqizo noma umsebenzi wayo kuthi inhlangano izuze ngokuqoqa imali kanye nokwakha isithombe esihle emphakathini ngemisebenzi yayo.*

Umphumela walokhu ubonakala kakhulu emkhakheni wezemidlalo, lapho sibona abezimboni ezizimele betshala isamba esikhulu semali ekuxhaseni imidlalo efana nebhola lezinyawo bese bethola ithuba lokukhangisa komabonwakude. Inzuzo yokuvula kumabonwakude yedlula ngokuphindiwe izindleko zoxhaso, yikho kanye futhi lokhu okwenza lezizimboni ziheheke.

Ubudlelwane baloluhlelo buxhantele ezintweni eziningi ezifana nalezi:

- *ukukhangisa, imikhankaso yokukhangisa naleyo yokuxhumana nomphakathi:* amabhizinisi anikwa imvume yokusebenzisa amagama amaNPO (logo) emaphepheni nalapho ekhangisa emaphepheni.
- *Iphesenti lokuthengisiwe:* indlela elula nevamile ngeyokunikela kumaNPO ngephesenti elithile lomkhiqizo wempahla ethengisiwe. Kwesinye isikhathi kungaba yiphesenti elithile lomthamo wokuthengisa, kungasetshenziswa ingxenyana yentengiso kumakhadi emali okukweletisa noma eshekeni ngalinye bese yedluliselwa kwiNPO.
- *Umkhankaso wokugqugquzela ukuthengwa komkhiqizo:* igama lenkampani lihlangene neleNPO angavezwa kumakhuphoni anezaphulelo zemikhiqizo yenkampani, bese kunikelwa ngaleyomali etholwe ngokudayiswa kwamakhuphoni.
- *uxhaso:* abezimbongi ezizimele bathola ukwaziwa ngokuxhasa izindleko ezithwalwa yinhlangano lapho inkankasela ukuqoqa izimali.
- *Ubudlelwane nenhlangothi:* inkampani kuyenzeka idayise amakhadi ayo okukweletisa, umshuwalense neminye imikhiqizo noma imisebenzi kubalandeli beNPO bese bedlulisela enhlanganweni iphesenti elithile noma imali eyinani eliqondile enhlanganweni sebebonga lelilungelo.

Ukukhangisa okunombandela noma uxhaso yisivumelwane sokuhweba, akusiso nje isigameko sokuqoqa imali. Kumele iNPO iqaphelisise lapho ikhetha lowo eyosebenzisana naye kanti kusemqoka ukucwaninga ngokuzwana kwesiko noma inkambiso yomkhiqizo waleyo nkampani nenhlangothi uqobo. Ngakolunye uhlangothi, inkampani nayo ifuna ukuxhasa iNPO noma injongo ehambisana nesithunzi kanye nezinhloso zayo. Abaxhasi bafuna izithelo lapho ubudlelwane phakathi kwabo nenhlangothi buyochuma khona busimamisa izinhlelo zabo zokukhangisa ngalendlela:

- Ukwenyuka kwentengiso emikhiqizweni nasemisebenzini yenkampani;
- Inzuzo ewukukhula kokwaziwa kwenkampani emphakathini;
- Ukwakha ubudlelwane nabathengi abasha, abaholi bomphakathi kanye nalabo abathatha izinqumo;
- Ukuzakhela udumo oluhle emphakathini

Ubudlelwane obuhle phakathi kwabaxhasi namaNPO abanalokhu okulandelayo:

- Ubudlelwane bakhiwa ngokucabangisisa kahle labo abayoba yingxenywe, kanti ubudlelwane bunomqondo othile ohambisanayo phakathi kwenhlangothi naleyombongi noma umkhiqizo;
- Ubudlelwane obenelisayo nobuthuthukayo, ngokugcizelela izingxoxo ezivulelekile, ezinqala, nezivumelwane ezibhaliwe nezibophezelayo;
- Izinsiza nezidingo ezanele (kungaba ngabantu, isikhathi nempahla) ezifakwe ezinhlelweni nokubekwa phambili kwalezinhlangothi;
- Ucwangingo olwenziwayo ngalabo abayingxenywe yomphakathi noma amakhasimende alobudlelwane (kukhulunywa ngamakhasimende esikhathini esizayo, umphakathi nabalandeli beNPO), loluphenyo lwenziwa ngaphambi kokuvumelana kwezinhlangothi;

- Ubude besikhathi sezinhlalo nezinhloso, ukucaciswa komgamu wemakethe yemboni nesizinda seNPO.

Kafushane nje, inhloso enkulu yenkampani ngokukhangisa okunombandela noma uxhaso, wukudayisa umkhiqizo omningi wenkampani. AmaNPO asuke engena kulobudlelwane ngolwazi lokuthi nawo ayingxenywe efanayo nenkampani nokuthi aletha umthelela omuhle enkampanini lapho nayo iyohlomula ngokuba ngabaxhasi. Inhloso-nqangi yeNPO ukuqoqa imali eningi ukuze ifeze impokophelelo yayo. Lezinhlalo ezehlukile zalamaqembu zingaphilisana ngaphandle kokudala ingxabano. Okusohlwini lwenkampani kuhlenganisa lezinjongo ezilandelayo zokukhangisa:

- Ukwenyusa izinga lentengiso ngokugqugquzela ugqozi kubathengi, kungaba ngabadala noma kwabasha; kubakhiqizi, kwabasabalalisa umkhiqizo, kwabezitolo noma kulabo abakhangisayo;
- Ukudala umthelela enkampanini, esithunzini sayo noma ekuklelisweni komkhiqizo wayo kubathengi;
- Ukuqhubela phambili okuhlosiwe noma ukuhlomulisa umphakathi, ngokuba yisakhamuzi esihle;
- Ukujabulisa noma ukwakha igama elihle kumakhasimende amakhulu nakubathengi bakusasa – ikakhulu ezinkampanini ezinkulu kanye nasembonini kahulumeni noma kulaba abazimele;
- Ukugqugquzela abamabhizinisi ayinxanxathela, abasebenzi nabathengisayo.

Izivumelwane zokuxhasa ezenzwe ngomlomo azizinhle. Isivumelwane esibophezelayo nesisemthethweni kumele sibhalwe, nesichaza imibandela nokulindelwe ezinhlangothini zombili. Isivumelwane siphawula ukuthi uhlangothi ngalunye kufanele lwenzeni nokuthi yini okungafanele yenziwe, ngakho kumele sisuse konke okungaba yindida nokungaqondi. Asenziwe ngendlela evikela iNPO nenkampani. Nazi izinhlobo zezinkinga ezingagwemeka ngenxa yesivumelwano:

- Abaxhasi abakutholanga ukuziveza nokukhangisa emphakathini;
- Igama labaxhasi alibanga likhulu ngokwenele kanti futhi libekeke endaweni engafanele;
- Abaxhasi bebelindele ukuthi imibala yenkampani yabo ivele ngokucacile emibhalweni echonyiwe;
- Abaxhasi bebelindele ukuthi iNPO ikhokhe izindleko zeziphuzo emcimbini wokuvulwa nokwenekwa;
- Abaxhasi abayijabulelanga indlela abezindaba abasingethe ngayo izindaba ezibandakanya inkampani, noma igama labo alizange liphawulwe;
- Abaxhasi abayitholanga imali yokubamba iqhaza noma yabathile ohlelweni lokuxhasa.

Izinkontileka noma izinhlelo zokuxhasa nemicimbi kumele ibe nalokhu:

- Igama lomcimbi noma uhlelo;
- Usuku, isikhathi, indawo kanye nokudonsa okuyothathwa wumcimbi noma wuhlelo;

- Incazelo egcwele yobukhulu besikhala esiyothathwa ngabaxhasi neNPO ezintweni ezibhaliwe – ubukhulu begama lenkampani, indawo yalelogama, ukufakwa kwegama lenkampani ezintweni eziyobe zibekiwe;
- Imininingwane ephelele yazo zonke izinto ezibhaliwe, kungaba ngamapheshana, amaphepha okukhangisa, izinhlelo eziyokhiqizwa ngomcimbi noma uhlelo – ubukhulu, umbala, inani, izinsuku zokudiliva kanye namaqhinga okusabalalisa;
- Isheduli noma uhla lwabezindaba olunemininingwane yokukhangisa enegama labaxhasi nosekhokhelwe kanye nolwazi ngenhlangano; indlela okuyoshiwo ngayo imikhiqizo nemisebenzi yabaxhasi;
- Igalelo lemali elenziwe ngabaxhasi ohlelweni noma emcimbini, nezinsuku okuvunyelwene ngazo zokukhokha;
- Imininingwane yokwengezela ngezindleko eziyokhokhwa ngabaxhasi, njengalezo zokukhangisa, ezasehovisi, ukubhala, ukudla, ukunandisa, ukuhamba njalonzalo;
- Uhlelo okuvunyelwene ngalo lokuphatha izimenywa nentlasipoti, ukuphatha labo abazonandisa, izikhulumi njalonzalo;
- Isitatimende senhloso sokusiza abaxhasi ukufeza izinhloso zabo lapho bezibophezela ekwenzeni amagalanti;
- Umgomo wokuvikela iNPO kwizimo ezingaphezu kokucabanga nolwazi lwenhlangano, okungaholela ekumisweni noma ekudlulisweni komcimbi ukuba wenziwe ngesikhathi esizayo;
- Esinye isivumelwane mayelana nokuphatha noma umsebenzi wasehovisi oncikene nohlelo noma umcimbi; ukusebenzisana nezinye izinkontileka zangaphandle njengezingosi zokukhangisa; ukuhlelwa kwemihlangano; ukugcinwa kwamalekhodi; ukukhishwa kwemibiko yenqubeko.

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- Southern African Institute of Fundraising - Codes of Professional Ethics
- South African NGO Coalition - Codes of Good Practice
- Association of Fundraising Professionals - Codes of Ethical Standards and Standards of Professional Practice
- The Commonwealth Foundation – Guidelines for Good Policy and Practice
- The Southern African Grantmakers' Association – Guidelines for Good Grantmaking
- Pema Lakha & Associates – Guidelines for the Management of NGOs and CBOs
- Eskom – A Management Guide for Development Organisations in South Africa

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Arnold J Olenick and Philip R. Olenick, “*A Nonprofit Organisation Operating Manual*” – The Foundation Center, United States of America, ISBN 0-87954-293-4

David L Cuthbert, “*Your Guide to Mobilising Resources – A Fundraising Manual for Southern African Non-profit Organisations*”, Charities Aid Foundation/Nonprofit Partnership, P O Box 31819, Braamfontein, South Africa 2017, ISBN.....

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Republic of South Africa President’s Council

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UKUSEBENZA KOMGOMO

Izinhlango ezingasebenzeli nzuzo noma labo abaqoqa izimali/abanikela ngazo nabasebenzelana nabo bayohlonipha imigomo yokuziphatha kahle. Abasezikhundleni nabantu abathatha izinqumo enhlanganweni bayosayina, balandele, bahloniphe imigomo bazise lokhu:

Inhlango engasebenzeli nzuzo nesebenzisana nabo:

- Inhlango, ububuswa kwayo, ukwengamela nabangaphansi kwayo bayolandela lemigomo yokuziphatha kahle;
- Ngokusayisa lemigomo, inhlango izibophezelela ekwenzeni izivivinyo ngezikhathi ezithile zokulandela lemigomo;
- Inhlango, ukubuswa kwayo nabangaphansi kwayo bayavuma ukuthi uma betholwe bephambene nalemigomo, bayocubungula isimo ngasinye ngokulandela umthethosiseklo wenhlango nemibandela yokubhalisa kwayo.

Kusayina labo abasezikhundleni

Igama

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Lapho kusayinwa khona

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Umqoqi-zimali:

- Uyolandela lemigomo yokuziphatha kahle;
- Uyoziphezelela ekuvivinyeni ngezikhathi ezithile indlela alandela ngayo imigomo yokuziphatha kahle;
- Uyokwamukela ukuphenywa okulandela inqubo-mgomo yangaphakathi enhlanganweni noma imibandela yesivumelwane lapho etholwa enza okuphambene nemithetho yalomgomo.

Kusayina labo abasezikhundleni (uma kuyinhlangothi eqoqa izimali)

Igama

Lapho kusayinwa khona

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Onikelayo nasebenzelana nabo:

- Uyohambisana nalemigomo yokuziphatha kahle;
- Uyovivinya isikhungo ngezikhathi ezithile abheke ukuthi sisayilandela yini lemigomo;
- Uyovuma ukuthi uma itholwa iphambene nemigomo ebekiwe, inhlangano iyophenywa ngokulandela inqubo-mgomo yangaphakathi enhlanganweni nemigomo ephathelene.

Kusayina labo abasezikhundleni

Igama

Lapho kusayinwa khona

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