



PRINCIPLES FOR PROJECT LIAISON, SUB-CONTRACTING AND LABOUR SOURCING IN ALL SANRAL PROJECTS (14 Point Plan)

1. Establish project liaison committees (PLCs) in each project to create a platform for project communication, works execution, sub-contracting, procurement, participation with MOU partners, material supply and employment facilitation.
2. SANRAL to chair PLCs and provide secretarial support. Representation to comprise: SANRAL; contractor; consulting engineers; business representatives; traditional authority representatives; provincial and municipal government representatives (not politicians); community representatives; and any other critical local stakeholder that may be deemed necessary by SANRAL. PLC members to ensure that they are not conflicted while serving on the PLC.
3. The selection of a Project Liaison Officer (PLO), who will be employed by the Consultant, must be acknowledged and supported by the PLC.
4. Definition of a target area (sometimes referred to as a local area or traffic area) to be done by SANRAL in consultation with the PLC.
5. Setup a database of contractors, sub-contractors, consultants and suppliers with the input and support of the PLC. The final database to be agreed upon by the PLC. The entities on the database to be assisted by the consultants to be compliant with all relevant legislation.
6. Setup of database of local labour for the targeted area to be done with the input and support of the PLC. The final list to be signed off by the PLC. An agreed system of labour selection from the database is to be agreed at the PLC.

7. Handover of signed-off CSD databases for sub-contracting to contractor for open tender process. **The labour database will be signed off by the PLC and handed over to the Contractor to use for recruitment of local labour.**
8. Tender processes for sub-contracting to be conducted by contractor using government principles (e.g., public opening of received bids, announcement of bidders and prices). Tabling of winning bidders, by the contractor, in the PLC **meeting for information purposes.**
9. Appeals on the tender process to be escalated to SANRAL for an independent review facilitated by the Transformation unit.
10. Capability assessments of contractors and suppliers to be done with the input and support of the PLC prior to the sub-contract tender stage commencing, to identify any deficiencies in skills and experience. For labour, skills assessments are to be done at recruitment stage.
11. Contractor development support and training to be coordinated and conducted, ahead **of the sub-contract tender stage commencing** with the help and support of the PLC.
12. The PLC must identify works areas that are deliverable by local service providers, and areas where capabilities are not available locally. All works areas where capabilities are not available locally shall be imported and locals will be given an opportunity to learn.
13. The PLC/Consultant must ensure that Formal contracting arrangements between the main contractor and the subcontractor are in place for all projects.
14. Communication to be streamlined through the PLC and used to manage expectations of local business and communities.

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