



IRM

**INSTALLATION, REPAIR AND
MAINTENANCE INITIATIVE**

A programme of the National Business Initiative

**Inclusive growth through infrastructure development
and green economy: growing entrepreneurial
ecosystems**



THE IRM STRATEGY 2035

STRATEGIC OBJECTIVES:

- Increase demand for skills and jobs in SMEs across the infrastructure value chain through:
 - Identification of IRM SME entrepreneurs (both existing and new).
 - Creation of localised entrepreneurial ecosystems linked to industrial investment that enable innovative and growth-oriented entrepreneurial activity
 - Establishing and equipping enterprise and skills hubs at TVET Colleges to coordinate support to local entrepreneurs.
 - Incentivise SME entrepreneurs to upskill their workforce, increase productivity and take on TVET students for workplace-based learning and employment.
- Strengthening the capacity of TVET Colleges to provide dual vocational skills training that is aligned to the skills demands of SMEs and provide a pathway to trade qualification for workers and unemployed youth, with integrated workplace behavioural development, gender sensitivity and entrepreneurship education.

Over a **15 year period (to 2035)**, the IRM initiative will exponentially scale up the different components of its delivery model to achieve its outer year targets as follows:



9 IRM Township hubs at TVET College campuses fully operational.

2,520 township-based IRM enterprises have been supported through enterprise development, with focus on green technology.



50 IRM skills centres at TVET College campuses fully operational.



at TVET College campuses fully operational.

29,736 IRM graduates successfully transition to employment or self-employment.



4,200 IRM startup businesses successfully incubated, with particular focus on green technology.



900 IRM business owners/workers successfully qualify as artisans.



30,448 workplace opportunities in IRM enterprises have been unlocked.



49,560 TVET youth complete IRM vocational skills programmes.



STRATEGIC ALIGNMENT

The IRM initiative is strategically aligned to various initiatives of government to drive inclusive and just recovery and revitalisation of the economy, particularly in the aftermath of the Covid-19 pandemic.

Located initially in the Presidential Job Summit Framework Agreement in 2018, it has subsequently evolved to align with the **Presidential Youth Employment Intervention (PYEI)** and, more recently the skills strategy that has been developed by the Department of Higher Education and Training (DHET) to support the **Economic Recovery and Revitalisation Plan (ERRP)**.

Within the context of alignment with these various initiatives, the Initiative adopts three key lenses.

Infrastructure development and maintenance - Linking township contractors to public and private sector construction and maintenance supply and value chains.

01



Green economy and just transitions - Leveraging off demand for sustainable construction and maintenance practices, as well downstream renewable energy products and services.

02



Reindustrialisation and localisation - Alignment to sectoral and local industrial development plans including the revitalisation of industrial parks and establishment of Eco-industrial Parks and SEZs.

03



UNLOCKING DEMAND IN TOWNSHIP ECONOMY ECOSYSTEMS



The programme makes a number of assumptions around the conditions required to achieve scale, including:



TVET Colleges can be positioned at the heart of the entrepreneurial ecosystem, capable of supporting township-based SMMEs to sustainably realise their growth objectives and access opportunities in the green economy.

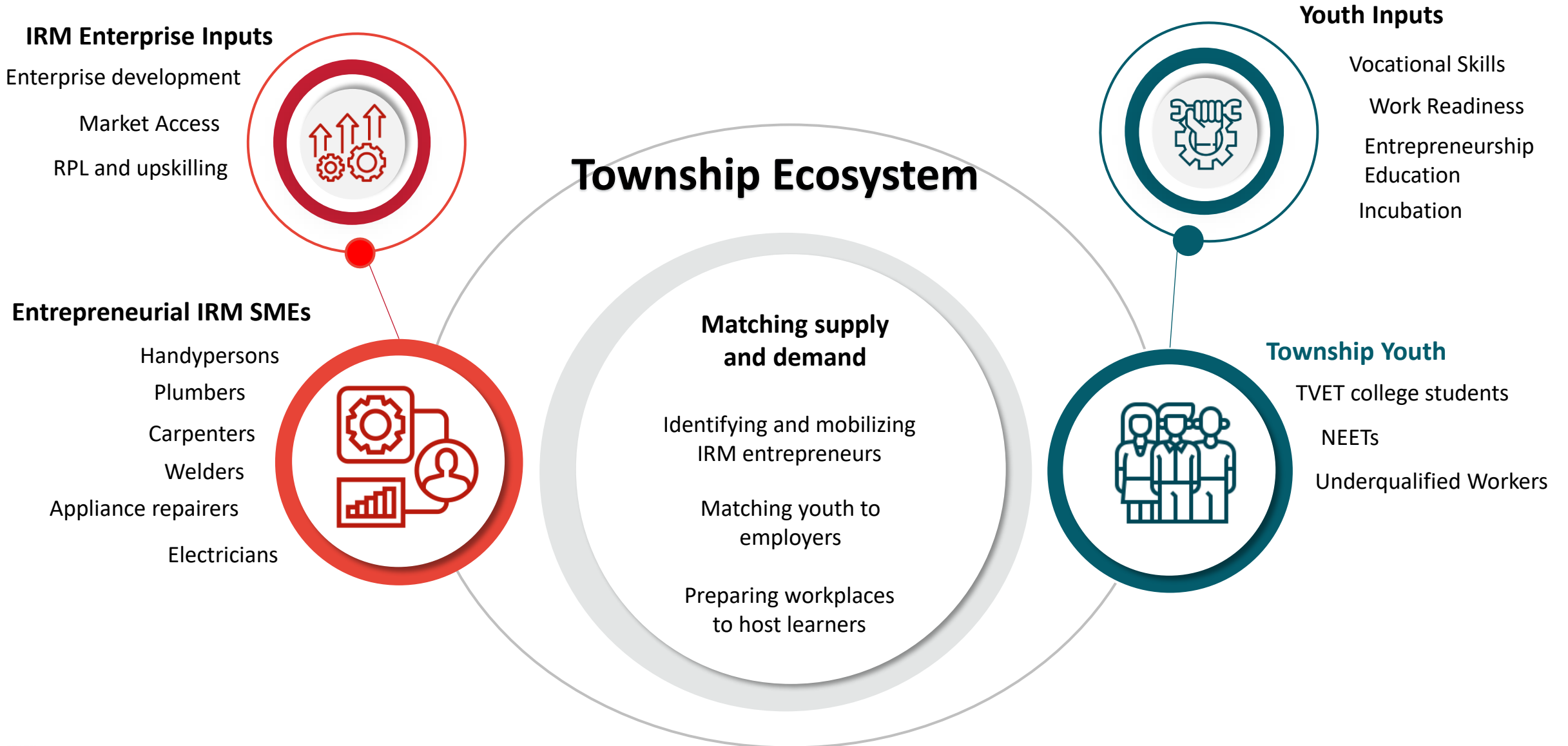


TVET Colleges can adopt a culture of responsiveness to demand for skills in SMMEs in their surrounding communities, including green skills.



Each township based IRM SMME that is supported through the IRM Hubs will be able to absorb a minimum of 2 new IRM trainees that complete the IRM vocational skills programmes.

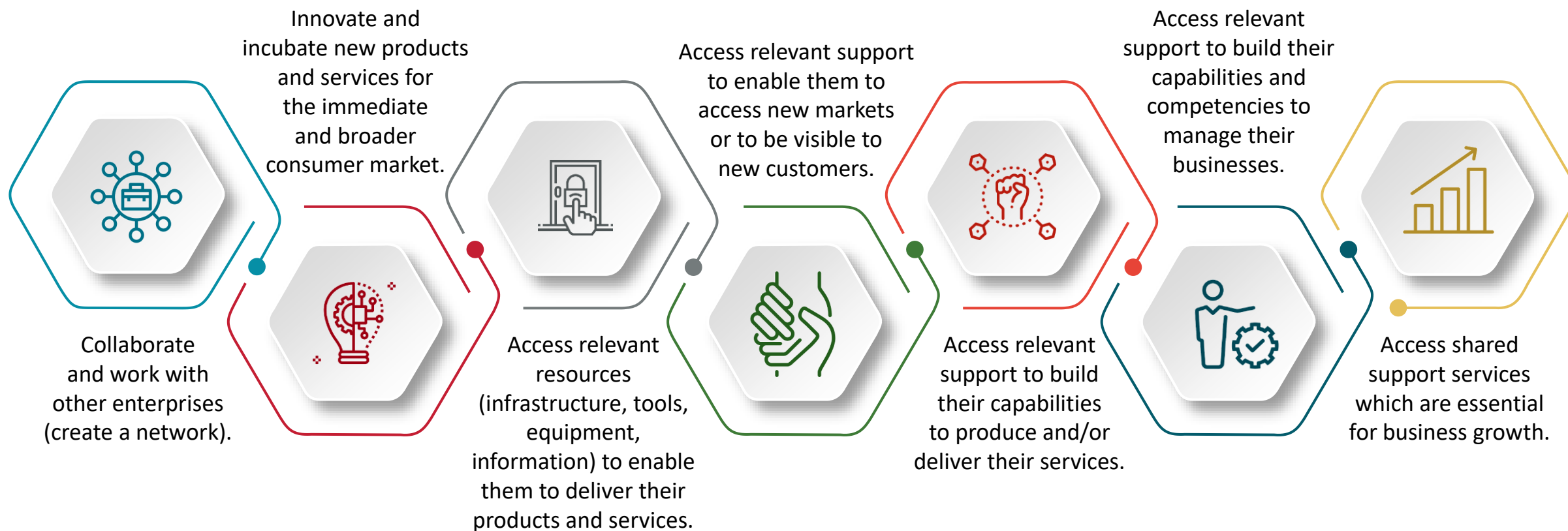
POSITIONING TVET COLLEGES – IRM TOWNSHIP HUBS



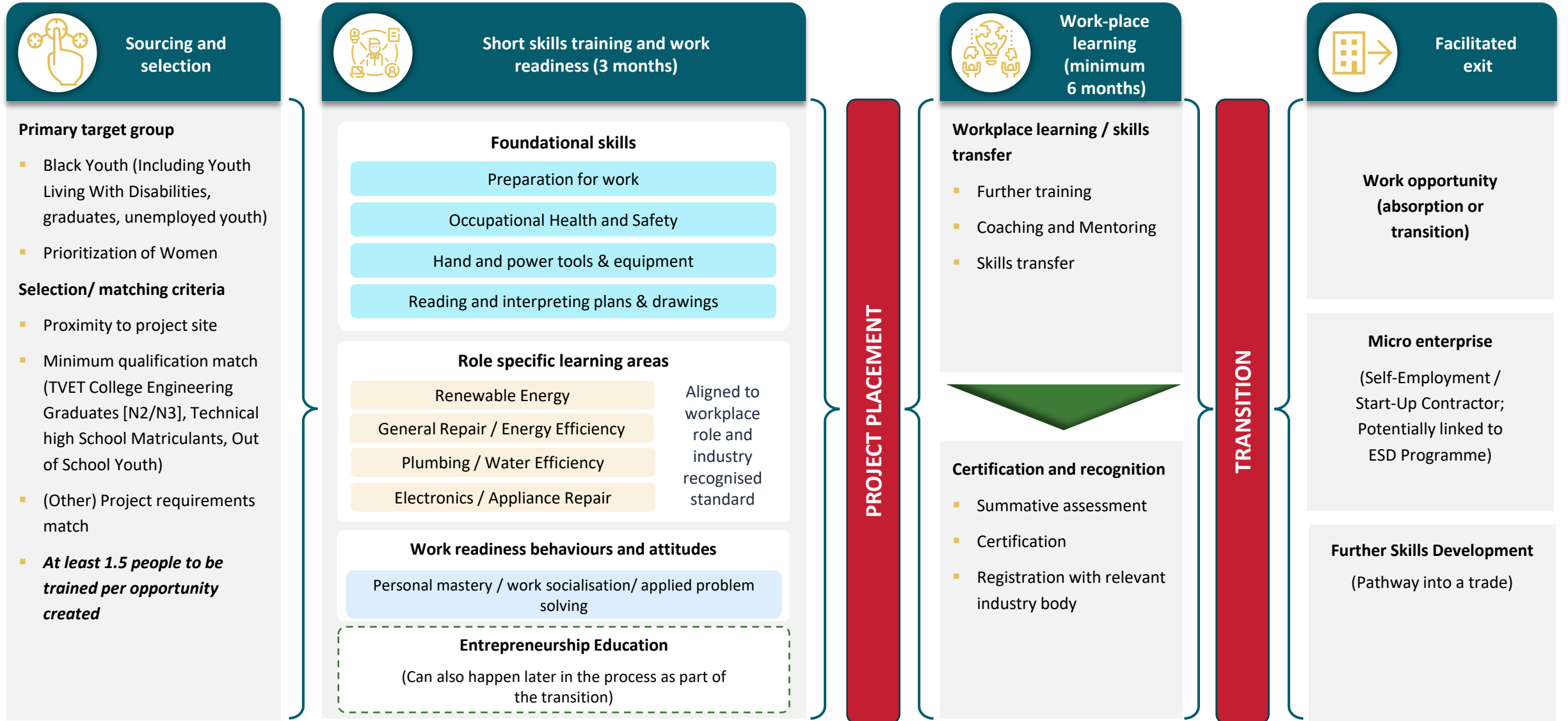
UNLOCKING THE POTENTIAL OF TOWNSHIP ENTERPRISES



Township hubs can play a dynamic role in supporting local economic development. Township hubs can serve as institutional mechanisms where local enterprises can:



IRM DELIVERY MODEL



STRATEGIC PARTNERS

The IRM ecosystem comprises a range of partners across government, the private sector, the development cooperation community and non-governmental organisations.

National government

The Presidency (PYEI)
Department of Higher Education and Training (DHET)
The Small Enterprise Development Agency (SEDA)
The Department of Trade, Industry and Competition (DTIC)
Department of Public Works and Infrastructure (DPWI)

Ecosystem Partners (intermediaries)

Industry Associations
Professional Bodies
Business Chambers
Government Agencies

Opportunity Partners

Companies
Government Departments
NGOs

Delivery Partners

TVET Colleges
Community Education and Training Centres
Private Training Providers
NGOs

Funding Partners

Development Partners
Private Sector (Procurement)
Private Sector (CSI)
Provincial and Local Government

DELIVERY ENABLEMENT – The IRM Programme Management Office (PMO)



Unlocking Demand

- Demand Mapping across targeted sectors, including identifying “latent demand”
- Demand unlocking by supporting SMMEs through IRM hubs and linking them to market opportunities
- Demand-led credentialing, working with industry bodies to develop and recognize new learning pathways linked to demand
- Micro-enterprise incubation through the IRM hubs as well as SMME aggregators and incubation partners

Improving the Quality of Supply

- Demand matching, using data-driven profiles to match IRM candidates to workplaces for more effective selection
- Enhance curriculum through the development of newly designed demand-led skills training programmes, including work readiness and entrepreneurship education
- Improve delivery of curriculum, through capacity building of TVET and CET College facilitators
- Ensuring effective workplace learning by preparing workplaces to host candidates and ensure workplace learning is monitored and tracked

Unlocking Funding

- The PMO will develop a resource and funding model which unlocks and optimises the various sources of investment in the system (both public and private), including:
 - **Infrastructure (IRM Hubs, Skills Centres):** Development cooperation agencies, government
 - **Delivery (Enterprise Acceleration and Incubation Support):** SEDA, NYDA, Govt, Private sector ESD
 - **Delivery (Demand Servicing):** SETAs, Provincial Government, Private Sector CSI
 - **Programme management:** Development cooperation agencies, Private Sector CSI, Provincial Government

Ecosystem Management

- **Demand-side:** Industry associations, SMME aggregators, government departments, employers
- **Supply-side:** Public and/ or Private Education and Training Institutions
- **Supply-demand interface:** Ecosystem partners across different demand categories

THANK YOU



5th Floor, 61 Katherine Street
Dennehof
Sandton, 2196



PO Box 294
Auckland Park, Johannesburg
2006 , South Africa



+27 861 123 624
(0861 123 NBI)
Tel: +27 11 544 6000



www.nbi.org.za



+27 86 505 5678

The National Business Initiative is a voluntary coalition of South African and multinational companies, working towards sustainable growth and development in South Africa and the shaping of a sustainable future through responsible business action. Since our inception in 1995, the NBI has made a distinct impact in the spheres of housing delivery, crime prevention, local economic development, public sector capacity building, further education and training, schooling, public private partnerships, energy efficiency and climate change. The NBI is a global network partner of the World Business Council for Sustainable Development (WBCSD) and an implementation partner of We Mean Business, the CEO Water Mandate and CDP.