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ACRONYMS

ABMS Anti-bribery Management System

APP Annual performance plan

BBBEE Broad-based black economic empowerment

B.U.I.L.D Best Practice, Unity, Implementation, Leadership and Development

CDP Contractor development programme

CID Construction Industry Development (Regulations)

cidb Construction Industry Development Board

CRM Customer relationship management

CSD Central Supplier Database

DPWI Department of Public Works and Infrastructure

Exco Executive Committee

GFCF Gross fixed capital formation

ICT Information and communication technology

IDMS Infrastructure Delivery Management System

IT Information technology

MoU Memorandum of understanding

MTEF Medium-term Expenditure Framework

NCDP National Contractor Development Programme

NDP National Development Plan

NIP National Infrastructure Plan

NPA National Prosecuting Authority

NSF National Stakeholder Forum

PE Potentially emerging

PPPFA Preferential Procurement Policy Framework Act

RoC Register of Contractors

RoP Register of Projects

RoPSP Register of Professional Service Providers

SANS South African National Standard

SAPS South African Police Service

SCM Supply chain management

SME Small and medium enterprise

TVET Technical and vocational education and training

EXECUTIVE AUTHORITY STATEMENT

The challenges facing our economy require an urgent and appropriate response. Infrastructure is a catalyst for the development of our economy and the Construction Industry Development Board (cidb) plays a significant role in driving the development and transformation of the construction industry. With only eight years remaining to achieve our targets set in the National Development Plan 2030, we need to acknowledge that we have all fallen significantly short in implementing them. We therefore need to step-up in our drive towards implementation, with specific reference to the Economic Reconstruction and Recovery Plan (ERRP). All interventions that are undertaken must tackle unemployment and poverty, in order to break the structural foundations of unemployment together with creating a cycle that supports growth.

In this vain, I am pleased that there is renewed commitment by the cidb in their 2022/23 APP to contribute to National Development Plan (NDP) priorities, address stakeholder needs and aspirations and expedite the mandated priorities of the cidb, as determined in their Strategic Plan. The APP covers the third year of the cidb's five-year Strategic Plan, 2020 to 2025.

The interventions of the cidb are underpinned by the Register of Contractors (RoC) and the Register of Projects (RoP). The registers need to be enhanced to promote construction industry development. The Best Practice Project Assessment Scheme, now called the cidb B.U.I.L.D Programme, was established through Government Gazette notice of 18 September 2020. As the Executive Authority responsible for the cidb, I hold the newly appointed Board of the cidb, who is the Accounting Authority of this Entity, accountable for the achievement of the targets set in the 2022/23 Annual Performance Plan, and to pushing the boundaries towards implementation of its mandate, thereby contributing to alleviating some of the problems that our country if facing. Of particular importance is the B.U.I.L.D Programme.

In the first phase, enterprise development and skills development have been made mandatory on projects above prescribed thresholds and in both the public and private sectors. They cut across all spheres of government and are also applicable to state-owned entities (SOEs). The Strategic Integrated Projects (SIPs) that have been gazetted in terms of the Infrastructure Development Act are also subject to the B.U.I.L.D Programme. The Programme focuses on the development of emerging contractors and exponential growth for learners and graduates in the Built Environment, especially those from the disadvantaged sectors.

I commend the cidb for completing its organisational restructuring. It is expected that it will continue its organisational development. The green shoots of its reorganisation strategy have started to emerge as we welcome its research outputs in areas such as the impact of Covid-19 on the construction industry. These research outputs must be accelerated so that policyand decision-makers can adapt their strategies based on deep insights into the construction industry.

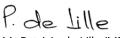
In the 2022/23 financial year the cidb's task is to aggressively promote the national contractor development framework so that government can use its procurement spend to drive the development of the emerging sector. Client departments need capacitation on cidb prescript implementation and the cidb provincial offices have to more visibly drive the cidb mandate, working with local and regional industry stakeholders.

It is critical that implementation must gain traction and for the construction industry's performance and development to be substantially improved. The cidb Standard for Uniformity (SfU) is an integral component in the procurement of infrastructure works, and the cidb is encouraged to continue playing its leadership role in this area

Starting in the 2022/23 Financial Year, I have also introduced a requirement, which is coupled to the cidb's Shareholder's Compact, for an annual Performance Assessment, whereby the cidb Board will be evaluated on the achievement on its legislative mandate, in accordance with the seven National Priorities and the value-add of the Entity as a whole. There is a sense of urgency, which is a call for us all to answer.

The National Stakeholder Forum (NSF) convened by the cidb is a crucial stakeholder platform to provide advise on various aspects related to the construction industry development. I encourage the cidb to build on this solid and streamlined platform established in recent years. We further look forward to fruitful engagements with the NSF in the 2022/23 year.

With the above in mind, as the Executive Authority responsible for the cidb, I endorse the 2022/23 APP for the cidb and hereby commit to support the implementation of it. I thank the cidb Board, the Management and staff and I urge that they robustly drive the development and transformation of the Construction Industry going forward. Focus must be on ever increasing the Industry's contribution to economic growth and in addressing poverty, unemployment and inequality.



Ms Patricia de Lille (MP)

MINISTER OF PUBLIC WORKS AND INFRASTRUCTURE

ACCOUNTING OFFICER STATEMENT

Our plans for 2022/23 take shape as the economy and the construction industry are on a slow, multi-year path to recovery, exacerbated by the Covid-19 pandemic. The 2022/23 APP is anchored by five pillars with action plans to support government objectives and NDP outcomes:

- Transformation: Transform the construction industry by increasing ownership and participation of black- and woman-owned contractors and participation of youth in the sector.
- 2. Development: Provide mechanisms and support for enterprises to be competitive and sustainable, and to deliver value for money.
- 3. Ethics: Regulate the industry in the public interest to ensure a fair, inclusive, ethical, transformed, enabling and reputable construction environment.
- 4. Client performance: Capacitate client departments to increase infrastructure budget to stimulate economic growth.
- 5. High-performance organisation: Transform the cidb into an effective, efficient and appropriately structured, well-governed and sustainable institution.

The cidb is aggressively promoting industry recovery through the B.U.I.L.D Programme, previously known as the Best Practice Project Assessment Scheme. The first phase includes the Standard for Enterprise Development and the Standard for Developing Skills through Infrastructure Contracts. The sustainability of firms in the construction industry is crucial for economic stability, as these firms, most of which are small enterprises, create employment. Linked to this is providing workplace experience for learners and graduates.

The B.U.I.L.D Programme makes it mandatory to apply cidb standards for projects above the prescribed threshold values. B.U.I.L.D applies across all tiers of government, to state-owned entities and the private sector. The cidb has conducted extensive capacitation on the implementation of the programme and, in 2022/23, will robustly enforce compliance.

Organisational development processes will enable the cidb to deliver more effectively against its mandate, while optimising its limited resources. Key positions have been filled and we are seeing the early fruits of our restructuring, with enhanced outputs in research, procurement reform and registration services.

The cidb will continue to use the NSF to ensure that resolutions and interventions meet the expectations of stakeholders and are aligned with construction industry developments. Interventions and tools are being sharpened to contribute to the development and transformation of the industry. These include the RoC, SfU, the publication Construction Monitor and the contractor development framework.

We will contribute to the Economic Reconstruction and Recovery Plan by promoting contractor development programmes on public sector projects. Through our provincial offices, we are capacitating infrastructure clients based on the revised contractor development framework.

The cidb will continue to harness technology for its RoC and RoP. It is envisaged that contractors will conduct most registration services through our online registration platform. This will enable us to direct our human resources into value-added advisory and support services through our provincial offices.

We acknowledge the support of Minister de Lille and the Department of Public Works and Infrastructure, and the leadership and guidance of the cidb Board in helping to shape the cidb strategic and annual performance plans.

Bongani Dladla

ACTING CHIEF EXECUTIVE OFFICER

Bongani Dead.

OFFICIAL SIGN-OFF

It is hereby certified that this annual performance plan

- 1. Was developed by the management of the cidb under the guidance of the Board.
- 2. Considers all policies, legislation and other mandates for which the cidb is responsible.
- 3. Accurately reflects the impact, outcomes and outputs that the cidb aims to achieve in 2022/23.

Head of Strategic Planning Services	Date	09 MARCH 2022
Chief Financial Officer	Date	09 MARCH 2022
Acting Chief Executive Officer	Date	09 MARCH 2022
Chairperson of the Board	Date	09 MARCH 2022
Minister of Public Works and Infrastructure	Date	18 MARCH 2022





PART A OUR MANDATE

UPDATES TO LEGISLATIVE AND POLICY MANDATES

The cidb is a statutory body established under the Executive Authority of the Department of Public Works and Infrastructure (DPWI) and enabled by the Construction Industry Development Board Act 38 of 2000 (CIDB Act), from which it derives its mandate.

The objects of the Act contextualise the mandate of the cidb and can be summarised as follows:

- a. Provide strategic leadership to construction industry stakeholders, developing effective partnerships for growth, reform and improvement of the construction sector.
- b. Promote the sustainable growth of the construction industry and the participation of the emerging sector in the industry.
- c. Determine, establish and promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process.
- d. Promote the uniform application of policy throughout all spheres of government, uniform and ethical standards, construction procurement reform, and improved procurement and delivery management including a code of conduct.
- e. Develop systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors.

The CIDB Act forms the basis of the cidb strategy and impact statements under the current planning framework.

Other key legislation includes:

- i. Public Finance Management Act, 1999 (PFMA)
- ii. Broad-based Black Economic Empowerment Act, 2003 (BBBEE Act)
- iii. Municipal Finance Management Act, 2003 (MFMA)
- iv. Preferential Procurement Policy Framework Act, 2000 (PPPFA)
- v. Council for the Built Environment Act, 2000
- vi. State Land Disposal Act, 1961

- vii. Expropriation Act, 1975
- viii. Land Affairs Board, 1987
- ix. National Environmental Management Act, 1998
- x. Occupational Health and Safety Act, 1993
- xi. National Regulations and Building Standards Act, 1977
- xii. Infrastructure Development Act, 2014
- xiii. Water Service Act, 1997
- xiv. Skill Development Act, 1998
- xv. Property Sector Transformation Charter, 2007 (Charter 2007)
- xvi. Green Building Framework, 2001
- xvii. Public Audit Act, 2004 (PAA)
- xviii. Labour Relations Act, 1995 (LRA)
- xix. Employment Equity Act, 1998
- xx. Basic Conditions of Employment Act, 2008 (BCEA)
- xxi. Protection of Personal Information Act (Act No 4 of 2013)

UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The cidb's drive to enhance the contribution of the construction industry to the NDP and the seven key priorities of government was dealt a blow by Covid-19, resulting in the revision and adjustment of strategic outcomes and budget projections.

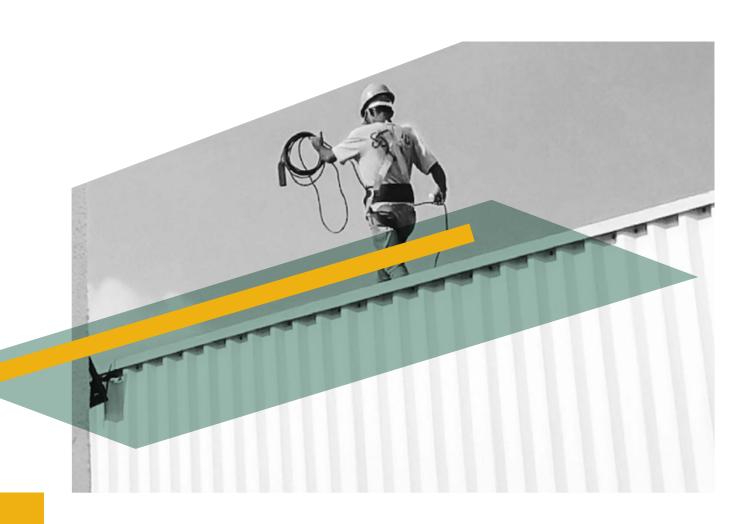
The seven key priorities of government are as follows:

- i. Economic transformation and job creation
- ii. Education, skills and health
- iii. Consolidating the social wage through reliable and quality basic services
- iv. Spatial integration, human settlements and local government
- v. Social cohesion and safe communities
- vi. A capable, ethical and developmental state
- vii. A better Africa and world.

Policies and priorities to be achieved and aligned to DPWI priorities and cidb strategic outcome are reflected in the tables that follow. The strategies are also covered in the situational analysis.

cidb alignment to the seven priorities and outcomes of DPWI

NO	NATIONAL DEVELOPMENT PLAN PRIORITIES	NATIONAL DEVELOPMENT PLAN IMPLEMENTATION PLAN OUTCOMES	DEPARTMENT OF PUBLIC WORKS AND INFRASTRUCTURE OUTCOMES	CONSTRUCTION INDUSTRY DEVELOPMENT BOARD OUTCOMES
1	Priority 1: Economic transformation and job creation	Increased ownership and participation by historically disadvantaged individuals	Transformed built environment	 Increased participation of designated groups, including black-, woman- and youth-owned contractors Performance-driven clients
2	Priority 2: Education, skills and health	Improved education, training and innovation. Improved employability of youth through skills training	Transformed built environment	Developed contractors
3	Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, ethical and capable DPWI	 Ethical and performance- driven cidb Reduced non- compliance and fraud

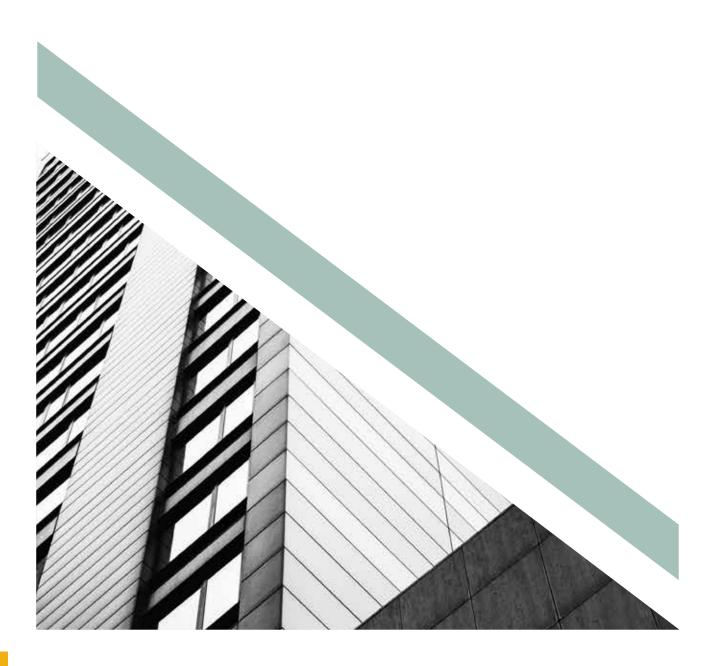


Links between APP and strategic plan indicators that contribute towards realisation of cidb outcomes

Outcome 1.1: Increased black	ς ownership and participation
Strategic plan indicators	Annual performance plan indicators
1.1.1 % black ownership of grades 7 to 9 contractor enterprises	1. 6 number of research studies conducted 1.7 number of reports on revised registration criteria
1.1.2 access to work for black-owned contractor enterprises	1.10 number of industry monitoring and evaluations conducted
1.1.3 % of youth ownership across all grades	
Outcome 1.2: Increased woma	n ownership and participation
1.2.1 % of woman-owned contractor enterprises in grades 2 to 9	1.6 number of research studies conducted 1.7 number of reports on revised registration criteria
1.2.2 % access to work for woman-owned contractor enterprises	1.10 number of industry monitoring and evaluations conducted
Outcome 1.3: Cont	ractor development
1.3.1 % of woman-owned contractor enterprise upgrades 1.3.2 % of black-owned contractor enterprise upgrades	1.6 number of research studies conducted 1.10 number of industry monitoring and evaluations conducted 1.13 number of client departments capacitated on contractor development 1.14 number of grades 1 to 6 contractors provided with contractor development support 1.15 number of client departments capacitated on Infrastructure Delivery Management System (IDMS)
Outcome 1.4: Perfor	mance-driven clients
1.4.1 % of municipality budget spend	1.11 number of reports on public sector infrastructure expenditure 1.12 number of guidelines developed to facilitate compliance with the B.U.I.L.D Programme 1.15 number of client departments capacitated on IDMS
Outcome 1.5: Reduced n	on-compliance and fraud
1.5.1 average number of non-compliance cases reported a year	1.8 number of non-registered projects identified against the RoP
Outcome 1.6: Ethical and	performance-driven cidb
1.6.1 audit outcomes	1.9 % of grades 1 to 9 contractors registered within 21 working days for compliant applications
	1.1 % of staff who attended cidb fraud prevention awareness session
	1.2 % of system uptime
	1.3 % of expenditure on BBBEE-compliant suppliers
	1.4 % of invoices paid within 30 days

UPDATES TO COURT RULINGS

There were no court rulings in 2020/21.



PART B

OUR STRATEGIC FOCUS

VISION, MISSION AND MANDATE

VISION

The vision reflects the importance of the cidb as a catalyst for economic growth and job creation in South Africa. The emphasis is to build an industry that is inclusive and reputable, where all participants equally can drive the construction industry. The vision reads:

A transformed construction industry that is inclusive, ethical and contributes to a prosperous South Africa and the world

MISSION

The mission statement emphasises the importance of a new set of strategic interventions that will support the cidb vision. The cidb needs to work with all industry partners in achieving these strategic interventions linked to its legislative mandate, functions and responsibilities. The mission is to drive a professional cidb that states as follows:

We exist in order to regulate and develop the construction industry through strategic interventions and partnerships

VALUES

Core values must support the vision and mission through intrinsic behaviour change within the organisation to support the Batho Pele principles. The following values are a credo that needs to be supported with each action, word and deed.

Responsive – interrogate processes to be responsive to the needs and our mandate

Efficient – focus on the new direction and become efficient in what we do

Effective – focus on the new direction and become effective in what we do

Innovative – be creative in our doing and thinking; we cannot do business as usual

Ethical – stand out as a reputable regulator in which all stakeholders have trust

Accessible – take care of our clients, stakeholders and customers and adjust to their needs

Agile – live in an environment that demonstrates change. Therefore, we need to move quickly to achieve our approaches – with agility

UPDATED SITUATIONAL ANALYSIS

External environment analysis

The strategic focus of the cidb, as directed by the Board, draws from an assessment of the economic environment in South Africa with a focus on the transformation of the construction industry. In alignment with its mandate, the cidb has taken stock of industry dynamics in relation to national imperatives such as the NDP, government's approach to economic development through infrastructure investment and DPWI priorities, and taking into account the impact of Covid-19 on the construction industry.

The modernisation of the technology infrastructure and systems, supported by the digital engagement campaign #MakeltHappen, saw the continued use of Teams, SharePoint online and OneDrive cloud storage by employees. These apps continue to offer remote working, which enabled the cidb to maintain business continuity as the Covid-19 pandemic took hold in 2020. Teams is now a popular tool for hosting staff meetings, with an attendance of more than 75%.

The external environment analysis covers four key areas as directed by the Board:

- Transformation
- Development
- Performance
- Compliance

TRANSFORMATION

The cidb's vision for transformation of the construction industry is to increase ownership and participation of black- and woman-owned contractors and increase participation of youth in the sector. The RoC and RoP underpin development and transformation. There are two focus areas: Ownership and participation.

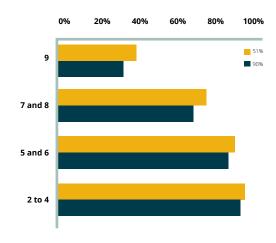
Ownership

Ownership looks at statistics in terms of black-owned and woman-owned contractor enterprises.

Details of black ownership of cidb-registered contractor enterprises are given below:

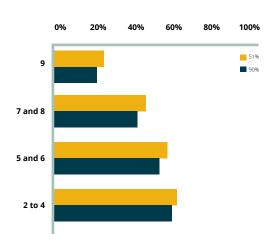
Black ownership 2020Q2

Black ownership 51%+	
80	40%
1 444	76%
3 268	90%
10 796	96%
15 588	92%
Black ownership 90%+	
69	34%
1 344	71%
3 121	86%
10 664	95%
15 198	90%
	1 444 3 268 10 796 15 588 Black ownership 90%+ 69 1 344 3 121 10 664



Black ownership 2021Q2

Black ownership				
Grade	Number	Black (%)		
	Black ownership 51%+			
9	56	23%		
7 and 8	1 074	46%		
5 and 6	2 489	54%		
2 to 4	8 283	59%		
Total	11 902	56%		
	Black ownership 90%+			
9	46	19%		
7 and 8	995	43%		
5 and 6	2 388	52%		
2 to 4	8 185	58%		
Total	11 614	55%		



Black ownership at 2020Q2 and 2021Q2

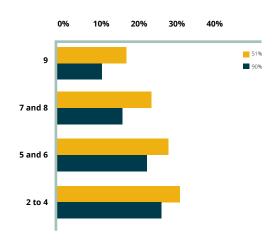
The construction industry – including professional service providers, contractors and materials suppliers – remains largely under-transformed. This lack of transformation in contractor ownership and access to work opportunities is particularly pronounced in grades 7 to 9.

The assessment on page 18 shows that transformation decreases with increasing cidb grade (size of the company). Ownership of 51% and above decreased from 40% in 2020Q2 to 23% in 2021Q2 of cidbregistered black-owned enterprises in Grade 9. These enterprises include public listed companies and wholly owned subsidiaries, for which black ownership other than directors is excluded. Excluding public listed and international companies from the profile has little impact.

Black ownership has decreased tremendously across grades 2 to 9, from an average of 90% in 2020Q2 to around 55% in 2021Q2. The slow pace of transformation in those grades has been exacerbated by Covid-19, forcing the cidb to revise its original outcome indicators on transformation.

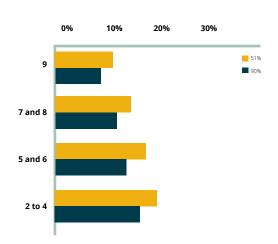
Woman ownership 2020Q2

Grade	Number	(%)		
Woman ownership 51%+				
9	36	18%		
7 and 8	456	24%		
5 and 6	1 027	28%		
2 to 4	3 499	31%		
Total	5 018	30%		
V	Voman ownership 90%	+		
9	23	11%		
7 and 8	311	16%		
5 and 6	822	23%		
2 to 4	2 976	27%		
Total	4 132	24%		



Women ownership 2021Q2

Grade	Number	(%)		
Woman ownership 51%+				
9	24	10%		
7 and 8	338	15%		
5 and 6	775	17%		
2 to 4	2 682	19%		
Total	3 819	18%		
V	Voman ownership 90%	+		
9	19	8%		
7 and 8	232	10%		
5 and 6	627	14%		
2 to 4	2 301	16%		
Total	3 179	15%		



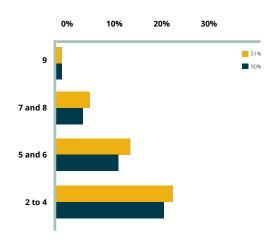
Woman ownership at 2020Q2 and 2021Q2

Details of woman ownership of cidb-registered contractors nationally are given on page 19 for ownership control 51% or more and ownership control 90% or more.

- With ownership of 51% and above, woman ownership decreased from 30% in 2020Q2 to 18% in 2021Q2 across grades 2 to 9.
- Ownership 90% and above also decreased from 24% to 10%, a decrease of 14% in 2021Q2.

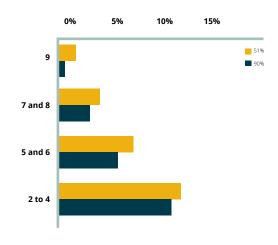
Youth ownership 2020Q2

Grade	Number	(%)		
Youth ownership 51%+				
9	2	1%		
7 and 8	124	7%		
5 and 6	517	14%		
2 to 4	2 521	22%		
Total	3 164	19%		
Youth ownership 90%+				
9	2	1%		
7 and 8	95	5%		
5 and 6	437	12%		
2 to 4	2 335	21%		
Total	2 869	17%		



Youth ownership 2021Q2

Grade	Number	Black (%)		
Youth ownership 51%+				
9	2	1%		
7 and 8	86	4%		
5 and 6	332	7%		
2 to 4	1 696	12%		
Total	2 116	10%		
,	Youth ownership 90%+	-		
9	1	0%		
7 and 8	66	3%		
5 and 6	281	6%		
2 to 4	1 569	11%		
Total	2 968	9%		



Youth ownership at 2020Q2 and 2021Q2

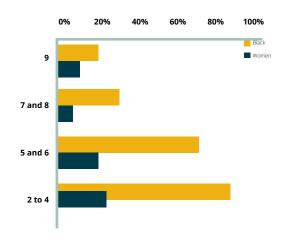
The state of transformation decreases with increasing cidb grade (size of the company). For ownership of 51% and above, youth ownership across all contractors dropped from 19% in 2020Q2 to 10% in 2021Q2, a decrease of 9%. A decrease of 8% was noted in 2021Q2 for youth ownership above 90%, compared with 2020Q2.

Participation

Estimates of the ratio of public sector contracts awarded to black- and woman-owned contractor enterprises in 2020Q2 and 2021Q2 are shown below.

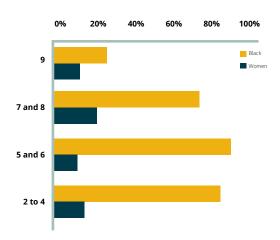
Public sector contracts awarded 2020Q2

Grade	Black (%)	Women (%)
9	21%	11%
7 and 8	31%	8%
5 and 6	72%	21%
2 to 4	88%	25%
Total	29%	10%



Public sector contracts awarded 2020Q3

Grade	Black (%)	Women (%)
9	27%	14%
7 and 8	71%	20%
5 and 6	88%	11%
2 to 4	88%	14%
Total	43%	16%



Public sector contracts awarded in 2020Q2 and 2021Q2

Black-owned contractors (51% and more), which make up 92% of registered contractors, accessed around 29% of public sector awards in 2020Q2. Black-owned companies decreased to 56% in 2021Q2 and the awards increased to 52%. For woman ownership, awards increased from about 10% to 16% in 2021Q2 in grades 2 to 9. This adds to the historically low Grade 9 contract numbers awarded to black-owned contractors and further complicates closing the gap between low and higher grades.

Access to work opportunities for black companies is concerning, as it affects transformation.

In summary, public sector spend does not sufficiently target available and transformed contractors, risking their sustainability. Greater access to work is needed for previously disadvantaged and vulnerable industry participants. Furthermore, the large drop in grades 7 and 8 contracts awarded to black-owned and womanowned enterprises highlights the high vulnerability of these categories to external environmental challenges and the need for additional support, particularly during trying times.

SWOT analysis

Strengths

- RoC as a tool that can indicate levels of transformation
- Treasury Regulation 16A6.3 a) ii)
- RoP as a tool to indicate levels of budget spend and project awards
- Review of the National Contractor Development Programme (NCDP) framework to protect public sector bodies when they implement programmes

Opportunities

- Guiding public institutions to target transformation in procurement
- Implementation of cidb development support framework
- Enabling DPWI (through the cidb) to monitor contract awarding
- · Exploring infrastructure opportunities in DPWI
- Clients (enforcing) the potentially emerging (PE) status provision
- Review of the CIDB Act
- Influencing regulation in the proposed procurement bill
- Implementation of a Register of Professional Service Providers (RoPSP) would provide an additional means to promote transformation in the industry
- Customer relation management (CRM) upgrade for integration with the Central Supplier Database (CSD)
- Amend regulations to introduce conditions of registration to deregister based on breach of registration conditions (Promotion of Administrative Justice Act)
- Review regulatory provisions on sanctions, including deregistration and fines
- Integration of M4Jam projects into CRM
- Revision of compliance and enforcement strategy to ensure all reported non-compliance cases are sent to the Auditor-General, actioned and corrective steps are taken
- Need clear and focused interventions aligned to cidb mandate
- Integration of National Treasury's e-tender and RoP
- Investigate why public sector clients award few contracts to black-owned grades 7 to 9 contractors
- Following through the monitoring and evaluation process
- Enhancement of information technology (IT) systems

Weaknesses

- Transformation of the construction industry relies on a commitment from all stakeholders
- Limited existing advocacy from the cidb
- Currently untested and misaligned regulations i.e. fronting etc
- Transformation of the industry requires an enabling regulatory environment
- Lack of implementation of contractor development programme (CDP) framework
- Lack of reliable systems to analyse information and provide intelligent information to enhance RoC
- Limited capacity to track public sector infrastructure spending using RoP; low levels of compliance
- Limited capacity to track public sector awards to contractors
- Public sector spend is low on grades 7 to 9 black contractors
- · Non-enforcement of compliance
- Not following through the monitoring and evaluation process
- IT systems challenges

Threats

- Ineffective alignment between procurement and transformation
- Decreasing investment in construction projects
- Underspending of infrastructure budgets (made worse by Covid-19)
- Fraud and corruption
- Inconsistency in the executive (and regulatory) bodies and their commitment to transformation
- National Treasury regulations hindering transformation in construction procurement (Preferential Procurement Policy Framework Act and Regulations etc)
- Most public sector infrastructure spend is on larger projects targeting higher cidb grade contractors
- Downraiding by higher-graded contractors due to economic conditions
- Gaps in the application of BBBEE Regulations, particularly in certification
- Lack of consideration of the cidb in proposed procurement bill
- Closing of the Construction Sector Charter Council
- Lack of completeness and comprehensiveness of information currently on the RoP

Interventions

The cidb is committed to the following interventions to transform the industry and progress is as follows:

Interventions	Progress
Ensuring the cidb registration criteria address transformation	Broader NSF consultation was conducted on 27 September 2021, internal workshops held with the Executive Committee (Exco) and the report will be produced by 31 March 2022
Providing business advisory services to small and medium contractors. These include advising contractors on business management, construction management, regulatory compliance and tendering	In 2020/21, 283 contractors were offered business advisory services. In the interim, the business advisory service is a partnership with local development programmes, client departments and other identified stakeholders. Interaction, linkages, training and knowledge transfer are facilitated though the cidb provincial offices
Reviewing the CDP framework to enable transformation	 The NCDP was redesigned (revised), which included: Expansion to include Grade1 grading designation (previously it covered grades 2 to 6) Mandatory reporting on the cidb RoP portal Alignment to the cidb Competence Standard for Contractors, which spans grades 1 to 8 Implementation with the rollout of the B.U.I.L.D Programme
The target groups as part of the B.U.I.L.D Programme to include youth and people with disabilities for: Skills development Competence recognition Business advisory Mentorship Entrepreneurial training Contractor development programme Construction management systems	Systems are being put in place to Implement the B.U.I.L.D Programme A learner management system has been developed and learners have already been registered on the system Mentorship through the contractor development programme has begun
Expand and align the RoC to RoP to improve performance and contractor information	RoC and RoP system enhancements will be completed by 31 March 2022

Interventions	Progress
Implementation of National Immovable Asset Maintenance Management Standard	Engagement with DPWI is yet to start
Upgrade cidb contractor registration systems to fully integrate with National Treasury CSD	CRM upgrade for online registration for grades 2 to 9 with CSD integration is in development and will be completed by 31 March 2022
Implementation of the B.U.I.L.D Fund (previously the Best Practice Fee)	The B.U.I.L.D Fund came into effect on 1 April 2021 and some clients are already being invoiced
Monitor implementation of projects against the National Infrastructure Plan (NIP)	The RoP will be enhanced to identify NIP projects
Strengthen collaboration with National Treasury on infrastructure delivery	Standard memorandum of understanding (MoU) signed by the cidb and National Treasury, cidb practice notes aligned with Treasury prescripts and cidb i-tender integrated with Treasury e-tender portal
Work with and regulate the private sector	Broader NSF consultation was conducted on 27 September 2021, internal workshops held with Exco and the report will be produced by 31 March 2022
Use RoP to monitor projects awards	First batch of e-tender projects was received from National Treasury. Information will be integrated into RoP by 31 March 2022



DEVELOPMENT

Construction sector development is a significant component of the cidb's mandate. As per the CIDB Act, the organisation must promote best practice across all stakeholders in the sector value chain to enhance performance and productivity.

Contractor development

Contractor development is identifying and removing the constraints affecting the development and performance of contractors.

A review of contractor develop initiatives has revealed that, despite good intentions, these initiatives have experienced several impediments to success. Typically, these include the selection of inappropriate entrants such as those with insufficient basic skills or those with motives not necessarily prioritising their development; inadequate or inappropriate training/skills development; lack of work opportunities to sustain contractors; contractors hampered by lack of access to finance, and the difficult industry environment for even established contractors. Most programmes lack the proper monitoring and evaluation processes that would identify and address constraints such as these.

The cidb is also fully aware that, save for a few large equity deals, to date the construction industry continues to reflect vast inequalities in ownership, with little transformation having taken place. Black participation is principally at the micro and small business level, where sustainability is low. There is little penetration of black companies in sectors that are more capital and knowledge intensive.

This tends to limit opportunities for contractors to develop into fully fledged contractors able to handle

contracts of higher values, not only as joint venture partners but as primary contractors. The reasons for the current state include:

- Lack of consistent procurement opportunities for small contractors.
- Poorly articulated enabling environment.
- Inappropriate training and mentorship support strategies for small contractors; and
- Inadequate supply side interventions by public sector clients.

The development of small contractors has also been exacerbated by the lack of appropriate development programmes, institutional weaknesses and lack of public sector implementation capacity. This highlights constraints to planning and implementation of contractor development programmes, which include financial, infrastructural and human resources.

Stakeholders have over the years called on the cidb to play an active role in the development of contractors and often it has been asked to account for the slow rate of development. Without a budget, the cidb role has been limited to providing frameworks, practice notes and guidelines, and capacitating clients on contractor development. No budget means no development.

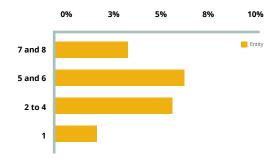
Now that the Minister has approved the cidb B.U.I.L.D Fund and B.U.I.L.D Programme, the cidb will generate the development budget so sorely needed and answer the growing call for contractor advancement. It can now confidently execute its development programme. The B.U.I.L.D Programme identifies and funds creative solutions to overcome identified barriers to contractor development.

REVIEW OF 2020/21

- Due to the Covid-19 pandemic, face-to-face activities such as business advisory services to contractors in grades 1 to 6 suffered. However, webinars enabled the cidb to provide these service to about 256 contractors. The focus was on regulatory compliance, e.g. counselling contractors on the registration process, how to register and how to complete an application form.
- During 2020/21, the cidb partnered with Ingquza Hills Local Municipality to continue supporting contractor development on its Small-town Revitalisation Project with the Office of the Premier Eastern Cape. The municipality provided work packages for 10 youthand woman-owned contractors, which will work under the leadership of a main contractor. The cidb conducted entry assessments to determine training needs of the learner contractors and committed itself to providing the required training and mentoring.
- The cidb partnership started in 2019/20 with the Jobs Fund a government initiative owned and funded by National Treasury to implement the Construction Industry Small and Medium Enterprise (SME) Development Project has gained traction. Its initiative seeks to develop 195 SMEs to create 1 950 new permanent full-time and 100 new short-term full-time positions, and train 2 050 beneficiaries. The main highlight of 2020/21 was the onboarding of 106 SMEs on the programme. They are receiving mentorship support and facilitated access to finance.
- The second staging of the Empowerment and Recognition of Women in Construction (ERWIC) awards, a cidb initiative to recognise the achievement and promote the excellence of women in the sector and encourage stakeholders to support womenowned businesses, took place in August 2021. The award categories were increased from nine to 12, including innovative entity and, with Covid becoming a large factor, business resilience.

Contractor upgrades

From/to	2 to 4	5 and 6	7 and 8	9	Total	Registrations	%
			En	tity			
7 and 8	0	0	59	18	77	2 146	4%
5 and 6	0	92	158	3	253	4 252	6%
2 to 4	423	327	61	-	811	14 146	6%
1	1 821	125	-	-	1 956	108 191	2%
Total	2 244	544	278	21	3 097	128 735	2%



Contractor upgrades 2020Q3 to 2021Q2

The figures highlight the low percentage of contractor upgrades compared to registrations. Over the period, 4% of grades 7 and 8 contractors upgraded, 6% in grades 5 and 6, and 6% in grades 2 to 4. Percentage upgrades for Grade 1 contractors are particularly low, at 2%, due largely to the high number of Grade 1 registrations.

Performance in 2021Q2 indicates that upgrades are decreasing at an alarming rate compared with aspiration targets set in the strategic plan. Upgrades during 2021Q2 reached only 28%, which is not encouraging. This has necessitated a review and revision of the strategic plan milestone targets to accommodate the impact of Covid-19.

Contractor upgrades: Category upgrade breakdown percentage 2020Q3 to 2021Q2

From/to	2 to 4	5 and 6	7 and 8	9	Total
7 and 8	-	-	77%	23%	100%
5 and 6	-	36%	62%	1%	100%
2 to 4	52%	40%	8%	-	100%
1	94%	6%	-	-	100%

The impact of upgrades on grading is shown in the table above. Most upgrades from grades 2 to 8 remain within the same category, with upgrades from grades 7 and 8 to Grade 9 limited to 23%. Many upgrades in grades 5 and 6 advance to a higher category, with 62% advancing to grades 7, 8 or 9.

Stakeholder perceptions of contractor development are as follows:

- An expectation that the RoC should adequately reflect the capability and performance of a contractor.
- Expectations that the cidb should provide training and mentorship to emerging contractors, developing black- and woman-owned companies and providing support (skills and finance) to previously disadvantaged contractors.

Skills development

Skills development is the development of skills among the construction sector workforce. Although the cidb has no direct mandate for skills development, the skills and unemployment challenges experienced in South Africa prompt it to contribute to their resolution. Additionally, a skilled workforce positively affects the performance capabilities of contractors, contributing to sector development. Initiatives to develop high-level construction skills include:

- Workplace training opportunities in infrastructure contracts
- Implementation of the cidb Standard for Developing Skills through Infrastructure Contracts

- The WorldSkills project in partnership with technical and vocational education and training (TVET) colleges
- The cidb Competence Standard for Contractors.

The cidb's partnership with Department of Higher Education and WorldSkills South Africa continued to support TVET colleges with the coordination and implementation of the provincial bricklaying competitions, in preparation for the national and international competition.

In addition, during 2020/21, the cidb reported on 562 learners who received workplace experiential learning opportunities.

SWOT analysis

promote development

Strengths Weaknesses Detailed monitoring of upgrades across Contractor development relies on work opportunities outside the cidb's direct control registered contractors Contractor development is not mandatory Established capacity to inform contractor development Training capacity is disproportionate to training · Skills development agency requirements · Learner management system Standard for Developing Skills through Infrastructure Contracts is now mandatory **Opportunities Threats** · Implementation of the cidb development Internal interventions rely on the implementation of support framework the B.U.I.L.D Fund for financial resources • Pilot development support initiatives guided by Decreasing investment in construction projects training needs in terms of the cidb Competence Underspending of infrastructure budgets Standard for Contractors and the cidb Standard for Construction Management Systems Poor compliance with the implementation of the cidb B.U.I.L.D Programme • Implementation of the cidb B.U.I.L.D Programme to assist with developmental Clients not taking ownership of PPPFA initiatives subcontracting issues (leaving them to the main contractor) Rollout of the cidb Standard for Enterprise Development and Skills Development Lack of business and contractor skills in the introductory entry level grades and lack of · Client capacitation to increase adoption of the administration and management skills in the mid-**NCDP** grades PPPFA and subcontracting for designated group • Risk is increased due to no required certification for on projects above R30 million contractors Making contractor development mandatory (PE Ambiguous PE implementation requirements result in inconsistent application · RoPSP providing an additional means to Disconnect between grading system and

development

Exploitation of subcontractors and lack of effective dispute resolution mechanisms, no ombudsman

Interventions

Progress of interventions to improve contractor and skills development:

Action	Progress
Provision of skills development agency	The skills development agency is operating. Training and support provided and access to the cidb learner management system to contractors implementing the cidb skills standard
Participation in the WorldSkills programme	Skills competitions conducted and concluded by October 2021. Test projects for the national competition have been reviewed and finalised. A standards and quality improvement workshop was held in February 2022 at cidb head office to support and capacity build provincial experts ahead of the regional competition in Namibia and the nationals in Durban. The workshop focused on standards and quality improvement
Establishment of a credit fund	The cidb strategic plan identifies access to credit for contractors as a constraint to development and transformation. Through the B.U.I.L.D Programme, the cidb will provide wholesale lending to the Small Enterprise Finance Agency or similar development finance institution for relending to microfinance intermediaries, retail financial intermediaries and for credit guarantee schemes targeting small and medium construction enterprises
Exploring making contractor development mandatory, focusing on what the legislation has provided as a mandate	Making contractor development mandatory will be undertaken step by step, starting with making reporting on contractor development mandatory as part of the B.U.I.L.D Programme. Step 2 is to turn the contractor development framework into a standard and step 3 to regulate the standard
Introduce targeted development programme model policy. This will assist client departments to develop PE contractors	Draft model policy on targeted development is in place and will be finalised by 31 March 2022
Facilitate and fund training and development of contractors in grades 1 to 3	The cidb will provide support for contractors in grades 1 to 3 to undergo an assessment of prior learning and receive top-up training. Facilitation and funding of training for grades 1 to 3 contractors will be through the B.U.I.L.D Programme
Revision of the cidb SfU to enforce development of emerging contractors and professional service providers	Broader NSF consultation for regulation amendments that affect revision of SfU conducted on 27 September 2021. Consolidation of inputs for review of SfU started at the beginning of 2021/22
Engage with relevant sector education and training authorities (SETAs)	Some engagement has taken place with the Construction Sector Education and Training Authority on the cidb learner management system and more will follow
Enhance monitoring system to track contractor development on CDPs	The RoP is currently being enhanced to track contractor development on CDPs and development through the Standard for Indirect Targeting for Enterprise Development through Construction Works Contracts. The cidb will be able to report on contractor development in real time
Piloting of the Best Practice Client Recognition Scheme	The cidb is developing client recognition scheme components

Development of practice notes

Consultation with National Treasury has started on site briefings and sector-specific scorecard. The final practice notes will be completed by the end of 2021/22. Draft practice notes on compliance to the B.U.I.L.D Programme will be completed by end-2021/22

Additional interventions

- Implementation of the construction management system under the B.U.I.L.D Programme for grades 5 to 9 contractors.
- Development of a baseline for the target of number of projects implementing the cidb Standard for Developing Skills through Infrastructure Contracts.

Client performance - infrastructure budgets

It was expected that the size of the construction industry (the Rand value of fixed investment) would increase by 7.9% in 2021. Compared to the outlook for the building sector, the construction/civil sector has a slightly more positive short-term outlook, having been forecasted to increase by 10.8% in 2021. Tenders advertised and awarded reflect much better civil construction sector

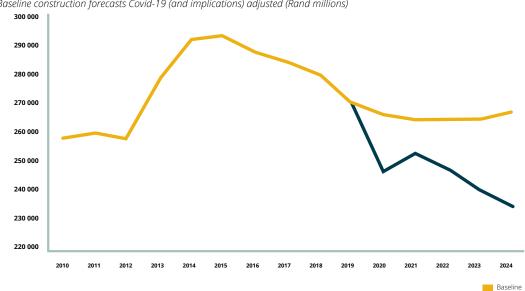
activity, and perceptions of business confidence have shown improvement in civil engineering. The gazetting by the Minister for Public Works and Infrastructure of 50 strategic infrastructure projects and 12 special projects worth R340-billion will stimulate the sector and generate growth in the broader economy.

GFCF: Rand (million) 2010

	2019	2020 forecast (f)	2021f	2022f	2023f	2024f	2025f
Construction – total	271 201	216 148	233 309	234 472	230 034	230 327	233 331
% change		-20.3%	7.9%	0.5%	-1.9%	0.1%	1.3%
Building	101 459	78 145	80 402	80 341	79 911	81 405	84 111
% change		-23.0%	2.9%	-0.1%	-0.5%	1.9%	3.3%
Residential - building	53 741	42 512	44 127	45 010	44 650	45 722	47 154
% change		-20.9%	3.8%	2.0%	-0.8%	2.4%	3.1%
Non-residential building	47 718	35 633	36 274	35 331	35 261	35 684	36 956
% change		-25.3%	1.8%	-2.6%	-0.2%	1.2%	3.6%
Construction works	169 740	138 003	152 907	154 131	150 123	148 922	149 220
% change		-18.7%	10.8%	0.8%	-2.6%	-0.8%	0.2%

Gross fixed capital formation (GFCF) construction measures and forecasts 2019 to 2025 (source: Industry Insight)

Baseline construction forecasts Covid-19 (and implications) adjusted (Rand millions)



Performance of municipalities on spending capital budgets assessment

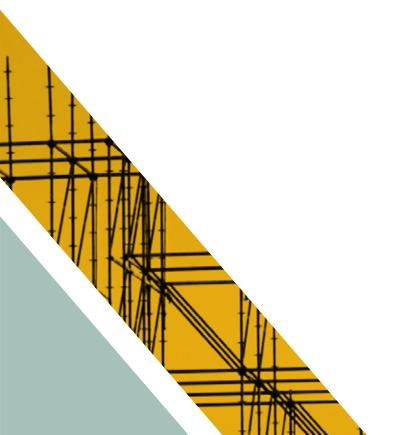
Indicator	2017/18	2018/19	2019/20
Budgeted capital expenditure (R million)	71 381	73 563	68 808
Actual capital expenditure (R million)	58 756	54 887	41 254
Actual capital expenditure as a % of budgeted capital expenditure	82%	75%	60%
Number of metros, municipalities and district municipalities	257	257	257

	R million		R m	illion		Contribution (%)
	2018/19 budget	2019/20 budget	2018/19 expenditure	2019/20 expenditure	% spent in 2018/19	% spent in 2019/20
National departments	15 924	15 337	13416	13836	84%	90%
Provincial departments	61 721	60 833	60 623	61 020	98%	100%
Municipalities	65 863	61 723	48 548	37 992	74%	62%
Public entities	20 574	18 714	22 565	16 121	110%	86%
Public private partnerships	5 912	5 641	4 929	5 637	83%	100%
State-owned companies	93 297	97 134	64 708	48 437	69%	50%
Total	263 291	259 382	211 859	183 042	80%	71%

The slowdown in the construction economy is exacerbated by underspending of capital budgets, mainly by municipalities and state-owned enterprises. Municipal underspending increased from around R19 billion in 2018/19 to R28 billion in 2019/20, R17 billion of which was by metros. Contributing to the increase in 2019/20 was the Covid-19 pandemic. State-owned enterprise underspending also increased in 2018/19, with 69% of the budget spent (only 50% in 2019/20).

Infrastructure procurement and delivery underperformance of many public sector institutions are known to be caused in part by inadequate procurement capacity and/or capability.

Underspending of infrastructure budgets prompted the cidb to liaise with public sector clients to uncover constraints to project rollout, identify areas of potential cooperation, accelerate a sustainable project pipeline and promote developmental procurement.



SWOT analysis

Strengths Weaknesses The CIDB Act mandates the cidb to promote Slow development implementation of the cidb the uniform application of construction Contractor Recognition Scheme industry policy through all spheres of Inadequate focus on monitoring private sector government, and to implement what is now infrastructure spend (RoP) known as the B.U.I.L.D Programme · Lack of information on project spend RoP as an indicator of levels of budget spend Credibility: The cidb is not established as an and project awards authority in the sector Planning and budgeting of infrastructure projects improved · Administrative burden associated with tendering **Opportunities Threats** Targeting clients with higher public sector Inadequate procurement capacity and/or capability budgets in the public sector • Involving the South African Local Government Underspending by municipalities and state-Association in municipal underspending owned entities (more clients in other spheres of government) · Target state organs with significant infrastructure budgets to drive performance • A decrease in GFCF driven largely by the public sector. More decreases in GFCF due to Covid-19 • Rollout of the cidb B.U.I.L.D Programme Fraud and corruption · Harness best-practice standards in enforcing Decreasing funds for infrastructure, government cidb objectives (as subsidiary legislation) infrastructure spending cuts given competing • Expand/amend CIDB Act to apply in the private national needs sector National Treasury, through the Government Contribute to the evolving landscape where the Technical Advisory Centre, redirecting infrastructure cidb can execute its mandate spend (from existing/appropriate channels). Funds · Advise the minister on spending patterns and redirected to assist Covid-19 interventions impact of underspending Investors may not be as open/amenable to Understanding the reasons why infrastructure transformation clients are underspending Sectors not completing evaluations on time • Enforcement of RoP compliance Cancellations and readvertising of tenders Capacitation of supply chain management • Lack of standardisation in procurement contracts (SCM) and project delivery management officials in client departments Delayed and late payments of supplier (contractors, professional service providers) · Improve intergovernmental relations on · Non-compliance of clients with RoP infrastructure delivery High staff turnover in client infrastructure departments

Interventions

Progress of interventions to increase infrastructure budget spend:

Action	Progress
Consult with all organs of state to identify construction-related budgets and their application. Assess the impact of public infrastructure expenditure on the construction industry and advise the Minister	A report was completed in the previous financial year. The second phase of assessing the impact of public infrastructure expenditure is underway
Roll out the B.U.I.L.D Programme	The B.U.I.L.D Programme started in April 2021
Implement the cidb competence framework for procurement and the underpinning tools to assess SCM officials	Competence assessment tool has been developed, consulted on and piloted with public sector clients, and further consultations with the Department of Public Service and Administration to follow
Harness best-practice standards in enforcing cidb objectives (as subsidiary legislation)	The B.U.I.L.D Programme started in April 2021
Expand/amend the CIDB Act to apply in private sector procurement to drive transformation	Proposals for amendment submitted to DPWI for approval
Play a role where the cidb has authority to act	Continuous enforcement of cidb regulations
Look into the causes and impacts of cancellation of tenders, and identify responses to address these	Research study was conducted and a draft report developed
Conduct client capacitation on cidb prescripts, IDMS and the Framework for Infrastructure Delivery and Procurement Management (FIDPM) to drive transformation in infrastructure procurement, including awareness of procurement reforms	In 2020/21, the cidb capacitated 90 client departments on IDMS, above the required target of 60. Ongoing capacitation on cidb prescripts (CIDB Act, Regulations, SfU, code of conduct etc), IDMS and FIDPM



COMPLIANCE

Ethics are moral principles that govern individual and social behaviour. Ethical behaviour builds trust that enables a productive social environment for nation building and fair transacting among stakeholders. The following section details ethical behaviour from an industry perspective and the cidb's investigations into fraud and non-compliance.

Construction sector compliance

RoP holds information on the nature, value and distribution of projects, and drives performance improvement through the B.U.I.L.D Programme. Public sector clients must register projects from R200 000, while private sector clients and large state-owned entities register those worth R10 million and higher. Among its indicators are the number of tender notices recorded on the cidb i-tender and contract awards noted on the RoP. The table below details the more than 321 increase in number of awards registered in 2020Q1 compared with 2019/20.

Client type	Number of awards registered
District municipality	74
Local municipality	591
Metropolitan municipality	134
Municipal entity	32
National department	232
Provincial department	1 000
State-owned enterprise	424
Total	2 487

Compliance with i-tender and RoP remains disappointing, although the cidb offers ongoing capacitation to clients to compensate for the high turnover of SCM staff. Lack of compliance by clients is addressed through one-on-one interactions and is expected to improve with the advent of a cidb compliance department.

Workshops were conducted in Eastern Cape, KwaZulu-Natal and Limpopo centred primarily on the RoP, as it was found that clients register their tenders but do not follow up with details of awards and completion. A presentation on RoP statistics was well received, with many delegates not having been aware of the value of the register in reporting and tracking development

in their departments. The cidb undertook to provide regular RoP reports to provincial clients, with feedback on client contribution to development and transformation through infrastructure spending.

Investigations by the cidb

Investigating transgressions of the CIDB Act, Regulations and the code of conduct is a measure by which the cidb upholds its prescripts. Where investigation provides sufficient grounds for action, the errant party is subjected to a formal inquiry in terms of the CID Regulations or the cidb Code of Conduct (for conduct transgressions). For criminal offences, the party is prosecuted.

Investigations at 31 March 2021

Total number of cases reported	Number of cases carried over from the previous year		Number of cases finalised and closed	Number of cases pending
161	67	94	81	80

Formal inquiries at 31 March 2021

Total number of inquiries	Number of formal inquiries held	Number of formal inquiries pending due to postponement	Number found guilty	Number found not guilty	Number published on website and in Government Gazette
1	1	-	1	-	-

Infringements are identified during registration on the RoC, through anonymous complaints via the fraud hotline and through assessments in line with the cidb compliance strategy. Once it has been established that the cidb has jurisdiction and that the complaint is valid, a formal investigation is instituted.

During 2020/21, 161 cases of alleged non-compliance with the cidb Code of Conduct and regulations were investigated.

Most cases involved the following transgressions committed when contractors registered on the RoC:

• Submission of fraudulent tax clearance certificates.

- Falsified track records.
- Misrepresentation of financial statements.
- Fraudulent bank statements.
- Employer non-compliance with the RoC.

SWOT analysis

Weaknesses **Strengths** • Limitations in cidb legislation on punitive measures cidb fraud hotline and investigations for contractor non-compliance to cidb prescripts The CIDB Act mandates investigation of any breach of the code of conduct SCM taking too long to appoint service providers • Limitations in cidb legislation on limited jurisdiction Zero-tolerance stance on fraud and corruption · CIDB Act 38 of 2000 and CID Regulations on Inadequately resourced cidb compliance and enforcement units registration of awards on RoP · Ability to register criminal with the South African · Low enforcement of compliance for public and Police Service (SAPS) for investigation and private sectors referral to the National Prosecuting Authority Advocacy through provincial stakeholder liaison (NPA) for prosecution meetings/procurement officers' meetings no longer happening · Lack of commitment and support from sectors · Sole reliance on SAPS and NPA to investigate and prosecute criminal transgressions **Opportunities Threats** · Rollout of Client Recognition Scheme · Increasing cases of contractor non-compliance · Lack of client compliance to requirements, Promoting SANS1734 (Anti-bribery) Management Systems - ABMS) through compromising the RoP's potential to strengthen the business advisory services efficacy of the RoC · Capacitation of the cidb compliance unit · Shrinking construction sector through organisational design Fraud and corruption (offering and acceptance of bribes between contractors and cidb officials) · Review of the CIDB Act to empower the cidb to enforce compliance with the Act and Covid-19 pandemic stopping all processes during Regulations level 5 national lockdown • Review the code of conduct to empower the cidb to enforce additional transgressions Management of institutional risk within clients

Interventions

Progress of interventions to enhance compliance to the cidb's prescripts:

Interventions	Progress		
Review of the cidb Code of Conduct	Linked to the review of the Act and Regulations, which is in progress		
The cidb to investigate and act upon serious violations, i.e. unlawful procurement etc (acting consistently within the rule of law)	The cidb and Sunnyside SAPS established working relations in September 2021 for criminal case investigation. The relationship will be extended to the NPA for speedy prosecution.		
,	The cidb biannually issues non-compliance letters on registration of tenders on the RoP. Transgressors are also reported to the Auditor-General. About 24 letters have to date been issued. Draft MoU between the two parties is in place and should be officially signed off by 31 March 2022		
Review of the CIDB Act to empower the organisation to enforce penalties for serious violations	The draft Act amendment was submitted to DPWI policy unit, with input from the chief state law adviser and monitoring and evaluation unit expected. Final Act amendment to be gazetted for public comments by 31 March 2022		
	Broader NSF consultation conducted on 27 September, followed by internal Exco workshops. Report to be produced by end-2021/22		
Rollout of the organisational design to capacitate the organisation	The priority enforcement manager position has been filled		
Promoting the use of SANS1734 ABMS for large contracting enterprises	Promotion of SANS1734 ABMS for large enterprises is part of regulation amendments. Review of the Act and the Regulations is in progress		
Creating awareness of the cidb Code of Conduct	Awareness of the cidb Code of Conduct is ongoing		
Improve registration on and compliance to the RoP	Compliance strategies implemented to enhance current RoP compliance, including establishing relationships with stakeholders such as the Department of Employment and Labour and Auditor-General through MoUs. Proactive approach adopted to monitor awarded tenders on clients' websites against the RoP. National Treasury (Office of the Chief Procurement Officer) was also engaged to share all construction works tenders published on e-tender. MoU between Auditor-General and Department of Employment and Labour will be concluded by 31 March 2022		
Implement punitive measures against defaulters	The cidb legal prescripts (CIDB Act, CID Regulations and cidb Code of Conduct) are being reviewed to, inter alia, expand the organisation's jurisdiction over code of conduct matters and to increase maximum fines for parties transgressing the CID Regulations and the code. Checklists have been introduced in the registration process to deter transgressions. The review of regulations 29 and 30 for registration and enforcement processes, and introduction of the checklist ensure defaulters are penalised for any misconduct punishable under the Act and Regulations. Defaulters are identified, issued with non-compliance notices and referrals made for enforcement and consequently penalties		

Additional identified interventions include:

Interventions

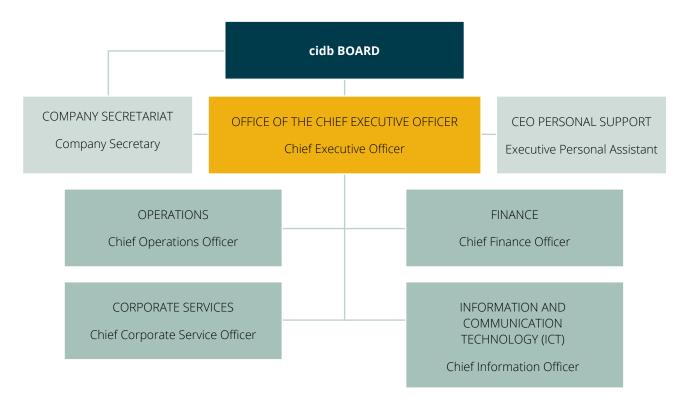
Partnership formed with Sunnyside SAPS to ensure that reported cases are investigated and prosecuted by the NPA.

Introduction of referral form and checklist as a prerequisite to escalation of cases to enforcement.

ANALYSIS OF INTERNAL ENVIRONMENT

Organisational structure and capacity

An extensive organisational redesign was initiated in the 2016/17 financial year to enhance capacity and capability in service delivery to clients. The resulting high-level macrostructure is shown below:



A business model, complemented by an operating model, value chain and business processes, was developed as a basis for the organisational design that will ensure the cidb delivers on its mandate, meets strategic objectives and becomes a high-performance organisation. The redesign established the correct capacity levels and capability requirements to ensure a perfect fit for effective and efficient service delivery at head office and at provincial offices, which play a key role in delivering cidb services. The headcount in the old structure was 162, while the new design requires 380 staff, the growth to be funded by the cidb's three-year financial projections. The Covid-19 pandemic brought economic challenges and financial constraints to the construction sector, making these projections unattainable.

The challenges have not only become major barriers to full implementation of the new structure, but have compelled the cidb to introduce the following stringent measures:

- Adjust its budget, including employee costs.
- Develop cost-containment measures for immediate implementation.
- Mechanisation of complex and routine tasks.
- Review of the organisational structure without compromising service delivery.
- Develop a recruitment plan to further capacitate the structure with the key and prioritised positions and implement the structure using a phased approach.

BBBEE COMPLIANCE

The SCM targeted procurement policy was approved by the Board in July 2020. The policy will assist the cidb in addressing BBBEE objectives aligned to PPPFA regulations. At 31 March 2021, expenditure spend on BBBEE-compliant suppliers was 94%.

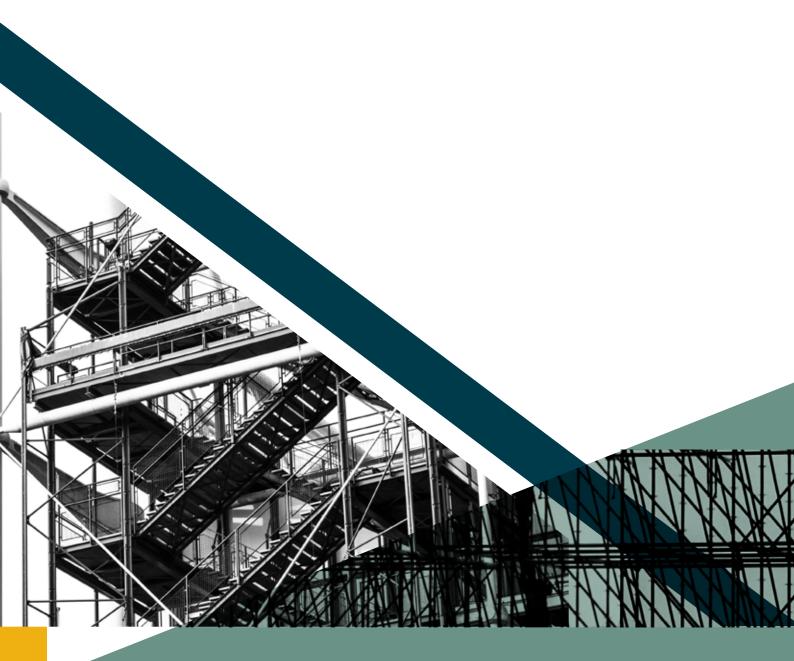
AUDIT OUTCOMES

The cidb's audit outcome for 2020/21 remained an unqualified opinion with findings in certain areas. The financial statements were credible, high-quality and free from material misstatement. In the previous year, material misstatements were identified that required management to make material adjustments for an unqualified audit opinion.

The main obstacle to a clean audit is the quality of the annual performance report submitted for auditing and non-compliance findings in SCM.

Matters needing attention are:

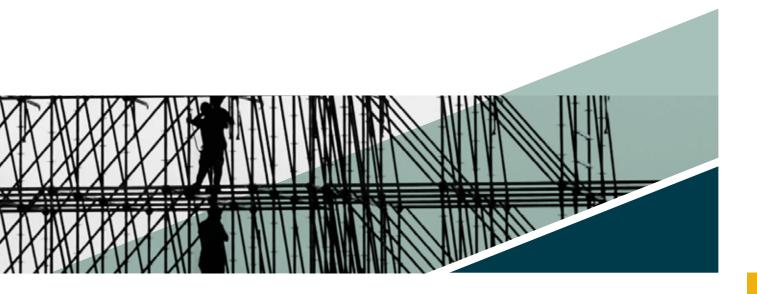
- Failure to focus on root causes of the audit findings.
- Key positions not filled.
- Recordkeeping deficiencies that delay the audit.
- Inadequate control measures to detect material findings in performance reporting.



Interventions

Progress of interventions to achieve a clean audit:

Interventions	Progress
Align internal audit plan with Auditor-General focus areas to identify issues before the audit	Internal audit plan aligned to assist with a clean audit
Follow up, categorise findings in terms of importance and track root cause of audit findings with management quarterly	Audit tracking list is standard agenda item for Exco
Key positions to be filled	The following key positions were filled:Chief operating officerChief corporate services officerCompany secretary
Report to the Audit, Risk and Governance Committee progress in addressing audit findings for oversight, including root causes	Audit follow-up will be done by the internal auditors and reported to the Audit, Risk and Governance Committee
Strengthening review of performance information. Quarterly information submitted by different units will be reviewed by different levels before submission to internal audit	Quarterly information submitted by different units will be reviewed by different levels before submission to internal audit
Produce interim financial statement for audit to identify non-compliance before external audit	This approach started in December 2021



Financial sustainability

Income projections for 2021/22 to 2024/25 are given below:

	Audited outcome	Audited outcome	Audited outcome	Approved budget	Med	dium-term estim	ate
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			R'000)			
Revenue	188 889	189 861	182 854	187 375	195 600	202 383	212 928
Register income	99 422	94 853	102 166	103 414	109 505	115 638	122 576
Investment income	16 144	18 848	8 246	5 795	6 083	6 425	6 425
Transfers received	73 323	76 160	72 443	78 166	80 012	80 320	83 927
Total revenue	188 889	189 861	182 854	187 375	195 600	202 383	212 928
Expenditure	162 044	187 099	164 736	187 375	195 600	202 383	212 928
Compensation of employees	83 855	104 847	97 355	114 286	120 000	126 000	132 300
Goods and services	74 196	79 153	63 613	73 089	75 600	76 382	80 628
Depreciation	3 993	3 096	3 767	-	-	-	-
Interest, dividends and rent on land	-	4	-	-	-	-	-
Surplus/(Deficit)	26 845	2 761	18 118	-	-	-	-

PART C MEASURING OUR PERFORMANCE

INSTITUTIONAL PERFORMANCE INFORMATION

The following is a list of programmes and associated sub-programmes implemented by the cidb with their outputs over the medium-term period:

Programme 1: Administration

Programme 1	Administration						
Purpose	The Administration programme plays a crucial role in the delivery of cidb services through support services such as organisational development, human resources and labour relations, information and communication technology, property and facility management, legal, communication and all finance-related functions. Further, this programme streamlines processes and procedures for engaging and managing partnerships and alliance with industry stakeholders to achieve cidb strategic intent. The cidb depends on effective management of financial resources and procurement by the finance department.						
Sub-programmes	Office of the CEO	Financial Management					
Purpose	Planning, policy, coordination, governance and internal audit function for the cidb	Manage the cidb's finances and conduct procurement activities for all programmes					
Sub-programmes	Information and Communication Technology	 Corporate Services, consisting of: a) Legal services b) Human resources c) Auxiliary services and facilities management d) Stakeholder management, communication, branding and marketing 					
Purpose	Provide ICT support to the cidb and ensure ICT governance	Provide corporate support to all cidb programmes and functions					

Outcomes, outputs, output performance indicators and targets

			Annual Targets							
Outcome	Outputs	Output Indicators	Au	Audited/Actual Performance					MTEF Period	
		marcacors	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
	1.1 Internal corporate fraud workshop	% of staff who attended cidb fraud and prevention awareness session	New	New	New	New	New	100%	100%	100%
	1.2 System uptime	% system uptime	80%	85%	90%	98.28%	93%	95%	97%	98%
1.6 Ethical and performance-	1.3 BBBEE compliance report	% of expenditure spent on BBBEE- compliant suppliers	N/A	New	86%	94%	90%	92%	94%	96%
driven cidb	1.4 Age analysis report	% of invoices paid within 30 days	83%	100%	100%	93%	100%	100%	100%	100%
	1.5 National Stakeholder Forum	% of progress made against the NSF action plan developed in response to matters raised by stakeholders	New	New	New	New	New	80%	90%	90%

Indicators, annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
% of staff who attended cidb fraud and prevention awareness session	100%	N/A	N/A	N/A	100%
% system uptime	95%	95%	95%	95%	95%
% of expenditure spent on BBBEE-compliant suppliers	92%	92%	92%	92%	92%
% of invoices paid within 30 days	100%	100%	100%	100%	100%
% of progress made against the NSF action plan developed in response to matters raised by stakeholders	80%	N/A	N/A	N/A	80%

- Fraud workshops are held as a preventive measure to mitigate bribery, fraud and corruption internally. This also assists in enabling Outcome 1.5 by dissuading cidb personnel from contributing to contract non-compliance. In addition, one email on fraud awareness will be sent to all staff members every quarter.
- System uptime measures the time that ICT systems are operational throughout total working hours across the financial year. ICT projects have been commissioned to harness and improve the robustness and effectiveness of ICT systems.
- In alignment with national priorities, the cidb commits to increase expenditure to BBBEE-compliant services providers.
- In addition to the outputs, it is important that all supplier invoices are paid within 30 days to maintain supplier sustainability and comply with payment directives.
- The National Stakeholder Forum is a pivotal engagement platform for the cidb. Stakeholders across the construction industry gather to share insights and concerns on the industry and the cidb role. Outputs from the forum are among several drivers that assist the cidb in formulating effective responses to address industry challenges.

Programme 2: Research and Development

Programme 2	Research and Development
Purpose	a) Develop, promote and update a construction industry research agenda
	b) Establish a knowledge centre through which industry and clients can access knowledge and experience on innovation and best practice

Programme 2 leads research activities based on information and data gathered from the construction industry. Key deliverables from this programme will be insights that guide the development and design of cidb interventions aligned to its mandate.

Outcomes, outputs, output performance indicators and targets

			Annual Targets								
Outcome	Output Output Indicators		Audited/Actual Performance				Estimated Performance		MTEF Period		
			2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	
1.1 Increased black ownership and participation 1.2 Increased woman ownership and participation	1.6 Research report	Number of research studies conducted	N/A	N/A	New	2	2	2	2	2	
1.3 % youth ownership across all grades											

Indicators, annual and quarterly targets

Output Indicators	Annual Target	l 01	Q2	Q3	Q4
Number of research studies conducted	2	N/A	N/A	1	1

Focus is on researching subjects of importance to, or that impact on, transformation and development. This supports cidb strategic outcomes 1.1, 1.2 and 1.3.

Programme 3: Construction Industry Regulation

Programme 3	Construction Industry Regulation					
Purpose	a) Operate and maintain the national RoC, the Contractor Recognition Scheme, the RoP and the B.U.I.L.D Programmeb) Monitor and enforce compliance to cidb prescripts					
Sub-programmes	Registration Services	Regulatory Compliance				
Purpose	 a) Operate and maintain the national RoC, which facilitates public sector procurement b) Operate and maintain the Contractor Recognition Scheme c) Operate and maintain the RoP and the B.U.I.L.D Programme 	Monitor compliance with cidb prescripts				
Sub-programmes	Enforcement Call Centre					
Purpose	Enforce compliance with cidb prescripts	Provide call centre support to the construction registers				

Programme 3: Construction Industry Regulation is the custodian of the RoC, RoP, the cidb compliance strategy and registration criteria.

Outcomes, outputs, output performance indicators and targets

						A	nnual Targets				
Outcome	Outputs	Output Indicators	Audited/Actual Perf			Audited/Actual Performance Estimated Performance			MTEF Period		
			2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25	
1.1 Increased black ownership and participation											
1.2 Increased woman ownership and participation	1.7 Revised registration criteria recommendation report	Number of reports on revised registration criteria	N/A	N/A	New	1	1	1	N/A	N/A	
1.3. % youth ownership across all grades											
1.5 Reduced non- compliance and fraud	1.8 List of projects identified not registered on the RoP	Number of non- registered projects identified against the RoP	N/A	N/A	New	2 476	1 500	3 000	4 000	3 000	
1.6 Ethical and performance- driven cidb	1.9 Contractors registered on the RoC	% of grades 1 to 9 contractors registered within 21 working days for compliant applications	N/A	99%	89%	96%	90%	100%	100%	100%	

Indicators, annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of reports on revised registration criteria	1	N/A	N/A	N/A	1
Number of non-registered projects identified against the RoP	3 000	N/A	1 800	N/A	1 200
% of grades 1 to 9 contractors registered within 21 working days for compliant applications	100%	100%	100%	100%	100%

- Consultation is underway on a revision of the registration criteria to potentially include aspects of transformation to enable outcomes 1.1 to 1.3. Consultation will include the rollout of SANS1734 ABMS.
- The cidb is amending regulation to fast-track transformation.
- Non-compliance with the RoP is currently high.
 The cidb commits to verifying compliance across provinces. Non-compliance to cidb prescripts in the procurement of infrastructure will be reported to the Auditor-General for further action.

Programme 4: Construction Industry Performance

Programme 4	Construction Industry Performance						
Purpose	 a) Determine and establish best practice that promotes improved industry stability and improved industry performance, efficiency and effectiveness b) Promote sustainable growth of the construction industry and participation of the emerging sector c) Implement policy on construction industry development d) Advise the Minister on policy and programmes that impact on construction industry growth and development 						
Sub-programmes	Policies and Standards Development	Industry Monitoring and Evaluation					
Purpose	 a) Publish best practice standards and guidelines to improve performance b) Establish and maintain the Contractor Recognition Scheme, which promotes contractor development and monitors contractor performance c) Maintain and promote the B.U.I.L.D Programme for assessment and evaluation of best practice on construction contracts d) Establish and maintain the Client Recognition Scheme to assess the performance of public sector client departments 	 a) Monitor economic activity in the construction industry and measures determining public sector spending b) Consult with all organs of state to identify construction-related budgets and their application c) Assess the impact of public expenditure on the construction industry and advise the Minister d) Publish quarterly and annual reports on the state of the industry 					

Programme 4: Construction Industry Performance is the custodian of the cidb Contractor Recognition Scheme, B.U.I.L.D Programme, Client Recognition Scheme and monitoring and evaluation of the industry.

Outcomes, outputs, output performance indicators and targets

						A	nnual Targets			
Outcome	Outputs	Output Indicators	Audi	ited/Actua	al Perform	iance	Estimated Performance		MTEF Period	
			2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
1.1 Increased black ownership and participation		Number								
1.2 Increased woman ownership and participation	1.10 Monitoring and evaluation report on industry performance	of industry monitoring and evaluations conducted	4	4	4	4	4	4	4	4
1.3 % youth ownership across all grades										
1.4 Performance- driven clients	1.11 Report on public sector expenditure	Number of reports on public sector infrastructure expenditure	N/A	N/A	New	1	1	1	1	1

Indicators, annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of industry monitoring and evaluations conducted	4	1	1	1	1
Number of reports on public sector infrastructure expenditure	1	N/A	N/A	N/A	1

- The cidb Construction Monitor reports cover supply and demand, contractor development, employment and transformation. The transformation reports provide statistics that guide interventions by other programmes. Monitoring the RoP compliance of clients is important in measuring client performance in following cidb prescripts in their procurement of infrastructure as there is a relationship between RoP compliance and the effectiveness of infrastructure spend.
- The report on public sector expenditure reviews public sector performance on actual expenditure against allocated infrastructure budgets. Currently, the cidb monitors provincial and municipal infrastructure expenditure, but in future, scope will include state-owned companies and other organs of state.

Programme 5: Procurement and Development

Programme 5	Procurement and Development	Procurement and Development					
Purpose	a) Promote procurement and delivery	management reform					
	b) Promote uniform application of con government spheres	struction industry policy throughout all					
	c) Promote uniform and ethical standa and procedures of parties in constr	ards that regulate the actions, practices uction contracts					
	d) Promote sustainable growth of the participation of the emerging sector						
	e) Promote a sustainable skills pipeline (contractor and public sector)	e for the construction industry					
Sub-programmes	Enterprise Development	Skills Development					
Purpose	a) Promote and implement policies, programmes and projects to support emerging contractors through	 a) Promote and implement policies, programmes and projects for human resource development 					
	the cidb contractor development framework b	b) Advise all organs of state on human resource development					
	b) Promote and implement policies, programmes and projects to support	in public sector management of construction delivery					
	emerging enterprises through the B.U.I.L.D Programme	 c) Develop and promote training programmes for public sector officials 					
		d) Develop and promote the implementation of the cidb Standard for Developing Skills through Infrastructure Contracts					
Sub-programmes	Developmental Procurement and I	Delivery Improvement					
Purpose	 a) Initiate, promote and implement national programmes and projects standardise procurement documentation, practices and procedure b) Identify delivery constraints in the public sector and advise the Min policy, practice and procedural reform in public sector client perform and public sector capacity improvement 						
	c) Publish a code of conduct for all cor participants involved in procuremer	nstruction-related procurement and all nt					

Programme 5: Procurement and Development is the custodian of the cidb development support framework and B.U.I.L.D Programme, the SfU, the Standard for Indirect Targeting for Enterprise Development through Construction Works Contracts, the Standard for Developing Skills through Infrastructure Contracts, the cidb enterprise and skills development strategy and procurement reforms.

Outcomes, outputs, output performance indicators and targets

						A	nnual Targets			
Outcome	Outputs	Output Indicators	Audi	ited/Actua	al Perform	iance	Estimated Performance		MTEF Period	
		maleators	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
1.4 Performance- driven clients	1.12 Develop or review guidelines or practice notes to assist clients to comply with the B.U.I.L.D Programme	Number of guidelines developed to facilitate compliance with the B.U.I.L.D Programme	N/A	N/A	N/A	N/A	N/A	2	2	2

Indicators, annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of guidelines developed to facilitate compliance with the B.U.I.L.D Programme	2	N/A	N/A	N/A	2

- Trade missions present an opportunity for registered contractors to access work from cross-border engagements. This output contributes directly to fulfilling the targets for access to work outcomes for both black- and woman-owned enterprises.
- Business advisory services are currently provided on an ad-hoc basis to registered contractors. A more structured framework will be developed.
- Enhancing the competitiveness of the construction labour force improves the productivity of contractors.
 The WorldSkills programme enables talented individuals to showcase their expertise while observing and learning international best practice.
 To source talents for WorldSkills, TVET colleges are
- invited to compete in local competitions. It has been shown that training, qualifying for and competing in the competitions equal up to five years of professional training. The cidb enables this by facilitating capacity building and logistics for intercollege and provincial competitions.
- CDPs have increased the rate of contractor development. Engagement with stakeholders has shown limitations in the current design of the NCDP framework, which will be alleviated to increase the rollout of CDP initiatives by client departments.

Programme 6: Provincial Offices

Programme 6	Provincial Offices						
Purpose	Provincial offices provide for the implementation of cidb products and services						
Sub-programmes	Regulation	Procurement and Development					
Purpose	a) Contractor registration receiving and assessmentb) Compliance	a) Enterprise developmentb) Skills developmentc) Developmental procurement and delivery improvementd) Client capacitation					

Based on the revised operating model, provincial offices provide varied support to clients and contractors. Strategically, provincial offices offer client capacitation and contractor development (linked to Programme 5), registration advisory and support (linked to Programme 3) and RoP and SfU compliance (linked to programmes 2 and 5).

Outcomes, outputs, output performance indicators and targets

						An	nual Targets			
Outcome	Outputs	Output Indicators	Aud	ited/Actua	l Perform	ance	Estimated Performance		MTEF Period	
		marcacors	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/ 22	2022/ 23	2023/ 24	2024/ 25
1.3	1.13 Client departments capacitated on contractor development	Number of client departments capacitated on contractor development	N/A	N/A	NEW	-	22	36	48	50
Contractor development	1.14 Contractor development support provided to grades 1 to 6 contractors	Number of grades 1 to 6 contractors provided with contractor development support	N/A	N/A	New	283	270	285	300	325
1.4. Performance- driven clients	1.15 Client departments capacitated on IDMS	Number of client departments capacitated on IDMS	N/A	N/A	New	90	70	80	90	100

Indicators, annual and quarterly targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of client departments capacitated on contractor development	36	8	10	8	10
Number of grades 1 to 6 contractors provided with contractor development support	285	55	73	68	89
Number of client departments capacitated on IDMS	80	15	20	20	25

- Client departments currently engage in contractor development initiatives that either do not comply with the NCDP or are outside its scope. The cidb provincial offices guide client departments on best practice in the planning and implementation of contractor development initiatives to ensure that development outcomes are effective.
- Provincial offices provide contractors with development services to be formalised by a business advisory framework by Programme 5. Interventions will support contractors in legislated requirements, financial management, administration and other requirements. The cidb leverages partnerships with development agencies where possible.
- The cidb offers experiential learning opportunities for the youth, indirectly increasing the supply of skilled young construction workers to increase work capacity and performance of registered contractors. Uptake traditionally has been slow, but greater resources will be committed to build momentum and stakeholder buy-in.
- The IDMS is a government management system for planning, budgeting, procurement, delivery, maintenance, operation and monitoring and evaluation of infrastructure. The cidb capacitates municipal clients through IDMS workshops and training sessions to improve their performance.

PROGRAMME RESOURCE CONSIDERATIONS

Expenditure by programme	Audited outcome	Audited outcome	Audited outcome	Approved budget	Med	lium-term estim	nate
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
			R'000				
Administration	70 039	84 982	97 568	102 337	106 829	110 534	116 459
Research and Development	-	-	-	5 350	5 585	5 778	6 067
Construction Industry Regulation	64 903	71 385	24 290	27 613	28 721	29 717	31 589
Construction Industry Performance	14 188	16 039	11 553	9 385	9 797	10 137	10 542
Procurement and Development	12 914	14 693	3 830	9 534	9 953	10 298	10 916
Provincial Offices	-	-	27 495	33 156	34 715	35 919	37 356
	162 044	187 099	164 736	187 375	195 600	202 383	212 928

Programme 1: Administration plays a crucial role in the delivery of cidb services through support services such as human resources, information and communication technology, risk management, communication and finance. Key deliverables are sound corporate governance and an ethical environment to achieve a clean audit. Operational risks that may affect programme performance are failure to pay financial obligations and creditors, loss of projected revenue, financial system failures. reliance on few key personnel, change management and delays in implementing software development.

Programme 2: Research and Development leads research activities based on information and data gathered from the construction industry. Key deliverables are insights to guide the development and design of the cidb's interventions aligned to its mandate and the context of the construction industry. Operational risks are reliance on service providers, failure to achieve performance targets and staff challenges.

Programme 3: Construction Industry Regulation maintains the RoC, Contractor Recognition Scheme, RoP and the B.U.I.L.D Programme and monitors and enforces compliance with cidb prescripts. Key deliverables are enforcing compliance with cidb's prescripts and providing the RoC to facilitate procurement of targeted enterprises, which allows client departments, including DPWI, to provide expanded work opportunities to blackowned and -managed contractors. Operational risks are system challenges and power outages that lengthen contractor's registration turnaround times and create work backlog.

Programme 4: Construction Industry Performance determines and establishes best practice that promotes improved industry stability, performance, efficiency and effectiveness. Key deliverables are monitoring and evaluating industry performance to ensure that the cidb is achieving transformation and development. Operational risks are lack of required data from internal and external sources, shortage of staff, poor response from infrastructure clients and delays in the appointment of service providers.

Programme 5: Procurement and Development initiates, promotes and implements national programmes and projects to standardise procurement documentation, practices and procedures; develops and implements policies, programmes and projects that support emerging enterprises, and facilitates skills development. Key deliverables are development support to contractors and clients for transformation and inclusive growth. Operational risks are human and financial constraints due to Covid-19 on the execution of the development strategy and delays in SCM processes in the appointment of service providers.

Programme 6: Provincial Offices provides development services to be formalised with the business advisory framework being developed by Programme 5. Support includes legislated requirements, financial management, administration and other requirements. Operational risks are business closure and interruptions due to Covid-19, power outages at some offices, poor conditions of office buildings and limited capacity to deliver the services.

KEY RISKS

Outcome	Key Risk	Risk Mitigation		
Increased black ownership and	Industry transformation is slow	1. cidb Construction Monitor publications, which provide information on transformation (1)		
participation		2. cidb Regulations for PE status (2 and 3)		
		3. NCDP framework (5)		
		4. Supporting the export of construction services (2)		
		5. RoC (all)		
		6. RoP (3)		
		7. Business advisory support (3)		
		8. Client capacitation (3)		
		9. Enforcement of code of conduct (1)		
Increased woman ownership and	Slow transformation in participation of woman-	1. cidb Construction Monitor publications, which provide information on transformation (1)		
participation	owned companies in the industry	2. cidb Regulations for PE status (2 and 3)		
		3. NCDP framework (5)		
		4. Supporting the export of construction services (2)		
		5. Empowerment and Recognition of Women in Construction awards to promote women in the industry (2)		
		6. RoC (2)		
		7. RoP (2)		
		8. Business advisory support (2)		
		9. Client capacitation (2)		
		10. Enforcement of code of conduct (1)		
Contractor and skills development	Shortage of construction skills supply pipeline	1. WorldSkills programme (2)		
	come cappy process	2. Postgraduate conference (2)		
		3. Skills support programme (2)		
		4. Experiential training programme support (4 and 5)		
Contractor and skills	Door untake of the	5. TVET college support (1 and 3)		
Contractor and skills development	Poor uptake of the contractor development	1.Client capacitation programme (3)		
	programme	2. Guidelines (3)		
		3. NCDP guidelines (2)		
		4. Contractor development strategy (2)		
Reduced non-compliance	Non-compliance to cidb	5. Performance improvement strategy (3)1. Compliance strategy (1)		
and fraud	prescripts (private sector)	2. cidb regulations (2)		
		3. Physical verifications of projects undertaken (2)		

Performance-driven clients	Poor performance of clients	 The cidb has developed a competence framework for infrastructure procurement, which sets out the minimum competencies required to implement infrastructure procurement for public sector infrastructure projects (1) Increase collaboration with National Treasury (2)
Reduced non-compliance and fraud	Non-compliance with cidb prescripts (public sector)	 Compliance strategy Investigation team and committee Prescribed sanctions Capacitation of clients
Ethical and performance-driven cidb	Possibility of internal fraud	 Annual fraud and ethics awareness (1) Culture – zero tolerance (1) Fraud prevention and detection plan and policy (4) Anonymous reporting hotline (3) Investigation fraud team (3) Disciplinary policy (5)
Ethical and performance-driven cidb	Possibility of external fraud	 Approved IT security policy (4) Review systems access controls quarterly (2) Enforce single-sign-on for all systems (4) Protect computer with firewall and antivirus (1)
Ethical and performance-driven cidb	Failure to achieve performance target (underperformance)	 APP targets awareness (3) Performance contracts (1) Divisional/departmental targets (1) Exco and Board oversight (3) Key positions are being filled (5 and 4) System performance monitoring (6) Staff information sharing session (3) Training and development programme for staff (1)

Outcome	Key Risk	Risk Mitigation
Ethical and	Poor performance of	1. Project support and super users testing team (1)
performance-driven cidb	information systems	2. Business rules aligned with business process (2)
		3. Capacitation of IT structure (3)
		4. Consistent IT maintenance support (4)
		5. Reducing the risk by limiting/piloting the release of changes (4)
Manage the impact of	Loss of projected revenue	1. Cost management and reporting (1 and 2)
the spread of Covid-19		2. Enhancing online services (3)
Management of the	Public sector clients not	1. Compliance Monitor (1)
B.U.I.L.D Programme	adhering to the regulations	2. Compliance strategy (1)
		3. Punitive measures for non-compliance (1)
		4. Communication strategy (1)
		5. B.U.I.L.D Programme oversight by Board and Exco (2)
Management of Jobs	Negative publicity	1. Monthly steering committee meetings (1)
Fund projects		2. Site inspections (2)
		3. National Treasury project oversight (3)
		4. Quarterly satisfaction survey with the beneficiary (1)
		5. Independent review of project performance (1 and 2)
		6. Board oversight (3)

INFRASTRUCTURE PROJECTS



PART D

TECHNICAL INDICATOR DESCRIPTIONS

Programme 1: Administration

Indicator title	1.1 % of staff who attended cidb fraud and prevention awareness session
Definition	The indicator measures the number of staff who attended the fraud and prevention awareness session in the financial year
Source of data	Fraud and prevention awareness session attendance register or virtual meeting screenshot
Method of calculation/assessment	Staff who attended the fraud awareness session against the staff complement in the financial year
Means of verification	Attendance register or virtual meeting screenshot
Assumptions	All employees will attend the fraud awareness session
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	100%
Indicator responsibility	Chief Corporate Legal Services
Indicator title	1.2 % system uptime
Definition	The indicator measures the percentage of operational hours at the cidb where ICT system is online and functioning
Source of data	System downtime report
Method of calculation/assessment	 N1 = Hours per quarter minus total hours of downtime N2 = Hours per quarter* N3 = 100* (N1/N2) * The calculation is based on 20 working days a month, therefore; 3 months * (60 days * 8 hours) = 480 hours
Means of verification	System Downtime Report approved by the CIO
Assumptions	All systems are always available
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	95% of system uptime
Indicator responsibility	Chief Information Officer

Indicator title	1.3 % of expenditure spent on BBBEE-compliant suppliers
Definition	The indicator measures the percentage of the cidb's procurement expenditure on BBBEE-compliant suppliers
Source of data	Payment report from finance operations
Method of calculation/assessment	100* (the sum of BBBEE-compliant procurement expenditure) divided by (the sum of all procurement expenditure)
Means of verification	BBBEE certificates
Assumptions	The cidb is complying with BBBEE requirements
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	92% spend on BBBEE-compliant suppliers
Indicator responsibility	Director: Supply Chain Management
Indicator title	1.4 % of invoices paid within 30 days
Definition	
Definition	Indicator measures the percentage of compliant supplier invoices paid within 30 days of their submission to the cidb
Source of data	
	within 30 days of their submission to the cidb
Source of data	within 30 days of their submission to the cidb Invoice and payment report 100* (the sum of supplier invoices paid within 30 days of submission) divided by (the sum of all supplier invoices paid in the quarter under
Source of data Method of calculation/assessment	within 30 days of their submission to the cidb Invoice and payment report 100* (the sum of supplier invoices paid within 30 days of submission) divided by (the sum of all supplier invoices paid in the quarter under review)
Source of data Method of calculation/assessment Means of verification	within 30 days of their submission to the cidb Invoice and payment report 100* (the sum of supplier invoices paid within 30 days of submission) divided by (the sum of all supplier invoices paid in the quarter under review) Invoices and proofs of payment
Source of data Method of calculation/assessment Means of verification Assumptions Disaggregation of beneficiaries	within 30 days of their submission to the cidb Invoice and payment report 100* (the sum of supplier invoices paid within 30 days of submission) divided by (the sum of all supplier invoices paid in the quarter under review) Invoices and proofs of payment Supplier invoices are timeously paid
Source of data Method of calculation/assessment Means of verification Assumptions Disaggregation of beneficiaries (where applicable) Spatial transformation (where	within 30 days of their submission to the cidb Invoice and payment report 100* (the sum of supplier invoices paid within 30 days of submission) divided by (the sum of all supplier invoices paid in the quarter under review) Invoices and proofs of payment Supplier invoices are timeously paid N/A
Source of data Method of calculation/assessment Means of verification Assumptions Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable)	within 30 days of their submission to the cidb Invoice and payment report 100* (the sum of supplier invoices paid within 30 days of submission) divided by (the sum of all supplier invoices paid in the quarter under review) Invoices and proofs of payment Supplier invoices are timeously paid N/A

Chief Financial Officer

Indicator responsibility

Indicator title	1.5 % of progress made against the NSF action plan developed in response to matters raised by stakeholders
Definition	The indicator measures the percentage of progress made against the NSF action plan for targets falling within the financial year under review
Source of data	NSF action plan developed in response to the NSF resolutions register
Method of calculation/assessment	• % = X/Y (X divided by Y) * 100
	 X = number of action plan targets implemented during the year under review
	 Y = total number of action plan targets for implementation in the financial year under review
Means of verification	Report on progress against action plan targets implemented during the year under review
Assumptions	Accurate synthesis of NSF issues and related action plans
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	80% of NSF action plan targets
Indicator responsibility	Chief Operations Officer

Programme 2: Research and Development

Indicator title	1.6 Number of research studies conducted
Definition	The indicator measures the number of reports covering the impact of socio-economic variables on construction industry development
Source of data	Reports on the impact of socio-economic variables on construction industry development
Method of calculation/assessment	Number of research studies conducted during the year to assess the impact of socio-economic variables on the construction industry
Means of verification	Research reports published on the cidb website
Assumptions	Research generated on impact of socio-economic variables on construction industry
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	2 research reports
Indicator responsibility	Director: Research and Development

Programme 3: Construction Industry Regulation

Indicator title	1.7 Number of reports on revised registration criteria
Definition	The indicator measures the number of reports revising the registration criteria
Source of data	Report on the revision of the registration criteria
Method of calculation/assessment	Number of reports developed in the financial year
Means of verification	Report on the revision of the registration criteria submitted to DPWI
Assumptions	Industry will submit comments on the registration criteria
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1 revised registration criteria report
Indicator responsibility	Director: Construction Industry Regulation
Indicator title	1.8 Number of non-registered projects identified against the RoP
Definition	The indicator measures the number of projects identified during the year but not captured on the RoP
Source of data	List of non-registered projects identified during the year
Method of calculation/assessment	Sum of non-registered projects identified
Means of verification	Report of non-registered projects identified
	Picture of the identified project
	RoP database
Assumptions	All infrastructure projects are registered on the RoP
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	3 000 projects identified as not registered on the RoP
Indicator responsibility	Director: Construction Industry Regulation

The indicator is a measure of the percentage of contractor applications in grades 1 to 9 activated within 21 working days for compilant applications activated in the period under review	Indicator title	1.9 % of grades 1 to 9 contractors registered within 21 working days for compliant applications
The indicator is determined as follows for the period under review: N1 = the number of compliant applications activated obtained from the CRM system for the period under review N2 = the total number of compliant registration applications activated within 21 working days or fewer from date of receipt obtained from the CRM system for the period under review N8 = N2/N1 * 100 %N3 = % of grades 1 to 9 contractors registered within 21 working days Notes: Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports System working as planned N/A Disaggregation of beneficiaries (where applicable) N/A Spatial transformation (where applicable) Cumulative Reporting cycle Quarterly Desired performance The includation type cumulative compliant applications	Definition	The indicator is a measure of the percentage of contractor applications in grades 1 to 9 activated within 21 working days for compliant applications, expressed as a percentage of the total number of compliant applications
N1 = the number of compliant applications activated obtained from the CRM system for the period under review N2 = the total number of compliant registration applications activated within 21 working days or fewer from date of receipt obtained from the CRM system for the period under review %N3 = N2/N1 * 100 %N3 = % of grades 1 to 9 contractors registered within 21 working days Notes: Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports Assumptions System working as planned N/A N/A Disaggregation of beneficiaries (where applicable) Calculation type Cumulative Reporting cycle Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications	Source of data	List of applications from CRM systems
CRM system for the period under review N2 = the total number of compliant registration applications activated within 21 working days or fewer from date of receipt obtained from the CRM system for the period under review - %N3 = N2/N1 * 100 - %N3 = % of grades 1 to 9 contractors registered within 21 working days Notes: Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports Assumptions System working as planned N/A Where applicable) Calculation type Cumulative Reporting cycle Quarterly Desired performance CRM system for the period under review Processing time of zero days recorded on the CRM system means that the applications N/A N/A Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Quarterly Desired performance	Method of calculation/assessment	The indicator is determined as follows for the period under review:
within 21 working days or fewer from date of receipt obtained from the CRM system for the period under review • %N3 = N2/N1 * 100 • %N3 = % of grades 1 to 9 contractors registered within 21 working days Notes: Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification • Application forms • CRM system reports Assumptions System working as planned Disaggregation of beneficiaries (where applicable) N/A Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Quarterly Desired performance within 21 working days for compliant applications		
Notes: Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliante Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports Assumptions System working as planned Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) N/A N/A Position type Cumulative Reporting cycle Quarterly Desired performance Only compliant applications of such as Covid-19 disruptions, power failures are open for business. Working days for compliant applications		within 21 working days or fewer from date of receipt obtained from the
Notes: Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification • Application forms • CRM system reports Assumptions Disaggregation of beneficiaries (where applicable) N/A Spatial transformation (where applicable) Position forms N/A Cumulative Reporting cycle Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		• %N3 = N2/N1 * 100
Working days are days cidb offices are open for business. Working days exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification - Application forms - CRM system reports Assumptions System working as planned N/A Disaggregation of beneficiaries (where applicable) N/A Spatial transformation (where applicable) N/A Cumulative Reporting cycle Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		• %N3 = % of grades 1 to 9 contractors registered within 21 working days
exclude public hollidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions, power failures and industrial action Applications activated for the quarter under review used to calculate the turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification - Application forms - CRM system reports Assumptions Disaggregation of beneficiaries (where applicable) N/A N/A Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		Notes:
turnaround time Only compliant applications are considered Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports System working as planned Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Desired performance turnaround time Only compliant applications are considered Where received that subsequently Application forms CRM system reports N/A N/A Undersity Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		exclude public holidays, December shutdown and days cidb is not open for business due to unplanned closures such as Covid-19 disruptions,
Where non-compliant applications were received that subsequently became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification • Application forms • CRM system reports Assumptions Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		
became compliant, the records are calculated from the date of compliance Processing time of zero days recorded on the CRM system means that the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports System working as planned N/A Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		Only compliant applications are considered
the application was processed in fewer than 24 hours of receipt Means of verification Application forms CRM system reports System working as planned N/A Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Desired performance the application forms CRM system reports N/A N/A 100/4 N/A 100/4 100/6 of grades 1 to 9 contractors registered within 21 working days for compliant applications		became compliant, the records are calculated from the date of
- CRM system reports System working as planned Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) Calculation type Reporting cycle Desired performance CRM system reports System working as planned N/A Cumulative Reporting cycle Quarterly 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		
Assumptions System working as planned N/A N/A Spatial transformation (where applicable) Calculation type Reporting cycle Desired performance System working as planned N/A C/A Cumulative Cumulative Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications	Means of verification	Application forms
Disaggregation of beneficiaries (where applicable) Spatial transformation (where applicable) Calculation type Cumulative Reporting cycle Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		CRM system reports
(where applicable) N/A Spatial transformation (where applicable) N/A Calculation type Cumulative Reporting cycle Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications	Assumptions	System working as planned
applicable) Calculation type Cumulative Reporting cycle Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		N/A
Reporting cycle Quarterly Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications		N/A
Desired performance 100% of grades 1 to 9 contractors registered within 21 working days for compliant applications	Calculation type	Cumulative
compliant applications	Reporting cycle	Quarterly
Indicator responsibility Director: Construction Industry Regulation	Desired performance	
	Indicator responsibility	Director: Construction Industry Regulation

Programme 4: Construction Industry Performance

Indicator title	1.10 Number of industry monitoring and evaluations conducted
Definition	The indicator measures the number of reports published to monitor and evaluate the construction industry in supply and demand, contractor development, employment and transformation and compliance monitoring
Source of data	RoC and RoP
	Industry insights
	South African Reserve Bank
	Consulting Engineers South Africa
	Statistics SA
Method of calculation/assessment	The sum of cidb construction monitoring and evaluation reports published
Means of verification	Report published on the cidb website
Assumptions	Industry monitors will be published quarterly
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Four reports produced
Indicator responsibility	Director: Construction Industry Performance
Indicator title	1.11 Number of reports on public sector infrastructure expenditure
Definition	Indicator measures the public sector infrastructure expenditure for stateowned entities and national departments
Source of data	National Treasury
Method of calculation/assessment	Number of reports on public sector infrastructure expenditure
Means of verification	Report on public sector infrastructure expenditure
Assumptions	Public sector spends allocated budget on infrastructure
Disaggregation of beneficiaries (where applicable)	Number of reports on public sector infrastructure expenditure
Spatial transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Annual
Desired performance	1 report
Indicator responsibility	Director: Construction Industry Performance

Programme 5: Procurement and Development

Indicator title	1.12 Number of guidelines developed to facilitate compliance with the B.U.I.L.D Programme
Definition	The indicator measures the number of guidelines developed during the year to facilitate compliance with the B.U.I.L.D Programme
Source of data	Developed guidelines that were approved by Exco
Method of calculation/assessment	Total number of guidelines that were developed
Means of verification	Guidelines that were developed
Assumptions	Guidelines will be developed
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Annual
Desired performance	2 guidelines will be developed
Indicator responsibility	Manager: Skills Development

Programme 6: Provincial Offices

Indicator title	1.13 Number of client departments capacitated on contractor development
Definition	The indicator measures the number of client departments capacitated on contractor development programmes
Source of data	Records of engagement with client departments, i.e. meeting invitations, attendance registers or virtual meetings records
Method of calculation/assessment	The sum of client departments capacitated on contractor development programmes
Means of verification	Proof of attendance, i.e. attendance register, virtual meetings records
Assumptions	The cidb will capacitate clients on the B.U.I.L.D Programme
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	36 client departments capacitated on contractor development
Indicator responsibility	Director: Provincial Offices

Indicator title	1.14 Number of grades 1 to 6 contractors provided with contractor development support
Definition	The indicator measures the number of grades 1 to 6 registered contractors provided with contractor development support through cidb provincial offices
Source of data	Records of advisory sessions provided, e.g. attendance registers, virtual meetings records
Method of calculation/assessment	A total of grades 1 to 6 contractors provided with contractor development support
Means of verification	Proof of attendance, i.e. attendance register, virtual meetings records
Assumptions	The cidb has internal capacity to provide contractor development support
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	285 grades 1 to 6 contractors provided with contractor development support
Indicator responsibility	Director: Provincial Offices
	· ·
Indicator title	1.15 Number of client departments capacitated on IDMS
Definition	The indicator measures the number of client departments capacitated on IDMS. Capacitation uses various methods, including online sessions, workshops and one-on-one engagements
Source of data	Records of sessions provided, e.g. attendance registers, virtual meetings records
Method of calculation/assessment	Sum of client departments capacitated on IDMS
Means of verification	Proof of attendance, i.e. attendance register, virtual meetings records
Assumptions	Client departments are implementing IDMS
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	80 client departments capacitated on IDMS
Indicator responsibility	Director: Provincial Offices





