



DEVELOPMENT THROUGH PARTNERSHIP

ANNUAL PERFORMANCE PLAN 2016/17
Construction Industry Development Board (cidb)

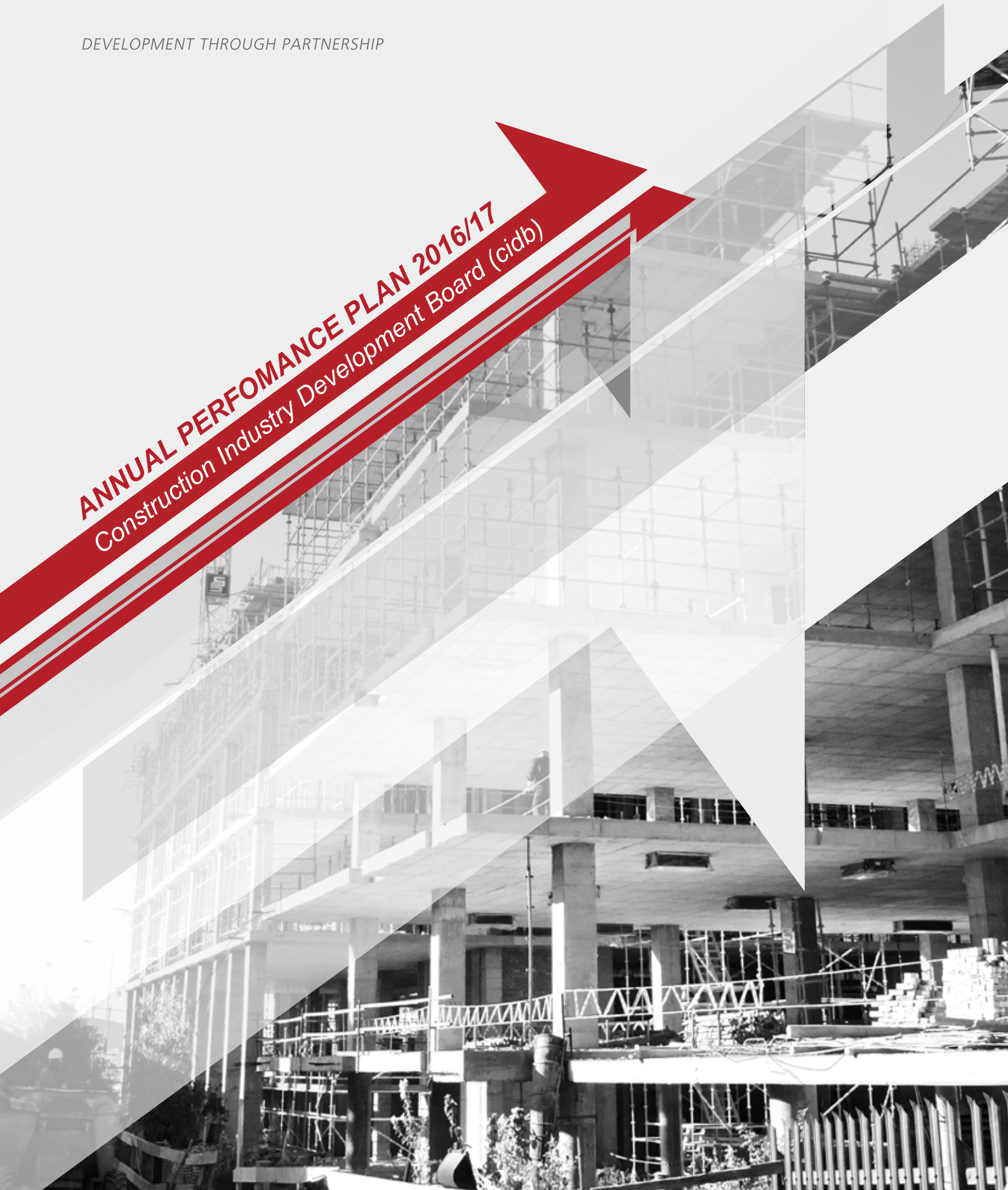


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List of Abbreviations

AG	Auditor-General
APL	Assessment of Prior Learning
BBBEEE	Broad Based Black Economic Empowerment
BEP	Built Environment Professionals
BPM	Business Process Management
BPO	Business Partner Organisation
CD	Contractor Development
CDP	Contractor Development Programme
CE	Civil Engineering (a class of works used in the cidb grading system)
CEO	Chief Executive Officer
CGICTPF	Corporate Governance of Information Communication Technology Policy Framework
CID	Construction Industry Development
cidb	Construction Industry Development Board
CII	Construction Industry Indicator
CIP	Construction Industry Performance (a cidb Programme)
CPO	Client Procurement Officer
CRS	Construction Registers Service (a cidb Programme)
DBSA	Development Bank of Southern Africa
DPW	Department of Public Works
ED	Enterprise Development
EXCO	Executive Committee
GB	General Building (a class of works used in the cidb grading system)
GIAMA	Government Immovable Asset Management Act
IDIP	Infrastructure Delivery Improvement Programme
IDMS	Infrastructure Delivery Management System
IGS	Infrastructure Gateway System
KZN	KwaZulu-Natal
MinMec	Minister and Members of Executive Council
MISA	Municipal Infrastructure Support Agency
NCDP	National Contractor Development Programme
NDP	National Development Plan
NSF	National Stakeholder Forum
MBA	Master Builders Association
MTSF	Medium Term Strategic Framework
PCD	Provincial Offices and Contractor Development
PCD	Provincial Offices and Contractor Development (a cidb Programme)
PCDF	Provincial Contractor Development Forum
PDM	Procurement and Delivery Management (a cidb Programme)
PE	Potentially Emerging
PG	Post Graduate
PICC	Presidential Infrastructure Coordinating Commission
PPPFA	Professional Procurement Policy Framework Act
PSPs	Professional Service Providers
OCPO	Office of the Chief Procurement Officer
QCTO	Quality Council for Trades and Occupations
R&D	Research and Development
RoC	Register of Contractors
SALGA	South African Local Government Associations
SDA	Skills Development Agency
SIP	Strategic Integrated Project
SME	Small Medium Enterprise
TVET	Technical Vocational Education and Training
OCSLA	Office of the Chief State Law Advisor

Minister's Foreword

The Annual Performance Plan (APP) provides the implementation roadmap to achieve cidb's strategic objectives, taking cognisance of the roll-out of Government's Infrastructure Plan, which is central to the growth of our economy. The APP recognises the centrality of infrastructure to the transformation of the economy and the construction industry. It also recognises that infrastructure delivery should be central to job creation, employment, black empowerment, skills development, poverty reduction and the health and welfare of the workforce.

The cidb priorities and focus for 2016/17 are aligned to the National Government policy priorities that are described in the Medium Term Strategic Framework.

The programmes of the cidb contribute to the following goals of the National Development Plan (NDP):

NDP Chapter 3: Economy and employment

NPP Chapter 4: Economic Infrastructure

NDP Chapter 14: Fighting Corruption

These goals are achieved through development and capacitation of the industry to deliver quality infrastructure, increasing the participation of the emerging sector, enhancing performance and encouraging best practices, implementing the anti-corruption strategy and improving compliance through monitoring and enforcement of cidb prescripts.

The key areas of focus and elements of the cidb's annual deliverables are:

- **Transformation:** The transformation of the industry which remains a highest priority for the cidb and other stakeholders.
- **Fraud and corruption:** Combating of fraud and corruption internally and in the industry, including the finalisation of collusion matters.
- **Regulations:** The process of reviewing and tightening regulations to reduce construction risk, all forms of fraud and corruption and enhancing compliance to cidb prescripts.
- **cidb value-added benefits and services:** The cidb will give priority to the roll-out of value-added benefits and services through the application of cidb Best Practice Fee. In doing so, it will enhance its development role, in alignment with the NCDP and the cidb Contractor Recognition Scheme.
- **Compliance:** Compliance with cidb prescripts and in particular with i-tender. Contractor Development: Compliance with the NCDP Guidelines for contractor development programmes.

Other areas of focus will be:

- **Project Assessment Scheme:** Monitoring the roll-out of the cidb Project Assessment Scheme, supporting construction best practices – including enterprise development, and skills development.
- **Contractor Recognition Scheme:** Roll-out of the cidb Contractor Recognition Scheme, supporting risk management on construction projects and enhancing contractor development.
- **Register of Professional Service Providers:** Finalising the development of the cidb Register of Professional Service Providers, supporting risk management on construction projects and enhancing development of built environment service providers.
- **Register of Contractors:** Finalising regulation amendments that will include: a) introduction of registration requirements for entry level grade 1 contractors, b) increases in grading tender value limits and c) introducing requirements for subcontractors to be registered, among other amendments. cidb will also focus on improved internal fraud controls related to the administration of the Register of Contractors.
- **Dispute resolution:** The White Paper on Creating an Enabling Environment for Reconstruction Growth and Development in the Construction Industry commits the public sector to promoting the application of alternative dispute resolution procedures. The cidb will be investigating the feasibility of establishing an ombudsman for the construction industry in addition to guidance on the application of adjudication as the preferred method of dispute resolution.

- **Prompt Payment Regulations:** Delayed payment is one of the most significant factors inhibiting the sustainability of contracting enterprises. In response to this, the cidb had drafted regulations on Prompt Payment and Adjudication which provided for, among others; prohibition of conditional payments, entitlement to progress payments, right to interest for delayed payments; and right to suspend performance for non-payment. This regulation had to be reviewed in view of the legal opinion received from the Office of the Chief State Law Advisor.

The cidb is pursuing its legal obligations to prosecute those companies that were found guilty of collusion by the Competition Commission. We must attempt everything possible within our legal framework to ensure that we root out corrupt behavior in this industry.

The CIDB Act is in need of a review in light of the compounding challenges of the sector. My Department has undertaken to commence the review process with immediate effect for finalisation by the end of the 2016/17 financial year.

The cidb has formalised the shareholder compact with the Department of Public Works to ensure that its performance is evaluated and appraised. Furthermore, the cidb will continue to strengthen its relationships with the PICC and the SIPS. The cidb is an active participant in the SIPS Skills Coordination Unit coordinated by the Department of Higher Education. In this capacity, the cidb has promoted the utilisation of cidb best practices such as the Standard for Developing Skills through Infrastructure Contracts, and the Standard for Indirect Targeting for Contractor Development. These standards are beginning to be adopted in the tender documents of state owned companies, and this financial year we will be actively engaging with public sector clients to promote the uptake of the standards on their contracts.

The cidb as an intermediate body that manages the standardisation of training for elementary construction workers also facilitates industry participation in qualification development. It is supporting the re-capitalisation of Technical Vocational Education and Training (TVET) colleges to improve the quality of provision of construction qualifications.

The cidb will be formalising the shareholder compact with the Department of Public Works to ensure that its performance is evaluated and appraised. I would like to thank the Board, the Acting Chief Executive Officer, EXCO and staff members for their cooperation, support and effort towards the development of the Annual Performance Plan. I am confident and trust that the performance targets set will be achieved and will yield positive results in the construction industry.



Honourable T.W. Nxesi (MP)
Minister of Public Works

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management and approved by the Board of the Construction Industry Development Board (cidb) with the guidance of the Department of Public Works.
- Was prepared in line with the current Strategic Plan of the cidb.
- Accurately reflects the performance targets which the cidb will endeavor to achieve given the resources made available through the 2016/17 budget.



Hlengiwe Khumalo
Chief Financial Officer



Hlengiwe Khumalo
Acting Chief Executive Officer



Lefadi Makibinyane
Audit and Risk Committee: Chairperson



CIDB: Chairperson

Approved by:



Honourable T.W. Nxesi (MP)
Minister of Public Works

PART A: STRATEGIC OVERVIEW

Vision

Our vision is of a transformed construction industry that delivers sustainable value in a manner that is responsive to the socio economic needs of South Africa.

Mission

We exist in order to create an inclusive, sustainable and competitive construction industry by regulating, developing and transforming the construction industry, through monitoring and enforcement, standards and guidelines, capacity building and forging partnerships.

Values

Our values are:

Service Excellence | Integrity | Innovation | Leadership | Cooperation & Teamwork | Personal Development

Legislative Framework and Supporting Interventions

The strategic policies directing the cidb's confluence of focus on growth, delivery, performance, capability and empowerment are captured in many government initiatives and other documents, including but not limited to:

- White Paper on Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry (1999);
- Construction Industry Development Board Act (CIDB Act);
- National Development Plan (NDP);
- New Growth Path;
- The State of the Nation Address (SONA);
- Broad-Based Black Economic Empowerment Act (B-BBEE Act);
- The Medium Term Strategic Framework;
- Expanded Public Works Programme (EPWP);
- Preferential Procurement Policy Framework Act (PPPFA).

Policy Mandate

The cidb is a Schedule 3a public entity established to provide leadership to stakeholders and to stimulate sustainable growth, reform and improvement of the construction sector for effective delivery and the industry's enhanced role in the country's economy. In terms of the Public Finance Management Act, the Board is the Accounting Authority, responsible to the Minister of Public Works. The Board submits its Annual Performance Plan and budget to the Executive Authority for approval.

The role of cidb in the construction industry is based on its mandate and is driven through a well-defined strategy and clearly articulated set of performance targets and milestones. The strategy is supported by appropriate resources and systems that are able to respond to the strategic and operational needs to achieve the set targets and objectives.

The CIDB Act does not use the term "mandate", but refers to the Objects, Powers, Functions and Duties of the Board. The cidb mandate is equivalent to these Objects, Powers, Functions and Duties as spelled out in the CIDB Act.

The summarised mandate of the cidb is to:

- a. Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth, reform and improvement of the construction sector;
- b. Promote 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 uniform application of policy throughout all spheres of government and promote uniform and ethical standards, construction procurement reform, and improved procurement and delivery management – including the Construction 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.

1. Situational Analysis

The situational analysis was scanned using the SWOT Analysis as a tool to identify external and internal environmental challenges facing the cidb (refer to Annexure 3.2 for details). The aspects on both the external and the internal environment that are detailed below were derived from the SWOT Analysis.

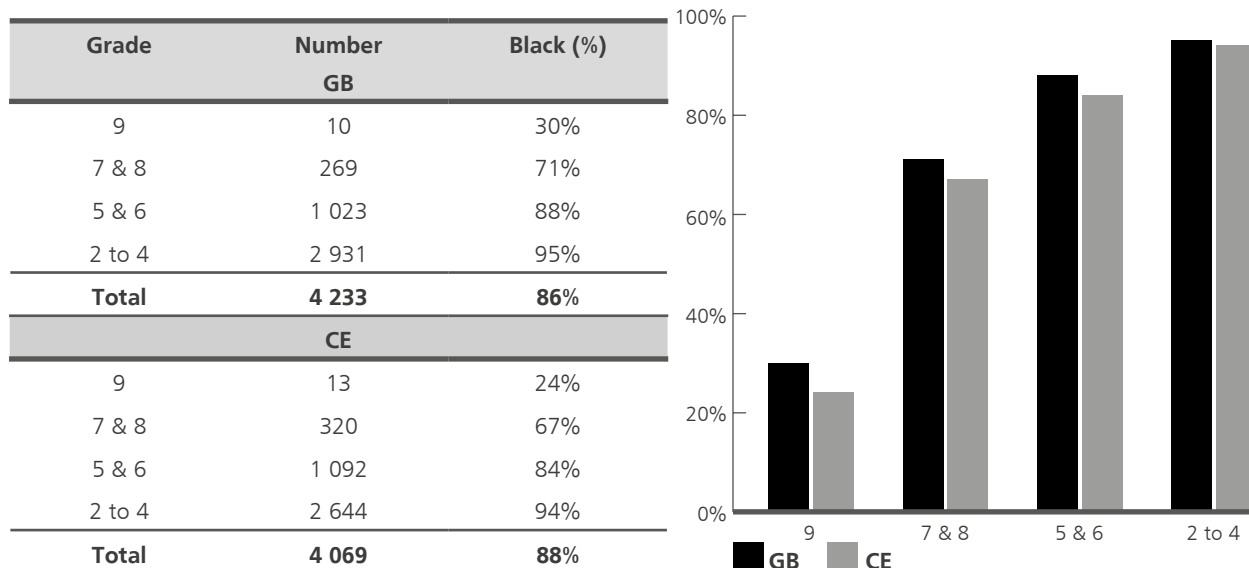
1.1 External Environment

a) Transformation:

- The pace and depth of transformation is lagging and is not representative of what government, society or the industry desires.
- Only 12% of consulting engineering companies have black-ownership exceeding 50%.
- Less than 30% of Grade 9 contractors in general building and civil engineering contractors are black-owned.
- 70% to 90% of public sector contracts are awarded to black-owned cidb Registered contractors in Grades 2 to 8 – reflecting government’s intent of supporting transformation.

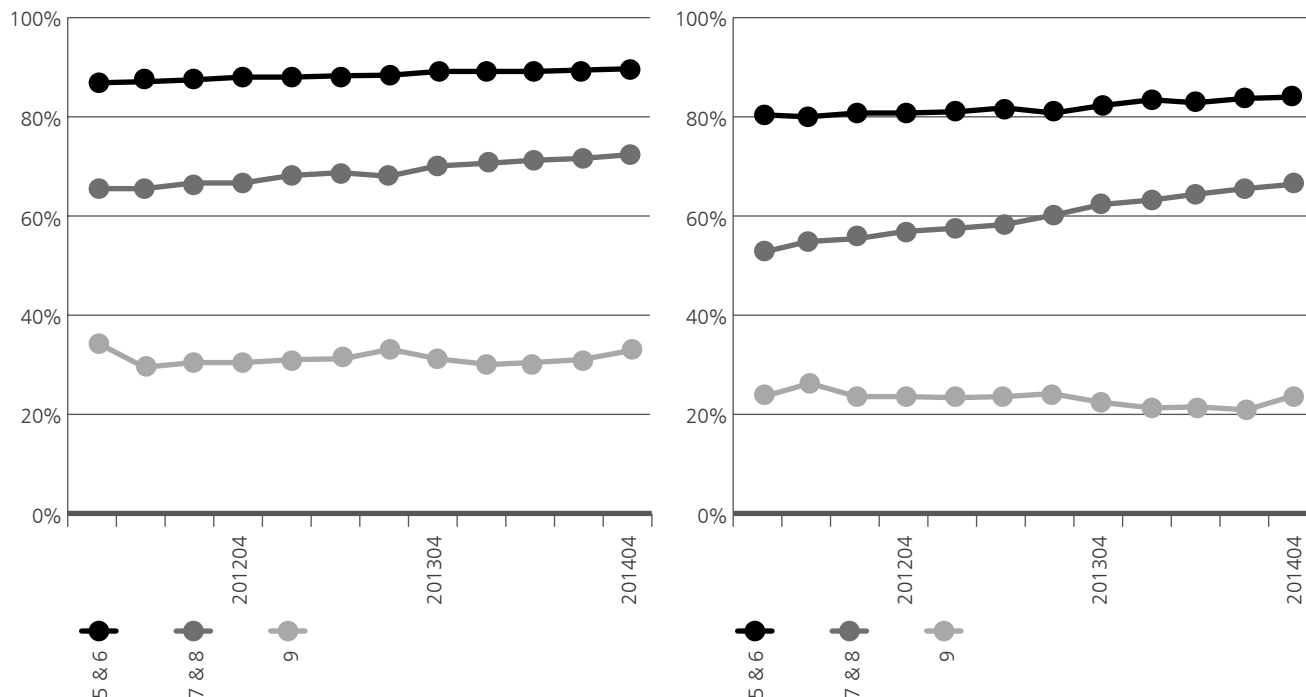
cidb Construction Monitor: Transformation, January 2015

Supply; Black Ownership; 2014Q4



Black-Ownership (50%+): General Building (GB) and Civil Engineering (CE)

Supply; Black Ownership; 2012Q1 to 2014Q4



Trends in Black-Ownership (50 %+): General Building (GB) and Civil Engineering (CE)

So far progress towards achieving a truly transformed construction industry has been slow. Contributing to the transformation of the construction industry and enhancing participation of the emerging sector underpins the CIDB Act, and continues to be a key strategic objective of the cidb.

Transformation cuts across all of the cidb’s activities, and is at the core of the cidb’s transformation strategy for the construction industry (see Section 6.1).

- 1) Legislation, regulation and policy have a strong impact on transformation, including the PPPFA, the B-BBEE Act, the Construction Sector Charter, the Competition Act, the CIDB Act and CID Regulations. Within this context, an objective is therefore to enhance transformation through legislative, regulatory and policy interventions.
- 2) Macro-economic and business conditions impact on the total work available to the construction sector and the underlying business conditions within which transformation must take place. An objective is therefore, to increase the total government spend and the efficiency and rate of spend, thereby enhancing transformation.
- 3) Within the construction economy, enhancing transformation is dependent on black contractors, BEPs, materials manufacturers and suppliers accessing work.
- 4) Enhancing transformation requires support to enhance the capabilities of black-enterprises, availability of skills and access to finance.
- 5) Transformation must be associated with the highest standards of corporate governance of all participants. An objective for the cidb is therefore to encourage transparency and good governance in the delivery of construction works.
- 6) Addressing transformation is not the responsibility of one entity or organisation. It requires compliance to legislation, to Charter requirements and commitment from the established construction industry to transform from within and to support the transformation of the black construction sector. Amongst others, public sector clients have a key role to play in supporting the transformation of the construction sector through developmental support and procurement interventions.

Recognising that progress towards achieving a truly transformed construction industry has to date been slow, the cidb will undertake a feasibility study to explore enhancing the cidb's transformation role in the industry, including developing business partner organisations (BPOs) to enhance transformation. The outcomes of this feasibility study will be implemented in 2016/17.

Interventions

Aligned to the cidb's transformation strategy for the construction industry, the cidb is implementing the following:

Legislation: The CIDB Act is based on Government's vision of a construction industry development strategy that promotes stability, fosters economic growth and international competitiveness, creates sustainable employment and addresses historic imbalances as it generates new construction industry capacity. The CIDB Act provides the mandate and the framework for the cidb's transformation strategy. Amongst others, the CIDB Act provides for:

- a) A Project Assessment Scheme which promotes improved performance of public and private sector clients in the development of the construction industry.
- b) A Register of Contractors which categorises contractors in a manner that facilitates public sector procurement and promotes contractor development, including the provision of the Potentially Emerging status, and provides for monitoring the development of the sector.
- c) cidb Contractor Recognition Scheme which facilitates public sector procurement and risk management, and promotes contractor development in relation to best practice standards and guidelines.
- d) cidb Register of Professional Service Providers which categorises professional service providers (PSPs) in a manner that facilitates public sector procurement and promotes the development of professional service providers and provides for monitoring the development of the sector.
- e) cidb Professional Service Provider Recognition Scheme which facilitates public sector procurement and risk management, and promotes development in relation to best practice standards and guidelines.

Regulation: The CID Regulations facilitate implementation of the instruments provided for in the CIDB Act which are at the core of the cidb's transformation strategy.

The Regulations provide for the Potentially Emerging (PE) status to advance the development of emerging contractors by providing, subject to certain requirements, for emerging contractors to tender for work at one grade higher than the contractor's registered grading designation.

Prompt Payment Regulations: Delayed payment is one of the most significant factors inhibiting the sustainability of contracting enterprises. In response to this, the cidb will publish Prompt Payment Regulations which provide for, among others:

- Prohibition of conditional payments;
- Entitlement to progress payments;
- Right to interest for delayed payments; and
- Right to suspend performance for non-payment.

cidb Project Assessment Scheme: The following best practices and standards have been issued or will be issued, in terms of the cidb Project Assessment Scheme:

- The cidb Standard for Developing Skills (published in gazette 36760 of 23 August 2013) provides for workplace training of interns and up-skilling of company employees in programmes that result in nationally accredited outcomes on government contracts. It is envisaged that implementation of the Standard will result in R380m spend on workplace training per year; 6 000 learning opportunities per year for FET learners / artisans; and 1 500 learning opportunities for candidates for professional registration.

- The cidb Standard for Indirect Targeting for Enterprise Development (published in gazette 36190 of 25 February 2013) provides for the development of emerging contractors on public sector projects through subcontracting and joint ventures. It is envisaged that implementation of the Standard will result in R7,0b of contracts to developing enterprises per year; and 500 contractors, predominantly in Grades 5 to 8, receiving developmental support per year.
- The cidb Standard for Contract Participation Goals (which is currently under development) promotes uniformity in contract participation goals (CPGs) across public sector clients by specifying maximum allowable CPGs relating to targeting enterprises, labour and manufacturing within targeted areas. The Standard recommends that, where feasible, these maximum CPGs should be used for all Grade 5 to 9 General Building (GB) and Civil Engineering (CE) construction works contracts.

The cidb Best Practice Fee which will be derived from the cidb Project Assessment Scheme provides for an alternative income stream for the cidb, which will be used for programmatic developmental and transformation objectives. It is envisaged that the income stream will exceed R200m per year within five years, and over 85% of this income stream will be used by the cidb to fund skills and contractor development interventions.

Public sector construction procurement provides for a number of options that are aimed at black economic empowerment and transformation. However, it is recognised that the pace and depth of transformation in the contracting sector is not adequate, and that new instruments are required to achieve transformation in cidb Grades 5 to 9. Based on the Constitutional Court for “fair discrimination”, the cidb is investigating possible “contract participation requirements” (CPRs) to limit the concentration of the established sector in Grades 7 to 9.

cidb Instructions: The cidb is aiming to introduce a provision for instructions through an amendment to the CIDB Act which may be issued by the Board by notice in the Gazette. The instructions will have the same power as regulation, and may be issued with regard to any matter that is required or permitted to be prescribed in terms of the Act and any other matter for the better execution of the Act or in relation to any power granted or function or duty imposed by the Act. The cidb Instructions will support the cidb’s ability to enhance transformation.

Programmes: The cidb’s focus on transformation includes the following programme approaches:

- a) The National Contractor Development Programme (NCDP) is a government programme comprising of a partnership between the cidb, national and provincial public works and other willing stakeholders, in which the participating stakeholders:
 - commit their resources to develop previously disadvantaged contractors; and
 - align their individual contractor development programmes or initiatives with the principles set out in the NCDP framework, meeting both the objectives of the NCDP and their own service delivery objectives.

In September 2012, DPW MinMec endorsed the NCDP Framework and the Guidelines for Implementing Contractor Development Programmes as their contractor development policy. The Contractor Incubator Programme (CIP) strategy and guidelines were approved as policy by DPW in September 2015.

Once rolled-out across the three spheres of government and the state owned companies, it is envisaged that the contractor development programmes could provide around R1b of developmental opportunities to around 1 000 contractors per year predominantly in Grades 2 to 6.

- b) The cidb Contractor Recognition Scheme encourages contractors to adopt best practices and standards that will help them to improve their performance and to deliver better value to clients. The Scheme introduces a degree of uniformity in which contractors can present their performance and track record, as well as other aspects of their capability. The following best practice and standards have been issued through the cidb Contractor Recognition Scheme:
 - The cidb Standard for Contractor Performance Reports (Grades 2 to 9) (published in gazette 36760 of 23 August 2013) provides for a consistent method of assessment of the contractor’s performance particularly on the management

of time, cost, quality, health and safety, site conditions and sub-contractors (including payment). Contractor Performance Reports will also allow for contractors to benchmark their performance against national norms, thereby encouraging performance improvement.

- The cidb Competence Standard for Contractors (published in gazette 39074 of 7 August 2015) provides for acceptable minimum standards for running a contracting enterprise and for supervising building and construction works within the General Building (GB), Civil Engineering (CE) classes of works, and for selected artisanal categories within the Special Works (SW). Where a contractor does not hold the required minimum formal qualifications, the cidb will facilitate an assessment of prior learning (APL) of the contractor's knowledge, skills and experience against the requirements of the Competence Standard.

The Competence Standard is included in the NCDP Guidelines for Implementing Contractor Development Programmes, and as a guideline to inform enterprise development opportunities within the cidb Standard for Indirect Targeting for Enterprise Development.

- The cidb Best Practice: Construction Management Systems (published in gazette 39101 of 14 August 2015) identifies as a best practice for contractor enterprises in Grades 5 to 9, certification to SANS ISO 9001 Quality Management System, SANS ISO 14001 Environmental Management System and SANS OHSAS 18001 Occupational Health and Safety Management System; or SANS 1393 Construction Management System.
- The cidb Best Practice: Specification for a Fraud and Corruption Management System (published in gazette 39074 of 7 August 2015) identifies certification to SANS BS 10500 Specification for an Anti-Bribery Management System (ABMS), but extended to fraud and corruption, as a best practice for Grade 9 contractor enterprises.

c) Programmatic Developmental Support: The cidb intends to direct over 85% of the income derived through the cidb Best Practice Fee for programmatic developmental support – including mentoring support and developmental support aligned to the cidb Contractor Recognition Scheme. The estimated 5 year totals are given in the table below:

Item	Rm; 5 Year Total	Number; 5 Year Total	Unit
Construction Management Systems (CMS)	102	2 040	Contractors
Assessment of prior learning (APL)	23	4 600	Contractors
Top-Up training in line with cidb Competence Standard	17	2 125	Contractors
Mentoring on CDPs	207	1 380	Contractors
Contractor Performance Reports; Adjudication	5	100	Contractors
Sponsorship of Construction Mentor Training (CMentor)	5	179	Mentors
WorldSkills	67	13 400	Learners
Centres of Excellence	59	20	PhD & MSc

b) Industry Performance:

- Clients were neutral or dissatisfied with the performance of contractors on 16% of projects surveyed in 2014 – which reflects a slight but noticeable decrease compared to the 2013 survey results.
- 18% of projects surveyed had levels of defects which are regarded as inappropriate – There is a slight decrease compared to the 2013 survey results.
- Contractors were neutral or dissatisfied with the performance of clients on 20% of the projects surveyed.
- Contractors were neutral or dissatisfied with the quality of tender documents and specifications obtained from clients on 22% of the projects surveyed.
- 42% of payments to contractors were made in 30 days or longer after invoicing.

cidb Construction Industry Indicators: Summary Results, January 2015

While the overall performance results for the construction industry are encouraging, the challenge is to raise the performance of the 20% to 30% of clients, professional service providers and contractors that are not delivering satisfactory performance, and to raise the performance of the industry as a whole to deliver better value for money to clients and to deliver sustainable growth opportunities for all participants. Improving the performance of the industry is a key pillar of the CIDB Act, and continues to be a key strategic objective of the cidb.

c) Contractor development:

- Delivering sustainable value to clients by the emerging sector is fundamental to enhancing transformation, which in turn is dependent on a contractor possessing the relevant business factors, including: management know-how, capital, technology, equipment and personnel.
- Studies have highlighted the slow pace of development from small and medium-size contractors to large contractors, with 40% of all medium to large (Grade 5 to 9) contractors having not upgraded in 10 years.
- In a pilot study involving Grade 2 to 4 contractors within contractor development programmes (CDPs), only 50% of the contractors that were assessed met the competence requirements for business management, with contractors being least competent in the area of financial management and risk management.
- In this regard the cidb has partnered with banks and service providers in rolling out Business Management (Construction Management Guidelines - CMG101) courses and implementing various finance modeling options to assist emerging contractors mitigate the challenges of access to finance and sustainable business management.
- In a pilot study involving Grade 5 and 6 contractors within CDPs, around 80% of the contractors that were assessed met the competence requirements for works management, but with contractors being least competent in the area of quality management.
- Direct and indirect targeting mechanisms (including CDPs) are key to the development of contractors, and to address key development needs of contractors, but have not yet reached their full potential.
- The cidb Contractor Recognition Scheme supports contractor development by identifying minimum standards and best practices that contractors should attain, but has only recently been established.
- The Construction Industry as a Vehicle for Contractor Development and Transformation. cidb, March 2012.
- cidb Construction Monitor: Contractor Development, July 2015.

Contractor development targets improvements in a contractor's grading status, and their performance and quality of work. It underpins transformation of the emerging sector and improves the performance of the contracting sector as a whole. Contractor development as a key objective of the cidb will be strengthened through development support that will be facilitated through the cidb's programmatic approach.

d) Office of the Chief Procurement Officer, National Treasury: The February 2015 Supply Chain Management Review by the National Treasury provides for National Treasury and the Office of the Chief Procurement Officer (OCPO), to strengthen their role in infrastructure procurement. Specifically, the Supply Chain Management Review envisages the following reforms:

- consolidation of legal instruments applicable to SCM under one piece of legislation similar to the Public Finance Management Act (PFMA) or the Municipal Finance Management Act (MFMA);
- the introduction of a compulsory Standard for Infrastructure Procurement and Delivery Management;
- Office of Chief Procurement Officer to oversee use of procurement for socio-economic transformation;
- putting in place a centralised database; and
- developing a framework to standardise SCM reporting across the public sector.

Clearly, there are overlaps between the envisaged role of the OCPO and the cidb's role in infrastructure procurement, including:

- the cidb Standard for Uniformity and related cidb prescripts;
- the cidb i-tender system;
- the cidb Register of Projects and the Project Assessment Scheme; and
- the cidb Register of Contractors and the envisaged cidb Register of Professional Service Providers.

The cidb is presently in discussion with the OCPO regarding potential overlaps, but the extent of these overlaps still has to be resolved. In this regard, a Memorandum of Understanding (MoU) is in the process of being finalised between the two organisations. The cidb's proactive participation to align the work of the OCPO with that of the cidb is recognised in this APP.

e) Skills Development and Employment:

- The construction industry is a significant employer in South Africa, and currently employs around 820 000 people in the formal sector and the informal sector currently accounts for a further 340 000 jobs.
- Constraints to delivery and constraints on infrastructure budgets are increasingly likely to result in labour shedding over the next few years.
- Around 70% of the labour employed in the construction industry is semi-, low- and un-skilled, which are most likely to be impacted negatively by labour shedding. The cidb Skills Strategy implementation, working with established industry and CETA aims to bridge this gap.
- Transformation of the construction industry cannot proceed at the desired levels without restoring the skills supply line at all levels and across all sectors of the construction industry.
- Various shortages exist in skilled and semi-skilled labour in the industry (i.e. scarce skills categories).
- Restoring the supply line for artisan training in the construction industry remains a priority, including the quality of artisans, and the quality and relevance of training.
- Deteriorating labour productivity, arising from amongst others labour unrest, is having a negative impact on the cost and quality of construction, as well as on the livelihood and morale of the workers themselves.
- Significant evidence exists of Community Liaison Officers (CLOs) and Ward Councilors impacting negatively on labour unrest, and interfering with employment relationships between contractors and employees.

*Skills for Infrastructure Delivery in South Africa;
The Challenge of Restoring the Skills Pipeline, cidb, March 2007*

*Labour and Work Conditions in the South African Construction Industry;
Status and Recommendations, cidb, September 2015*

Skills development and labour productivity together with employment generation and labour absorption in the construction industry remain key strategic objectives of the cidb.

f) **Corruption and Collusion:**

- Public procurement has been identified as the government activity that is most vulnerable to corruption.
- The National Development Plan (NDP) identifies that high levels of corruption frustrate society's ability to operate fairly and efficiently, and the state's ability to deliver on its development mandate.
- Fraud, nepotism, cronyism, political interference are among key factors attributable to poor quality of construction in South Africa, which is estimated to translate into a cost of poor quality of around R3,5 billion per year in the public sector – much of which can be attributable to corruption in the procurement process.
- Fighting corruption requires both supply side and demand side interventions.
- Key to combatting corruption is demonstrating the business case against corruption, and to implementing consequences to individuals and companies involved in corrupt practices.
- Fighting corruption is identified as a key objective in the NDP.

The cidb considers corruption including fraud, nepotism, cronyism, political interference and collusion as completely unacceptable practices in the industry, and reducing corruption and collusion remains a key strategic objective.

1.2 Internal Environment

a) Progress on the Culture Survey: An Organisational Diagnosis and Culture Survey were concluded in August 2014. Among others, staff members raised remuneration, learning and development, service orientation and innovation as issues that need attention in this financial year. Progress has been made in addressing the issues identified in the Culture Survey both through enhanced communication and a number of policy updates and reviews. Implementation of the upcoming Organisation Design Phase 2 will further take this process forward.

b) Progress on the Five Year Review: The 5-Year Review of the cidb completed in 2014 noted that:

- stakeholders are generally appreciative and supportive of the role of the cidb in the industry;
- the cidb is well regarded amongst stakeholders and is seen as providing valuable guidance, leadership and direction to the industry; and
- its outputs are perceived as useful and relevant.

The review also noted however, that:

- a common theme is that the cidb tends to place more emphasis on its role as an industry regulator rather its leadership role; and
- the cidb often does not proactively monitor compliance to its prescripts, guidelines and regulations and usually reacts when issues are brought to its notice.

The cidb's response is included as Annexure 4 to the 5-Year Review and to this APP. Specifically, all the items within the 5-Year Review have been implemented.

c) Contractor Registration: The Register of Contractors serves as an integral component of public sector procurement. As part of cidb's commitment to provide an efficient contractor registration service the existing registration software platform will be expanded to cater for an online registration process. This will assist contractors who have to travel large distances to reach cidb offices. It will also bring down the costs to administer the Register and improve turnaround times. By December 2016 registration services will be further improved through the introduction of an effective customer service feedback system and implementation of business process improvements.

In the 2015/16 Financial Year, a suite of amendments to the cidb regulations was developed and planned for public comment. It was envisaged that the implementation would take place in the 2016/17 Financial Year following a public comment process. The amendments include introduction of construction linked criteria for entry level Grade 1 registration,

amendments to the grading tender value limits, requirements for subcontractors to be cidb registered and introduction of a formal appeals process, among other improvements.

d) Internal Fraud and Corruption: cidb management is committed to a zero tolerance approach to fraud and corruption. The cidb will continue with the implementation of the Fraud Prevention and Detection Plan and will work with the state intelligence agencies and external forensic service providers to ensure that investigations are professionally managed and that the necessary sanctions are applied where fraud and corruption is detected.

Well designed and maintained internal controls together with fraud awareness, anonymous whistle blowing process and the implementation of appropriate policies, form the cornerstone of the cidb’s approach to internal fraud. Oversight and policy and process refinements are now further afforded by the establishment of the Fraud Management Committee. These include incident reporting and management, staff fraud awareness, review of business controls and policies.

e) Audit Report: The cidb has achieved another unqualified opinion from the Auditor General which shows strength on financial and governance management. In terms of addressing the significant findings that were raised, a Corrective Action Plan has been designed that will be monitored and assessed by our Internal Auditors (currently outsourced) to improve on risk management, internal controls and governance. The Organisation Redesign may provide insight into options related to resourcing of the internal audit function.

1.3 Performance Environment (Industry)

a) Compliance to cidb’s prescripts:

The CIDB Act requires mandatory compliance to CID Regulations, Standard for Uniformity in Construction Procurement and the Code of Conduct.

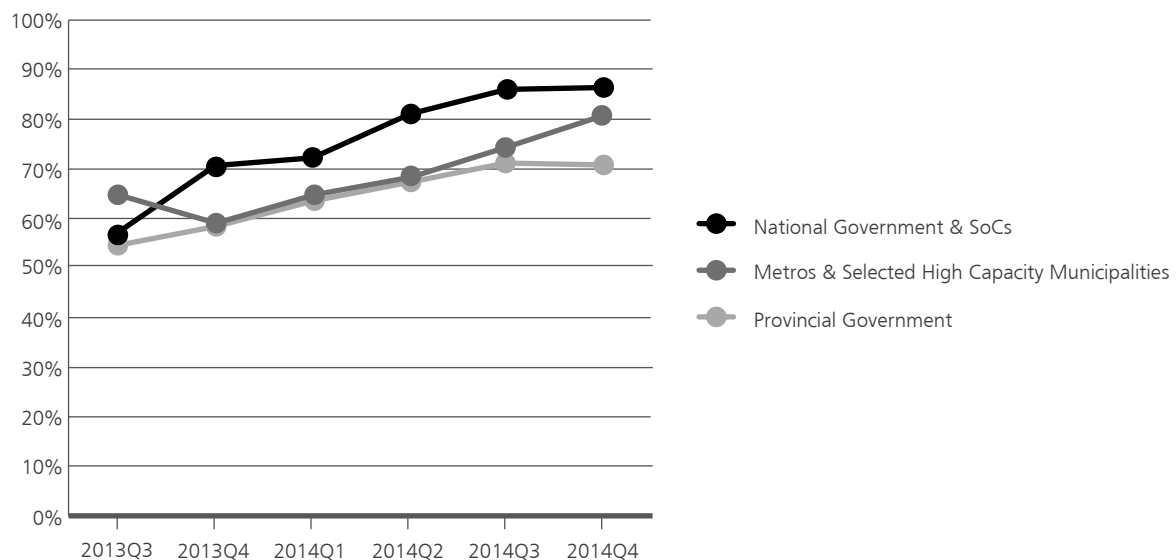
Challenge

- Lack of compliance by clients to the cidb’s prescripts inhibits the cidb’s efforts to monitor record and analyse infrastructure procurement and delivery.

Intervention

The lack of compliance by clients is addressed through one-on-one interactions between the cidb and the relevant client departments, and is also discussed quarterly at the provincial Construction Procurement Officers (CPOs) forums.

As illustrated below, good progress and improvement is being observed amongst many client departments, and compliance with requirements to register tenders on the i-tender/ Register of Projects system has increased from around 60%.



Stakeholders can alert the cidb to incidents of non-compliance with the prescripts via the cidb anonymous fraud hotline, or via correspondence by email or post. All reported cases are followed up and investigated, and where sufficient grounds to charge suspected culprits exist the cidb can convene a formal inquiry, in terms of Part 5 of the Construction Industry Development Regulations.

b) Regulation amendments:

Challenges

- Ensuring adequate alignment of the Register of Contractors with economic conditions and the operating environment within the construction industry.

Intervention

The cidb continually assesses implementation of the Register of Contractors. Inputs gathered from stakeholders through its provincial stakeholder forums help in aligning the Regulations with operating conditions taking, into account the function of the Register as a macro risk management tool for the public sector and the state of development of the emerging sector.

This approach has resulted in significant improvements to the Register of Contractors through regulation amendments published in the Government Gazette in July 2013. It is envisaged that further improvements to the Register of Contractors through regulation amendments will be implemented in the 2016/17 Financial Year.

1.4 Organisational Environment

a) Organisational re-design (OD) and review project: The cidb is embarking on a process of organisational re-design. This is a two phased process beginning with assessment of the existing organisation design and implementation of a revised one. The project is driven by the cidb Corporate Services.

Phase 1 of the project is assessment of the current organisational design and architecture, together with an analysis of the mandate, strategy, people, process and technology.

As part of the organisational redesign process the cidb will conduct a skills audit to assess the existing skills, existing job profiles as well as develop new profiles to determine the skills required. Emanating from the skills audit, a training plan will be put in place to deal with identified skills gaps. The results of the enterprise architecture will also be used in the rolling out of Phase 2 of the project which will deal with the OD. A revised organisational structure will be developed and will be implemented through a migration plan that will map out the movement of staff and functions from the old structure to the new structure and functions of the cidb.

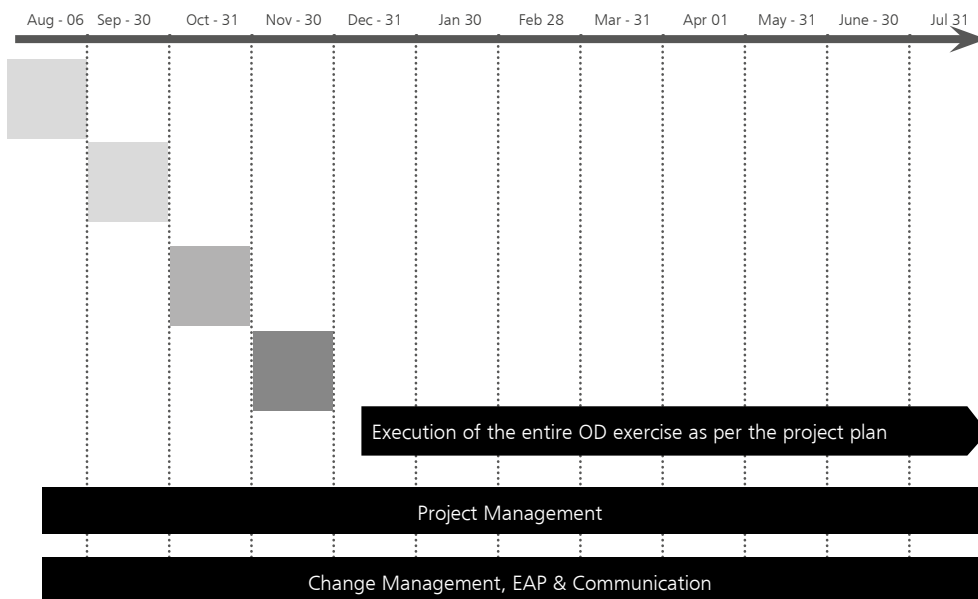
The major activities to be carried out within each work component are:

- review of the current business operating model against the mandate, strategic objectives and existing structure;
- review of the current organisational processes, and process re-design in line with the organisational structure;
- review of the current cidb organisational capabilities and development of new ones that will support the new organisational structure;
- review of the legal implications of the new structure;
- design and implementation of level 1-3 of the organisational structure;
- capacity planning;
- review of the financial impact of the new organisational structure on cidb;
- design and implementation of the job profiles;
- job evaluation to determine the job grades/levels in line with the new structure;
- design and implementation of the migration plan, policy and framework;
- design of the appropriate competency models and framework designed specifically according to the levels of

employees, as well as implementing the competency approach;

- design of the appropriate training strategy and associated training performance support materials; and
- design and implementation of a stakeholder management and change management plans.

High level draft Organisational Architecture Project Plan



b) cidb's operational structure

The cidb operates in an integrated and cross-cutting manner through individual Programmes presented below:

i) Operational/Core Programmes

Programme 1: Construction Registers Service focuses on:

- Register of Contractors (ROC) and Register of Projects (ROP), covering both public and private sector construction projects.
- Implementation of the regulations to align the Construction Registers Service with developments in the construction industry, ensuring that the Register is maintained as a macro risk management tool for the public sector while taking into account the state of development of the emerging sector.

Programme 2: Construction Industry Performance - focuses on improved performance and best practice for an industry that delivers reliable value to clients, investors and end-users, information on construction industry indicators to inform cidb strategy, policy makers and stakeholders.

Programme 3: Procurement and Delivery Management - focuses on enhanced public sector construction procurement and infrastructure delivery management capability of public sector clients enabling efficient and effective delivery of quality infrastructure to the public.

Programme 4: Provincial offices and Contractor Development - focuses on Enterprise Development and support and the Programme also oversees the cidb Provincial footprint and associated support offerings and operations via the nine Provincial cidb Offices.

ii) Supporting Programmes:

Programme 5: Chief Executive's Office focuses on:

- Overall strategic leadership, risk management and corporate governance in support of the Board;
- Marketing, stakeholder consultations and communications.

Programme 6: Corporate Services, responsible for:

- Financial Management;
- Human Resource Management;
- Supply Chain Management;
- Facilities Management;
- Information Technology.

1.4.1 Focus areas for individual cidb Programmes

Programme 1: Construction Registers Services (CRS)

The mandate of the Construction Registers Service (CRS) Programme is to manage and improve the national registers currently comprising the Register of Contractors and the Register of Projects.

The Registers have been established in terms of the Construction Industry Development Board Act (Act 38 of 2000). Requirements for registration are prescribed through regulations promulgated in terms of the Act. Since the first establishment of the Registers in June 2004 there have been numerous amendments to regulations.

The regulation amendments were designed to improve the alignment of the Registers with the operating environment and with the state of development of the emerging sector, while maintaining the function of the Register of Contractors as a macro risk management tool for the public sector.

Achievements

Stability has been reached in terms of the registration software system. In the latter part of the 2015/16 Financial Year the cidb commenced rollout of significantly increased IT bandwidth infrastructure which will improve registrations processing and turnaround times. In order to make it easier for clients to apply the cidb registers in their procurement processes the cidb developed a tool for client systems to integrate with cidb registration systems. This is designed to reduce the administrative burden on clients and increase compliance.

Challenges

During the 2015/16 Financial Year there were bottle-necks experienced within the contractor registrations process. In response, Management has improved supervisory and monitoring functions. Staff overtime was introduced and vacancies within the Assessment Unit of the CRS Programme were filled. Further improvements to production management reports have been identified.

A further contributor to the backlog was non-compliant applications where contractors who had difficulty complying with registration requirements were afforded extra time to provide outstanding documents. Refinements were made to the rules so that contractors were granted additional time, based on merit. The high volume of entry level Grade 1 applications also affected the overall quality of services offered to Grade 2 to 9 contractors.

Economic activity within the Gauteng province as well as the preference of contractors to travel to the Gauteng Provincial Office resulted in a disproportionately large number of applications received by this office, in comparison to other provinces. This presented a further challenge in the processing of contractor applications. The Provincial Offices and Contractor Development Programme (PCD) plans to increase human resources for the Gauteng Provincial Office in 2016/17 Financial Year. Details of the plan are contained under the relevant section within this Annual Performance Plan.

Soliciting of bribes by staff as well as falsification of documentation by contractors in order to obtain higher grades is a high risk on the Register of Contractors. The cidb takes a zero tolerance approach to bribery and fraud, and continues to work closely with the South African Police Service and other law enforcement agencies to share information, in order to expedite investigations. Fraud management plans are executed and progress evaluated through the establishment of a Fraud Management Committee.

Actions to be implemented

Software systems are being enhanced to cater for sub-process turnaround time and monitoring so that potential backlogs are picked up early in the process. All new vacancies within the Assessment Unit that may arise will be filled within a three month period in order to avoid future backlogs.

During the 2016/17 Financial Year the cidb will pilot an online contractor registration system which will reduce its administrative burden as well the burden on contractors. The online process will enable faster registration turnaround times and reduce the number of contractors walking into cidb Provincial Offices to apply for registration. The cidb will also implement a customer service feedback system during the 2016/17 Financial Year.

The work of the Process Centre of Excellence, established to ensure that business processes are optimally designed and monitored across the various functions within the registrations process is being prioritised. Workload balancing across the 10 registration service points will be improved. The cidb will continue with the focus on staff product knowledge with regard to registration services.

During the 2016/17 Financial Year further amendments to cidb regulations will be implemented, subject to approval by the Minister of Public Works. The amendments include introduction of substantive but flexible registration requirements for entry level Grade 1 contractors. This will reduce the number of Grade 1 applicants. It will also allow the cidb to improve services to Grade 2 to 9 contractors. Also included in the regulation amendments is the introduction of a formal appeals process and revision to registration tender value limits, among other amendments.

During the 2016/17 Financial Year the CRS Fraud Prevention and Detection Plan will be reviewed. Fraud in the construction industry is rife and cidb staff members are susceptible to solicitation of bribes from contractors and vice versa. Management has adopted a zero tolerance approach to fraud and corruption within the registrations process. Controls are under constant review with quality assurance processes in place. Collaboration between cidb and intelligence agencies will be prioritised in order to fast track investigations, as well as to ensure that there are adequate consequences related to fraud and corruption.

1.3.2 Programme 2: Construction Industry Performance (CIP)

The key strategic objectives for the Construction Industry Performance (CIP) Programme for 2016/17 are summarised below:

cidb Project Assessment Scheme

Section 23 of the CIDB Act states that:

- 1) The Board must establish a best practice project assessment scheme, based on the best practices identified by the Board.
- 2) After a date determined by the Minister in the Gazette all construction contracts above a prescribed tender value are subject to an assessment, in the prescribed manner, of compliance with best practice standards and guidelines published by the Board in the Gazette, and different dates may be determined for different practices.
- 3) Every client who engages in the best practice project assessment scheme must pay to the Board a prescribed percentage of the contract sum as determined at the time of the awarding of the contract.

The cidb Project Assessment Scheme being developed is aligned to, and supports the cidb Contractor Development Strategy as well as the cidb's Infrastructure Delivery Skills Strategy.

Achievements and Challenges

Implementation of the cidb Project Assessment Scheme is pending the development and implementation of regulation amendments, including regulation of the cidb Best Practice Fee. In this regard, the Board has approved the following recommendations to be incorporated into the CID Regulations:

- a best practice fee of 0,2% of the contract sum should be applied to projects of tender Grades 7 to 9;
- a best practice fee of 0% should be applied to projects of tender Grades 2 to 6;
- a phased introduction of cidb best practice standards is adopted, rolling out implementation from national government and SoEs in year one and two, provincial government in year three, metro's and high capacity municipalities in year four, and low capacity municipalities in year five;
- the Best Practice Fee will initially only apply to public sector projects, but consultation to broaden inclusion of the private sector projects will be initiated shortly ; and
- payment of the Best Practice Fee by clients to the cidb is due within 30 days of registration of the award of the contract with the cidb.

Strategy to be Implemented

It is envisaged that draft regulation amendments will be submitted to the Board for approval for submission to the Minister by March 2016 – paving the way for implementation of the cidb Project Assessment Scheme in 2016/17.

The key focus for the CIP Programme in 2016/17 will then be to enhance the roll-out and implementation of the cidb Project Assessment Scheme, including:

- implementing the necessary enhancements to the CRS for capturing and assessing compliance with project best practices;
- developing a cidb practice note providing guidance to clients on specifying tender and contract requirements in terms of the cidb Project Assessment Scheme;
- capacitating the cidb Provincial Offices in supporting clients and contractors;
- developing recommendations for extending the cidb Project Assessment Scheme to the private sector; and
- undertaking an annual assessment of the roll-out and implementation of the cidb Project Assessment Scheme.

cidb Contractor Recognition Scheme

Section 21 of the CIDB Act states that “The Board must ... establish a best practice contractor recognition scheme which:

- a) enables organs of state to manage risk on complex contracting strategies; and
- b) promotes contractor development in relation to best practice standards and guidelines developed by the Board.

The cidb Contractor Recognition Scheme is aligned to, and supports, the cidb's Contractor Development Strategy.

Achievements and Challenges

The Board launched the cidb Contractor Recognition Scheme by means of Gazette Notice 39204 of 11 September 2015 in terms of the following best practices and standards:

- i) cidb Competence Standard for Contractors which establishes minimum acceptable standards necessary for running a contracting enterprise and for supervising building and construction works;
- ii) cidb Best Practice: Construction Management Systems which identifies best practice Construction Management Systems for Grade 5 to 9 contractors;
- iii) cidb Standard for Contractor Performance Reports (Grades 2 to 9) which provides for a uniform and consistent method of assessment of the performance of a contractor;

iv) cidb Best Practice: Specification for a Fraud and Corruption Management System;

In addition, the following best practices and standards are under development:

v) cidb Best Practice: Financial and Project Management Systems.

The challenge for the cidb is now to enhance the roll-out and uptake of the cidb Contractor Recognition Scheme.

Strategy to be Implemented

The key focus for 2016/17 will be to enhance the roll-out and implementation of the cidb Contractor Recognition Scheme, including:

- implementing the necessary enhancements to the CRS to recognise contractors that meet the cidb best practices and standards;
- implementing the necessary recognition processes in the cidb (including support requirements from Provincial Offices);
- capacitating the cidb Provincial Offices in supporting contractors;
- implementing programmatic support for contractors to achieve recognition; and
- undertaking an annual assessment of the roll-out and implementation of the cidb Contractor Recognition Scheme.

cidb Register of Professional Service Providers

Section 5 of the CIDB Act states that:

2) "To promote best practice, the Board:

- a) must, by notice in the Gazette, publish best practice standards and guidelines;
- b) may establish and maintain a register of suppliers, manufacturers or service providers in the construction industry. The provisions of Chapter [Three] apply with the necessary changes required by the context, to that register"

Achievements and Challenges

The cidb has initiated the development of the Register of Professional Service Providers (RoPSP), and stakeholder consultations are currently concluding on the grading criteria.

Strategy to be Implemented

The key focus for the CIP Programme in 2016/17 will be on supporting the CRS Programme to implement the cidb Register of Professional Service Providers, and establishing the relevant systems and processes for the Register, including:

- implementing the necessary enhancements to the CRS for registration on professional service providers; and
- implementing the necessary registration processes (including support requirements from Provincial Offices)

cidb Professional Service Providers Recognition Scheme

The cidb has also initiated the development of the cidb Professional Service Providers (PSP) Recognition Scheme – along similar lines to the cidb Contractor Recognition Scheme.

Achievements and Challenges

To date, stakeholders have endorsed the following best practices and standards that comprise the cidb Professional Service Providers Recognition Scheme, and which will be submitted to the Board for gazetting:

- i) cidb Best Practice for Professional Service Providers: Management Systems.

The following best practices and Standards are under consultation:

- ii) cidb Best Practice: Membership of Voluntary Association; and
- iii) cidb Standard for Professional Service Provider Performance Reports for Professional Services in Engineering and Construction Works.

Strategy to be Implemented

The key focus for the CIP Programme in 2016/17 will be to enhance the development, roll-out and implementation of the cidb Professional Service Providers Recognition Scheme, including:

- completion of the pilot project for cidb Standard for Professional Service Provider Performance Reports for Professional Services in Engineering and Construction Works;
- publication of the best practices and standards in the Government Gazette;
- implementation of the necessary enhancements to the CRS to recognise professional service providers that meet the cidb best practices and standards;
- implementation of the necessary recognition processes in the cidb (including support requirements from Provincial Offices);
- capacitation of the cidb Provincial Offices in supporting professional service providers; and
- undertaking an annual assessment of the roll-out and implementation of the cidb Contractor Recognition Scheme.

Infrastructure Delivery Skills

Section 5 of the CIDB Act states:

- 1) "To provide strategic leadership, the Board:
 - a) must promote and implement policies, programmes and projects aimed at, amongst others:
 - iii) improved labour relations;
 - iv) human resource development;"

Key elements of the Programme's alignment to the cidb Infrastructure Delivery Skills Strategy are highlighted below:

- i) Competence Standard for Contractors: This cidb standard has been incorporated as a training requirement into the cidb NCDP Guidelines for Implementing Contractor Development Programmes and as a guideline to inform enterprise development opportunities within the cidb Standard for Indirect Targeting for Enterprise Development. The Standard will also form the basis for supporting top-up programmes under the Programmatic Approach in 2016/17 and beyond to support contractors to be recognised in terms of this Standard.
- ii) Assessment of Prior Learning: In line with the recognition criteria in terms of the Competence Standard for Contractors, the cidb is finalising the development and piloting of assessment of prior learning (APL). Where a contractor or his/her nominated representative does not hold the required minimum formal qualifications, an APL can be undertaken to assess a contractor's knowledge, skills and experience against the requirements of the cidb Competence Standard for Contractors. (This will however only apply in the categories of Limited or Trade Contractor and in Grades 2 to 6. An APL has also been incorporated as an assessment tool into the NCDP Guidelines for Implementing Contractor Development Programmes.

- iii) cidb Standard for Developing Skills through Infrastructure Contracts: The Standard provides for a contract skills development goal which is to be achieved in the performance of a contract in relation to the provision of different types of workplace opportunities.
- iv) cidb Skills Development Agency (SDA): The need for management of skills development interventions is critical in the implementation of the cidb Standard for Developing Skills through Infrastructure Contracts. It necessitates the development of Skills Development Agencies (SDAs) to facilitate the implementation of the cidb Standard and increase the number of companies participating in skills development with a special emphasis on small and medium sized companies. The cidb established a non-exclusive SDA in 2015/16.
- v) Standardisation of Skills Development and Training: The cidb has partnered with the Department of Higher Education and Training (DHET) to facilitate the development and subsequent registration of construction qualifications with the Quality Council for Trades and Occupations (QCTO). The cidb has been appointed by DHET as the lead facilitator of the SIPs Occupational Team for the development of all elementary qualification and skills programmes for the construction industry. The qualifications will be developed in partnership with industry and submitted to the QCTO for registration against occupations registered on the national Organising Framework for Occupations.
- vi) cidb Centres of Excellence: Subject to available income derived through the Best Practice Fee, Centres of Excellence will be re-established under the Programmatic Approach in 2016/17. The objectives of Centres of Excellence are to support:
- research and development as well as academic capacity in support of the built environment and the construction industry;
 - increased and improved training of built environment professionals, including bursaries and internships; and
 - targeted research aligned with the needs of the built environment and the construction industry, with a particular focus on the needs of the public sector.
- vii) WorldSkills SA Construction Chapter: The cidb has been appointed as the co-ordinator for the WorldSkills South Africa Construction Chapter. The aim of WorldSkills is to promote youth and skills by enhancing the status of all vocational educational channels, to organise sector and trade specific regional, provincial and national WorldSkills competitions and ultimately entering participants in the WorldSkills international competition held once every two years.
- viii) cidb Post-Graduate Conference / Doctoral Workshop series: The cidb has hosted the cidb Post-Graduate Conference / Doctoral Workshop series since 2003.

Achievements and Challenges

The following challenges relating to the cidb Infrastructure Delivery Skills Strategy are highlighted:

- roll-out of the cidb Standard for Developing Skills and the cidb SDA are dependent on approval of the cidb Best Practice Fee and the implementation of the necessary regulations – which is likely to be concluded in 2016;
- completion of the cidb Standard for Developing Skills and the APL system requires the development of a QCTO qualification in business management;
- notwithstanding that the cidb Competence Standard for Contractors has been incorporated as a training requirement into the cidb NCDP Guidelines for Implementing Contractor Development Programme, uptake of the Standard and APLs within CDP's has to date been non-existent; and
- Funding of WorldSkills is subject to funding under the programmatic approach.

Strategy to be implemented

The key focus for the CIP Programme in 2016/17 will be to enhance the roll-out and implementation of the cidb Infrastructure Delivery Skills Strategy, namely:

- notwithstanding that a QCTO recognised qualification does not yet exist, the APL system will be extended in 2016/17 to include Grade 5 and 6 business management (based on amongst others, the cidb Construction Management Guidelines 101);
- furthermore, the cidb will support the Master Builders Association (MBA) to develop a QCTO recognised qualification for Grade 5 and 6 business management;
- the cidb will initiate procedures for the WorldSkills SA Construction Chapter to support two trades at the 2017 WorldSkills international competition; and
- the cidb will continue to support the cidb Post-Graduate Conference series and the Doctoral Workshop series in 2016/17.

Monitoring Industry Performance

Section 5 of the CIDB Act states:

- 5) "To promote sustainable growth of the construction industry and the participation of the emerging sector therein, the Board:
- a) may monitor economic activity within the construction industry and the measures according to which public sector spending is scheduled;
 - b) may, subject to the Statistics Act, 1999 (Act No. 6 of 1999), collect statistics from contractors, suppliers, manufacturers and service providers in the construction industry, including the size and nature of their business undertakings and the size and nature of the projects they undertake;
 - c) may conduct surveys of the construction industry for the purpose of this Act; and
 - d) must publish quarterly and annual reports on the state of the industry."

Monitoring and evaluation of the construction industry provides for an on-going base for a detailed understanding of the industry, including:

- i) cidb Construction Industry Indicators (CIIs): The CIIs have been captured annually since 2003, and are measures of the performance of the industry, focusing on clients, the client's agent / consultant and contractors. The CIIs surveys have been undertaken annually by the University of the Free State. The CIIs will however not be captured in 2016/17, but will be incorporated into the cidb Register of Projects. Enhancements will be implemented on the Register of Projects providing for automated client and contractor surveys on practical completion of projects by end-March 2017. The CIIs will then be published again from 2017/18 onwards.
- ii) cidb Construction Monitor: The cidb Construction Monitor is produced quarterly, focusing on:
 - Quarter 1: Supply and Demand;
 - Quarter 2: Contractor Development;
 - Quarter 3: Employment; and
 - Quarter 4: Transformation.

- iii) cidb SME Business Conditions Survey: The SME Business Conditions Survey is conducted amongst Grade 2 to 8 cidb registered contractors, and assesses:
- business confidence;
 - growth in construction activity;
 - tendering competition;
 - demand for construction work; and
 - employment.
- iv) cidb Compliance Monitor: The Compliance Monitor provides indicators of the level of compliance and non-compliance with the i-tender/ Register of Projects by client bodies. These indicators can be used by clients to verify their non-compliance with the cidb regulations, and for the cidb to support enforcement actions and sanctions.
- v) Export Council for Contracting Services: In line with the recommendations of the cidb report Export of South African Contracting Services; A Feasibility Study as well as industry consultations, the cidb aims to support the establishment of a Department of Trade and Industry recognised Export Council for Contracting Services – targeting black-owned contractors. The cidb aims to provide the following support to the Export Council:
- An information centre on cross-border opportunities, including providing access to information, and high level country reports;
 - Export business advisory and capability building services to emerging contractors, where possible in partnership with established contractors; and
 - Participate in Export Council business delegations and trade shows, to build and maintain its capacity in export promotion to the benefit of the construction industry.
- vi) Status Reports: The cidb undertakes regular sector specific investigations into various aspects of the construction industry – with a specific focus on the need for performance improvement. The following reports were completed in 2015/16:
- Export of South African Contracting Services - A Feasibility Study.
 - Labour and Work Conditions in the South African Construction Industry; Status and Recommendations.

Achievements and Challenges

Notwithstanding that the cidb knowledge and information provides a strategic context for a deep understanding of the construction industry, the challenge still remains to get better uptake of the cidb information by stakeholders. A particular focus in this regard is to introduce enhancements in 2015/16 to the CRS system to provide for user driven queries related to the cidb Construction Industry Indicators and the cidb Construction Monitors. Stakeholders will then be able to drill down to various levels of detail and to customise information specific to their individual requirements.

Strategy to be Implemented

The cidb will continue with the production of the Construction Monitor, the SME Business Conditions Survey and the Compliance Monitor in 2016/17. The Construction Industry Indicators survey will however not be undertaken in 2016/17 as a stand-alone survey, but system enhancements will be introduced into the cidb Register of Projects to automate the survey at recording of practical completion of projects.

The cidb aims to complete studies on the drivers of the cost of construction and on reducing red tape in public sector procurement of construction works in 2016/17.

In response to the challenges identified above, a gap analysis will be undertaken in 2016/17 to review the cidb's information transfer strategy and to assess gaps and areas for improvement.

Furthermore, providing the Board with concise, accurate and relevant information timeously has been identified as a weakness across the cidb. Based on the centrality of the monitoring function within CIP, the Communications Unit and CIP will facilitate:

- the development of executive summaries of all monitoring reports and status reports produced for the Board's attention; and
- Implementing email alert systems to all Board members of new publications, together with links for downloading the publications.

Programmatic Approach

The Board approved in November 2013 a high-level strategy for the application of the income derived through the cidb Best Practice Fee, which has been revised as follows:

Item	Year (Rm)				
	1	2	3	4	5
Industry Development					
Construction Management Systems (CMS)	5	12	18	28	39
Assessment of prior learning (APL)	3	5	6	5	4
Top-Up training in line with cidb Competence Standard	2	3	4	4	4
Mentoring on CDPs	7	24	46	60	70
Contractor Performance Reports; Adjudication	1	1	1	1	1
Sponsorship of Construction Mentor training (CMentor)	1	1	1	1	1
WorldSkills	8	12	12	15	20
Centres of Excellence	3	6	9	16	25
Other					
Compliance Monitoring	5	7	9	12	15
Provincial Services	2	3	5	7	7
Staff HO	2	4	5	6	8
Total	39	78	116	155	194

The generation of income through the cidb Best Practice Fee is subject to promulgation of regulation amendments by the Minister to give effect to the cidb Best Practice Project Assessment Scheme, which could be introduced by early 2016/17.

Achievements and Challenges

Due to the uncertainty in promulgation of the relevant regulation amendments, and due to the uncertainty in ramping-up of the income over time, any income derived from the cidb Best Practice Fee is not taken into account in the cidb APP or Strategic Plan.

Achievements and Challenges

Notwithstanding the uncertainty in income derived from the cidb Best Practice Fee, the potential for income is recognised in this APP, which provides the basis for selected strategic interventions that will be rolled out in 2016/17 or beyond.

1.3.3 Programme 3: Procurement and Delivery Management (PDM)

Section 5 of the CIDB Act states:

5.1 “To provide strategic leadership, the Board (a) must promote and implement policies; programmes and projects aimed at, amongst others:

- Simplification of regulatory procedures;
- Procurement reform;
- Standardisation and uniformity in procurement documentation, practices and procedures.”

The Procurement and Delivery Management Programme focuses on enhancing public sector construction procurement skills, improving public sector clients’ infrastructure delivery management capability, compliance as well as enforcement of the cidb prescripts to enable the efficient and effective delivery of quality infrastructure. The Programme provides a support role to public sector infrastructure departments and agencies with a key focus on building capacity to deliver infrastructure.

Key focus areas of the Programme:

1. Infrastructure Delivery Management

The cidb has, in partnership with National Treasury, the National Department of Public Works (NDPW) and the Development Bank of Southern Africa (DBSA), developed and rolled out an Infrastructure Delivery Improvement Programme (IDIP) for improved efficiency and effectiveness of public sector infrastructure delivery. IDIP institutionalises best practice tools and builds capacity within state departments. As an outcome of IDIP, the cidb has developed and maintained an Infrastructure Delivery Management System (IDMS) on its website. The IDMS is structured to align Government’s expenditure cycles into the planning, delivery, operation and maintenance of infrastructure. The expenditure cycles embed into the IDMS three key delivery processes, namely, portfolio management (including programme management), project management, operations and maintenance. A key feature of the IDMS is the Infrastructure Gateway System and the alignment to the Government Immovable Asset Management Act (GIAMA) as well as the cidb prescriptions for construction procurement.

Achievement and Challenges

- Work commenced with the Special Projects Unit established within the Department of Higher Education for the rollout of the IDMS across all levels of government, as mandated by the Presidential Infrastructure Coordinating Commission (PICC). However, due to immense coordination challenges with the various stakeholders responsible for the delivery of the Strategic Infrastructure Projects (SIP’s), the IDMS rollout programme could not continue. A recommendation was subsequently made to the PICC to establish an Infrastructure Delivery Management Project Office in the Economic Development Department as part of its function as Secretariat of the PICC, and to appoint an IDMS champion ‘to provide oversight of the IDMS implementation’. It is hoped that this will materialise in the next financial year so that work could begin on the rollout of the IDMS across all SIPS projects.
- The cidb was tasked to coordinate a 3 year review of the IDMS to ensure that the system is aligned to relevant and current legislation, as well as upgrade it in terms of its relevance and application to modern practices. The review required all key members of the IDIP partnership to be supportive and participate in the process. Due to lack of guidance from the key stakeholders on the areas of the IDMS that needed revision, it was agreed with the National Treasury to postpone the review and upgrade of the IDMS.
- The cidb developed draft prescriptions to support the review of certain gates within the Infrastructure Gateway System (IGS). A Gateway Review is a short independent review done at a key decision point in a project life cycle. Reviews are undertaken to identify opportunities that improve project delivery to ensure the best possible outcome.

- One of the biggest challenges facing the construction industry is late payment on construction projects. The Infrastructure Delivery Improvement Programme (IDIP) has identified delayed payment to contractors as one of the main blockages to the rollout of infrastructure delivery programmes, particularly in the public sector. The cidb developed draft regulations aimed at improving payment cycles and fair practice for infrastructure projects. Studies that were commissioned over previous financial years confirmed the chronic existence of delays and non-payment across the South African Construction industry. The draft regulations address some of the major causes of late payment, contractual issues and disputes, as well as the rights and obligations of each party to a construction contract. The regulations promote a solution to mitigate lengthy court battles and works on the premise that as long as all parties involved understand their roles and responsibilities on a construction project, there will be fewer disputes in the future. The regulations provide for prompt payment protection and adjudication in the event of a dispute.

Actions to be Implemented

- The cidb will align work done on Gateway Reviews to the requirements in the Standard for Infrastructure Procurement and Delivery Management published by the National Treasury, in terms of its envisaged Memorandum of Understanding with National Treasury;
- The cidb is currently investigating the feasibility of a Client Recognition Scheme to set a benchmark for an accreditation process of those institutions that are performing optimally on their infrastructure delivery mandate;
- The regulations for prompt payment which enforce the right to regular payment within a defined timeframe was supported and endorsed by the Minister of Public Works in February 2015 for gazetting for public comment. It is envisaged that the final regulations will be published in the next financial year.

2. Legal and Compliance

This Unit serves to support the regulatory mandate of the cidb. It is responsible for maintaining and developing all prescripts based on the required protocols, whilst ensuring protection of the cidb against challenges to any of the prescripts. The Unit is custodian of the legal mandate of the cidb and is responsible for developing and implementing appropriate systems and procedures to monitor and report on compliance to regulations.

Achievement and Challenges

- The cidb's enforcement power is inextricably linked to the application of the Code of Conduct for all parties in the construction procurement. The cidb commenced with a revision to Part 5 of its regulations to further strengthen its enforcement capability. The changes proposed to the regulations in this regard will be finalised in the next financial year.
- The cidb Standard for Uniformity required review and revision as the last amendments were made in 2008. Consultations were held at various forums and agreement was reached with public sector stakeholders on the final revisions to the Standard for Uniformity. Prescripts for transparency requirements during the procurement process have also been included in the amended Standard. Periodic audits will be undertaken to monitor compliance to the revised requirements in the Standard for Uniformity.
- A strategy was adopted to improve compliance and enforce the cidb's regulatory framework. Quarterly reports monitoring and evaluating the success of the strategy are compiled. Compliance levels have drastically improved since the application of the Compliance Strategy.
- In order to reduce corrupt practices in the construction industry, the cidb developed prescripts for an integrity management system for the public sector, as promoted by the National Treasury in its prescripts for Supply Chain Management. These requirements are incorporated as transparency requirements in the cidb Standard for Uniformity.

Actions to be Implemented

- Gazetting of regulations to strengthen the enforcement powers provided for in Part 5 of the CID Regulations 2004 as amended and other supporting requirements for an Integrity Management System for clients;
- Continue to publish quarterly reports on the rollout of the Compliance Strategy for clients, contractors and professionals;
- Anonymous fraud reporting hotline;
- Forensic investigations, hearings - sanctions issued to guilty parties; and
- Transparency initiatives being rolled out for contractors and clients.

3. Client Capacitation

- The cidb is required to provide strategic leadership to construction industry stakeholders for growth, reform and improvement of the construction sector. The PDM Programme promotes the retention of high levels of skill and expertise within the infrastructure procurement environment, ultimately leading to the improvement of delivery in the sector. The cidb continues to provide a cost-free service to train, develop and support the improvement of construction procurement skills within departments and entities across government.
- Construction Procurement Officer's (CPO) forums have been established across all provinces and serve as platforms for dialogue among procurement stakeholders, where challenges are resolved and interventions shared and discussed. The Forum has grown in popularity due to its benefit and improved value-add to the clients. The CPO Forum has now been extended to include representation from the Office of the Auditor-General and Provincial Treasuries.
 1. The complex level of skills and competence required of officials responsible for construction procurement prompted the cidb to develop the Procurement Competence Standard. The purpose of the Standard is to: Provide a framework for performing and promoting a wide range of value-added procurement activities.
 2. Foster improved organisational business processes and procedures in executing the construction procurement function.
 3. Provide a basic set of principles for any party responsible for executing a construction procurement function.
 4. Establish a common basis to evaluate performance.

Achievement and Challenges

- The Programme conducted workshops to train and inform government officials of the scope and nature of cidb construction procurement prescripts to enable the rollout of their infrastructure programmes against compliant procedures and processes. This initiative will continue in the next financial year in an effort to further improve the rollout of infrastructure programmes. The capacitation workshops are customised according to client needs. The duration of workshops depends on the level of training required by the client. Workshops also need to be repeated at regular intervals to expose new members of staff to the cidb registers and prescripts.
- Consultation on the Construction Procurement Standard was concluded through the CPO Forum, where it was fully endorsed for application and rollout. The pilot programme on the Standard did not materialise within the timeframe specified, but will continue in the next financial year.
- Practice Notes are developed as a response to common problems and challenges identified by clients in the delivery of projects.

Actions to be Implemented

- Regulations in support of the draft Construction Procurement Competency Standard will be developed.
- Quarterly reports on the achievements and challenges of the CPO Forums will be developed.
- Quarterly reports on the client capacitation programme will be developed.

1.3.4 Programme 4: Provincial Offices and Contractor Development (PCD)

Enterprise Development (ED) Unit

The ED Unit provides guidance and support to clients on contractor development programmes (CDP's). In partnership with the National Department of Public Works the Unit provides overall programme management of the National Contractor Development Programme (NCDP) including monitoring and evaluation.

The Unit acknowledges that, within the implementation of contractor development, gaps and challenges are evident in that there is a need to strengthen the integration of all the initiatives related to the cidb Contractor Development Strategy. Whilst various stakeholders have commended the cidb, DPW and some clients on contractor development, the slow uptake by many clients of cidb proposed standards and best practices is a cause for concern.

ED Unit Objectives, Background and Achievements:

The following are objectives of the Enterprise Development Unit:

- To expand and entrench the NCDP awareness and CDP implementation;
- Strengthen the enabling environment for contractor development by addressing procurement methods towards creating work opportunities, creating access to finance and financial support, promoting adherence to payment on time and prompt payment, and improving the registration process, including amendments to inhibiting regulations;
- Enhance monitoring and reporting on CDP's;
- Provide technical and targeted programmatic support to clients; and
- Provide leadership in the formulation, implementation, and monitoring of a comprehensive National Contractor Development Programme.

The key strategic objectives for the Enterprise Development Unit for 2016/17 and beyond are summarised below:

Key Deliverable 1: To expand and entrench the NCDP awareness and CDP implementation

- Provide strategic leadership, advice and assistance to government bodies and willing stakeholders, to implement contractor development programmes in terms of the National Contractor Development programme (NCDP) Framework and guidelines;
- Promote uniform application of best practices and principles of contractor development in all spheres of government;
- Promote uniform and ethical standards, construction procurement reform, and improved procurement and delivery management, including procurement and contractor development guidelines and practices;
- Develop systematic methods for monitoring the contractors and other major stakeholders in contractor development programmes; and
- Facilitate linkages between Government development programmes to each other, and to industry initiatives.

The key strategic thrust over the next five years will be:

- Strengthening the Provincial Construction Development Fora as a platform for disseminating best practices, information sharing and client capacitation;
- Rollout of NCDP to local government;
- Increase the alignment of contractor development programmes to NCDP and the adoption of best practices by contractor development practitioners.

Key Deliverable 2: Strengthening the enabling environment for contractor development

The disparate cidb initiatives were collated into a cidb contractor development strategy and various programmes remain responsible for managing their respective commitments to the strategy. The ED Unit is assigned the role of coordinating and harmonising the various initiatives. The core initiatives are listed below.

The focus of the cidb strategy is predicated on eight areas, namely:

- 1) Creating an enabling environment;
- 2) Construction Skills;
- 3) Contractor Development Programmes;
- 4) Performance Improvement;
- 5) Procurement Driven Development outcomes;
- 6) Programmatic Developmental support;
- 7) Monitoring and Evaluation; and
- 8) Communication.

These 8 areas are further unpacked in the detailed cidb CD Strategy.

The strategic thrust for 2016/17 and beyond is to:

- Revise and refine studies and industry requirements and priorities, through the internal collaboration process;
- Harmonise the coordination of cidb cross Programme contractor development initiatives; and
- Strengthen collaboration and partnerships locally and internationally.

Key Deliverable 3: Provincial Office Support - Enhanced Monitoring and Reporting on Contractor Development Programmes

In 2015/16 the ED Unit developed an electronic monitoring and evaluation system. The system has the following benefits for clients:

- Ability to use one cidb system to complete all the monitoring fields;
- Once off registration to receive all the value added services provided by the system;
- Ability to report to cidb on CDP's currently in place and for future CDP's;
- Access to the system through RoP and i-tender;
- Convenience to update the information at their own time and to have the information accessible to the cidb in real time; and
- Ability to monitor a host of developmental and transformation statistics and impact of CDP's in real time.

In 2016/17 the thrust will be to:

- Further improve the usage and quality of data collection; and
- Roll out the electronic monitoring system and focus on evaluations.

Key Deliverable 4: Provide targeted programmatic and ad hoc support, as well as, training to clients

Providing capacitation and technical support will remain a key focus area in 2016/17. The support will be provided to clients through the PCDFs, bilateral engagements with clients and also through targeted client capacitation workshops.

In order to provide for focused discussion the work of the PCDF are now clustered into different cross cutting themes. These are:

- Contractor Development: Supporting the adoption of best practices within contractor development programmes and providing strategic input to national contractor development initiatives;
- Procurement and Delivery Management: Reviewing impact of interventions, standardisation of delivery and maintenance, procurement best practices and addressing corruption in the construction industry;
- Construction Performance Improvement: Sharing information on the state of the industry, best practice schemes and a wide range of activities on performance improvement by clients and contractors; and
- Provincial Initiatives: Mobilising resources for provincial initiatives and co-coordinating efforts and reporting on key provincial construction initiatives.

In 2016/17 and beyond, the ED Unit will intensify its client capacitation efforts by:

- Strengthening the institutional arrangements for client capacitation through PCDFs as well as targeted client capacitation workshops;
- Facilitating targeted training and contractor development initiatives such as strategic catalytic projects at provincial and national level; and
- Strengthening relations with stakeholders to promote a better understanding of their needs, as well as establish relations with strategic partners to promote and enhance support to emerging contractors. These may include financiers, material suppliers, government entities, and those stakeholders that have initiatives to support small businesses and emerging contractors.

Key Deliverable 5: Provide leadership in the formulation, implementation, and monitoring of a comprehensive National Contractor Development Programme

Great strides have been made in the formulation, implementation and monitoring of Contractor Development Programmes:

- Since adoption of the NCDP the monitoring of contractor development initiatives and alignment to NCDP has improved. Within the Public Works stable all programmes are aligned to NCDP and report quarterly to the cidb.
- A firm foundation has been laid to expand the adoption of the NCDP and to monitor alignment of CDPs to Guidelines for Implementing Contractor Development Programme within local government in partnership with MISA.
- About 21 contractor development programmes are being monitored. More than 1200 contractors are registered on these programmes.
- Of the contractors registered in CDPs, around 35 per cent of all General Building (GB) contractors have moved up one or more grades in three years. Similarly, around 45 per cent of all Civil Engineering (CE) contractors have upgraded one or more times in three years.
- The quality of reporting on contractor development initiatives has improved.

Although progress has been made there are still gaps that need to be closed. In particular the alignment with the NDP vision for education, training and innovation requires improvement.

To date the cidb has played the role of a facilitator, limited to developing and piloting best practices, frameworks, guidelines, standards and establishing strategic partnerships to roll-out training of emerging contractors.

On various occasions, stakeholders have called on the cidb to consider a more active and direct role in support and training of clients and registered contractor in general, and emerging contractors in particular. With the generation of an additional and sustainable revenue stream the reality of a targeted programmatic approach to address this intervention becomes possible and achievable.

In 2016 and beyond, providing leadership in the formulation, implementation, and monitoring of a comprehensive National Contractor Development Programme and aligning to the NDP vision for education, training and innovation will be key. The aim is to expand the production of highly skilled contractors and enhance their capacity.

Training and development will draw on existing competency profiles and surveys to assist in the overall understanding of the training and development needs of emerging contractors.

Continuous Contractor Development

The cidb encourages continuous learning and skills development among the emerging contractors. The following activities are under consideration:

- i Facilitated sessions for emerging contractors with expert practitioners in the various construction fields. In some instances such experts will be procured for by the cidb through its provincial offices.
- ii Facilitated workshops using the cidb Provincial Offices where contractors will have an opportunity to discuss and debate ideas and share experiences. The cidb will develop a framework of topics that will assist emerging contractors to deliver on their construction contracts. These topics will form part of strategic interventions designed to effectively assist and support emerging contractors and other categories of entrepreneurs in the construction industry. Topics and themes will be drawn from both contractor and client assessments.

To support the technical training and information needs of emerging contractors the cidb will broker strategic partnerships with other organisations with the same responsibility, such as Small Enterprise Development Agency (SEDA), Construction Education and Training Authority (CETA) and provincial development agencies.

Training Materials linked to standards

Relevant training courses and accredited training providers will be identified to meet identified training needs and to close gaps in business and technical skill. This is applicable as clients rollout and comply to contractor recognition and CDP guidelines.

Progress on the Five Year Review recommendations:

The 5-Year Review of the cidb was concluded in late 2014 and the review concluded that with regard to the NCDP the cidb should:

- Provide leadership in the formulation, implementation and monitoring of a comprehensive NCDP with clear targets that speak to the National Development Plan. This has been incorporated into the on-going cidb CD strategy implementation plan, as well as monitoring and reporting processes.

Challenges in the implementation of the NCDP, the Enterprise Development and cidb Contractor Development Strategy:

The primary challenges faced in the implementation of the NCDP, enterprise development and the cidb CD strategies are:

- The slow uptake on the cidb best practices, standards and guidelines, particularly in SCM policies and performance plans. In this regard the cidb interventions include:
 - Client awareness and capacitation of officials on NCDP, guidelines, cidb and industry best practices, standards and cidb Practice Notes;
 - Reporting to HOD's, MEC's and MinMEC;
 - Assessment of SCM and contractor development policies;
 - Proposals on policy refinements.
- Inadequate institutional capacity in the public sector and the inability to allocate targets and to spend budgets. In this regard cidb interventions include:
 - Regular updating and rollout of CDP guidelines e.g. targeting and budgeting strategies;
 - cidb Inform Practice Notes;
 - Client awareness and capacitation of officials.
- Lack of proper monitoring and evaluation systems. The cidb interventions include:
 - Guidelines aligned to manual checklists and reporting templates;
 - Final stages of development of an electronic CDP monitoring and evaluation system.
- Contractor Development is not mandatory and depends on the willingness of clients to implement. In this regard the cidb interventions include:
 - Client awareness and capacitation of officials on NCDP and CD;
 - Support to clients in crafting policies, SCM circulars and policy directives to entrench CD;
 - cidb Inform Practice Notes;
 - Adoption of standards such as the Standard for Indirect Targeting for Enterprise Development; and
 - Possible legislation of contractor development with review of the CIDB Act and upcoming Public Works Act.

1.3.5 Provincial Offices Unit

During 2016/17 Financial Year the cidb Provincial Offices will:

- **Ensure efficient and effective registration and other support services.** cidb Provincial Offices are the entry point for contractor registrations. They process Grade 1 contractor applications, receive registration applications for grades 2 to 9 and provide advice and support to contractors on registration. Provincial Offices also provide information and other cidb services. The 2015/16 Provincial Offices Business Plan draws from strategic plans of the various cidb core programmes. Expansion of personnel as well as services in Provincial Offices may be implemented in a phased approach depending on resource availability and revenue generation through the Best Practice Fee. The envisaged 2016/17 resource requirements will be guided by the Organisational Design and budget provisions.
- **Promote construction best practice guidelines and publications,** and make various industry knowledge resources such as those generated by material suppliers, associations and client department available and accessible to stakeholders.
- **Support improvement of client body's construction procurement capability and capacity.** Provincial Offices will promote appropriate application of and compliance to cidb prescripts through monitoring of the cidb compliance strategy implementation. These objectives will be driven through the provincial Construction Procurement Officer's forum as a platform for engagement.

- **Pursue sustainable growth of contractors through client and contractor awareness, programmatic support and direct support**

The NCDP framework provides guidelines for implementation of contractor development programmes and procurement models to achieve contractor development in alignment to the NCDP objectives. The cidb CD Strategy further unpacks the various cidb activities and strategies to achieve the goal of sustainable growth of contractors and to this end the various cidb Programmes have expectations for the provinces in terms of implementation of the cidb CD strategy. The cidb provincial offices will offer support through capacitation of client departments and provide platforms for implementing the NCDP, for engaging and for sharing with stakeholders through the PCDF's and CPO forum.

- **Promote efficient Customer service and customer Relations.** The Provincial Offices are the first line of interaction with provincial stakeholders. Making front line support and cidb services, easily accessible to stakeholders through Provincial Offices remains a cidb priority. In this regard the cidb aims to meet and to exceed contractors' service expectations. The cidb will continue to streamline internal systems and business processes, to measure efficiency through customer surveys and feedback mechanisms and to implement remedial actions.

In 2016/17 the cidb will continue to engage with provincial stakeholders through CPOs and PCDFs and to feed input from these forums into the cidb National Stakeholder Forum.

1.3.6 Programme 5: CEO's Office

The office of the Chief Executive Officer focuses on overall strategic leadership, risk management and corporate governance, and on marketing, communication and stakeholder relations to build and position the cidb brand within the industry.

Achievement and Challenges

The CEO's Office has continued to oversee and monitor the cidb's performance against its strategic goals. As at the end of the 2014/15 Financial Year, the cidb had achieved more than 80% of its performance targets exceeding the threshold.

The cidb corporate governance requirements were adequately met. However, challenges regarding adequate support to the operation and performance of the Board have plagued the organisation.

The Internal Audit function has been properly managed resulting in the achievement of internal audit plans (IAP). Internal Audit reports contributed to the improved internal controls, risk management and governance that yielded the positive result and achievement of an unqualified opinion from the Office of the Auditor General.

Stakeholder management forums continue to be hosted across all provinces.

While the cidb focus on transformation in the construction industry cuts across all cidb Programmes, the accountability for the cidb transformation strategy resides in the CEO's Office. In this regard, transformation targets have been established in terms of black- and women-ownership for contractor Grades 5 to 9 and for General Building and Civil Engineering Classes of Works. In this regard it is noted that the pace and depth of transformation is lagging and is not representative of what government, society or the industry desires (see Section 6.1).

Specific achievements for 2015/16 relating to transformation are highlighted elsewhere in this document, and include:

- on-going monitoring of the state of transformation in professional services and the contracting sectors;
- investigating procurement instruments to enhance transformation;
- obtaining legal opinion on limiting concentration of the established sector in construction procurement and outlining a possible procurement model.

Actions to be implemented

In addition to providing overall leadership, key focus areas for the CEO's Office in 2016/17 will include:

- stabilising and implementing adequate support to the operation and performance of the Board;
- refocusing the National Stakeholder Forum so as to achieve better value for all participants;
- re-evaluation of the cidb's 2013 position on an industry Ombudsman for dispute resolution;
- on-going investigation of procurement instruments to enhance transformation;
- enhancing the performance of the cidb, and the delivery of the cidb's strategic goals.

1.3.7 Programme 6: Corporate Services

Corporate Services is essential to providing a reliable, efficient and effective support services to all departments within cidb to carry out their strategic objectives and to fulfill cidb's mandate. Corporate Services performs a range of functions including, Information Technology, Human Resources, Supply Chain, Facilities Management and Finance.

Achievement and Challenges

Corporate Services has worked consistently to enhance its performance. The following achievements and challenges must be noted:

- Achievement of unqualified audit opinions from the Auditor-General with no matters of emphasis;
- Achievement of satisfactory to good internal audit reports on supply chain and financial management, respectively;
- A generally low staff turnover in the entire organisation;
- The introduction and implementation of a job grading system for the first time after more than ten years of cidb existence;
- Signing of a 4-Year Agreement by the Labour union: NEHAWU and the cidb Management. The said agreement deals with salary and substantive matters for members of the re-defined bargaining unit. The Agreement also seeks to address the salary disparities largely caused by the non-existence of a grading system in the past.;
- Noticeable improvement in the management of payroll and related matters;
- cidb delegations which are reviewed annually and approved by the Accounting Authority;
- Implementation of a cidb records management function; and
- Implementation of a cidb new telephony system that seeks to drastically reduce costs in the future.

Actions to be Implemented

The primary focus over the next four years will remain on developing the cidb's financial health by ensuring accountability, transparency, credibility and compliance with an emphasis on cleaning up the internal audit findings which largely focus on strengthening the internal controls as part of managing risk. The following matters will be prioritised:

- Development, review and implementation of policies and procedures, in particular, those that deal with human resource matters. This is in response to the results of a culture survey that was undertaken in 2013/14;
- Strengthening the Information Technology Unit as well as systems so as to align to the corporate governance of information communication technology policy framework (CGICTPF); and
- Conducting an organisational redesign project which will encompass enterprise architecture and skills audit, amongst other things.

Alignment of cidb Strategic Goals and Programme Strategic Objectives

The alignment of cidb strategic goals and programme strategic objectives given in Part B of this Annual Performance Plan is given in the following table:

cidb Strategic Goal	Strategic Objective	Programme
1. Strengthen and enforce the cidb regulations to reduce construction risk, all forms of fraud and corruption in the sector	<ul style="list-style-type: none"> • Combatting Fraud and Corruption internally 	Construction Registers Service (CRS)
	<ul style="list-style-type: none"> • Regulating to minimise construction risk 	Construction Industry Performance (CIP)
	<ul style="list-style-type: none"> • Regulations to enhance procurement reform and delivery management 	Construction Industry Performance (CIP) Procurement Delivery Management (PDM)
	<ul style="list-style-type: none"> • Improving Compliance Monitoring and Enforcement to cidb Regulatory Framework 	Procurement Delivery Management (PDM)
2. Build, capacitate and enhance compliance in the industry to deliver quality infrastructure in the country	<ul style="list-style-type: none"> • Develop and implement the best practice registers in support of improving the performance of the industry • Support the development and promotion of infrastructure delivery skills 	Construction Industry Performance (CIP)
	<ul style="list-style-type: none"> • Construction Procurement Competence standards published in the Government Gazette • Improving client performance • Improved communication with key construction procurement stakeholders 	Procurement Delivery Management (PDM)
	<ul style="list-style-type: none"> • Improved dispute resolution 	CEO's Office
	<ul style="list-style-type: none"> • Transformed construction industry; Contractors • 5.2 Development of procurement instruments to enhance transformation 	CEO's Office
3. Contribute to the transformation of the construction industry	<ul style="list-style-type: none"> • Support academic excellence and R&D • Monitor and evaluate the performance of the construction Industry 	Construction Industry Performance (CIP)
	<ul style="list-style-type: none"> • Capacitation and training of cidb stakeholders 	Procurement Delivery Management (PDM)
4. Position the cidb as a knowledge management and authority in the industry	<ul style="list-style-type: none"> • Enhanced income generation mode 	Construction Industry Performance (CIP)
5. Maintain financial sustainability through creating alternative revenue streams		

cidb Strategic Goal	Strategic Objective	Programme
6. Provide an excellent service to contractors and clients nationally	<ul style="list-style-type: none"> Effective and efficient registration service 	Construction Registers Service (CRS);Provincial Offices and Contractor Development (PCD)
	<ul style="list-style-type: none"> Provision of excellent customer service 	Construction Registers Service (CRS)
	<ul style="list-style-type: none"> Enhanced capacitation of municipal procurement and contractor development b cidb provincial offices services customer satisfaction Customer relations and Provincial offices efficiency and Management (inclusive of outreach and visibility/ communications of cidb cross programme initiatives) 	Provincial Offices and Contractor (PCD)
7. Develop an optimal organisational culture that supports the effective delivery of the mandate		CEO's Office
8. Strengthen and maintain relationships with stakeholders through effective communication	<ul style="list-style-type: none"> Improve and maintain stakeholder relationship 	CEO's Office

2. Revisions to Legislative and Other Mandates

There has been no significant change to the cidb's legislative and other mandates.

2.1 Alignment to NDP

NDP priorities	cidb Strategic Goals	Outcome/Impact
Chapter 3: Economy and Employment	<ul style="list-style-type: none"> Develop and capacitate the industry to deliver quality infrastructure economy (Goal 2) Contribute to the transformation of the construction industry (Goal 3) 	<ul style="list-style-type: none"> Enhanced infrastructure delivery skills Enhanced performance of the construction industry, encouraging best practice Enhanced roll-out of and compliance with the NCDP Uniformity in contract participation goals for targeted enterprises and labour Increased participation and delivery capability of the emerging construction sector Increased transformation of the established construction sector Ripple effect of job creation/employment by virtue of increased opportunities of access to projects for emerging contractors
Chapter 4: Economic Infrastructure	<ul style="list-style-type: none"> Strengthen and enhance compliance with the cidb regulations to reduce construction risk (Goal 1) Develop and capacitate the industry to deliver quality infrastructure economy (Goal 2) 	<ul style="list-style-type: none"> Enhance procurement and delivery management Enhanced compliance with cidb's prescripts Enhanced application of the Construction Registers Service as a macro risk management tool for the public sector Enhanced performance of the construction industry, encouraging best practice Enhanced roll-out of and compliance with the NCDP Enhance compliance with the NCDP Enhanced client capacitation and awareness on NCDP
Chapter 14: Fighting Corruption	<ul style="list-style-type: none"> Strengthen, implement and enforce the cidb regulations to reduce risk, fraud and corruption in the sector (Goal 1) 	<ul style="list-style-type: none"> Reduced fraud and corruption Implementation of the Anti-corruption strategy through improving compliance monitoring and enforcement of cidb prescripts Enhanced application of the Construction Registers Service as a macro risk management tool for the public sector.

3. Alignment to DPW Policy Priorities

DPW Priorities	cidb Strategic Goals	Outcome/Impact
Transformation in the construction sector	Contribute to the transformation of the construction industry (Goal 3)	<ul style="list-style-type: none"> Increased participation and delivery capability of the emerging construction sector Increase transformation of the established construction sector
Combating fraud and corruption	Strengthen, implement and enforce the cidb regulations to reduce risk, fraud and corruption in the sector (Goal 1)	<ul style="list-style-type: none"> Reduced fraud and corruption Implementation of anti- corruption strategy through improving compliance monitoring and enforcement of cidb prescripts. Enhanced application of the Construction Registers Service as a macro risk management tool for the public sector

4. Alignment to Minister Performance Agreement

Minister's Performance Agreement	Strategic Goals	Outcome/Impact
Decent employment through inclusive economic growth	Build, capacitate and enhance compliance in the industry to deliver quality infrastructure in the country (Goal 2)	<ul style="list-style-type: none"> Enhanced performance of the construction industry, encouraging best practice Enhanced roll-out of and compliance with the NCDP Enhance compliance with the NCDP Enhanced client capacitation and awareness on NCDP
	(Contribute to the transformation of the construction industry (Goal 3)	<ul style="list-style-type: none"> Increased participation and delivery capability of the emerging construction sector Increase transformation of the established construction sector

5. Overview of 2016/17 Budget and MTEF Estimates

Statement of financial performance	Audited Outcome	2012/13	2013/14	2014/15	2015/16	Revised estimate	Outcome/Budget Average %	2012/13 - 2015/16	Average growth rate (%)	Total: Average Expenditure/ (%)	2016/17	2017/18	2018/19	2018/19	Average growth rate (%)
R thousand															
Revenue															
Tax revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-tax revenue	47 550	65 092	74 342	79 472	79 472	79 472	54.77%	27.51%	27.51%	58.99%	73 938	74 493	83 220	83 220	12.15%
Sale of goods and services other than capital assets	42 568	59 562	66 385	70 904	70 904	70 904	48.87%	26.23%	26.23%	52.63%	67 760	70 553	78 886	78 886	14.09%
<i>of which:</i>															
<i>Administrative fees</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Sales by market establishment</i>	42 568	59 562	66 385	70 904	70 904	70 904	48.87%	26.23%	26.23%	52.63%	67 760	70 553	78 886	78 886	14.07%
<i>Other sales</i>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other non-tax revenue</i>	4 982	5 530	7 957	8 568	8 568	8 568	5.90%	98.66%	98.66%	6.36%	6 178	3 940	4 334	4 334	-14.33%
Interest, dividends and rent on land	4 142	4 318	7 200	8 568	8 568	8 568	5.90%	64.14%	64.14%	6.36%	6 178	3 940	4 334	4 334	-14.33%
Transfers received	67 614	72 361	77 212	65 626	65 626	65 626	45.23%	-9.35%	-9.35%	48.71%	52 059	74 984	75 203	75 203	18.39%
Tax benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outside shareholders Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total revenue	115 164	137 453	151 554	145 098	145 098	145 098	100.0%	7.70%	7.70%	107.70%	125 997	149 477	158 423	158 423	15.02%
Expenses															
Current expenses	118 248	124 476	130 369	145 098	145 098	145 098	100.0%	16.67%	16.67%	116.67%	125 997	149 477	158 423	158 423	15.02%
Compensation of employees	69 110	73 258	77 042	81 354	81 354	81 354	56.07%	11.24%	11.24%	65.42%	86 343	91 600	97 097	97 097	9.13%
Goods and services	45 801	46 545	48 860	60 744	60 744	60 744	41.86%	29.05%	29.05%	48.84%	34 654	52 877	56 326	56 326	28.70%

Statement of financial performance	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Revised estimate	Outcome/Budget Average %	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term estimate	Average growth rate (%)		
	2012/13	2013/14	2014/15	2015/16	2015/16	2014/15	2012/13 - 2015/16	2012/13 - 2015/16	2016/17	2017/18	2018/19	2016/17
R thousand	2012/13	2013/14	2014/15	2015/16	2015/16	2014/15	2012/13 - 2015/16	2012/13 - 2015/16	2016/17	2017/18	2018/19	2016/17
Depreciation	3 335	4 123	4 259	3 000	3 000	2.07%	-23.19%	2.41%	5 000	5 000	5 000	0%
Interest, dividends and rent on land	-	-	-	-	-	-	-	-	-	-	-	-
Interest	2	550	208	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-
Rent on land	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-	-
Tax payment	-	-	-	-	-	-	-	-	-	-	-	-
Outside shareholders Interest	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses	118 248	124 476	130 369	145 098	145 098	100.0%	16.67%	116.67%	125 997	149 477	158 423	15.02%
Surplus/(Deficit)	(3 084)	12 977	21 185	-	-	-	-	-	-	-	-	-
Acquisition of assets	3 910	3 132	3 140	3 000	3 000	2.25%	-11.61%	2.42%	5 000	5 000	5 000	0%
Statement of financial position												
Carrying value of assets	22 659	23 405	22 064	18 958	18 958	14.20%	-16.52%	15.29%	17 063	15 356	13 658	-15.74%
of which: Acquisition of assets	3 910	3 132	3 140	3 000	3 000	2.25%	-11.61%	2.42%	5 000	5 000	5 000	0%
Investments	-	-	-	-	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-	-	-	-	-
Loans	-	-	-	-	-	-	-	-	-	-	-	-
Accrued Investment Interest	-	-	-	-	-	-	-	-	-	-	-	-
Receivables and prepayments	1 920	1 527	1 418	1 365	1 365	1.02%	-15.83%	1.10%	1 433	1 505	2 045	39.21%
Cash and cash equivalents	77 527	98 502	122 919	113 143	113 143	84.77%	13.54%	91.26%	109 335	105 794	103 794	-3.51%

Statement of financial performance	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Revised estimate	Outcome/Budget Average %	Average growth rate (%)	Expenditure/Total: Average (%)	Medium-term estimate	Average growth rate (%)	
	2012/13	2013/14	2014/15	2015/16	2015/16	2014/15	2012/13 - 2015/16	2012/13 - 2015/16	2016/17	2017/18	2018/19
R thousand	102 106	123 434	146 401	133 466	127 831	100.0%	7.65%	107.65%	122 655	119 497	-4.59%
Non-Current assets held for sale	-	-	-	-	-	-	-	-	-	-	-
Defined benefit plan assets	-	-	-	-	-	-	-	-	-	-	-
Taxation	-	-	-	-	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-	-	-	-	-
Total assets	102 106	123 434	146 401	133 466	127 831	100.0%	7.65%	107.65%	122 655	119 497	-4.59%
Accumulated surplus/deficit	55 601	68 578	89 763	89 763	89 763	67.26%	25.87%	72.40%	89 763	89 763	0%
Capital and reserves	-	-	-	-	-	-	-	-	-	-	-
Capital Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Borrowings	-	-	-	-	-	-	-	-	-	-	-
Finance lease	-	2 856	2 065	5 550	3 700	4%	238.35%	4.48%	1 850	-	100%
Accrued Interest	-	-	-	-	-	-	-	-	-	-	-
Deferred income	31 293	36 645	42 959	23 703	27 138	17.76%	-35.88%	19.12%	24 425	23 079	-10.48%
Trade and other payables	13 361	12 972	6 754	12 150	5 130	9.10%	10.16%	9.80%	4 617	4 155	-14.74%
Taxation	-	-	-	-	-	-	-	-	-	-	-
Provisions	1 851	2 383	4 860	2 300	2 100	1.72%	-24.13%	1.86%	2 000	2 500	21.95.%
Managed Funds (e.g. Poverty Alleviation Fund)	-	-	-	-	-	-	-	-	-	-	-
Derivatives financial instruments	-	-	-	-	-	-	-	-	-	-	-
Total equity and liabilities	102 106	123 434	146 401	133 466	127 831	100.0%	7.65%	107.65%	122 655	119 497	-4.59%
Contingent liabilities	-	-	-	-	-	-	-	-	-	-	-

Relating Expenditure Trends to Strategic Outcome Oriented Goals

No	Strategic Outcome Orientated Goals	Budget (Rk)
1.	Strengthen and enforce the cidb regulations to reduce construction risk, all forms of fraud and corruption in the sector	59 263
2.	Build, capacitate and enhance compliance in the industry to deliver quality infrastructure in the country	10 100
3.	Contribute to the transformation of the construction industry	3 274
4.	Position the cidb as a knowledge management and authority in the industry	4 170
5.	Maintain financial sustainability through creating alternative revenue streams	2 085
6.	Provide an excellent service to contractors and clients nationally	*
7.	Develop an optimal organisational culture that supports the effective delivery of the mandate	*
8.	Strengthen and maintain relationships with stakeholders through effective communication	*

* Funded through CEO's Office and Corporate Services

PART B: STRATEGIC OBJECTIVES 2016/17

Programme 1: Construction Registers Service

Purpose	Implement, manage and improve national registration services covering the Register of Contractors (RoC), Register of Projects (RoP) and new Registers that may be implemented in terms of the CIDB Act.
Objective Statement	Registration of contractors in a manner that facilitates public sector procurement by ensuring an efficient registrations service and accurate assessments of applications. Facilitate the registration of public sector projects and distribute quarterly reports on client compliance both internally and externally. The registration of projects forms the basis for the implementation of the best practice project assessment schemes designed to drive improved client performance.
Key Policy Priority	Construction Registration Services
Expected Outcome	Effective and efficient registration processes

Strategic Objective	Output	Performance Indicator	Audited / Actual Performance					Estimated Performance	Medium-term Targets						
			2012/13	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20	2020/21			
1.1 Effective and efficient registration service	Quarterly production report.	Percentage of contractor registrations processed within the prescribed 21 working days turn-around time (for compliant Grade 2-9 applications)	21 working days	Registration of Grade 2-9 contractors completed with a maximum of 21 working days based on all compliant applications	90% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications.	93% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications by end of March 2015	94% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications by end of March 2017	95% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications by end of March 2018	96% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications by end of March 2019	97% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications by end of March 2020	98% compliance with the legislated turn-around time on processing compliant Grade 2-9 applications by end of March 2021				
1.2 Combating Fraud and Corruption internally	Fraud Prevention and Detection Plan	Number of Construction Registers Service (CRS) Fraud Prevention and Detection Plans approved by cidb EXCO			1 * CRS Fraud Prevention and Detection Plan approved by EXCO by 30 June 2014		1 * revised CRS Fraud Prevention and Detection Plan approved by EXCO by 30 June 2016					1 * CRS Fraud Prevention and Detection Plan approved by cidb Executive Committee by 30 June 2018			1 * CRS Fraud Prevention and Detection Plan approved by cidb Executive Committee by 30 June 2020

No	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance					Estimated Performance				
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
1.3	Provision of excellent customer service	Contractor registration satisfaction survey	Number of phases implemented for customer satisfaction survey system related to new contractor applications				1 x Business plan for independent satisfaction survey system on contractor registration or renewal approved by Exco by end-December 2015	Implementation of Phase 1 of the customer satisfaction system for new contractor applications by 30 December 2016	Implementation of phase 2 of customer satisfaction survey system for contractor registration renewals by 31 May 2017				
1.4	Effective and efficient registration service	Online Registration	Number of phases implemented for online contractor registration comprising the annual update of particulars					Implementation of Phase 1 of online contractor registration comprising the annual update of particulars by 31 March 2017	Implementation of phase 2 of online contractor registration comprising new applications, renewals and upgrades by 31 March 2018				

Note: The target for Grade 1 registrations processing is to be found under Programme 4: Provincial offices and Contractor Development (PCD). Grade 1 applications are fully processed in the cidb provincial offices.

Quarterly Targets for 2016/17

No.	Strategic Objective	Performance Indicator	Annual Targets				
			2016/17	1 st	2 nd	3 rd	4 th
1.1	Effective and efficient registration service	Percentage contractor registrations processed within the prescribed 21 working days turnaround time (for compliant Grade 2-9 applications)	94 % compliance with the legislated turnaround time on processing compliant Grade 2-9 applications by end of March 2017	94% compliance with the legislated turnaround time on processing compliant Grade 2-9 applications by 30 June 2016.	94% compliance with the legislated turnaround time on processing compliant Grade 2-9 applications by end of September 2016	94% compliance with the legislated turnaround time on processing compliant Grade 2-9 applications by 31 December 2016	94% compliance with the legislated turnaround time on processing compliant Grade 2-9 applications by 31 March 2017
1.2	Combating Fraud and Corruption internally	Number of Construction Registers Service (CRS) Fraud Prevention and Detection Plan approved by cidb EXCO	1 * revised CRS Fraud Prevention and Detection Plan approved by EXCO by 30 June 2016	1 * revised CRS Fraud Prevention and Detection Plan approved by EXCO by 30 June 2016	1 * Quarterly progress report tabled to cidb EXCO by 30 September 2016	1 * Quarterly progress report tabled to cidb EXCO by 30 December 2016	1 * Quarterly progress report tabled to cidb EXCO by 31 March 2016
1.3	Provision of excellent customer service	Number of phases implemented for customer satisfaction survey system related to new contractor applications	Implementation of Phase 1 of the customer satisfaction survey system for new contractor applications by 30 December 2016	1 x Project plan approved by CRS Programme Manager for piloting of phase 1 of customer satisfaction survey system for new contractor applications by 30 June 2016	Commence pilot of Phase 1 of the customer satisfaction survey system for new contractor applications by 30 September 2016	Implementation of Phase 1 of the customer satisfaction survey system for new contractor applications by 30 December 2016	
1.4	Effective and efficient registration service	Number of phases implemented for online contractor registration comprising the annual update of particulars	Implementation of Phase 1 of online contractor registration comprising the annual update of particulars by 31 March 2017	Implementation of Phase 1 of online contractor registration comprising the annual update of particulars by 30 June 2016	1 x Project plan approved by CRS Programme Manager for piloting of phase 1 of online contractor registration comprising the annual update of particulars by 30 September 2016	Commence pilot of phase 1 of online contractor registration comprising the annual update of particulars by 30 December 2016	Implementation of Phase 1 of online contractor registration comprising the annual update of particulars by 31 March 2017

Programme 2: Performance Information: Construction Industry Performance

Purpose	To determine, establish and promote appropriate measures aimed at improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process.
Objective Statement	Improved performance and best practice for an industry that delivers reliable value to clients, investors and end-users, information on construction industry indicators to inform cidb strategy, policy makers and stakeholders.
Key Policy Priority	Construction industry performance
Outcome Oriented Goals	<ol style="list-style-type: none"> 2. Build, capacitate and enhance compliance in the industry to deliver quality infrastructure in the country 3. Contribute to the transformation of the construction industry 1. Strengthen and enforce the cidb regulations to reduce construction risk, all forms of fraud and corruption in the sector 4. Position the cidb as a knowledge management and authority in the industry 5. Maintain financial sustainability through creating alternative revenue streams

No.	Strategic Objective	Output	Performance Indicator	Estimated Performance								
				Audited / Actual Performance			Medium – Term Targets					
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2.1	Regulating to minimise construction risk	Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme	Number of Annual Assessment Reports on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat				1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board for noting by end-March 2016	1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat by end-March 2017	1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat by end-March 2018	1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat by end-March 2019 for noting by cidb Board	1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat by end-March 2020	1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat by end-March 2021

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated Performance				
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2.2	Regulations to enhance procurement reform and delivery management	cidb Compliance Monitor	Number of cidb Compliance Monitor monitoring state of compliance by client departments with requirements for tender notices, tender awards and contract closure published in pdf format on cidb Web	4 x cidb Compliance Monitor published in pdf format on cidb web 2012/13 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2013/14 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2014/15 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2015/16 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2016/17 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2017/18 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2018/19 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2019/20 (end-Apr, Jul, Oct, Jan)	4 x cidb Compliance Monitor published in pdf format on cidb web 2020/21
2.3	Develop and implement the best practice registers in support of improving the performance of the industry	cidb Standard for Contract Participation	Number of cidb Standard for Contract Participation specifying uniform and minimum contract participation goals submitted to DPW				1 x draft cidb Standard for Contract Participation and 1 x feasibility report with go/no-go assessment on Standard by end-December 2015	1 x cidb Standard for Contract Participation submitted to DPW by end-December 2016				

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated Performance				Medium – Term Targets								
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
		Pilot study on SA CONQUAS report	Number of report on Pilot study on CONQUAS SA Quality Assessments submitted to Programme Manager	1x feasibility study for the application of CONQUAS in South Africa completed by end-December 2013		1 x draft cidb Standard for CONQUAS SA Quality Assessments and 1 x operational plan by end-December 2015	1 x Report on Pilot study on CONQUAS SA Quality Assessments submitted to Programme Manager by end - March 2017													
		Annual Assessment Reports on state of implementation of cidb Best Practice Project Assessment Scheme	Number of Annual Assessment Reports on state of implementation of cidb Best Practice Project Assessment Scheme submitted to Board Secretariat			1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2015	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2016	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2017	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2018	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2019	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2020	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to cidb Board for end-noting by end-March 2021								
2.4	Support the development and promotion of infrastructure delivery skills	cidb operated or facilitated SDA with a capacity to manage 50 learners per year	Number of Annual Assessment Report on state of SDA submitted to Programme Manager			1 x cidb operated or facilitated SDA with a capacity to manage 50 learners per year established and operational by end of December 2014	1 x cidb operated or facilitated SDA with a capacity to manage 50 learners per year operational by end-March 2016	1 x cidb operated or facilitated SDA with a capacity to manage 50 learners per year operational by end of March 2017	1 x cidb operated or facilitated SDA with a capacity to manage 50 learners per year operational by end-March 2018	1 x cidb operated or facilitated SDA with a capacity to manage 50 learners per year operational by end-March 2019	1 x cidb operated or facilitated SDA with a capacity to manage 50 learners per year operational by end-March 2020	1 x Annual Assessment Report on state of SDA submitted to Programme Manager by end-March 2021 for noting								

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance					Estimated Performance				
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
2.5	Support academic excellence and R&D	cidb Post Graduate (PG) Conference or Doctoral Workshop hosted	Number of cidb Post Graduate (PG) Conference or Doctoral Workshop hosted annually	1 x PG Conference hosted by end-December 2013	1 x PG Conference hosted by end-December 2013	1 x Doctoral Workshop hosted by end-March 2015	1 x PG Conference hosted by end-March 2016	1 x Doctoral Workshop hosted by end-March 2017	1 x PG Conference hosted by end-March 2018	1 x Doctoral Workshop hosted by end-March 2019	1 x PG Conference hosted by end-March 2020	1 x PG Conference hosted by end-March 2021	
2.6	Monitor and evaluate the performance of the construction Industry	Monitoring reports, and sector specific status reports.	Number of cidb Construction Industry Indicators (CIIs) Summary Results monitoring client and contractor perceptions published in cidb format on cidb Web	2011 CIIs published by end-January 2013	2012 CIIs published by end-January 2014	1 x 2013 CIIs published in pdf format on cidb web by end-January 2015	1 x 2014 CIIs published in pdf format on cidb web by end-January 2016	1 x CRM enhancements implemented for automated client and contractor surveys on practical completion of projects by end-March 2017	1 x 2016 CIIs published in pdf format on cidb web by end-January 2018	1 x 2017 CIIs published in pdf format on cidb web by end-January 2019	1 x 2018 CIIs published in pdf format on cidb web by end-January 2020	1 x 2019 CIIs published in pdf format on cidb web by end-January 2021	

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance					Estimated Performance				
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	
			Number of cidb Monitor monitoring the state of the development of the industry) published in pdf format on cidb Web:	4 x Quarterly Monitor published in 2012/13 (Apr, Jul, Oct, Jan).	4 x cidb Quarterly Monitor published in pdf format on cidb web in 2013/14 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on cidb web in 2014/15 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on web cidb in 2015/16 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on web cidb in 2016/17 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on web cidb in 2017/18 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on web cidb in 2018/19 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on web cidb in 2019/20 (end-Apr, Jul, Oct, Jan)	4 x cidb Quarterly Monitor published in pdf format on web cidb in 2020/21 (end-Apr, Jul, Oct, Jan)	
			<ul style="list-style-type: none"> Quarter 1: Supply & Demand Quarter 2: Contractor Development Quarter 3: Employment Quarter 4: Transformation 										

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance					Estimated Performance					Medium – Term Targets					
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
			Number of cidb SME Business Conditions Survey monitoring Business Conditions (business confidence, competition, employment, access to credit) by Grade and Province published in pdf format on cidb Web	4 x SME Surveys published in cidb Web in 2012/13 (Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2013/14 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2014/15 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on web cidb 2015/16 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2016/17 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2017/18 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2018/19 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2019/20 (end-Apr, Jul, Oct, Jan)	4 x cidb SME Business Conditions Survey published in pdf format on cidb web 2020/21 (end-Apr, Jul, Oct, Jan)							
2.7	Enhanced income generation mode	Register of Professional Service Providers	Number of Regulation Amendments scoping documents for cidb Register of Professional Services Providers submitted to DPW						1 x interim Regulation Amendments scoping document for cidb Register of Professional Services Providers submitted to Programme Manager by end-March 2016 for development of Regulation				1 x Regulation Amendments scoping document for cidb Register of Professional Services Providers submitted to DPW by end-March 2017						

Quarterly Targets for 2016/17

No.	Strategic Objective	Performance Indicator	Quarterly Targets – 2016 /17			
			Annual Targets 2016/17	1 st	2 nd	3 rd
2.1	Regulating to minimise construction risk	Number of Annual Assessment Reports on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat	1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat by end-March 2017	1 x 6-monthly Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Programme Manager end-September 2016		1 x Annual Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme submitted to Board Secretariat
2.2	Regulations to enhance procurement reform and delivery management	Number of cidb Compliance Monitor monitoring state of compliance by client departments with requirements for tender notices, tender awards and contract closure published in pdf format on cidb Web	4 x cidb Compliance Monitor published in pdf format on cidb web 2016/17 (end-Apr, Jul, Oct, Jan)Jan)	1 x cidb Compliance Monitor published in pdf format on cidb web by end-July 2016: Contractor Development	1 x cidb Compliance Monitor in pdf format on cidb web by end-October 2016: Employment	1 x cidb Compliance Monitor published in pdf format on cidb web by end-January 2017: Transformation 4 x cidb Compliance Monitor published in pdf format on cidb web 2016/17 (end-Apr, Jul, Oct, Jan)

No.	Strategic Objective	Performance Indicator	Quarterly Targets – 2016 /17				
			Annual Targets 2016/17	1 st	2 nd	3 rd	4 th
2.3	Develop and implement the best practice registers in support of improving the performance of the industry	Number of cidb Standard for Contract Participation specifying uniform and minimum contract participation goals submitted to DPW	1 x cidb Standard for Contract Participation submitted to DPW by end-December 2016	Review of feasibility report by end-June 2016	Consultation on draft cidb Standard for Contract Participation by end-September 2016	Final draft cidb Standard for Contract Participation by end-December 2016	1 x cidb Standard for Contract Participation submitted to DPW by end-December 2016
			1 x Report on Pilot of cidb Standard for CONQUAS SA Quality Assessments submitted to Programme Manager by end-March 2017	draft cidb Standard for CONQUAS SA Quality Assessments submitted to Programme Manager by end-June 2016	Consultation on draft cidb Standard for CONQUAS SA Quality Assessments by end-September 2016		1 x Report on Pilot on cidb Standard for CONQUAS SA Quality Assessments submitted to Programme Manager by end-March 2017
2.4	Support the development and promotion of infrastructure delivery skills	Number of Annual Assessment Report on state of SDA submitted to Programme Manager	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to Board Secretariat by end-March 2017	Number of Annual Assessment Reports on state of implementation of cidb Best Practice Project Assessment Scheme submitted to Board Secretariat	6-monthly Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to Programme Manager end-September 2016	6-monthly Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to Board Secretariat by end-March 2017	1 x Annual Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme submitted to Board Secretariat by end-March 2017
			1 x cidb operated or facilitated SDA with a capacity to manage learners per year operational by end-March 2017	Number of Annual Assessment Report on state of SDA submitted to Programme Manager	6-monthly Assessment Report on state of SDA submitted to Programme Manager by end-September 2016	1 x cidb operated or facilitated SDA with a capacity to manage learners per year operational by end-March 2017	

No.	Strategic Objective	Performance Indicator	Annual Targets 2016/17				Quarterly Targets – 2016 /17			
			2016/17	1 st	2 nd	3 rd	4 th			
2.5	Support academic excellence and R&D	Number of cidb Post Graduate (PG) Conference or Doctoral Workshop hosted annually	1 x Doctoral Workshop hosted by end-March 2017	1 x Institution appointed to host Doctoral Workshop by end-June 2016	1 x Steering Committee for Doctoral Workshop established by end-September 2016	1st call for papers for Doctoral Workshop distributed by email by conference organisers by end-December 2016	1 x PG Conference hosted by end-March 2017			
2.6	Monitor and evaluate the performance of the construction Industry	Number of cidb Construction Industry Indicators (CIIs) Summary Results monitoring client and contractor perceptions published in pdf format on cidb Web	1 x CRM enhancements implemented for automated client and contractor surveys on practical completion of projects by end-March 2017	1 x CRM enhancements implemented for automated client and contractor surveys on practical completion of projects by end-March 2017	Scoping document for CRM enhancements agreed with service provider by end-September 2016		1 x CRM enhancements implemented for automated client and contractor surveys on practical completion of projects by end-March 2017			
		Number of cidb Monitor monitoring the state of the development of the industry) published in pdf format on cidb Web: <ul style="list-style-type: none"> Quarter 1: Supply & Demand Quarter 2: Contractor Development Quarter 3: Employment Quarter 4: Transformation 	4 x cidb Construction Monitor published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)	1 x cidb Construction Monitor published in pdf format on cidb web by end-April 2016: Supply & Demand	1 x cidb Construction Monitor published in pdf format on cidb web by end-July 2016: Contractor Development	1 x cidb Monitor published in pdf format on cidb web by end-October 2016: Employment	1 x cidb Construction Monitor published in pdf format on cidb web by end-January 2017: Transformation	4 x cidb Construction Monitor published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)		

No.	Strategic Objective	Performance Indicator	Annual Targets 2016/17				Quarterly Targets – 2016 /17				
			1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	
		Number of cidb SME Business Conditions Survey monitoring Business Conditions (business confidence, competition, employment, access to credit) by Grade and Province published in pdf format on cidb Web	4 x SME Surveys published in pdf format on cidb Web in 2016/17 (Apr, Jul, Oct, Jan)	1 x cidb SME Business Conditions Survey published in pdf format on cidb web by end-April 2016	1 x cidb SME Business Conditions Survey published in pdf format on cidb web by end-July 2016	1 x cidb SME Business Conditions Survey published in pdf format on cidb web by end-October 2016	1 x cidb SME Business Conditions Survey published in pdf format on cidb web by end-January 2017				
2.7	Enhanced income generation model	Number of Regulation Amendments scoping documents for cidb Register of Professional Services Providers submitted to DPW	1 x Regulation Amendments scoping document for cidb Register of Professional Services Providers submitted to DPW by end-March 2017	1 x working draft cidb Regulation Amendments submitted to Programme Manager Secretariat by end-June 2016	1 x draft cidb Regulation Amendments submitted to legal support service provider by end-September 2016		1 x Regulation Amendments scoping document for cidb Register of Professional Services Providers submitted to DPW by end-March 2017				

Programme 3 : Procurement and Delivery Management

Purpose	Develop, promote and monitor uniform application of cidb prescripts throughout all organs of state and industry stakeholders including procurement standards, construction procurement reform, improved infrastructure delivery management practices and the cidb Code of Conduct.
Objective Statement	Provide leadership to stakeholders and to stimulate sustainable growth, reform and improvement of the construction sector for effective delivery and the industry's enhanced role in the country's economy.
Key Policy Priority	Provide leadership for enhanced public sector construction procurement and infrastructure delivery management capability of public sector clients delivered within the prescribed framework.
Expected Outcome	Enhanced compliance to construction procurement and infrastructure delivery management.

No	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance		Estimated Performance					Medium-term Targets								
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2019/20	2020/21		
3.1	Regulations to enhance procurement reform and delivery management	Assessment report on state of implementation	Number of assessment report on the state of implementation of the prescripts for prompt payment				1 x regulations for Prompt Payment in the government gazette by end December 2015	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2017	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2018	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2019	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2020	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2021							
		Revised regulations to the CIDB Act published in the government gazette	Number of Revised regulations to the CIDB Act published in the government gazette			1 x Review and revision of Part 5 of the CID Regulations submitted to DPW by March 2015.	1 x Review and revision of the CID Regulations approved by Exco by end March 2016	1 x reviewed Regulations to the CIDB Act submitted to Minister for gazetting by 31 March 2017					1 x review and revision of the regulations to the CIDB Act submitted to DPW by March 2020	1 x review and revision of the regulations to the CIDB Act submitted to DPW by March 2021					

No	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance			Estimated Performance					
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
3.2	Construction Procurement Competence published in the Government Gazette	Construction procurement standards published in the government Gazette	Number of Construction procurement standards published in the Government Gazette			1 x final model and prescripts for Competence Standards submitted to DPW by end of March 2015	1 x Assessment Report on the Pilot Programme for Construction Procurement Competence Standards by end March 2016	1 x pre-scripts for construction procurement standards submitted to Minister for gazetting by March 2017	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2018	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2019	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2020	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2021
3.3	Improving client performance	cidb Best Practice Client Recognition Scheme	Number of draft framework of a Client Recognition Scheme			1 x report on feasibility of establishing Client Recognition Scheme submitted to Board by March 2016	1 x draft framework of a Client Recognition Scheme submitted to Board by end-March 2017	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2017	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2018	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2019	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2020	1 x pre-scripts for construction procurement standards published in the Government Gazette by March 2021
3.4	Improving Compliance Monitoring and Enforcement to cidb Regulatory Framework	Compliance Strategy	Number of Annual Report on Implementation of Compliance Strategy			1 x annual report on Implementation of Compliance strategy by end March 2015	1 x Annual Report on Implementation of Compliance Strategy by March 2016	1 x Annual Report on Implementation of Compliance Strategy by March 2017	1 x Annual Report on Implementation of Compliance Strategy by March 2018	1 x Annual Report on Implementation of Compliance Strategy by March 2019	1 x Annual Report on Implementation of Compliance Strategy by March 2020	1 x Annual Report on Implementation of Compliance Strategy by March 2021

No	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated Performance				Medium-term Targets					
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/13	2013/14	2014/15	2015/16	2016/17
		Anti-corruption strategy	Number of Client Integrity Management System Standard			Draft prescripts for transparency requirements into the cidb regulatory framework by March 2015	1 x Client Integrity Management System Standard to limit corrupt practices by 31 March 2016	1 x Annual Assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end-March 2017	1 x Annual Assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board by end-March 2018	1 x Annual Assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board by end-March 2019	1 x Annual Assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board by end-March 2020	1 x Annual Assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board by end-March 2021					
3.5	Improving client performance	Improved Model for CPO forum	Improved approach to Construction Procurement Officer's (CPO) Forum for improved best practice in construction procurement and delivery			9x CPO forums to build client capability per year and 2 x industry focus group meetings per annum by end of March 2015	1 x Annual Report on the roll-out of an improved model for the CPO Forum by end March 2016	1 x Annual Assessment Report on the roll-out of an improved model for CPO Forum by end March 2017	1 x Annual Assessment Report on the roll-out of an improved model for CPO Forum by end March 2018	1 x Annual Assessment Report on the roll-out of an improved model for CPO Forum by end March 2019	1 x Annual Assessment Report on the roll-out of an improved model for CPO Forum by end March 2020	1 x Annual Assessment Report on the roll-out of an improved model for CPO Forum by end March 2021					
3.6	Improving client performance	Trained and capacitated stakeholders	Number of Training and capacitation sessions per year, (on procurement outcomes for client Contractor Development Programs CDP's, IDMIT and other procurement related topics)			1 x Framework and 1 x annual report for Training and Capacitation of Public Sector Clients on cidb prescripts by March 2016	1 x annual report for training and capacitation of Public Sector Clients on cidb prescripts by March 2017	1 x annual report for training and capacitation of Public Sector Clients on cidb prescripts by March 2018	1 x annual report for training and capacitation of Public Sector Clients on cidb prescripts by March 2019	1 x annual report for training and capacitation of Public Sector Clients on cidb prescripts by March 2020	1 x annual report for training and capacitation of Public Sector Clients on cidb prescripts by March 2021						

Quarterly targets for 2016/17

No.	Strategic Objective	Performance Indicator	Quarterly Targets – 2016 /17			
			Annual Targets 2016/2017	1 st	2 nd	3 rd
3.1	Regulations to enhance procurement reform and delivery management	Number of assessment report on the state of implementation of the prescripts for prompt payment	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2017	1 x Assessment Report based on the Project Close Out Report by 30 September 2016	1 x reviewed Regulations to the CIDB Act submitted to Minister for gazetting by 31 March 2017	1 x Assessment Report on the state of implementation of the prescripts for Prompt Payment by end March 2017
			1 x reviewed Regulations to the CIDB Act submitted to Minister for gazetting by 31 March 2017	Consultation on the reviewed regulations, by end-June 2016	Review of the comments received by end-September 2016	Final Regulation submitted to DPW by end December 2016
3.2	Regulations to enhance procurement reform and delivery management	Number of Revised regulations to the CIDB Act published in the government gazette	1 x prescripts for construction procurement competence standards submitted to Minister for gazetting by March 2017	Quarterly report on the roll out of the pilot programme by 30 June 2016	Quarterly report on the roll out of the pilot programme by 30 September 2016	1 x prescripts for construction procurement competence standards submitted to Minister for gazetting by March 2017
			1 x prescripts for construction procurement competence standards submitted to Minister for gazetting by March 2017	Quarterly report on the roll out of the pilot programme by 30 June 2016	Quarterly report on the roll out of the pilot programme by 30 September 2016	Draft prescript for the Construction Procurement Competence Standard submitted to DPW by end December 2016

No.	Strategic Objective	Performance Indicator	Annual Targets				Quarterly Targets – 2016 /17			
			2016/2017		1 st	2 nd	3 rd	4 th		
3.3	Improving client performance	Number of draft framework of a Client Recognition Scheme	1 x draft framework of a Client Recognition Scheme submitted to Board by end-March 2017	1 x interim draft framework of a Client Recognition Scheme submitted to Exco by end-September 2016	1 x interim draft framework of a Client Recognition Scheme submitted to DPW Policy Unit by 31 December 2016	1 x draft framework of a Client Recognition Scheme submitted to Board by end-March 2017	1 x interim draft framework of a Client Recognition Scheme submitted to DPW Policy Unit by 31 December 2016	1 x draft framework of a Client Recognition Scheme submitted to Board by end-March 2017	1 x interim draft framework of a Client Recognition Scheme submitted to DPW Policy Unit by 31 December 2016	1 x draft framework of a Client Recognition Scheme submitted to Board by end-March 2017
			1 x Final Research Report on Contract Management challenges of the Client developed by 31 March 2017	Interim report on the research into contract management challenges of the Client by 30 September 2016	Interim report on the research into contract management challenges of the Client by 30 September 2016	1 x Final Research Report on the Contract Management challenges of the Client submitted to Board by 31 March 2017	1 x Final Research Report on the Contract Management challenges of the Client submitted to Board by 31 March 2017	1 x Final Research Report on the Contract Management challenges of the Client submitted to Board by 31 March 2017		
3.4	Improving Compliance Monitoring and Enforcement to cidb Regulatory Framework	Number of Annual Report on Implementation of Compliance Strategy	1 x Annual report on implementation of Compliance Strategy by end March 2017	1 x quarterly report on Compliance Strategy by end June 2016	1 x quarterly report on Compliance Strategy by end September 2016	1 x Annual report on implementation of Compliance Strategy by end March 2017	1 x quarterly report on Compliance Strategy by end June 2016	1 x quarterly report on Compliance Strategy by end March 2017	1 x quarterly report on Compliance Strategy by end December 2016	1 x quarterly report on Compliance Strategy by end March 2017
			1 X Annual assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end March 2017	1 X Annual assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end March 2017	1 X Annual assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end March 2017	1 X Annual assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end March 2017	1 X Annual assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end March 2017	1 X Annual assessment Report on state of implementation Integrity Management System Standard for clients submitted to cidb Board end March 2017		

No.	Strategic Objective	Performance Indicator	Annual Targets				Quarterly Targets – 2016 /17			
			2016/2017	1 st	2 nd	3 rd	4 th			
3.5	Improving client performance	Improved approach to Construction Procurement Officer's (CPO) Forum for improved best practice in construction procurement and delivery	1 x annual Assessment Report on the roll out of an improved model for CPO Forum by end March 2017	Quarterly report on CPO Forum by end June 2016	Quarterly report on CPO Forum by end September 2016	Quarterly report on CPO Forum by end December 2016	1 x annual Assessment Report on the roll out of an improved model for CPO Forum by end March 2017			
3.6	Improving client performance	Number of Training and capacitation sessions per year, (on procurement outcomes for client Contractor Development Programs CDP's, IDMT and other procurement related topics)	1 x annual report for training and Capacitation of Public Sector Clients on cidb prescripts by March 2017	1 x quarterly report on training and Capacitation of Public Sector Clients on cidb prescripts by end June 2016	1 x quarterly report on training and Capacitation of Public Sector Clients on cidb prescripts by end September 2016	1 x quarterly report on training and Capacitation of Public Sector Clients on cidb prescripts by end December 2016	1 x quarterly report on training and Capacitation of Public Sector Clients on cidb prescripts by end March 2017			

Programme 4: Provincial Offices and Contractor Development (PCD)

Purpose	<ul style="list-style-type: none"> To offer an efficient and effective registrations service through the CRS Programme and the provincial offices. To develop and promote measures that assist organs of state in the planning, decision making, implementation and monitoring of contractor development.
Objective Statement	<ul style="list-style-type: none"> Excellent customer service. Provision of leadership and support to the public sector and other stakeholders in the support of increasing emerging sector participation.
Key Policy Priority	Support to client and contractor development and increased participation of the emerging sector.
Expected Outcome	Increased emerging sector participation and by client departments of CDP's with improved grading status of contractors within these CDP's; Efficient cidb service offerings through the cidb head office and provincial offices.

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance					Estimated performance					Medium-term Targets		
				2012/13	2013/14	2014/15	2015/16	2016/17 Current APP	2017/18	2018/19	2019/20	2020/21				
4.1	Effective and efficient registration service	Quarterly registration report	Percent of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt, contained in the quarterly production report.	95% compliance with over the counter registration and 48 hours activation of compliant Grade 1 applications reported end of each Quarter i.e. end of June 2013, Sep, 2013, Dec 2013 and Mar 2014. (within 1 month thereafter)	96% compliance with over the counter registration and 48 hours activation of compliant Grade 1 applications reported end of each Quarter i.e. end of June 2013, Sep, 2013, Dec 2013 and Mar 2014. (within 1 month thereafter)	85% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	90% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	92% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	93% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	94% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	95% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	95% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	95% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter	95% of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt reported per quarter		

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated performance				
				2012/13	2013/14	2014/15	2015/16	2016/17 Current APP	2017/18	2018/19	2019/20	2020/21
4.2	Enhanced capacitation of municipal procurement and contractor development	Municipal procurement and contractor development capacitation	Municipal procurement and contractor development capacitation e.g. IDMS, iTender, Best Practices, NCDP, CDP guidelines, etc.					Municipal procurement and contractor development capacitation e.g. IDMS, iTender, Best Practices, NCDP, CDP guidelines, etc. – 1 session per province by March 2017	Municipal procurement and contractor development capacitation e.g. IDMS, iTender, Best Practices, NCDP, CDP guidelines, etc. – 2 session per province by March 2018	Municipal procurement and contractor development capacitation e.g. IDMS, iTender, Best Practices, NCDP, CDP guidelines, etc. – 2 session per province by March 2019	Municipal procurement and contractor development capacitation e.g. IDMS, iTender, Best Practices, NCDP, CDP guidelines, etc. – 2 session per province by March 2020	Municipal procurement and contractor development capacitation e.g. IDMS, iTender, Best Practices, NCDP, CDP guidelines, etc. – 2 session per province by March 2021
		Electronic Monitoring and evaluation system report.	% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system at the requisite data quality and completeness			90 % of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system by end of March	Electronic Monitoring and evaluation system report - 75% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system by 31 March 2016	80% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system at the requisite data quality and completeness by 31 March 2017	83% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system complying at a level of 90% data	85% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system complying at a level of 90% data	90% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system complying at a level of 90% data	95% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system complying at a level of 90% data

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated performance				Medium-term Targets			
				2012/13	2013/14	2014/15	2015/16	2016/17 Current APP	2017/18	2018/19	2019/20	2020/21			
4.3	cidb provincial offices customer satisfaction	Contractor satisfaction reports with remedial measures for complaints.	% of satisfaction from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed.		4x quarterly Contractor satisfaction report with actions and remedial measures complaints i.e. end of June 2013, September 2013, December 2013 and March 2014 (Within one month thereafter)	95% from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins	95% from Customer bi-annual survey (end Sept 2015 and end March 2016) averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey (end Sept 2016 and end March 2017) averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed		

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated performance				Medium-term Targets			
				2012/13	2013/14	2014/15	2015/16	2016/17 Current APP	2017/18	2018/19	2019/20	2020/21			
4.4	Customer relations and Provincial offices efficiency and Management (inclusive of outreach and visibility/ communications of cidb cross programme initiatives)	Provincial Construction Development Fora (PCDFs)	Number of Provincial Construction Development Fora (PCDFs) held per province inviting provincial clients departments, associations and professional bodies	1 x PCDF) held per province by end of each quarter i.e. June 2013, September 2013, December 2013 and March 2014 (Within one month there after inviting provincial three clients departments, three associations and two professional bodies held per quarter. Quarterly CDP stats reporting to guide NCDP SCM and Provincial DPW HOD'S on Contractor's Development	Two (2) Provincial Construction Forum (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues	

Quarterly Targets for 2016/17

No.	Strategic Objective	Performance Indicator	Annual Targets 2016/17				Quarterly Targets – 2016 /17			
			1 st	2 nd	3 rd	4 th				
4.1	Effective and efficient registration service	Percent of Grade 1 compliant registrations activated within a 2 working day turnaround time from time of receipt, contained in the quarterly production report	92% of Grade 1 compliant registrations activated within 48 working hours from time of receipt, reported per quarter	92% of compliant Grade 1 applications processed within 48 working hours between 01 April and 30 June 2016	92% of compliant Grade 1 applications processed within 48 working hours between 01 June and 30 September 2016	92% of compliant Grade 1 applications processed within 48 working hours between 01 October and December 2016	92% of compliant Grade 1 applications processed within 48 working hours by 31 March 2017 – annual cumulatively			
4.2	Enhanced capacitation of municipal procurement and contractor development	Municipal procurement and contractor development eg. IDMS, i-tender, Best Practices, NCDP, CDP guidelines, etc.	Municipal procurement and contractor development eg. IDMS, i-tender, Best Practices, NCDP, CDP guidelines, etc. – 1 session per province by March 2017	Each province schedule session by June 2017	Commence capacitation sessions per province as per schedule	Continue Capacitation sessions as per schedule	1 session held per province by 31 March 2017 Municipal procurement and contractor development capacitation e.g. IDMS, i-tender, Best Practices, NCDP, CDP guidelines, etc. – 1 session per province by March 2017			

No.	Strategic Objective	Performance Indicator	Quarterly Targets – 2016 /17				
			Annual Targets 2016/17	1 st	2 nd	3 rd	4 th
		% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system at the requisite data quality and completeness	80% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system complying at a level of 90% data by 31 March 2017	Information dissemination via PCDF's to clients on the M&E system by 30 June 2016. 76% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system by end of June 2016	77% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system by end of Sept 2016 complying at a level of 90% on data quality requirements	79% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system at the requisite data quality and completeness	80% of Public Sector CDPs are registered on the cidb electronic Monitoring and evaluation system complying at a level of 90% data by 31 March 2017
4.3	cidb provincial offices services customer satisfaction	% of satisfaction from Customer bi-annual survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	95% from Customer bi-annual survey (end Sept 2016 and end March 2017) averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed	Provinces to ensure operational survey system use and 10% - and 50% PCDF attendees using the system daily/ monthly at 95% satisfaction levels	95% Customer satisfaction survey report (averaged across all provinces) within one month after end Sept 2016	Provinces to ensure operational survey system use and 10% walk-ins and 50% PCDF attendees using the system daily/ monthly at 95% satisfaction levels	95% from Customer bi-annual survey (end Sept 2016 and end March 2017) averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% PCDF stakeholders to be surveyed

No.	Strategic Objective	Performance Indicator	Annual Targets 2016/17				Quarterly Targets – 2016 /17			
			1 st	2 nd	3 rd	4 th				
4.4	Customer relations and Provincial offices efficiency and Management (inclusive of outreach and visibility/communications of cidb cross programme initiatives)	Number of Provincial Construction Development Fora (PCDFs) held per province inviting provincial clients departments, associations and professional bodies	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held by 31 March 2017, incorporating all 4 core cidb programmes capacitation issues	Scheduling of 1st and 2 nd PCDF per province – consolidated table by 30 June 2016. Commence holding PCDF's as per scheduling	Hold 1 st Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held per quarter, incorporating all 4 core cidb programmes capacitation issues by end Sept 2016.	Commence holding PCDF's as per scheduling	Updating scheduling table with amended/re-confirmation of 2nd PCDF per province by 31 December 2016	Two (2) Provincial Construction Development Fora (PCDFs) per province inviting provincial clients departments, associations and professional bodies held by 31 March 2017, incorporating all 4 core cidb programmes capacitation issues		

Programme 5: CEO's Office

Purpose	Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth , reform and improvement of the construction sector.
Objective Statement	Marketing, stakeholders consultations, transformation and communication.
Key Policy Priority	Overall leadership in support of the transformation and stakeholder management driven by the comprehensive communication strategy.
Expected Outcome	<ul style="list-style-type: none"> • Build and strengthen and maintain relationships with stakeholders; • Transform the industry.

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated Performance				Medium-term Targets							
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
5.1	Transformed construction industry; Contractors	Enhanced Back-owner-ship ²	% of black-owned (50%+) GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors				83% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016	85% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017	87% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018	89% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2019	91% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2020	92% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2021							
			% of wom-en-owned (30%+) GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors				47% or more of contractors; Grades 5 & 6, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016	49% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017	51% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2018	53% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2019	55% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2020	57% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2021							
			% of black-owned (50%+) GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors				65% or more of contractors; Grades 7 & 8, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016	68% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017	71% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018	74% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2019	77% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2020	79% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2021							

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated Performance				Medium-term Targets							
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
			% wom- en-owned (30%+) GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors				37% or more of contractors; Grades 7 & 8, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016	40% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017	43% or more of GB and CE contractors in; Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2018	46% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2019	49% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2020	52% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2021							
			% of black- owned (50%+) GB and CE contractors in Grade 9 registered on cidb Register of Contractors				28% or more of contractors; Grade 9, regis- tered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016	31% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017	34% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018	36% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2019	38% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2020	40% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2021							
			% of wom- en-owned (30%+) GB and CE contractors in Grade 9 registered on cidb Register of Contractors				18% or more of contractors; Grade 9, regis- tered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016	20% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017	23% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2018	25% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are wom- en-owned (30%+), as at end-March 2019	27% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2020	29% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2021							

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance				Estimated Performance				Medium-term Targets		
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21		
5.2	Development of procurement instruments to enhance transformation	Procurement model for limited tender opportunities	Number of Feasibility report of procurement model for limited tender opportunities submitted to Exco					1 x Feasibility report of procurement model for limited tender opportunities submitted to Exco by end March 2017	(subject to go/no go assessment of feasibility report) 1 x Draft Regulation amendments submitted to DPW by end-March 2018					
5.3	Improve and maintain stakeholder relationship	Stakeholder Engagement Model	Number of Stakeholder Engagement Model submitted to Board for approval				1 x Stakeholder Engagement Model submitted to Board for approval by end-March 2016	Pre-determined stakeholder engagement outcomes approved by Board for NSF by end-March 2017	Pre-determined stakeholder engagement outcomes approved by Board for NSF by end-March 2018					
5.4	Improved dispute resolution	Review of recommendations for an Industry Ombudsman	Number of Report on re-evaluation of Industry Ombudsman					1 * Report on re-evaluation of an industry Ombudsman submitted to cidb Exco for noting by end-December 2016						

Quarterly Targets for 2016/17

No.	Strategic Objective	Performance Indicator	Quarterly Targets – 2016 /17				
			Annual Targets 2016/17	1 st	2 nd	3 rd	4 th
5.1	Transformed construction industry; Contractors	% of black-owned (50%+) GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors	85% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017		1 x interim report; % GB and CE Grades 5 & 6 registered on cidb Register of Contractors that are black-owned (50%+), as at end-September 2016 submitted to CEO		86% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016
			49% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017		1 x interim report; % GB and CE Grades 5 & 6 registered on cidb Register of Contractors that are women-owned (30%+), as at end-September 2016 submitted to CEO		49% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017

No.	Strategic Objective	Quarterly Targets – 2016 /17					
		Annual Targets 2016/17	1 st	2 nd	3 rd	4 th	
		Performance Indicator	2016/17	1 st	2 nd	3 rd	4 th
		% of black-owned (50%+) GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors	68% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017		1 x interim report; % GB and CE Grades 7 & 8 registered on cidb Register of Contractors that are black-owned (50%+), as at end-September 2016 submitted to CEO		68% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017
		% of women-owned (30%+) GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors	40% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017		% GB and CE Grades 7 & 8 registered on cidb Register of Contractors that are women-owned (30%+), as at end-September 2016 submitted to CEO		40% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017
		% of black-owned (50%+) GB and CE contractors in Grade 9 registered on cidb Register of Contractors	31% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017		1 x interim report; % GB and CE Grade 9 registered on cidb Register of Contractors that are black-owned (50%+) as at end-September 2016 submitted to CEO		31% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017
		% of women-owned (30%+) GB and CE contractors in Grade 9 registered on cidb Register of Contractors	20% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017		1 x interim report; % GB and CE Grade 9 registered on cidb Register of Contractors that are women-owned (30%+), as at end-September 2016 submitted to CEO		20% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017

No.	Strategic Objective	Performance Indicator	Annual Targets 2016/17				Quarterly Targets – 2016 /17				
			1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	
5.2	Development of procurement instruments to enhance transformation	No. of Feasibility report of procurement model for limited tender opportunities submitted to Exco	1 x Feasibility report of procurement model for limited tender opportunities submitted to CEO by end June 2016	1 x Literature review of procurement model for limited tender opportunities submitted to CEO by end June 2016	1 x Scoping document for legal opinion on procurement model for limited tender opportunities submitted to CEO by end September 2016	1 x Draft feasibility report of procurement model for limited tender opportunities submitted to CEO by end December 2016	1 x Feasibility report with go/no-go assessment of procurement model for limited tender opportunities submitted to Exco by end March 2017				
5.3	Improve and maintain stakeholder relationship	No. of stakeholder engagement model submitted to Board for approval	1 x Report on Pre-determined stakeholder engagement outcomes approved by Board for NSF by end-March 2017	Issues for engagement with stakeholders identified and agreed by end June 2016	Stakeholder Forum constituted by end September 2016	Board consulted and agreement obtained on issues and outcomes of stakeholder engagement by end December 2016	1 x Report on pre-determine stakeholder engagement outcomes approved by Board for NSF by end-March 2017				
5.4	Improved dispute resolution	Number of Report on re-evaluation of Industry Ombudsman	1 * Report on re-evaluation of an industry Ombudsman submitted to cidb Exco for noting by end-December 2016		1 * Interim report on re-evaluation of an industry Ombudsman submitted to CEO by programme Manager CIP by end-September 2016						

Programme 6: Corporate Services

Purpose	Promote an optimal organisational culture that supports the effective delivery of the mandate.
Objective Statement	<p>Improve and review:</p> <ul style="list-style-type: none"> • Governance framework; • Policies and procedures; • Organisational structure; • Change management.
Key Policy Priority	<ul style="list-style-type: none"> • Human Resources Policies and Procedures; • Training and development.
Expected Outcome	Human Resources support in accomplishment of the mandate and strategic objectives

No.	Strategic Objective	Output	Performance Indicator	Audited / Actual Performance							Estimated Performance				
				2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2015/16	2016/17	2017/18
6.1	Promote a learning organisation	Monitoring the implementation of the cidb Training and career development (Checklist/re-sult report)	Monitoring the implementation of the cidb Training and career development policy				Approved policy. Training & Career Development	Monitoring and review of the Training & Career Development Policy by March 2017	Monitoring and review of the Training & Career Development policy	Monitoring and review of the Training & Career Development policy	Monitoring and review of the Training & Career Development policy	Monitoring and review of the Training & Career Development policy	Monitoring and review of the Training & Career Development policy	Monitoring and review of the Training & Career Development policy	Monitoring and review of the Training & Career Development policy
		Allocation of training budget	Equitable distribution of the training budget in terms of Programmes				A centralised budget allocation by 1 Apr 2015	Allocation of a centralised budget by 1 Apr 2016	Allocation of a centralised budget by 1 Apr 2017	Allocation of a centralised budget by 1 Apr 2018	Allocation of a centralised budget by 1 Apr 2019	Allocation of a centralised budget by 1 Apr 2020	Allocation of a centralised budget by 1 Apr 2020	Allocation of a centralised budget by 1 Apr 2020	Allocation of a centralised budget by 1 Apr 2020
	Turnaround Strategy to respond to Culture Survey	Turnaround Strategy to respond to Culture Survey	Annual review of strategy to respond to the culture survey results				A draft strategy submitted to the CEO by 30 June 2015	Annual review of the strategy by end-June 2016	Annual review of the strategy by end-June 2017	Conduct another survey to assess effectiveness of the interventions by end-June 2018	Implementation of a revised action plan by end-June 2019	Review of the latest action plan by end-June 2020	Review of the latest action plan by end-June 2020	Review of the latest action plan by end-June 2020	Review of the latest action plan by end-June 2020

Quarterly Targets for 2016/17

No.	Strategic Objective	Performance Indicator	Quarterly Targets – 2016/17				
			Annual Targets 2016/17	1 st	2 nd	3 rd	4 th
6.1	Promote a learning organisation	Monitoring the implementation of the cidb Training and career development policy	Monitoring and review of the cidb Training & Career Development Policy by March 2017	Monitoring of the policy implementation	Monitoring of the policy implementation	Review of examination results and assessment of applications for the following year	Monitoring and review of the cidb Training & Career Development Policy by March 2017
		Equitable distribution of the training budget in terms of Programmes	Allocation of a centralised budget by 1 Apr 2016	Allocation of a centralised budget by 1 Apr 2016			
		Annual review of strategy to respond to the culture survey results	Annual review of the strategy by end-June 2016	Annual review of the strategy by end-June 2016			

PART C: LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Annexure 1- cidb - High Level Risks

Risk Description	Consequences	Root Causes	Current Controls
Inability of cidb to impact meaningfully on transformation in the construction industry	<ol style="list-style-type: none"> 1) Inability to deliver on developmental mandate 2) Tarnished reputation 3) Loss of credibility 	<ol style="list-style-type: none"> 1) Limited access to work opportunities 2) Lack of industry skills development 3) Lack of industry enterprise development 4) Market crowding out 5) Lack of alignment to the cidb guidelines & frameworks (NCDP) 	<ol style="list-style-type: none"> 1) Transformation and development cut across all programmes of the cidb 2) CSCC established 3) Ministerial task team on transformation established 4) National Contractor Development Programme 5) On-going monitoring - including annual Construction Monitor; Q4 Transformation
Inability of cidb to meaningfully mitigate external fraud and corruption	<ol style="list-style-type: none"> 1) Fraud, corruption, nepotism and collusion continues unabated 2) Loss of value to the State 3) Lack of growth of the emerging sector 	<ol style="list-style-type: none"> 1) Inadequate compliance enforcement 2) Weaknesses in the cidb Code of Conduct 3) Limited cidb resources 4) Lack of alignment of industry initiatives 	<ol style="list-style-type: none"> 1) Compliance Strategy 2) Regulatory powers to enforce Code of Conduct 3) Requirements for integrity management systems in procurement process (SFU) 4) External fraud hotline to report fraud and corruption 5) Regulatory powers to impose sanctions 6) CRS links to National Treasury corruption database
Non-compliance to cidb's prescripts by external stakeholder (Clients, contractors & others)	<ol style="list-style-type: none"> 1) Breakdown of integrity of delivering on mandate 2) Financial implications 3) Reputational damage 4) Hampers transformation 5) Hampers delivery and development 6) Hampers industry performance 	<ol style="list-style-type: none"> 1) Lack of client resources to comply 2) Poor interpretation of cidb standards and requirements 3) Tender fraud and corruption 4) cidb inadequate communication to clients, contractor & other 	<ol style="list-style-type: none"> 1) Compliance Monitor and consequential actions (face-to-face interactions with low complying entities, etc.) 2) Compliance strategy to address proactive / reactive compliance 3) cidb training and capacitation plan for clients & contractors

Risk Description	Consequences	Root Causes	Current Controls
Internal Fraud and Corruption	<ol style="list-style-type: none"> 1) Loss of stakeholder / industry confidence 2) Tarnished reputation 3) Legal action 4) Sanction taken against offenders 	<ol style="list-style-type: none"> 1) Increased fraud and corruption : misrepresentation of information 2) Lack of internal assurance capacity and capability to pick up red flags 3) inappropriate business process design 4) Disciplinary actions for offenders 	<ol style="list-style-type: none"> 1) Anonymous fraud hot line 2) cidb Fraud and prevention plan and policies in place 3) CIDB Annual fraud awareness together with Programme specific fraud awareness sessions 4) Internal and external audit 5) Contract with Forensic Investigation Service Providers 6) Internal controls 7) Dedicated Processing Centre of Excellence
Inadequate funding to meet cidb mandate	<ol style="list-style-type: none"> 1) Inability to deliver on mandate 2) Dependency on DPW grant 	<ol style="list-style-type: none"> 1) Reduction of DPW Grant 2) Inability to generate best practice fee 	<ol style="list-style-type: none"> 1) Current financial model

Annexure 2: Reconciling Performance Targets with the Budget and MTEF

Sub programme	Audited expenditure outcome			Adjusted appropriation			Medium-term expenditure estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19		
Provincial and contractor development	26 109	29 736	29 973	29 870	29 380	35 029	37 131		
Construction industry performance	8 583	9 468	9 904	11 170	9 708	11 497	12 188		
Procurement and Delivery management	11 296	10 769	11 264	11 225	11 041	13 078	14 019		
Contractor register services	20 783	21 687	22 685	29 607	22 236	26 335	27 915		
CEO's office	11 645	11 227	12 874	13 329	12 619	14 904	15 798		
Other Objectives	39 833	41 589	43 669	49 897	41 013	48 634	51 372		
Total	118 249	124 476	130 369	145 098	125 997	149 477	158 423		
Economic classification									
Current payments	114 339	121 344	127 229	142 098	120 997	144 477	153 423		
Compensation of employees	69 110	73 258	77 042	81 354	86 343	91 600	97 097		
Goods and services	32 677	36 573	36 549	33 899	24 552	42 778	45 610		
Consultants, contractors and special services	12 552	11 513	13 638	26 845	10 102	10 099	10 716		
Payments for capital assets									
Machinery and equipment	3 910	3 132	3 140	3 000	5 000	5 000	5 000		
Total	118 249	124 476	130 369	145 098	125 997	149 477	158 423		

Annexure 2.1: Three Year Budget

	2016/2017	2017/2018	2018/2019
Revenue			
Register Revenue	67 760	70 553	78 886
Interest Income	6 178	3 940	4 334
Transfer payments from DPW	52 059	74 984	75 203
Total Revenue	125 997	149 477	158 423
Expenditure			
Administrative Expenditure	24 552	42 778	45 610
Capital Expenditure	5 000	5 000	5 000
Personnel Expenditure	86 343	91 600	97 097
Professional Expenditure	10 102	10 099	10 716
Total Expenditure	125 997	149 477	158 423

Annexure 3.1 : The cidb's Response to the Five Year Review Key Point

No	Review Panel's Recommendations	Cidb response and actions implemented
1.	The cidb should formulate ways to strengthen communications with stakeholders on its role and mandate, and should further revisit the planning and organisation of stakeholder forums and identify and address the shortcomings in partnership with stakeholders. The cidb and national stakeholder forum should appoint a secretariat to ensure compliance as spelt out in the Act, and ensure the yearly meeting with the Minister occurs.	<p>The cidb acknowledged the need to strengthen communications with stakeholders on its role and mandate, and this has been elevated to a strategic objective in the cidb 2015/16 Strategic Plan, namely that:</p> <ul style="list-style-type: none"> The cidb communication strategy will be enhanced to ensure that the cidb maintains good relationship with stakeholders; Furthermore, the following performance target has been established for 2015/16; Stakeholder Engagement Model submitted to Board for approval by end-March.

No	Review Panel's Recommendations	Cidb response and actions implemented
2.	<p>The cidb should move expeditiously to implement phase 2 of the Registers (Best Practice Assessment Schemes) and strengthen the risk mitigation role of the register by introducing new compliance standards within the grading system such as compliance with ISO for quality and safety regulations.</p>	<p>The cidb interprets this recommendation that the cidb should move expeditiously to implement the cidb Best Practice Contractor Recognition Scheme, which will enhance risk management in construction procurement. In this regard, it is envisaged that the cidb Best Practice Contractor Recognition Scheme will be tabled at the Board early 2015 for approval for implementation and roll-out. The cidb Contractor Recognition Scheme includes cidb Standards with regard to competence standards, construction management systems, and performance reports.</p> <p>It is noted however that the cidb's position is that the cidb Contractor Recognition Scheme will not impact on the cidb contractor grading, and that recognition of a contractor's capabilities and performance should be taken into account as a functionality criteria (and not an eligibility criteria).</p> <p>It is further noted with regard to the recommendation in respect of safety regulations, the cidb has prepared draft regulation amendments for consultation regarding a health and safety (H&S) demerit system in relation to a contractor's registration.</p>

No	Review Panel's Recommendations	Cidb response and actions implemented
3	<p>The cidb should revisit the criteria for grading of contractors on the register to ensure that both financial resources and technical ability are taken into consideration in the grading, and to ensure that contractors are not 'downgraded' solely because of prevailing economic circumstances.</p>	<p>With regard to the recommendation to "ensure that contractors are not 'downgraded' solely because of prevailing economic circumstances", the cab has assessed the registration renewal criteria in detail in order to determine the impact of relaxations of registration criteria.</p> <p>There is unfortunately no silver bullet approach where relaxing any one of the registration renewal criteria will have a significant impact as it is often a combination of reasons leading to downgrading.</p> <p>When making recommendations for improvements to the cidb Regulations the role of the Register of Contractors as a risk management tool has to be balanced with the application of the Register as a framework for contractor development. The approach is to improve the cidb Regulations in order to better align registration requirements with the operating environment together with flexible processes. Contractors that do not meet the requisite grade are provided the necessary advice and an allowance is provided before the grade is finalised.</p> <p>The previous suite of Regulation amendments were effected on 1 August 2013 and presented significant improvements to the benefit of contractors. These included the removal of the requirements for registered professionals, reduction in the annual turnover and track records requirements, among other improvements. This promoted the retention of contractor grades and upgrading. The cidb will continue monitoring the Regulations in order to identify further areas for improvement.</p>
4	<p>The cidb should investigate the feasibility and impact on the construction industry of establishing minimum criteria for the registration of Grade 1 contractors without creating unreasonable barriers to entry into the construction industry.</p>	<p>The cidb has prepared draft regulation amendments for consultation in regard to:</p> <ul style="list-style-type: none"> • track record in a similar format as applied to the other grades; or • skills requirements relevant to Grade 1 contractors.
5	<p>The cidb should carry out research on stakeholder interpretations and application of PE status in order to determine the appropriate criteria to be used in awarding this status, the impact of having a PE designation, whether it achieves its stated intentions and how best to improve the application of the concept.</p>	<p>The cidb has undertaken such research on stakeholder interpretations and application of PE status, and has recently published Practice Note 32: Application of the Potentially Emerging (PE) Status which addresses the practical application of the PE status both by clients and contractors. The cidb is actively promoting Practice Note 32 through the Provincial Contractor Development Forums and other forums.</p>

Cidb response and actions implemented	
<p>No</p> <p>Review Panel's Recommendations</p>	<p>Cidb response and actions implemented</p>
<p>6</p> <p>The cidb should expedite the implementation of the Register of Professional Service Providers.</p>	<p>The cidb is currently consulting on draft proposals for the cidb Register of Professional Service Providers (PSPs) and the cidb PSP Recognition Scheme. In terms of the cidb 2015/16 Strategic Plan, the cidb aims to develop draft regulation amendments for the cidb Register of Professional Service Providers by end-December 2016.</p>
<p>7.</p> <p>Better use should be made of the data in the registers through more rigorous and indepth data analysis, and this should then be strategically used to inform and design industry development.</p>	<p>The cidb endorses the recommendation to make better use of the data in the registers. It should however be noted that the cidb does produce quarterly reports drawing on the data in the registers (and which are available on the cidb website) on supply and demand, transformation and contractor development.</p> <p>Notwithstanding this, in terms of the cidb 2015/16 Strategic Plan, a strategic goal of the cidb is to position the cidb as a knowledge authority in the industry – drawing on, amongst others, data in the cidb registers. In addition, the cidb has embarked on enhancements to the Construction Registers which will be rolled-out through the Provincial Offices to address queries on supply and demand, transformation, contractor development, etc. at a national, provincial or client level.</p>
<p>8</p> <p>The cidb should provide leadership in the formulation, implementation and monitoring of a comprehensive NCDP with clear targets that speak to the National Development Plan. Specific programme deliverables should be set, implemented and monitored and communicated with respect to the NCDP to clarify and align expectations with the cidb. The cidb should further explore possible role for (and potential partnership with) the newly developed Department of Small Business Development in emerging contractor development. The cidb should also investigate the establishment of an incentive grant similar to the EPWP to incentivise clients to implement the NCDP.</p>	<p>The cidb has provided leadership in assisting DPW in formulating and implementing the NCDP. Targets are set in conjunction with clients. The role of the cidb is clearly set out in the NCDP and cascaded into the CIDB Contractor Development Strategy.</p> <p>The internal cidb core programmes deliverables are set out in the strategy and are being implemented and reported upon quarterly. Client CDP's have to now be assessed in terms of clear guidelines published by the cidb. The cidb in 2015/6 is pursuing relations and links to a number of key stakeholders including SALGA, MISA, CETA and the Department of Small Business Development, as well as alignment with EPWP (which is a CDP).</p>

No	Review Panel's Recommendations	Cidb response and actions implemented
9	<p>The cidb and DPW, in conjunction with the National Treasury, should review the institutional structure for harmonisation of procurement regulations applicable to the construction industry and clearly identify each organisation's roles in the development of such procurement regulations, and address any existing contradictions and discrepancies in the regulations.</p>	<p>This matter is receiving attention between the cidb and National Treasury. In this regard it is noted that the National Treasury 2015 Public Sector Supply Chain Management Review notes that with regard to proposed regulatory reforms relating to infrastructure procurement:</p> <ul style="list-style-type: none"> • The [Office of the Chief Procurement Officer] OCPO must establish a framework for government's procurement activities in relation to the construction industry and related engineering services. • The CIDB should be strengthened as a partner in infrastructure delivery and the OCPO should not duplicate its work. This would avoid multiple centres of infrastructure procurement regulation.
10	<p>The cidb should investigate and recommend regulations on the degree of amendment of clauses in standard forms of contract - especially when they favour one party to the detriment of another - particularly by public sector clients.</p>	<p>The cidb Standard for Uniformity (SFU) clearly sets out the standard forms of contract to be used in public sector procurement. Where industry proposes to introduce any changes to the SFU in terms of standard forms of contract, industry should formally approach the cidb with a motivation for this, which the cidb will respond to. The cidb is of the opinion that the standard forms of contract referred to in the SFU do not "favour one party to the detriment of another".</p>
11	<p>The cidb should investigate the possibility of an office of a construction industry ombudsman to resolve construction related disputes and to provide a speedy and accessible dispute resolution medium.</p>	<p>The cidb developed a discussion document on a Construction Industry Ombudsman in 2012 and 2013, and consulted with industry on this matter. The investigation concluded that "notwithstanding the very real concerns of industry regarding disputes between clients, contractors, sub-contractors and suppliers, it is apparent that a Construction Industry Ombudsman is not feasible at this point in time".</p> <p>The report (and cidb Executive) also noted that the cidb should rather focus on the publication of the intended Prompt Payment Regulation amendments, and if the Prompt Payment Regulation amendments were not to be published, the cidb should then revisit the concept of a Construction Industry Ombudsman. The cidb Prompt Payment Regulation amendments are now in the process of being published for public comment.</p>

No	Review Panel's Recommendations	Cidb response and actions implemented
12	<p>The cidb further needs to ensure that all client departments are trained and well equipped to utilise the Best Practice Notes, and should acquire the resources to enforce compliance with such. Client departments who opt not to utilise the best practice notes should be penalised for non-compliance.</p>	<p>It is noted that the cidb cannot "ensure" that "all client departments are trained and well-equipped to utilise the Best Practice Notes". Furthermore, the cidb notes that the CID Regulations do not provide for client departments to be "penalised for noncompliance" to Best Practice Notes. (It is noted however that client departments can however be penalised for non-compliance to cidb Best Practice Standards.)</p>
13	<p>The cidb should finalise and publish policy on non-payment and late payments of contractors that ensures that offenders are adequately penalised.</p>	<p>Notwithstanding this, the cidb recognises that the intent of the recommendations is that the cidb facilitates that client departments are trained and well-equipped to utilise the cidb Best Practice Notes, and that the cidb should acquire the resources to facilitate compliance with such. The cidb current facilitates the adoption of the cidb Best Practice Notes by means of the cidb Provincial Construction Development Forums (PCDFs) and the cidb Client Procurement Officers (CPO) Forums. In this regard, the cidb 2015/16 Strategic Plan records the following performance targets:</p> <ul style="list-style-type: none"> • two Provincial Construction Development Forums (PCDFs) per province per year; and • annual report on the roll-out of an improved model for the CPO Forum by end March 2016.
14	<p>As the cidb is responsible for strategic leadership in the construction industry, it should set an example and be assessed in terms of B-BBEE legislation for a BEE certificate.</p>	<p>The cidb prompt payment regulation amendments are currently (March 2016) in the process of being published for public comment.</p> <p>The cidb takes note of this recommendation, and will deliberate on the matter.</p>
15	<p>Keeping in mind the legislative mandates of the Competition Commission, the cidb should liaise with the Commission and with other the industry stakeholders to develop coordinated policies that proactively address collusion, fraud and corruption in the construction industry. To do this, the cidb will need to strengthen its internal legal resources in the Procurement and Delivery Management programme.</p>	<p>As identified in the cidb 2015/16 Strategic Plan, the cidb will continue with the development of an anti-corruption model incorporating transparency requirements in the procurement system, which it aims to publish as a Standard by March 2016. Furthermore, the cidb aims to roll out a cidb Best Practice; Integrity Management System for contractors in Grades 7 to 9 that could be incorporated as an eligibility or functionality factor for tendering for work on large contracts. It is intended that the cidb Standard for Integrity Management Systems for Contractors will be submitted to the cidb Board by July 2015 to be published in the Gazette.</p>
16	<p>Innovative approaches to penalise transgressors of a cidb code on collusion should be explored, such as the use of any resulting fines to fund construction-specific issues and improve the industry.</p>	<p>This matter is being dealt with in terms of the CID Regulations.</p>

No	Review Panel's Recommendations	Cidb response and actions implemented
17	<p>The Board must conduct a review of the original intent of the Act and interpret it into policy and requirements for the cidb. This should result in the identification of strategic drivers and priorities to deliver its mandate, through a strategic planning process. Such a process should be open and involve the cidb Board, executive, management and rest of the organisation. A critical outcome of this process will be the formulation and implementation of a strategically aligned project portfolio within the identified constraints that embraces a changing construction industry environment.</p>	<p>As reflected in the cidb 2015/16 Strategic Plan, the National Department of Public Works has provided guidance for a review of the Act. The internal cidb review will be completed by July 2015, as input into the DPW CIDB Act review process. The review will concentrate on an analysis of current constraints of the Act. Inhibiting factors identified in the delivery of infrastructure will also be considered for inclusion in the review of the Act.</p>
18	<p>The cidb should carry out a review of its organisational structure to identify where changes are necessary to improve operational efficiencies and employee productivity. If need be, an organisational redesign should be carried out to support its delivery model and complement the strategy at a national, provincial or municipal level. This includes job reviews and redesign in line with the skills needed to execute the cidb's mandate.</p>	<p>As reflected in the cidb 2015/16 Strategic Plan, the cidb is initiating an organisational design process to review the functioning of its Programmes and the alignment of its resources to ensure that the cidb's strategic goals and mandate is achieved effectively and efficiently. This organisational design review includes considerations:</p> <ul style="list-style-type: none"> • to grow the cidb provincial footprint in response to the cidb's needs; • the establishment of an inspectorate to support the cidb compliance monitoring function; • additional resources to support the cidb's legal and audit functions, as well as planning and monitoring capability in the CEO's Office.
19.	<p>The Ministry, in conjunction with other relevant stakeholders should review the current tenure of the board and align this with the requirements and constraints of implementing the cidb strategy. The Board tenure should be such that it is in line with the CEO's term and in line with a strategic planning cycle.</p>	<p>The recommendations of the Review Panel will be incorporated into the review of the CIDB Act (see Recommendation 17).</p>
20	<p>As a governance mechanism, the Minister of Public Works should develop a Shareholder Compact that will govern the relationship between the Minister and the cidb and outline cidb's relationship with other DPW's agencies such as other built environment professional councils and the CBE. This recommendation was made in cidb's first review and there is no evidence that it was implemented.</p>	<p>The response of the cidb to the recommendations in 2006 5 Year Review noted that the objective of a Shareholder Compact would be to:</p> <ol style="list-style-type: none"> i) set out expectations and clarify the role of the Board; ii) set down aims, targets and performance measures; and iii) might give cidb the lead role in the development of policies and programmes related to some of DPW's strategic goals. <p>The cidb's 2006 response further noted that:</p> <ol style="list-style-type: none"> a) It is the cidb's view that the CIDB Act and mandate contained there adequately sets out the expectations and clarifies the role of the Board.

Annexure 3.2: SWOT Analysis

Strengths:	Weaknesses:
<p>1. CIDB Act: Defines mandate and jurisdiction, including:</p> <ul style="list-style-type: none"> • Register of Contractors, Register of Projects and provision for Register of Professional Service Providers; • Standard for Uniformity, Code of Conduct, and procurement prescripts, etc.; • Sanctions; • 5 year independent review – Implementation of recommendations; • Income generation: Provision in Act for income from Register of Contractors, Register of Projects, Project Assessment Scheme and other. 	<p>1. Inadequate levels of responsiveness of the cidb to industry transformation:</p> <ul style="list-style-type: none"> • Monitoring; • Practice note; • Best practices; • Standards; • Regulations; • Training/ Skills. <p>*addressed in Strategic Goals 3,4 & 5</p>
<p>2. Good financial management and governance – unqualified audit reports.</p>	<p>2. Leadership and Management constraints: Varying levels of strategic leadership.</p> <p>*addressed in Strategic Goal 7</p>
<p>3. Areas of good competence and industry experience (linked to external needs) exists:</p> <ul style="list-style-type: none"> • Variable levels of competence at project level and support structures. 	<p>3. Varying levels of staff competence and capacity:</p> <ul style="list-style-type: none"> • Over-dependency on a few senior staff (workload); • Difficult to find and attract high level technical staff. <p>*addressed in Strategic Goal 7</p>
<p>4. Strong stakeholder relations:</p> <ul style="list-style-type: none"> • Strong strategic relationships with DPW, NT, MISA and DHET (Skills for SIPS); • Good relationships with Professional Councils and Voluntary Associations; • Strong and robust interactions with stakeholders (NSF, PSLM, PCDF, CPO). 	<p>4. Capability constraints:</p> <ul style="list-style-type: none"> • Low delivery capability / delays in delivery / Post-box syndrome; • Poor management of external consultants; • Report writing ability often inadequate; • To be addressed through a skills audit. <p>*addressed in Strategic Goal 7</p>
	<p>5. Inadequate compliance enforcement (“teeth”).</p> <p>*addressed in Strategic Goals 1 & 2</p>
	<p>6. System constraints:</p> <ul style="list-style-type: none"> • data quality challenges; • manual system for Compliance Monitor. <p>*addressed in Strategic Goal 6</p>
	<p>7. cidb capacity constraints:</p> <ul style="list-style-type: none"> • see Item 2 above (resourcing / staff competencies). <p>*addressed in Strategic Goal 7</p>
	<p>8. Variable levels of service quality.</p> <p>*addressed in Strategic Goal 6</p>
	<p>9. Structure not optimal:</p> <ul style="list-style-type: none"> • Capacity constraints / misalignment with business operating model. <p>*addressed in Strategic Goal 7</p>
	<p>10. Inadequate culture of organisational.</p> <p>*addressed in Strategic Goal 7</p>

Strengths:	Weaknesses:
	11. Under-investment in good performing staff: <ul style="list-style-type: none"> • Inadequate retention and succession planning; • Limited use of networks / lack of understanding of networks; • Limited use of international networks. *addressed in Strategic Goal 7
	12. Gaps / weaknesses in Regulations. *addressed in Strategic Goal 1
	13. Sanctions not adequate and ineffective in some instances. *addressed in Strategic Goals 1 & 2
	14. Revisions to the Act / Regulations *addressed in Strategic Goals 1 & 2
	15. Inadequate stakeholder management. *addressed in Strategic Goal 8

Opportunities:	Threats:
1. Review and tailoring of 2016/17 to 2019/20 Strategic Plan: <ul style="list-style-type: none"> • Strengthen and enhance compliance with the cidb regulations to reduce construction risk, all forms of fraud and corruption in the sector; • Build and capacitate the industry to deliver quality infrastructure in the country; • Enhance transformation of the construction industry; • Position the cidb as a knowledge authority in the industry; • Maintain financial sustainability; • Provide an excellent service to the contractors and clients nationally; • Optimise the organisational design to support the effective delivery of the cidb mandate; • Strengthen and maintain good relationship with stakeholders through effective communication. 	1. Failure of the cidb to lead and contribute to Industry Transformation *addressed in Strategic Goal 3 Role of Office of the Chief Procurement Officer (OCPO).
2. Role of Office of the Chief Procurement Officer (OCPO): <ul style="list-style-type: none"> • Signs of OCPO playing increasing role in infrastructure procurement; • Opportunity for better alignment and standardisation for infrastructure delivery across all spheres of government. 	2. Impact of the centralisation of construction procurement on the RoC, RoP, RoPSP, SFU to be determined. *addressed in Strategic Goals 1 & 2
3. Infrastructure priority: Infrastructure led economic growth in SA– and hence need / demand for cidb in the industry: <ul style="list-style-type: none"> • Political and industry relevance; • cidb as a Government area of priority. 	3. Capacity constraints in client departments impacting negatively on compliance with CIDB prescripts: <ul style="list-style-type: none"> • Training and capacitation; • CDP's; • CPO's. *addressed in Strategic Goals 1 & 2

Opportunities:	Threats:
<p>4. Opportunities for incremental strengthening and broadening impact:</p> <ul style="list-style-type: none"> • Alternative financial model; • Enhancing compliance – inspectorate • Enhancing client performance – Prompt Payment Regulations, Gateway System, Client Recognition Scheme; • Enhancing client risk management – Register of Professional Service Providers, Contractor Recognition Scheme; • Enhancing client best practice – Project Assessment Scheme; • Enhancing contractor performance – CDPs, Contractor Recognition Scheme , Programmatic developmental support, CONQUS SA; • Enhancing construction skills – cidb SDA, WorldSkills ZA. 	<p>4. Non responsiveness of the cidb to fraud and corrupt practices in industry:</p> <ul style="list-style-type: none"> • Collusion; • Code of Conduct; • Fraud hotline; • Investigations and sanctions; • Integrity standards for public sector clients (transparency of information). <p>*addressed in Strategic Goals 1 & 2</p>
<p>5. Review of cidb Act.</p>	<p>5. The RoC does not serve the risk management function that it was intended for:</p> <ul style="list-style-type: none"> • Maintain the integrity of the RoC through appropriate regulations and registration requirements (while ensuring that the register continues to serve as a tool for the development of contractors). <p>*addressed in Strategic Goals 1,2 & 6</p>
<p>6. Income generation: Provision in Act for income from Register of Contractors, Register of Projects, Project Assessment Scheme and other.</p>	<p>6. Reputational damage due to insufficient work opportunities for black contractors:</p> <ul style="list-style-type: none"> • Client capacitation and training; • Stakeholder partnerships (MISA / SALGA); • Standard for indirect targeting for enterprise development; • NCDP – Developmental procurement and Practice notes. <p>*addressed in Strategic Goals 3 & 6</p>
<p>7. Stimulating enterprise opportunities (CONQUAS, SDA, Export promotion, etc).</p>	<p>7. Internal Fraud and corruption.</p> <p>*addressed in Strategic Goal 1</p>
<p>8. Transformation of the Industry.</p>	
<p>9. Strengthen regulations related to RoC – improve regulations alignment with economic and operating conditions.</p>	
<p>10. Strengthening of stakeholder engagements and relations/ PR:</p> <ul style="list-style-type: none"> • Refining and revising/ updating – comprehensive stakeholder engagement model; • Strong , focused and robust interactions with stakeholders (NSF, PSLM, PCDF, CPO). 	

Annexure 3.3: Technical Indicator

Programme 1: Construction Registers Services (CRS)

Indicator title	Registration turnaround time – Grades 2 to 9
Short definition	Registration of Grade 2 to 9 contractors within the prescribed 21 working days turnaround time for all compliant applications for Grade 2-9 contained in the quarterly production report
Purpose/ importance	Tracks if the programme is performing on its mandate as legislated to process contractor applications within the 21 working day turnaround time.
Source / collection of data	Monthly statistical reports are obtained from the Management Information System (MIS) which draws data from the CRM System used to process contractor registrations.
Method of calculation	The turnaround time of each compliant application starts from the date on which the application form was submitted by the contractor and or received by the cidb provincial offices until the time when the application gets activated, after following various processing stages.
Data limitations	Processing of contractor applications is dependent on the availability of the software system and resources to capture and process application forms.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator is for monitoring the achievement of turnaround time (94% achievement of the 21 working day turnaround time for compliant applications)
Indicator responsibility	CRS Programme Manager

Indicator title	Fraud prevention and detection plan
Short definition	Revised CRS Fraud Prevention and Detection Plan approved by cidb EXCO by 30 June 2016. Quarterly progress reports tabled to EXCO for the 2 nd , 3 rd and 4 th quarter of the financial year.
Purpose/ importance	Improves the integrity of the Register of Contractors
Source / collection of data	The fraud prevention and detection plan is developed with the content based on good practices to ensure that there is integrity in the registrations process.
Method of calculation	The fraud prevention and detection plan to be developed by 30 June 2016. Quaterly reports tabled to EXCO.
Data limitations	Identification of elements that will serve as input to the plan is dependent on the findings by the BPM team, audit findings and previous cases related to fraud.
Type of indicator	Output
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator is for the plan to be revised and approved by 30 June 2016 which will outline implementation requirements
Indicator responsibility	Programme Manager

Indicator title	Customer satisfaction survey system for new contractor applications – Phase 1
Short definition	Implementation of phase 1 of the customer satisfaction survey system, for new contractor applications
Purpose/ importance	Establish a customer service feedback system
Source / collection of data	Review report on the pilot of customer satisfaction surveys on contractor registration
Method of calculation	Report providing proof of distribution of emails to new applicants
Data limitations	There is a dependency on the responsiveness of contractors in completing the satisfaction survey
Type of indicator	Output
Calculation type	Single
Reporting cycle	Once
New indicator	Yes
Desired performance	Implementation of customer satisfaction survey system for new contractor applications by 30 December 2016
Indicator responsibility	Manager: Registers

Indicator title	Implementation of Phase 1 of online contractor registration
Short definition	Implementation of Phase 1 of online contractor registration comprising the annual update of particulars
Purpose/ importance	To implement Phase 1 of online registration comprising annual update of particulars
Source / collection of data	System report on the number of contractors utilising online registration
Method of calculation	Number of applications lodged
Data limitations	None as the system records application methods e.g. online
Type of indicator	Output
Calculation type	Single
Reporting cycle	Once
New indicator	Yes
Desired performance	Implementation of Phase 1 of online contractor registration comprising the annual update of particulars by 31 March 2017
Indicator responsibility	CRS Programme Manager

Programme 2: Construction Industry Performance (CIP)

Indicator title	State of implementation of Best Practice Contractor Recognition Scheme
Short definition	Assessment Report on state of implementation of cidb Best Practice Contractor Recognition Scheme
Purpose/ importance	To evaluate the state of implementation of the of cidb Best Practice Contractor Recognition Scheme
Source / collection of data	The report will be submitted to Board Secretariat by end-March 2017 (for cidb Board for noting), and will draw on: <ul style="list-style-type: none"> the Register of Contractors – number of contractors recognised in terms of the Scheme assessment of the processes implemented to recognise contractors in terms of best practices (Assessment Committee, APL assessments, CRM enhancements, etc.) client and contractor feedback through formal and informal mechanisms The report will conclude with recommendations for enhancing implementation of cidb Best Practice Contractor Recognition Scheme
Method of calculation	Verification of date of email with Assessment Report submitted to Board Secretariat (for submission to Board for noting)
Data limitations	The Assessment Report will be submitted to Board Secretariat for cidb Board for noting
Type of indicator	Output – email with assessment report
Calculation type	Single
Reporting cycle	Single - end-March 2017
New indicator	Yes
Desired performance	The Assessment Report will conclude with recommendations for enhancing implementation of cidb Best Practice Contractor Recognition Scheme
Indicator responsibility	Programme Manager: CIP

Indicator title	Compliance Monitor
Short definition	cidb Compliance Monitor
Purpose/ importance	Publication of 4 cidb Compliance Monitors monitoring state of compliance by client departments with requirements for tender notices, tender awards and contract closure
Source / collection of data	Compliance Monitors published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)
Method of calculation	Verification of Compliance Monitors published in pdf format on cidb web
Data limitations	Na
Type of indicator	Output – 4 cidb Compliance Monitors monitoring state of compliance by client departments with requirements for tender notices, tender awards and contract closure
Calculation type	Multiple - 4
Reporting cycle	Multiple – quarterly (end-Apr, Jul, Oct, Jan)
New indicator	No
Desired performance	Compliance Monitors published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)
Indicator responsibility	Project Manager: Economics

Indicator title	cidb Standard for Contract Participation
Short definition	cidb Standard for Contract Participation
Purpose/ importance	cidb Standard for Contract Participation submitted to DPW (for endorsement for submission to Board Secretariat for cidb Board approval for Gazetting)
Source / collection of data	The cidb Standard for Contract Participation will aim to present uniform and minimum contract participation goals (CPGs) to be adopted on public sector contracts.
Method of calculation	Verification of date of email with cidb Standard for Contract Participation submitted to DPW for endorsement for submission to cidb Board
Data limitations	NA
Type of indicator	Output – email with Standard for Contract Participation
Calculation type	Single
Reporting cycle	Single - end-December 2016
New indicator	Yes
Desired performance	The Standard for Contract Participation will be published in the Government Gazette and will be a requirement on selected public sector projects.
Indicator responsibility	Programme Manager: CIP

Indicator title	cidb Standard for CONQUAS SA Quality Assessments
Short definition	cidb Standard for CONQUAS SA Quality Assessments
Purpose/ importance	cidb Standard for CONQUAS SA Quality Assessments submitted to DPW (for endorsement for submission to Board Secretariat for cidb Board approval for Gazetting)
Source / collection of data	The cidb Standard for CONQUAS SA Quality Assessments will establish requirements for undertaking a CONQUAS SA assessment on public sector contracts. The Standard will be submitted to DPW (for endorsement for submission to Board Secretariat for cidb Board approval for Gazetting)
Method of calculation	Verification of date of email with cidb Standard for CONQUAS SA Quality Assessments submitted to DPW (or endorsement to submit to Board)
Data limitations	NA
Type of indicator	Output – draft Standard and assessment report
Calculation type	Single
Reporting cycle	Single - end-June 2017
New indicator	Yes
Desired performance	The cidb Standard for CONQUAS SA Quality Assessments will be published in the Government Gazette and will be a requirement on selected public sector projects.
Indicator responsibility	Programme Manager: CIP

Indicator title	State of implementation of Best Practice Project Assessment Scheme
Short definition	Assessment Report on state of implementation of cidb Best Practice Project Assessment Scheme
Purpose/ importance	To evaluate the state of implementation of the of cidb Best Practice Project Assessment Scheme
Source / collection of data	The Assessment Report will be submitted to Board Secretariat by end-March 2017 (for submission to cidb Board for noting), and will draw on: <ul style="list-style-type: none"> • the Register of Projects – number of projects complying with best practice requirements • assessment of the processes implemented to register and record best practices on projects (Assessment Committee, CRM enhancements, etc) • client and contractor feedback through formal and informal mechanisms The report will conclude with recommendations for enhancing implementation of the Scheme
Method of calculation	Verification of date of email with Assessment Report submitted to Board Secretariat for submission to Board for noting
Data limitations	The Assessment Report will be submitted to Board Secretariat for cidb Board for noting
Type of indicator	Output – email with assessment report
Calculation type	Single
Reporting cycle	Single - end-March 2017
New indicator	Yes
Desired performance	The Report will conclude with recommendations for enhancing implementation of cidb Best Practice Project Assessment Scheme
Indicator responsibility	Programme Manager: CIP

Indicator title	cidb SDA
Short definition	cidb SDA
Purpose/ importance	To assess the operations of the cidb SDA
Source / collection of data	The Assessment Report will be submitted to the Programme Manager for noting, and will draw: <ul style="list-style-type: none"> • number of learners on learner-database • number of learners placed • financial performance of SDA
Method of calculation	Verification of Assessment Report submitted to Programme Manager by email
Data limitations	Na
Type of indicator	Output
Calculation type	Single
Reporting cycle	Single - end-March 2017
New indicator	Yes
Desired performance	Operational SDA with a capacity to manage a minimum of 50 learners per year
Indicator responsibility	Manager: Construction Industry Skills

Indicator title	Post Graduate Conference
Short definition	Post Graduate Conference / Post-Doctoral Workshop
Purpose/ importance	Hosting of cidb supported Post Graduate Conference or Post-Doctoral Workshop by a SA University annually
Source / collection of data	Programme and attendance register for Post Graduate Conference or Post-Doctoral Workshop held by University
Method of calculation	Verification of Programme issued by University for PG Conference or PD Workshop and attendance register
Data limitations	Na
Type of indicator	Output – PG Conference / PD Workshop held by University
Calculation type	Single -
Reporting cycle	Single - end-March 2016
New indicator	No
Desired performance	Successful Post Graduate Conference or Post-Doctoral Workshop hosted by a SA University
Indicator responsibility	Manager: Construction Industry Skills

Indicator title	CIIs
Short definition	Migration of CIIs to CRM
Purpose/ importance	Migration of CIIs to CRM for automated client and contractor surveys on practical completion of projects
Source / collection of data	Sign-off of completion of contract for CRM enhancements for automated client and contractor surveys on practical completion of projects
Method of calculation	Verification of sign-off of completion of contract for CRM enhancement by end-March 2017
Data limitations	Na
Type of indicator	Output – Report
Calculation type	Single
Reporting cycle	Single - end-March 2017
New indicator	No
Desired performance	To migrate CIIs to the CRM System for CII reports to be published annually, monitoring the performance of the industry
Indicator responsibility	Project Manager: Industry Performance

Indicator title	Quarterly Monitor
Short definition	cidb Quarterly Monitor
Purpose/ importance	Publication of 4 cidb Quarterly Monitors monitoring the state of the development of the industry: <ul style="list-style-type: none"> • Quarter 1: Supply & Demand • Quarter 2: Contractor Development • Quarter 3; Employment • Quarter 4: Empowerment
Source / collection of data	Quarterly Monitors published in pdf format on cidb web
Method of calculation	Verification of Quarterly Monitors published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)
Data limitations	Na
Type of indicator	Output – 4 cidb Quarterly Monitors monitoring the state of the development of the industry (Quarter 1: Supply & Demand, Quarter 2: Contractor Development, Quarter 3; Employment, Quarter 4: Empowerment)
Calculation type	Multiple - 4
Reporting cycle	Multiple – quarterly (end-Apr, Jul, Oct, Jan)
New indicator	No
Desired performance	Quarterly Monitors published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)
Indicator responsibility	Project Manager: Industry Performance

Indicator title	SME Business Conditions Survey
Short definition	cidb SME Business Conditions Survey
Purpose/ importance	Publication of 4 cidb SME Business Conditions Survey monitoring Business Conditions (business confidence, competition, employment, access to credit) by Grade and Province
Source / collection of data	SME Business Conditions Survey published in pdf format on cidb web
Method of calculation	Verification of SME Business Conditions Survey published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)
Data limitations	Na
Type of indicator	Output – 4 cidb SME Business Conditions Survey monitoring Business Conditions (business confidence, competition, employment, access to credit) by Grade and Province
Calculation type	Multiple - 4
Reporting cycle	Multiple – quarterly (end-Apr, Jul, Oct, Jan)
New indicator	No
Desired performance	SME Business Conditions Survey published in pdf format on cidb web in 2016/17 (end-Apr, Jul, Oct, Jan)
Indicator responsibility	Project Manager: Economics

Indicator title	Regulation Amendments for Register of Professional Service Providers
Short definition	Scoping document for Regulation Amendments for Register of Professional Services Providers
Purpose/ importance	To submit draft cidb Regulation Amendments for Register of Professional Services Providers to DPW (for endorsement to submit to cidb Board)
Source / collection of data	The draft Regulation Amendments scoping document for cidb Register of Professional Services Providers submitted to DPW by end-March 2017 (for endorsement for submission to cidb Board)
Method of calculation	Verification of date of email with draft cidb Regulation Amendments submitted to DPW by email for endorsement for submission to cidb Board
Data limitations	The draft cidb Regulation Amendments will be submitted to DPW (for endorsement)
Type of indicator	Output – email with cidb Regulation Amendments
Calculation type	Single
Reporting cycle	Single - end-December 2016
New indicator	Yes
Desired performance	Inclusion of cidb Regulation Amendments on Board agenda
Indicator responsibility	Manager: Construction Industry Performance

Programme 3: Procurement and Delivery Management (PDM)

Indicator title	Assessment Report for Prompt Payment
Short definition	Report on Regulations for Prompt Payment
Purpose/ importance	Prescription for payment on time
Source / collection of data	Nil
Method of calculation	Nil
Data limitations	Nil
Type of indicator	Report
Calculation type	Multiple – 2
Reporting cycle	Single – March 2017
New indicator	Yes
Desired performance	Application of regulation by all organs of state.
Indicator responsibility	Programme Manager PDM + Manager Client Capacitation

Indicator title	Regulations published in the government gazette
Short definition	Amended regulations
Purpose/ importance	Improvements to the cidb regulatory authority
Source / collection of data	Consultations with key industry stakeholders
Method of calculation	Consultation and documentation of revisions to the regulations
Data limitations	The report to the Minister will be signed off by the Chief Executive Officer after Board approval
Type of indicator	Report
Calculation type	Multiple – 4
Reporting cycle	end March 2017
New indicator	No
Desired performance	Promote improvement of compliance to the cid regulations
Indicator responsibility	Programme Manager PDM Manager + Manager Legal and Compliance

Indicator title	Construction competence standard
Short definition	Construction procurement standards
Purpose/ importance	To develop a prescription in the form of a standard for gazetting
Source / collection of data	The pilot programme will be used to collate data for the development of the standard
Method of calculation	Data assessment
Data limitations	The report to the Minister will be signed off by the Chief Executive Officer after Board approval
Type of indicator	Output – report
Calculation type	Multiple – 4
Reporting cycle	4 – end March 2017
New indicator	Yes
Desired performance	Publication of the standard for enhancing implementation of the Client Best Practice Recognition Scheme
Indicator responsibility	Programme Manager PDM + Manager Client Capacitation

Indicator title	Framework for a Client Recognition Scheme
Short definition	Framework for a Client Recognition Scheme
Purpose/ importance	To benchmark better performing clients
Source / collection of data	Feasibility study
Method of calculation	Assessment report
Data limitations	Variable to client responses
Type of indicator	Report
Calculation type	Multiple – 3
Reporting cycle	End March 2017
New indicator	Yes
Desired performance	An accepted framework to benchmark client performance on infrastructure delivery
Indicator responsibility	Programme Manager PDM

Indicator title	Research Report to investigate contract management challenges of the Client
Short definition	Research Report on contract management challenges
Purpose/ importance	To improve the support to clients on contract management challenges
Source / collection of data	Statistical and analytical data
Method of calculation	Research report
Data limitations	Number of clients to source data
Type of indicator	Report
Calculation type	Multiple - 2
Reporting cycle	End March 2017
New indicator	Yes
Desired performance	A report to indicate client challenges in contract management
Indicator responsibility	Programme Manager PDM

Indicator title	Annual report on Implementation of Compliance Strategy
Short definition	Report on Compliance Strategy
Purpose/ importance	Regulatory impact assessment
Source / collection of data	Statistical
Method of calculation	Statistical
Data limitations	The report will be signed off by Programme Manager PDM
Type of indicator	Report
Calculation type	Multiple - 4
Reporting cycle	Multiple – quarterly (June, Sept, Dec, March)
New indicator	No
Desired performance	Promote improvement of compliance to the CID Regulations
Indicator responsibility	Manager Legal and Compliance

Indicator title	cidb anti-corruption framework
Short definition	Standards for the implementation of an Anti-Corruption Framework
Purpose/ importance	Improved efforts to curb fraud and corrupt practices in the construction industry
Source / collection of data	Stakeholder consultation
Method of calculation	Verification of draft standard by Programme Manager PDM
Data limitations	Nil
Type of indicator	Document
Calculation type	Multiple - 2
Reporting cycle	end March 2017
New indicator	No
Desired performance	Further strengthening the regulatory framework of the cidb
Indicator responsibility	Manager – Legal and Compliance

Indicator title	Improved approach to Construction Procurement Officer's (CPO) Forum for improved best practice in construction procurement and delivery
Short definition	Revised strategy for CPO Forum
Purpose/ importance	Information sharing platform for key stakeholders
Source / collection of data	Minutes of meetings held
Method of calculation	Assessment Report
Data limitations	Number of CPO's held
Type of indicator	Report
Calculation type	Multiple - 4
Reporting cycle	end March 2017
New indicator	No
Desired performance	Improved compliance to cidb regulations
Indicator responsibility	Manager – Client Capacitation

Indicator title	Number of Report on Capacitation and Training of Clients
Short definition	Report outlining training and capacitation plan for public sector clients
Purpose/ importance	Improved delivery of infrastructure projects
Source / collection of data	Stakeholder consultation; Tertiary institutions consultations
Method of calculation	Analytical
Data limitations	Framework document approved by Programme Manager PDM
Type of indicator	Report
Calculation type	Multiple – 4
Reporting cycle	Multiple (June; Sept; Dec; March)
New indicator	No
Desired performance	Performance improvement of clients
Indicator responsibility	Manager – Client Capacitation

Programme 4: Provincial Offices and Contractor Development (PCD)

Indicator title	Effective and efficient registration service – Compliant Applications, Grade 1
Short definition	Registration of contractors within a 2 working day turnaround for compliant Grade 1 applications, from time of receipt, contained in the quarterly production report
Purpose/ importance	Tracks if the programme is performing on its target of processing compliant Grade 1 applications within a two working day turnaround time.
Source / collection of data	Monthly statistical reports are obtained from the Management Information System (MIS) which draws data from the CRM System used to process contractor registrations.
Method of calculation	The turnaround time of each compliant application starts from the date on which the application form was submitted by the contractor and or received by the Provincial office until the time when the application gets activated, after following various processing stages.
Data limitations	Processing of contractor applications is dependent on the availability of the software system and resources to capture and process application forms.
Type of indicator	Output
Calculation type	Non-Cumulative per quarter and Cumulative for entire year
Reporting cycle	Quarterly
New indicator	No
Desired performance	The indicator is for monitoring the achievement of turnaround time (two working days) – processing of applications higher / over the stipulated turnaround time may be an indication of non-achievement of the mandate
Indicator responsibility	CRS +PCD Programme Managers

Indicator title	Enhanced capacitation of municipal procurement and contractor development - Municipal procurement and contractor development capacitation eg. IDMS, i-tender, Best Practices, NCDP, CDP guidelines, etc. – 1 session per province by March 2017
Short definition	Provincial Offices convene one capacitation session per province for clients on key procurement and contractor development subject matter. cidb programmes have a platform for interacting and sharing such information with stakeholders
Purpose/ importance	<ul style="list-style-type: none"> • Improve customer relations and Provincial offices efficiency • Enhance outreach and cidb visibility in the province • Capacitate and train client department officials • Platform for future compliance monitoring
Source / collection of data	<ul style="list-style-type: none"> • Attendance register • Agenda • Invites
Method of calculation	Report/ table/ email sent to Head Office for consolidation and analysis
Data limitations	Accuracy of reports received
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Shared vision and understanding of the dynamics in Provincial Industry related matters
Indicator responsibility	Provincial Managers

Indicator title	Number of public sector clients CDP's registered (80% on the cidb electronic Monitoring and evaluation system at the requisite data quality and completeness level)
Short definition	The cidb has developed an electronic Monitoring and evaluation system and is rolling out the system to public sector client implementing CDP's.
Purpose/ importance	The NCDP is expanded in terms geographical spread and tiers of government. To optimise and improve the quality of reporting on Contractor development.
Source / collection of data	<ul style="list-style-type: none"> • The electronic Monitoring and evaluation system. • Provincial CD Practitioners • Provincial cidb Offices
Method of calculation	<ul style="list-style-type: none"> • No of logins on the electronic Monitoring and evaluation system • Analysis of the consolidated stats Evaluations and analysis of the quarterly reports and the Electronic Monitoring and evaluation system report
Data limitations	High client staff turn-over. Staff members that have undergone training not always retained by clients.
Type of indicator	Input, activities and outputs
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Same as targeted performance on the APP - 80% of Public Sector CDPs are registered on the cidb electronic system
Indicator responsibility	Manager: Enterprise Development & Provincial Managers

Indicator title	Contractor satisfaction reports
Short definition	Provincial office walk-ins provide automated system feedback which is generated into Contractor satisfaction reports with actions and remedial measures to address complaints.
Purpose/ importance	Determine the level or number of complements, suggestions or complains we are receiving so as to take actions towards improving service and rectifying gaps.
Source / collection of data	System reports
Method of calculation	Evaluating all received surveys
Data limitations	Non-usable (readable or incomplete) information captured, system down
Type of indicator	Output
Calculation type	Cumulatively
Reporting cycle	Quarterly
New indicator	No
Desired performance	Same as the targeted performance on the APP - 90% satisfaction from Customer bi-annual electronic survey averaged across all provinces from a minimum sample of 10% of office walk-ins and 50% of PCDF stakeholders.
Indicator responsibility	Provincial managers

Indicator title	Provincial Construction Development Fora (PCDFs) held (2) per province inviting provincial clients departments,
Short definition	Provincial Offices convene two PCDF to discuss broad issues impacting the construction industry and the various cidb programmes have a platform for interacting and sharing information with stakeholders
Purpose/ importance	<ul style="list-style-type: none"> • Improve customer relations and Provincial offices efficiency • Enhance outreach and cidb visibility in the province
Source / collection of data	<ul style="list-style-type: none"> • Attendance register • Agenda of PCDF (or minutes of the PCDF's)
Method of calculation	Report/ table population sent to Head Office for consolidation and analysis
Data limitations	Accuracy of reports received
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Shared vision and understanding of the dynamics in Provincial Industry related matters
Indicator responsibility	Provincial Managers

Programme 5: CEO's office

Indicator title	Black and Women-ownership of contractors
Short definition	% of black-owned (50%+) and % of women-owned (30%+) GB and CE contractors in Grades 5 & 6; in Grades 7 & 8 and in Grade 9 registered on cidb Register of Contractors
Purpose/ importance	To monitor black and women-ownership of contractors, as an indicator of the state of transformation
Source / collection of data	<p>Statistics of black and women-ownership of contractor enterprises will be extracted from the cidb Register of Contractors, where black-ownership is defined as 50% and more and women-owned is defined as 30% and more.</p> <p>Statistics will be assessed for the following six separate indicators:</p> <ol style="list-style-type: none"> 1. total of black-owned GB and CE contractors in Grades 5 & 6 2. total of black-owned GB and CE contractors in Grades 7 & 8 3. total of black-owned GB and CE contractors in Grade 9 4. total of women-owned GB and CE contractors in Grades 5 & 6 5. total of women-owned GB and CE contractors in Grades 7 & 8 6. total of women-owned GB and CE contractors in Grade 9
Method of calculation	Verification of email submission on contractor statistics submitted to CEO
Data limitations	The report will be verified by the Programme Manager CRS and submitted to the CEO
Type of indicator	Output – data report
Calculation type	Single
Reporting cycle	Single - end-March 2016
New indicator	Yes
Desired performance	Desired outcome is an increase in black and women-ownership of contractors, through (in part) cidb interventions in support of transformation
Indicator responsibility	Programme Manager: CIP

Indicator title	Stakeholder Engagement Model submitted to Board for approval
Short definition	A managed approach to cidb stakeholder engagement based on pre-determined outcomes
Purpose/ importance	Improve relations with cidb stakeholders
Source / collection of data	cidb strategy and programmes
Method of calculation	Pre-approved stakeholder engagement outcomes
Data limitations	Responsiveness of internal stakeholders
Type of indicator	Input
Calculation type	Cumulatively
Reporting cycle	Quarterly.
New indicator	New.
Desired performance	Better stakeholder relations and improved stakeholder support for cidb strategies
Indicator responsibility	Communication Manager

Indicator title	A feasibility study to investigate the development of a procurement model that limits tender opportunities for the established sector
Short definition	Procurement model to support transformation
Purpose/ importance	Increasing the pace of transformation in the construction industry
Source / collection of data	Analysis and research on local and international models for transformation
Method of calculation	Analytical
Data limitations	Exco approved report
Type of indicator	Report
Calculation type	Nil
Reporting cycle	Single – end March 2017
New indicator	Yes
Desired performance	To develop further prescriptions to enhance the achievement of transformation targets
Indicator responsibility	Manager – Infrastructure Delivery

Indicator title	Revaluation of Industry Ombudsman
Short definition	Report on re-evaluation of recommendations for an industry Ombudsman
Purpose/ importance	To re-evaluate the feasibility of establishing an industry Ombudsman
Source / collection of data	Review and updating of 2013 cidb report on an industry Ombudsman
Method of calculation	Verification of email submission of report to be placed on Exco agenda for noting
Data limitations	The report will be verified by the Programme Manager CIP and submitted to the CEO
Type of indicator	Output –report
Calculation type	Single -
Reporting cycle	Single - end-December 2016
New indicator	Yes
Desired performance	Desired outcome is a review of recommendations for establishing an industry Ombudsman
Indicator responsibility	Programme Manager: CIP

Programme 6: Corporate Services

Indicator title	Reviewed Policy on Training & Career Development
Short definition	A holistic policy that outlines the process associated with education, training and development of the cidb employees.
Purpose/ importance	To afford cidb employees with the opportunity to equip themselves with skills, knowledge, attitudes and expertise that adds value to their functions and to the cidb.
Source / collection of data	Individual Development Plans (IDPs), results of a Skills Audit and performance reviews.
Method of calculation	Reviewed policy - approved.
Data limitations	N/A
Type of indicator	Output.
Calculation type	Non - cumulative.
Reporting cycle	Annually.
New indicator	No.
Desired performance	Higher levels of performance, morale and commitment may be indicative of a change in culture that supports the development of staff thus leading to better effective delivery of the cidb mandate.
Indicator responsibility	Manager – Human Resources

Indicator title	Equitable distribution of training budget in terms of programmes
Short definition	A distribution of the cidb training budget that will ensure that all employees are afforded an opportunity for training and development.
Purpose/ importance	To ensure a fair distribution of allocations in terms of cidb programmes.
Source / collection of data	Based on the cidb budget allocation for the year.
Method of calculation	1, 5% of the total government grant allocation.
Data limitations	N/A
Type of indicator	Input.
Calculation type	Cumulative (unless there are budget cuts for a specific year).
Reporting cycle	Annually.
New indicator	No.
Desired performance	Higher levels of performance, morale and commitment may be indicative of a change in culture that supports the development of staff thus leading to better effective delivery of the cidb mandate.
Indicator responsibility	Managers – Human Resources, Finance

Indicator title	Response to the culture survey results
Short definition	The development of a strategy to address the findings of a cidb culture survey that was done in 2014.
Purpose/ importance	To ensure that the findings of the survey are addressed.
Source / collection of data	Culture survey report.
Method of calculation	Status/progress reports on the implementation plan.
Data limitations	N/A
Type of indicator	Output.
Calculation type	Non - cumulative
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Higher levels of performance, morale and commitment may be indicative of a change in culture that is desired for the cidb.
Indicator responsibility	Programme Managers

Annexure 3.4 - Request to amend cidb Strategic Plan 2015/16 to 2019/20 – Performance Target

Programme 3: Construction Industry Indicators

Strategic Goal 4: Position the cidb as a knowledge management and authority in the industry, the following performance targets are given:

Performance Indicator	Audited / Actual Performance			Estimated Performance	Medium-term Targets		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Number of cidb Construction Industry Indicators (CIIs) Summary Results monitoring client and contractor perceptions and procurement indicators published in pdf format on cidb Web		2011 CIIs published by end-January 2013	2012 CIIs published by end-January 2014	1 x 2013 CIIs published in pdf format on cidb web by end-January 2015	1 x 2014 CIIs published in pdf format on cidb web by end-January 2016	1 x 2015 CIIs published in pdf format on cidb web by end-January 2017	1 x 2015 CIIs published in pdf format on cidb web by end-January 2018

It is requested that the 2016/17 performance targets is deleted and replaced by:

1 x CRM enhancements implemented for automated client and contractor surveys on practical completion of projects by end-March 2017

The rationale for this change is as follows:

The CIIs have been captured annually since 2003, by the University of the Free State. It is intended that the CIIs will not be captured in 2016/17, but will be incorporated into to the cidb Register of Projects, in which enhancements will be implemented for automated client and contractor surveys on practical completion of projects by end-March 2017. The CIIs will then be then published again from 2017/18 onwards.

This will result in the following:

- cost savings in that the services of the University of the Free State will not be procured; and
- the CIIs captured will no longer lag by one year, but will represent the conditions in the industry in the year that they are captured.

Strategic Goal 3: Transformation of the construction industry, the following performance targets are given:

Performance Indicator	Medium-term Targets		
	2015/16	2016/17	2017/18
% of black- and women-owned (50%+) and women-owned (30%+)contractors; Grades 5 & 6, registered on cidb Register of Contractors	<ul style="list-style-type: none"> • 83% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016 • 47% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016 	<ul style="list-style-type: none"> • 86% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are black-owned (50%+), as at end March 2017 • 50% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are women-owned (30%+), as at end March 2017 	<ul style="list-style-type: none"> • 90% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018 • 54% of contractors; Grades 5 & 6, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2018
% of black-owned (50%+) and women-owned (30%+) contractors; Grades 7 & 8, registered on cidb Register of Contractors	<ul style="list-style-type: none"> • 65% of contractors; Grades 7 & 8, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016 • 37% of contractors; Grades 7 & 8, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016 	<ul style="list-style-type: none"> • 69% contractors; Grades 7 & 8, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017 • 40% contractors; Grades 7 & 8, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 	<ul style="list-style-type: none"> • 73% contractors; Grades 7 & 8, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018 • 44% contractors; Grades 7 & 8, registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2018

Performance Indicator	Medium-term Targets		
	2015/16	2016/17	2017/18
% of black-owned (50%+) and women-owned (30%+) contractors; Grade 9, registered on cidb Register of Contractors	<ul style="list-style-type: none"> 28% of contractors; Grade 9, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016 18% of contractors; Grade 9, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016 	<ul style="list-style-type: none"> 33% of contractors; Grade 9, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016 20% of contractors; Grade 9, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016 	<ul style="list-style-type: none"> 38% of contractors; Grade 9, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016 24% of contractors; Grade 9, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016

The targets presented contain an error, and the targets for contractors should have been restricted to General Building (GB) and Civil Engineering (CE).

The rationale behind this is as follows:

The cidb Quarterly Monitors 2008 to 2014 and the new cidb Construction Monitor 2015 have been restricted to General Building (GB) and Civil Engineering (CE). In line with the Monitors, it was the intent that the targets given in the 2015/16 Strategic Plan should have been restricted to GB and CE.

In making the change to GB and CE, it is also requested to:

- lower the targets nominally, in line with the difficult conditions in the construction economy;
- include outer year targets for Grade 7 & 8 and Grade 9:

Performance Indicator	Estimated Performance	Medium-term Targets				
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
% of black- and women-owned (50%+) and women-owned (30%+) GB and CE contractors; Grades 5 & 6, registered on cidb Register of Contractors	83% or more of contractors; Grades 5 & 6, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016	85% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end March 2017	87% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018	89% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2019	91% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2020	92% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2021

Performance Indicator	Estimated Performance		Medium-term Targets			
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	47% or more of contractors; Grades 5 & 6, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016	49% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end March 2017	51% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2018	53% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2019	55% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2020	57% or more of GB and CE contractors in Grades 5 & 6 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2021
% of black-owned (50%+) and women-owned (30%+) GB and CE contractors; Grades 7 & 8, registered on cidb Register of Contractors	65% or more of contractors; Grades 7 & 8, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016	68% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017	71% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018	74% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2019	77% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2020	79% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2021
	37% or more of contractors; Grades 7 & 8, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016	40% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017	43% or more of GB and CE contractors in; Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2018	46% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2019	49% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2020	52% or more of GB and CE contractors in Grades 7 & 8 registered on cidb Register of Contractors are women-owned (50%+), as at end-March 2021
% of black-owned (50%+) and women-owned (30%+) GB and CE contractors; Grade 9, registered on cidb Register of Contractors	28% or more of contractors; Grade 9, registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2016	31% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2017	34% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2018	36% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2019	38% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2020	40% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are black-owned (50%+), as at end-March 2021

Performance Indicator	Estimated Performance		Medium-term Targets			
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	18% or more of contractors; Grade 9, registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2016	20% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2017	23% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2018	25% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2019	27% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2020	29% or more of GB and CE contractors in Grade 9 registered on cidb Register of Contractors are women-owned (30%+), as at end-March 2021

Programme 3: Procurement and Delivery Management (PDM)

1. CID Regulations

Strategic goal 1: Strengthen and enforce the cidb regulations to reduce construction risk, all forms of fraud and corruption in the sector

The target was worded as:

- 1 x reviewed Regulations to the CIDB Act published in the government gazette.

This has since been changed to:

- 1 x reviewed Regulations to the CIDB Act submitted to Minister for gazetting by 31 March 2017.

The change is motivated by the fact that the cidb is not in control of the timelines and protocol delays associated with the Ministry of Public Works in obtaining the necessary approval for the gazetting process. We can however provide proof of submission of the documentation to the Department of Public Works / Ministry for approval to gazette the reviewed regulations.

2. Procurement Competence Standard

- 1 x prescripts for construction procurement competence standards published in the government gazette by March 2018.

3. This target has been corrected as follows:

- 1 x prescripts for construction procurement competence standards submitted to Minister for gazetting by March 2017.

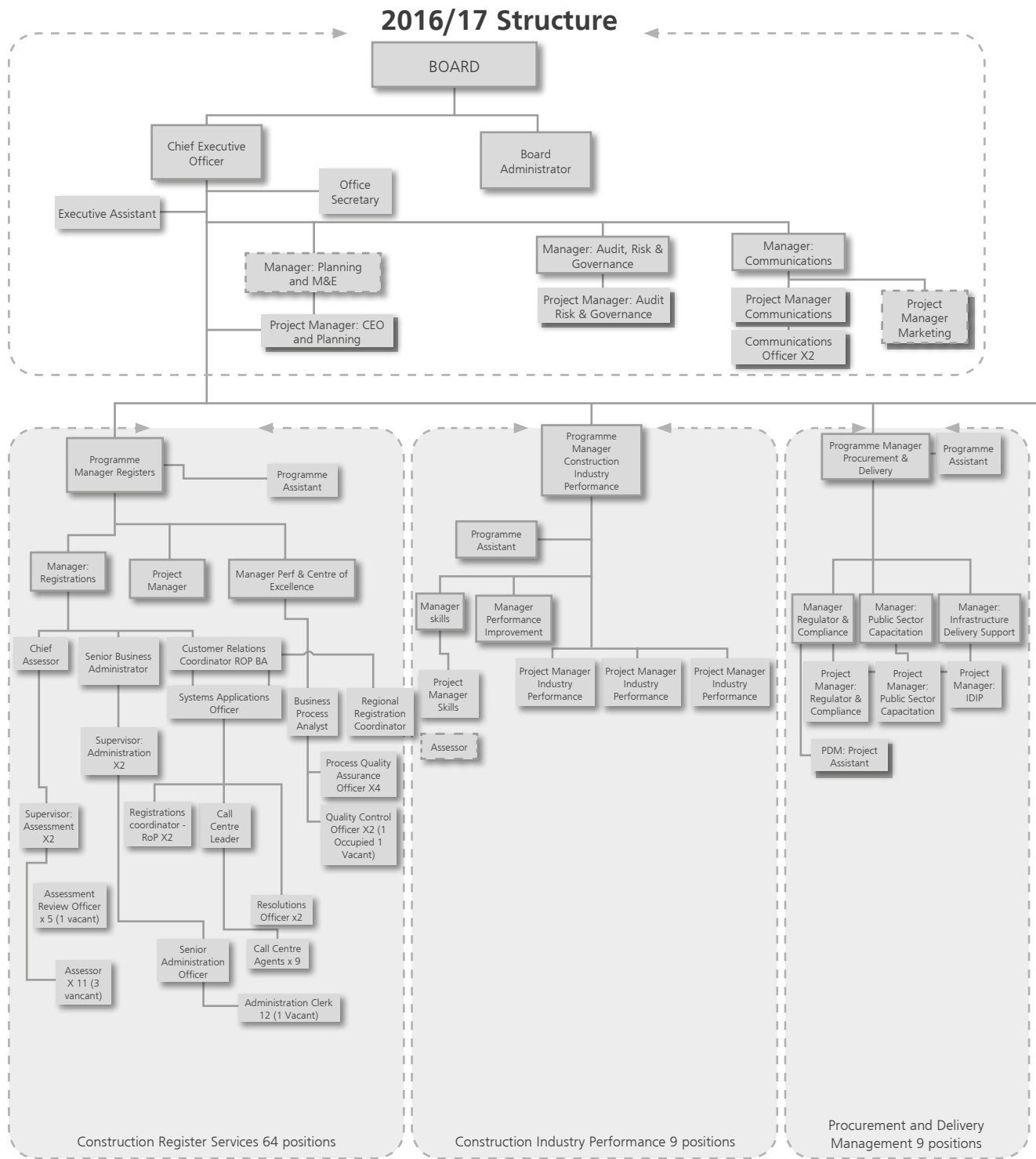
As stated above, the change is motivated by the fact that the cidb is not in control of the timelines and protocol delays associated with the Ministry of Public Works in obtaining the necessary approval for the gazetting process. We will be able to provide proof of submission of the documentation to the Department of Public Works / Ministry for approval to gazette the procurement competence standard.

3. Improving Client Performance

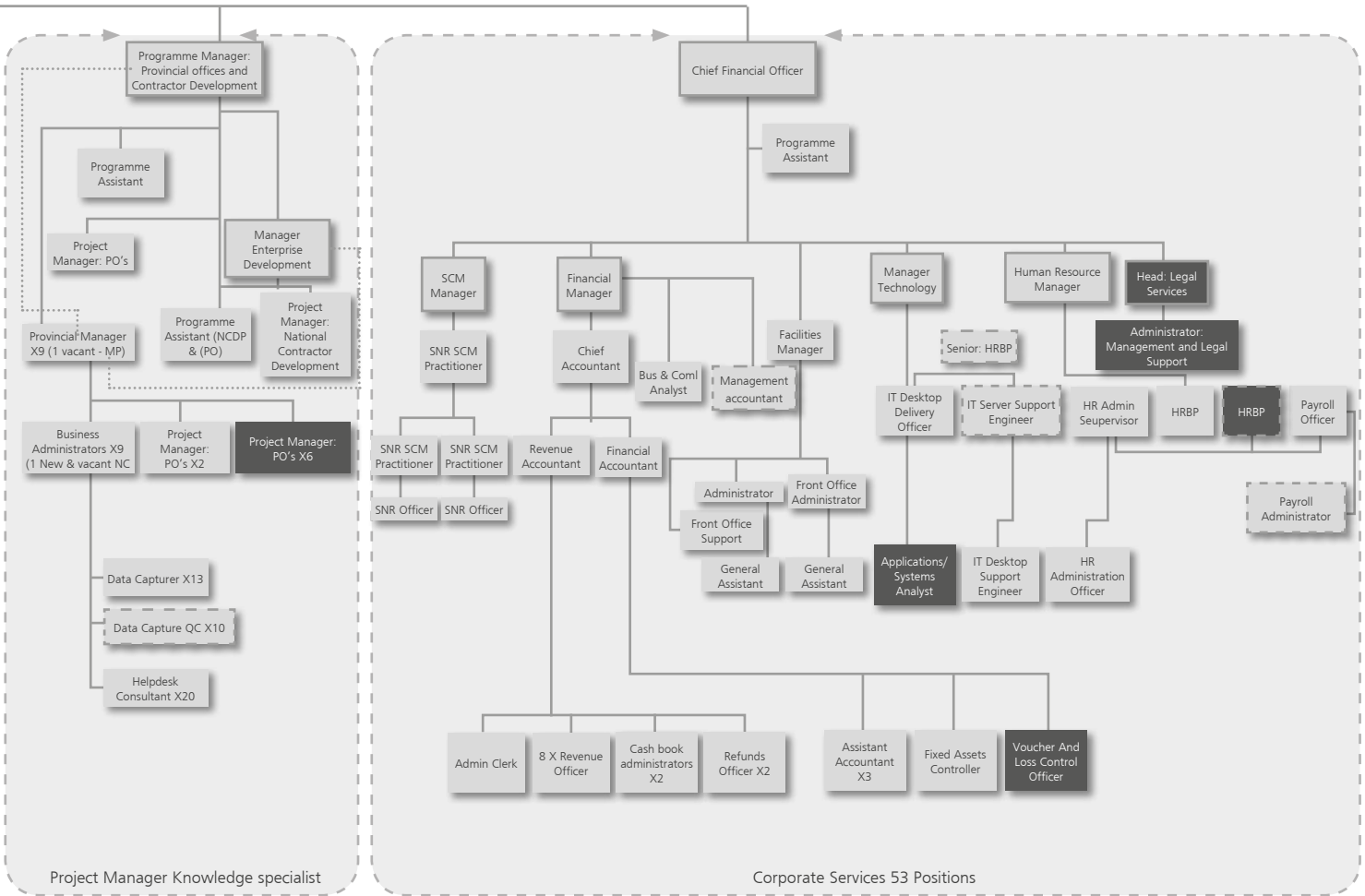
This target that was stated for the Financial Year 2015/2016 as the development of a report on the feasibility of establishing Client Recognition Scheme submitted to Board by March 2016, with no follow through target for the Financial Year 2016/2017. The PDM programme was established to provide a focus on the public sector capability and capacity to deliver on their infrastructure programmes. Based on this requirement it is therefore envisaged that the outcome of the feasibility report should cascade into the following two (2) new targets for the 2016/2017 financial year:

- 1 x draft framework of a Client Recognition Scheme submitted to Board by end-March 2017
- 1 x Final Research Report on Contract Management challenges of the Client developed by 31 March 2017

Annexure 4 – Organisational Structure



TOTAL POSITIONS: 224





DEVELOPMENT THROUGH PARTNERSHIP

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