

Strategic Plan

of the Construction Industry Development Board
2011/12 to 2015/16



Vision - 2012 and Beyond

The vision of the cidb has been reviewed and crafted to respond to the focus and demand of the cidb and the industry. The vision is supported by the mission as well as the strategy which will be modified from time to time to ensure achievement of the cidb's objectives for the future. The outcome of the review was the "Vision 2012 and Beyond" which reads as follows:

A dynamic, innovative and development organisation that provides strategic leadership and an efficient service to stakeholders, leading to a transformed and competitive construction industry that delivers quality infrastructure, promotes economic growth, and an organisation that is caring for its employees.

Mission

To direct and drive an integrated construction industry development strategy that transforms the role of industry and stakeholders for sustainable growth, improved delivery, performance and value to public and private sector clients, and investors through strategic partnerships; to strategically and deliberately promote the empowerment of small, medium and micro enterprises to improve their capability and grow the economy; to develop employees to be meaningful participants in the organisation.



MINISTER'S
FOREWORD

The Strategic Plan of the Construction Industry Development Board (cidb) sets out the strategic direction for the cidb for the period 2012/13 to 2016/17.

After a period of substantial growth, the construction industry has until recently been in the midst of a recession, accompanied by job losses and decreasing margins. Much of this recession has been driven by the depressed global economic climate. This decreasing demand is impacting negatively on the pace and depth of transformation within the industry, on contractor development and on skills formation, and could even impact negatively on health and safety, construction quality, etc.

However, this situation is at a turning point.

In his 2012 State of the Nation Address, His Excellency President Zuma placed emphasis on, amongst others, “a massive infrastructure development drive” for the year 2012 and beyond, which would underpin economic growth and job creation, and would be pivotal in supporting enterprise development and enhancing transformation of the construction industry. Key to this would be enhancing procurement and delivery management systems for all public sector procurement.

The cidb will play an integral role in addressing the challenges that the industry currently faces, and the opportunities that will arise through the government’s planned infrastructure investment programme.

Aligned to the cidb’s mandate, industry challenges and government priorities, this Strategic Plan highlights the critical projects and programmes of the cidb, which are highlighted below.

The fast tracking of contractor development and transformation of the construction industry is a high priority within the cidb. Central to this is the National Contractor Development Programme (NCDP), whose objective is to increase the capacity, equity ownership as well as the quality and performance of cidb registered contractors. The cidb will continue to develop best practices and guidelines for contractor development and to implement the necessary monitoring and evaluation systems for the NCDP.

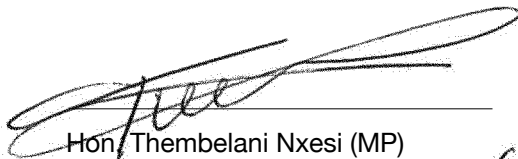
Contractor development goes hand in hand with efficient public sector procurement and delivery management systems, and in this Strategic Plan cidb will continue to develop and promote further efficiencies in public sector procurement and delivery and to increase the level of standardisation of practices and procedures. This will include investigations into the introduction of a cidb Standard for an Infrastructure Gateway System which is aimed at ensuring projects are delivered on time, on budget and to their intended value. The cidb is taking a very strong position on corruption and collusive practices. And will to this end, also be introducing a transparency and integrity system for the South African Construction Industry based on internationally recognised transparency models. The cidb will step up the monitoring of compliance to the Code of Conduct for All Parties Engaged in Construction Procurement and take strong action against transgressions.

Underpinning contractor development and efficient public sector procurement and delivery management systems are the cidb Registers of Contractors and Projects, which serve as risk management and development tools in construction procurement. In this Strategic Plan, the cidb will continue to focus on delivering an efficient Construction Registers Service with a particular focus on improving public sector compliance with the Register of Projects. Client compliance with the Register of Projects will enable a deeper Government understanding of the impact of infrastructure spending and delivery patterns on industry development and growth of the emerging sector. Furthermore, the cidb will

continue to monitor the Construction Registers Service in terms of related legislation, developments in the construction industry and the state of the economy. This will ensure that registration requirements are correctly aligned and adequately supportive of the emerging sector.

Finally, this Strategic Plan highlights the need to effectively interact with stakeholders through the National Stakeholder Forum as legislated in the cidb Act, and through Provincial Stakeholder Workshops.

I thank the new Board, the Acting Chief Executive Officer, senior management and staff of the cidb for their commitment in compiling this Strategic Plan. I am confident that the set Strategic Oriented Goals in this Strategic Plan will be achieved and will have a positive impact in the construction industry.



Hon. Thembelani Nxesi (MP)

Minister of Public Works

Date:

05/02/2012

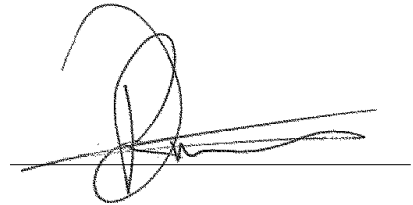
Official Sign-off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Construction Industry Development Board (cidb) under the guidance of the Department of Public Works.
- Takes into account all the relevant policies, legislation and other mandates for which the cidb is responsible.
- Accurately reflects the strategic outcome oriented goals and objectives which the Construction Industry Development Board (cidb) will endeavour to achieve over the period of period 5 years.

Bheki Zulu
Acting Chief Financial Officer

Signature:



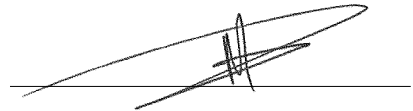
Johannes Makhubela
Risk and Governance Officer

Signature:



Peter Mongwenyana
Acting Chief Executive Officer

Signature:



Approved by:

Thembelani Thulas Nxesi MP
Minister of Department of Public Works

Signature:



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LIST OF
ABBREVIATIONS



| | |
|--------------|---|
| A-G | Auditor-General |
| APP | Annual Performance Plan |
| BAC | Bid Adjudication Committee |
| BEC | Bid Evaluation Committee |
| BER | Bureau for Economic Research |
| BPCRS | Best Practice Contractor Recognition Scheme |
| BRT | Bus Rapid Transit System |
| CCC | Construction Contact Centres |
| CD | Contractor Development |
| CDP | Contractor Development Programme |
| CE | Civil Engineering (a class of works used in the cidb grading system) |
| CEO | Chief Executive Officer |
| CETA | Construction Education Training Authority |
| cidb | Construction Industry Development Board |
| CII | Construction Industry Indicator |
| CIOB | Chartered Institute of Building |
| CIP | Construction Industry Performance (a cidb Programme/Department) |
| CMS | Construction Management System |
| CRS | Contractor Registers Services (a cidb Programme/Department) |
| DBSA | Development Bank of Southern Africa |
| DPW | Department of Public Works |
| EDMS | Electronic Document Management System |
| ESDA | Employment and Skills Development Agency |
| FHU | Fort Hare University |
| FIDIC | Federation Internationale Des Ingenieurs-Conseils (International Federation of Consulting Engineers) |
| GB | General Building (a class of works used in the cidb grading system) |
| GCC | General Conditions of Contract |
| GCD | Growth and Contractor Development (a cidb Programme/Department) |
| GDP | Gross Domestic Product |
| HOD | Head of Department |
| HR | Human Resources |
| IDC | Industrial Development Corporation |
| IDIP | Infrastructure Delivery Improvement Programme |
| ILO | International Labour Organisation |
| JBCC | Joint Building Committee Contract |
| i-Tender | cidb software-based medium through which tenders must be advertised by clients, mandatory for all public sector infrastructure projects |
| i-Tender RoP | combined i-Tender medium and the Register of Projects(see RoP later) |
| MoU | Memorandum of Understanding |
| NCDP | National Contractor Development Programme |
| NEC | New Engineering Contract |
| NEF | National Empowerment Fund |
| NSF | National Stakeholder Forum (check if not National Skills Fund) |
| OHS | Occupational Health and Safety |
| OHSA | Occupational Health and Safety Act |
| OHSC | Occupational Health and Safety Committee |
| PCDF | Provincial Contractor Development Forum |

| | |
|-------|---|
| PDM | Procurement and Delivery Management (a cidb Programme/Department) |
| RoC | Register of Contractors |
| RoP | Register of Projects |
| RoPSP | Register of Professional Service Providers |
| R&D | Research and Delivery |
| PG | Post Graduate |
| PPC | Parliamentarian Portfolio Committee |
| SABS | South African Bureau of Standards |
| SAWIC | South African Women in Construction |
| SBSA | Standard Bank of South Africa |
| SCM | Supply Chain Management |
| SEDA | Small Enterprise Development Agency |
| SME | Small Medium Enterprise |
| SOE | State Owned Enterprises |

PART A:
STRATEGIC
OVERVIEW



1. Vision (Vision 2012 and Beyond)

The vision of the cidb has been reviewed and crafted to respond to the focus and demand of the cidb and the industry. The vision is supported by the mission as well as the strategy which will be modified from time to time to ensure achievement of the cidb's objectives for the future. The outcome of the review was the "Vision 2012 and Beyond" which reads as follows:

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2. Mission

To direct and drive an integrated construction industry development strategy that transforms the role of industry and stakeholders for sustainable growth, improved delivery, performance and value to public and private sector clients, and investors through strategic partnerships; to strategically and deliberately promote the empowerment of small, medium and micro enterprises to improve their capability and grow the economy; to develop employees to be meaningful participants in the organisation.

3. Values and Aspirations

The cidb is a catalyst for change, promoting best practice across the industry. It ensures that our industry grows, that it reflects and delivers the aspirations of all South Africans, that it embraces a culture of continuous innovation, that it delivers value for money to clients, financiers and end-users and that it prospers in the regional and global economy.

The cidb promotes partnerships with stakeholders and organisations to realise the integral objectives of industry development, namely growth, delivery, performance, capability and empowerment. Underpinning the cidb's role and influence is its dynamic relationship with the Department of Public Works, which champions construction industry development within government and provides leadership as a best practice client and an enabler.

4. Legislative Framework and Supporting Interventions

There have been no significant changes to the cidb's legislative and other mandates."

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

- The White Paper on Creating an Enabling Environment for Reconstruction, Growth and Development in the Construction Industry (1999);
- SA Construction Industry Status Report (2004);
- Broad-Based Black Economic Empowerment Act (2003); and
- The Constitution of the Republic of South Africa (Act 108 of 1996);
- The Accelerated and Shared Growth Initiative for South Africa (2005)
- The previous and current versions of the Medium Term Strategic Framework;
- Phase 2 of the EPWP;

- National Treasury Regulations
 - o Public Finance Management Act
 - o Municipal Finance Management Act
 - o Preferential Procurement Policy Framework Act
- Division of Revenue Act (DORA)
- King II Report and future improvement into King III
- South African Standards of Generally Accepted Accounting Practices
- Standards of Generally Recognised Accounting Practices
- Public Audit Act
- Construction Industry Development Board Act
- Income Tax Act
- Labour Relations Act
- Employment Equity Act
- Basic Conditions of Employment Act

5. Policy Mandate

The Construction Industry Development Board (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 as the Executive Authority. The Board submits its annual business plan and budget for approval by the Minister.

The role of the cidb in the construction industry is based on its mandate. The mandate on its own will not achieve much without a clearly articulated list of targets and a strategy with realistic milestones detailing how the cidb will deliver on its mandate. As expected, the strategy should be supported by adequate and appropriate resources and systems that are able to respond to the strategic and operational demands to achieve the set targets and objects.

The 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 a code of conduct;
- e. **Develop** systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including **the registration of projects and contractors.**

6. Situational Analysis

After a period of substantial growth, the construction industry is currently in the midst of a recession, accompanied by increasing tendering competition, job losses and decreasing margins. This decreasing demand is impacting negatively on the pace and depth of transformation within the industry, and on contractor development and skills development. Furthermore, the decreasing demand could impact negatively on health and safety, construction quality, etc. Against this background, and notwithstanding these challenges, it is recognised that a key priority is to take the emerging sector forward in South Africa's development agenda.

The construction industry also continues to be faced with challenges to address short-term shortages of scarce and critical skills, as well as to comprehensively address challenges to restore or replace the longer-term skills pipeline that produces the wide range of skills required by the construction and engineering industries. In partnership with industry stakeholders, the cidb continues to develop and implement a skills strategy for the industry – including both procurement skills as well as skills for construction and maintenance of infrastructure.

The Construction Registers Service is a key component of public sector procurement in South Africa. The business environment is challenging for contractors who find it difficult to maintain and improve their registration with the cidb. Work done by the cidb in the 2011/2012 year included the development of Regulation amendments designed to ease the burden on contractors with regard to registration. In this regard a consultation process is currently underway with the NDPW's policy unit. The focus for the 2012/2013 year will be on the continued implementation of the Regulations with the service amendable to contractors so that they benefit from the improved registration requirements.

The Register of Projects supports the publication of information in the award of projects and serves to assist contractors when upgrading with the cidb. It also forms the basis for the implementation of the Best Practice Project Assessment Scheme designed to drive and enhance skills development, enterprise development and improved performance.

The industry should not despair. Government's commitment to infrastructure development will improve the current situation in the industry, and is receiving urgent focus at the highest levels. Substantial demand exists in energy generation, water, waste water treatment, various municipal infrastructure projects, maintenance of public infrastructure as well as numerous private sector projects – which are translating into opportunities for the industry.

6.1 Performance Environment

The Construction Registers Service plays a pivotal role in the delivery environment specifically in the public sector procurement in South Africa. The Contractors in the construction industry experience challenges and find it difficult to uphold and upgrade their registration with the cidb. In the 2011/2012 financial year, the cidb worked on the development of Regulation amendments designed to ease the burden on contractors with regard to registration. The focus for the 2012/2013 financial year will be on the continued implementation of the Regulations with the service amendable to contractors so that they benefit from the improved registration requirements.

The cidb will continue to work with all its stakeholders to ease the trading conditions and ensure that the slow allocation of projects and payment delays that impact negatively on the business environment are improving. This will be done through execution of projects such as the development of draft legislation to improve payment delays on construction project to provision of the required support and guidance in the development of a delivery management system for use in the public sector.

Mitigation of fraud and corruption in the construction industry needs to be continually given attention by running awareness workshops, conducting forensic investigations and instituting disciplinary hearings to make positive impact and assist in the reduction of future criminal tendencies. This exercise requires adequate human and financial resources. With the current rate of funding, the cidb will be constrained to achieve much in this regard.

In addition, the cidb will continue to address the various demands of the construction industry by providing support for contractor development, upgrading the CRS system, reviewing the cidb legislation, addressing skills shortage and developing a communication strategy. The cidb has identified the following external and internal environment areas that require attention in the new financial year:

6.2 External environment:

- **Skills development in the construction industry** - The construction industry is faced with challenges to address and restore skills required by the construction and engineering industries. In partnership with industry stakeholders (including the DPW and its entities), the cidb continues to develop and implement a skills strategy for the construction industry.
- **Sustainable growth of the emerging sector** - Transformation of the construction industry continues to remain a priority. Slow allocation of projects and payment delays by both private and public sector clients is having a negative impact on the growth and sustainability of the emerging sector. The cidb is working with stakeholders to ensure that these conditions are improved, and to enhance the sustainable growth of the emerging sector.
- **Enforcement and compliance monitoring of the cidb regulations and combating of Fraud and Corruption in the construction industry** – Mismanagement, fraud and corruption is common during the planning and implementation phases of construction projects. The cidb has aligned its strategic objectives with the Government priority to fight against the increasing fraud and corruption in the public sector. As in previous financial years, the cidb will continue to actively promote the reporting of cases of non-compliance to the cidb prescripts and Code of Conduct. In this regard consideration will be given to the creation of an active inspectorate function which will require additional resources, both financial and human.

6.3 Internal environment:

- **Effective implementation of the Register of projects** – The Register of Projects is not effective as intended due to non-compliance and poor quality of data captured by clients when registering the projects. The cidb will be monitoring compliance and improvements in quality of data captured as well as production of statistics and issuing of reports for compliance.
- **Development and implementation of the Communication Strategy.** The cidb's Communication Unit renders services to all projects/ programmes to promote the stakeholder goodwill and create the positive image of the cidb. The cidb is in the process of reviewing and finalising the comprehensive communication strategy for implementation.

6.4 Organisational Environment

Operational Focus

The cidb is a knowledge-based organisation with credible expertise required to provide a strategic direction to the industry at all times. The focus will be to continue capacitating the organisation with qualified personnel and to minimise dependency on consultants in order to maintain a critical balance between internal and external resources. To support the long-term objectives of internal capacitation, the cidb emphasize through SLA's with identified specialist service providers the capacitation of staff to ensure knowledge transfer.

The cidb will continue focusing on the quality of service rendered in view of the risks identified through various programmes as well as the queries that are received from contractors and other stakeholders. The organisational structure will be continually reviewed and all vacant positions will be filled with suitably qualified personnel. The developed strategy is aimed at capacitating the internal staff, transferring skills and mapping personal development programme (PDP) with skills audit findings.

The cidb will support the NDPW's Strategic Plan and focus with regards to providing opportunities for people with disabilities and support to women and youth as contractors.

cidb Operational Structure

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

i) Operational/Core Programmes

Programme 1: Growth and Contractor Development - focuses on promotion of enterprise development, investment and spending as the basis for a stable, developing industry and the participation 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: Construction Registers Services focuses on:

- Registration of contractors and both public and private sector projects
- Regulation to effect improved performance and best practice of clients and suppliers.

ii) Support 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 including registers fees;
- human resource administration;
- supply chain management;
- information technology.

7. Description of strategic planning process

The procedure followed in the strategic planning process is summarised as follows:

| | | |
|---------|--|---|
| Step 1 | Commitment analysis | Arrange the strategic workshop to review the mandate, set out the strategic outcome oriented goals and determine the timeframes. Top management's commitment must be emphasised. |
| Step 2 | Stakeholder's analysis | Determine all interested stakeholders, i.e Board members, cidb strategic stakeholders to discuss and obtain guidance on political outcomes (Government outcomes) |
| Step 3 | Vision formulation | Formulate the new vision by determining where cidb wants to be in the future and provide idealistic direction. |
| Step 4 | Mission Statement | Formulate the cidb's fundamental purpose and its reason for existence. |
| Step 5 | Functional analysis | Evaluate activities and their purpose. Identify its linkages with other programmes and prioritise them. |
| Step 6 | Situational Analysis | Scan external and internal environment and perform a SWOT analysis. |
| Step 7 | Formulate Objectives | Identify what needs to be achieved and state the performance indicators as well as the targets for achievements. Allocate the deliverables to relevant programmes |
| Step 8 | Alignment of objectives with Government priorities | Ensure that strategic oriented goals and objectives are aligned with the Government's Strategic priorities , Presidential Outcomes and NDPW priorities |
| Step 9 | Costing the plan | Evaluate the MTEF allocations and cost each strategic objective. Amend the budgets for affordability. |
| Step 10 | Compiling the Strategic Plan | <p>Record all discussions/contributions from participants and appoint a coordinator to run the process. Compile the first draft and submit to DPW by end of August each year together with the Materiality Framework, Fraud Prevention Plan and the Strategic Risk register.</p> <p>Workshops the first draft plan internally and obtain inputs on the draft plan. Incorporate all the inputs and prepare the final draft to be submitted to DPW by end of November each year.</p> <p>Distribute / workshop the final draft internally and obtain the final inputs to be incorporated in the Final Strategic Plan. Compile the Final Strategic Plan to be submitted to DPW by end of January each y</p> |

| | | |
|---------|----------------|--|
| Step 11 | Approval | Submit the final Strategic Plan to the Minister for approval and table in Parliament. |
| Step 12 | Implementation | Communicate the Strategic Plan to all cidb staff members. |
| Step 13 | Revision | Adjust the plan annually to circumstances and improve through feedback. Base the adjustments on targets achieved and evaluate the progress regularly |

8. Strategic Outcomes Oriented Goals

8.1 Provide leadership and support in the development of the emerging sector

The support mechanisms towards development of contractors is one of the areas of focus that the cidb should drive to lead and support previously disadvantaged contractors and ensure increased emerging sector participation. The achievement of sustainable contractor development requires a strong partnership with clients and associations/ stakeholders to ensure appropriate impact. The NCDP is a programme driven by cidb in partnership with the Provincial DPW and the Policy Unit of the National Department of Public Works. The NCDP programme integrates and profiles the required success factors and implementation platforms/ guidelines of support towards sustainable targeted contractor development. Provincial NCDP forum meetings have been established in all provinces and it is envisaged that these forums will gain further relevance and prominence in 2012/13, and shall feed into the National NCDP Steering Committee with regard to monitoring and reporting on progress.

8.2 Improve and maintain efficient registration services.

The Construction Registers Service is technology centric and harnesses the potential of information technology as a key enabler to deliver a high quality service to stakeholders.

The process of improving the technology for quality service is a priority area and an exercise of enhancing the CRS system and electronic document management system (EDMS) is at the final stage and will assist in reducing the high risk of fraud in the processing of applications. The use of appropriate software is crucial to ensure a seamless and integrated service. It is also a key factor leading to the processing of applications within the prescribed 21 working day turnaround time. The CRS Programme will therefore continually and systematically ensure that the software systems are appropriate to support the Registers and its application in public sector procurement. The Register of Projects supports the publication of information in the award of projects and serves to assist contractors when upgrading with the cidb. It also forms the basis for the implementation of the best practice project assessment scheme designed to drive performance improvement.

8.3 Enforce and monitor compliance with the cidb regulations and combat Fraud and Corruption in the construction industry.

Public sector infrastructure projects are a major contributor to economic growth and poverty reduction. However mismanagement and corruption during planning, implementation and monitoring of construction projects can undermine the expected social and economic benefits.

The cidb has aligned its strategic objectives with the Government priority to fight against the increasing fraud and corruption in the public sector. As in previous financial years, the cidb will continue to actively promote the reporting of cases of non-compliance to the cidb prescripts and Code of Conduct. A

strategy developed to reactively investigate and report on such cases will continue to be implemented and reports published on the cidb website. In response to a pro-active stance on corruption in the industry, the cidb will actively pursue the following key activities in the effort to curb corrupt and fraudulent practices:

- a) Promote and intensify the mechanism of an Audit Blitz across the various levels of government, which serves as spot checks to audit and report non-complying clients to the Office of the Auditor-General. Fines and penalties for guilty parties will continue to be administered.
- b) The cidb is considering the establishment of an inspectorate to further enforce its compliance mandate. The inspectorate will entail conducting and reporting on audits of the application of the cidb prescripts on projects, including site inspections.
- c) The introduction of transparency requirements in the life cycle of an infrastructure project will further intensify scrutiny for accountability and responsibility for decisions and actions by public sector officials. The development of a South African CoST Model, based on an internationally recognised transparency initiative for the global construction industry will improve the competitiveness and attractiveness of the South African construction economy locally and internationally. The cidb Register of Projects will be significantly expanded to accommodate the publication of the required project information in alignment to the Infrastructure Gateway System (IGS) currently being piloted on provincial infrastructure projects.

8.4 Promote performance improvement of organs of state through improved legislation.

The cidb will continuously engage on cross-programme activities and external stakeholder engagements in the promotion, identification and documentation of challenges for revisions and improvements to the cidb regulations. The process and practice of promoting uniformity within the organs of state in their procurement system will continue in the current financial year covering the following areas:

- a) The cidb **Standard for Uniformity in Construction Procurement** which establishes requirements for procurement within the construction industry are aimed at bringing about standardisation and uniformity in construction procurement documentation, practices and procedures.
- b) The cidb **Register of Contractors** which requires an organ of state to award construction works contracts only to contractors who are in possession of a suitable contractor grading designation, based on their financial and works capabilities,
- c) The **iTender System** for the advertisement of tenders on the cidb website in a searchable data base which automatically notifies tenderers of tenders opportunities by means of an sms or email,
- d) The reporting on the cidb website the award /cancellation / termination of projects on the cidb **Register of Projects**,
- e) A **Code of Conduct** for all parties engaged in construction procurement which regulates the actions, practices and procedures of parties engaged in construction contracts.

8.5 Performance Improvement supporting contractor development and value to clients.

Monitoring the performance of the industry remains a priority of the cidb so as to:

- inform stakeholders about the status of the performance and development of industry; and
- inform and support decision making and policy development within the cidb.

An increasing focus for 2012/13 will be to introduce systems for monitoring employment in the industry, as well as public sector spending against budget.

The key for raising the performance of the industry is to set minimum industry competence standards for contractors, to encourage the uptake of Construction Management Systems, and to provide a track record of a contractor's performance. Furthermore, as identified in the cidb report *Construction Quality in South Africa; A Client Perspective*, a key contributor to poor quality is often an inability to match the capabilities of a contractor to the requirements of a project – reinforcing the need for risk management systems that will recognise the capabilities and performance of contractors. The key instruments to support performance improvement, contractor development and risk management in procurement include the cidb *Best Practice Contractor Recognition Scheme* and the cidb *Best Practice Project Assessment Scheme*, which will be rolled-out incrementally in 2012/13. In particular, the cidb Best Practice Project Assessment Scheme will focus on providing opportunities for unemployed learners on projects, and for enterprise development through indirect targeting on construction projects.

8.6 Improve the infrastructure delivery skills and management practices in the construction industry.

Infrastructure delivery skills

The construction industry continues to be faced with challenges to address short-term shortages of scarce and critical skills, as well as to comprehensively address challenges to restore or replace the longer-term skills pipeline that produces the wide range of skills required by the construction and engineering industries. The cidb report *Skills for Infrastructure Delivery in South Africa* report identifies several recommendations and actions, including the need for the establishment of an *Employment Skills Development Agency (ESDA)* for providing experiential learning opportunities to learners. The cidb has been awarded an ESDA status, and successfully piloted the ESDA in 2011/12. A key focus for 2012/13 will now be to develop a business plan to sustain the ESDA in partnership with industry. (Note that the ESDA will work 'hand-in-hand' with the proposed cidb *Requirements for Construction Skills Development* that will be rolled-out in 2012/13 as part of the cidb *Best Practice Project Assessment Scheme* creating opportunities for learners on construction projects.)

Infrastructure delivery management practices

The cidb has continued to provide much needed support and guidance in the development of a delivery management system for use in the public sector. As an outcome of the Infrastructure Delivery Improvement Programme (IDIP), the cidb has developed the **2010 Infrastructure Delivery Management System (IDMS)**. The 2010 Infrastructure Delivery Management Toolkit (IDMT) was successfully launched in October 2010 and is structured to align Government's expenditure cycles into the planning, delivery, operation and maintenance of infrastructure.

These expenditure cycles are embedded into the IDMS Toolkit's three key Delivery Processes, namely, Portfolio Management (including Planning and Programme Management), Project Management and Operations and Maintenance.

A key feature of the 2010 IDMS is the introduction of the cidb **Infrastructure Gateway System (IGS)** and the alignment to current legislative requirements required in the Government Immovable Asset Management Act (GIAMA) as well as the cidb prescriptions for construction procurement.

The following key features of the delivery management system will be actively pursued during this financial year, in the drive for value for money improvements in public sector procurement and delivery:

- a) Alignment of the Infrastructure Gateway System and the cidb Register of Projects for the publishing of information related to the key deliverables at selected stages of the infrastructure life cycle.
- b) Draft legislation to support a Gateway Review process.
- c) Certification of the cidb Infrastructure Delivery Management Toolkit (IDMT) to further promote professionalisation, standardisation and uniformity of public sector procedure and process
- d) The adversarial nature of the South African Construction Industry is a key factor that discourages the adoption of modern best practices in construction procurement. Alternative delivery models will be identified for adaptation and customised for inclusion in the cidb prescripts.
- e) The pursuance of value for money in construction requires that the cidb provides adequate guidance in the management of risks related to project outcomes when appointing professional service providers and contractors. Clients cannot rely on cidb contractor grading designations and unsubstantiated claims as to capability and capacity, particularly on the higher value and more complex projects. The evaluation of quality alongside price and preference will be pursued to form an integral part of the selection process.
- f) The piloting, establishment and operation of a Register of Professional Service Providers to link the quality and performance of professionals to the construction works
- g) Development of draft legislation to improve payment delays on construction projects .
- h) Investigation into draft legislation to support Adjudication as a best practice for dispute resolution

8.7 Build, strengthen and maintain relationships with stakeholders supported by comprehensive communication strategy.

The cidb regulation stipulates that the Board must constitute a national stakeholder's forum to inform it on matters that affect the development of construction industry. In addition to this, based on the recommendation of the first 5 year review, Provincial Stakeholder Workshops have been established in order to reach out to a broader audience of stakeholders. The area of focus will now be to implement a communication strategy to support all projects/ programmes to address stakeholder's concerns and disseminate cidb's initiatives without the risk of confusing stakeholders with intention of promoting a positive image of these programmes as well as overall corporate image. The strategy will cover the review process of the internal communications, external communications, media liaisons, communication protocols and brandings. An enhanced communication approach will also be used to prepare, package and disseminate relevant critical information to stakeholders.

PART B:
STRATEGIC
OBJECTIVES



Programme 1: Growth and Contractor Development (GCD)

The Growth and Contractor Development (GCD) Programme's strategic objectives are informed by and derived from the cidb mandate, and are focused within the context of the strategic intent to elevate enterprise and contractor development. It seeks to improve the effectiveness of cidb initiatives towards support and increased emerging sector participation, and to extend the reach of Contractor Development utilising the partnered provincial cidb offices (Construction Contact Centres) which also report into the GCD programme.

Unit Enterprise Development:

The unit is mandated to design and drive the implementation of a standard Contractor Development Framework that must uniformly apply throughout South Africa in respect of registered contractors. Specifically the mandate is to:

- a. Provide strategic leadership, advice and assistance to government bodies and willing stakeholders, to implement contractor development programmes in terms of a National Contractor Development programme (NCDP) Framework
- b. Promote uniform application of principles of contractor development in all spheres of government and promote uniform and ethical standards, construction procurement reform, and improved procurement and delivery management – including guidelines
- c. Develop systematic methods for monitoring and regulating the performance of the contractors and other major stakeholders in contractor development programmes and mainstream procurement.
- d. Facilitate a process for provinces to agree on National and Provincial Targets for Empowerment, Capacity, Quality & Performance, and workforce skills using the registers and NCDP guidelines.
- e. Facilitate linkages between Government development programmes to each other, and to industry initiatives, to achieve development as well support and opportunities
- f. Promote industry contribution to black economic empowerment by using mechanisms that recognise companies BEE contributions e.g. preferencing
- g. Explore the promotion of improved SMME performance (quality, health and safety, etc.) through mechanisms such as phase II of the registers, linked to preferencing and recognition/ accreditation.
- h. Partner with provinces in rolling out the NCDP via CCC's and Provincial CD Forum meetings.

The mandate includes:

- overall programme management of the National Contractor Development Programme (NCDP); and
- providing guidelines and support to clients on Contractor Development through provincial cidb offices (CCC's).

Unit: Provincial partnered cidb Offices (Construction Contact Centres)

- **Efficient Registration Service**
Cidb provincial offices are the entry point for registrations and register Grade 1's within 48hrs and Grade 2 to 9 within 21 working days.
- **Promotion of contractor development within public sector spheres**
The NCDP framework provides for guidelines for implementation of contractor development and procurement models in support of achieving Contractor Growth and Development in alignment to the NCDP objectives. The CCC's to this end offer support to clients and provide platforms for engaging, sharing and implementing the NCDP.

- **Upskill and capacitate cidb provincial offices**
Additional and focussed resource is critical for service delivery in the cidb provincial offices. Similarly space planning and remodelling the CCC's is critical, especially as more extensive and efficient services and support are offered.
- **Prioritise National DPW for cidb compliance**
Focus should be on key partners in implementation of contractor development.
- **Promote use of contractor incubation models in CD implementation**
The NCDP espouses various good practice models and guidelines for contractor development implementation. One of the models is the incubation model that will be promoted and take prominence proposed as in house or out sourced options of client support to contractors.

Programme 1: Growth and Contractor Development (GCD)

| | |
|--|--|
| Purpose | To improve the effectiveness and extend the reach of Contractor Development support through outreach and effective and efficient support from provincial partnered ciob offices (CC's) and to stimulate the role of industry and stakeholders for meaningful empowerment and improved contractor sustainability and performance. |
| Objective Statement | Provision of leadership and support to the public sector and other stakeholders in the development of previously disadvantaged contractors. |
| Key Policy Priority | Support to contractor development and increased participation of the emerging sector |
| Strategic Outcome Oriented Goal | Provide leadership and support in the development of the emerging sector |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|--|---|---|--|---|--|--|--|--|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 1.1 | Sustainable Growth of Contractors: NCDP Framework implementation | <p>National Contractor Development Programme (NCDP) Framework document.</p> <p>Client departments generic NCDP awareness and capacitation workshop</p> <p>Provincial Contractor Development Forum (PCDF) held in each of the nine provinces.</p> | <p>1 x revised every 2 years, NCDP Framework focusing on contractor development strategy and implementation plan.</p> <p>1 x Workshop inviting all Client Department in each of the nine provinces conducted on NCDP Framework and Guidelines awareness and capacitation.</p> <p>4 x PCDF with 2 Client departments (aligning to NCDP Targeting guidelines, quarterly targets and CDP Statistic reports provided in terms of NCDP M&E guidelines to HOD's. For submission to HOD meetings and MinMEC meetings).</p> | <p>Continuous monitoring and evaluation</p> | <p>Revised and Board-endorsed NCDP by May 2011.</p> <p>N/A</p> | <p>1 x Revised NCDP Framework approved by NCDP Steering Committee in or before September 2013</p> <p>1 x Client awareness and Capacitation workshop conducted in each of the nine provinces by end of March 2013.</p> <p>1 x PCDF held in each of the nine provinces by end of each Quarter. i.e. end of June 2012, Sep, 2012, Dec 2012 and Mar 2013. (within 1 month thereafter)</p> | <p>1 x Revised NCDP Framework approved by NCDP Steering Committee in or before September 2013</p> <p>1 x Client awareness and Capacitation workshop in each of the nine provinces by March 2014.</p> <p>1 x PCDF held in each of the nine provinces by end of each Quarter. i.e. end of June 2013, Sep, 2013, Dec 2013 and Mar 2014. (within 1 month thereafter)</p> | <p>1 x Revised NCDP Framework approved by NCDP Steering Committee in or before September 2015</p> <p>1 x Client awareness and Capacitation workshop in each of the nine provinces by March 2015.</p> <p>1 x PCDF held in each of the nine provinces by end of each Quarter. i.e. end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. (within 1 month thereafter)</p> | <p>1 x Revised NCDP Framework approved by NCDP Steering Committee in or before September 2015</p> <p>1 x Client awareness and Capacitation workshop in each of the nine provinces by March 2016.</p> <p>1 x PCDF held in each of the nine provinces by end of each Quarter. i.e. end of June 2015, Sep, 2015, Dec 2015 and Mar 2016. (within 1 month thereafter)</p> | <p>1 x Revised NCDP Framework approved by NCDP Steering Committee in or before September 2015</p> <p>1 x Client awareness and Capacitation workshop in each of the nine provinces by March 2017.</p> <p>1 x PCDF held in each of the nine provinces by end of each Quarter. i.e. end of June 2016, Sep, 2016, Dec 2016 and Mar 2017. (within 1 month thereafter)</p> |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|--|---|---|---|---|--|--|--|---------|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 1.2 | Sustainable Growth of Contractors: NCDP Framework implementation | NCDP Monitoring and Evaluation (M&E) Framework document. | 1 x M&E Framework developed and updated | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | | 1 x M&E Framework submitted for Board and NCDP Steering Committee. Approval by end of March 2013. | N/A | 1 x M&E annual implementation plan update approved by NCDP Steering Committee by end March 2014. | 1 x M&E annual implementation plan update approved by NCDP Steering Committee by end March 2015. | 1 x M&E annual implementation plan update approved by NCDP Steering Committee by end March 2016. | 1 x M&E annual implementation plan update approved by NCDP Steering Committee by end March 2017. | |
| | | | | | | 1 x PCDF held in each of the nine provinces by end of second Quarter. | | | | |
| | | | | | | 1 x Quarterly report submitted to NCDP Steering Committee i.e. end of June 2013, Sep, 2013, Dec 2013 and Mar 2014 (within 1 month thereafter) | 1 x Quarterly report submitted to NCDP Steering Committee i.e. end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. (within 1 month thereafter) | 1 x Quarterly report submitted to NCDP Steering Committee i.e. end of June 2015, Sep, 2015, Dec 2015 and Mar 2016. (within 1 month thereafter) | 1 x Quarterly report submitted to NCDP Steering Committee i.e. end of June 2016, Sep, 2016, Dec 2016 and Mar 2017. (within 1 month thereafter) | |
| 1.3 | Sustainable Growth of Contractors: Information and tools | Contractor Tips and advice brochures | 2 x advice brochures published on cidb website annually | 2010/11 | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | | 2 x Brochures per year by the end of September 2012 and February 2013 | 2 x Brochures per year by the end of September 2013 and February 2014 | 2 x Brochures per year by the end of September 2014 and February 2015 | 2 x Brochures per year by the end of September 2015 and February 2016 | 2 x Brochures per year by the end of September 2016 and February 2017 | | |
| | | | | 2 x Statistical report, 1st report by end September 2012 and 2nd report by end of March 2013. (within 1 month thereafter) | 2 x Statistical report, 1st report by end September 2013 and 2nd report by end of March 2014. (within 1 month thereafter) | 2 x Statistical report, 1st report by end September 2014 and 2nd report by end of March 2015. (within 1 month thereafter) | 2 x Statistical report, 1st report by end September 2015 and 2nd report by end of March 2016. (within 1 month thereafter) | 2 x Statistical report, 1st report by end September 2016 and 2nd report by end of March 2017. (within 1 month thereafter) | | |
| | | | | | | | | | | |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|--|--|---|---------------------|-----------------------|---|---|---|--|---|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 1.4 | CCC Support to Public Sector Initiatives on Contractor Development | Procurement focus support workshop | 2 x Procurement Focus workshops per province (CPO Forum focused on procurement driven contractor development project packaging : 2 sessions per province) (3 x Client departments in attendance). | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | Catalytic Contractor Development Project | 1 x Annual Catalytic partnered project per province. (as per NCDP & CCC unit guidelines eg. Frameworks, Framework ongoing management strategy, and partner support). | | | 1 x Catalytic partnered project implemented per province by end March 2013 | 1 x Catalytic partnered project implemented per province by end March 2014 | 1 x Catalytic partnered project implemented per province by end March 2015 | 1 x Catalytic partnered project implemented per province by end March 2016 | 1 x Catalytic partnered project implemented per province by end March 2017 |
| 1.5 | CCC Support to partners | Contractor Capacitation sessions | 2 x Capacitation sessions facilitated for contractors within CDP's or affiliates of cidb MoU partners (eg. finance, OHS, CMG, Contracts Mgt, etc) | | | 2 x Capacitation sessions facilitated for contractor per province per year by end March 2013. | 2 x Capacitation sessions facilitated for contractor per province per year by end March 2014. | 2 x Capacitation sessions facilitated for contractor per province per year by end March 2015. | 2 x Capacitation sessions facilitated for contractor per province per year by end March 2016. | 2 x Capacitation sessions facilitated for contractor per province per year by end March 2017. |
| 1.5 | CCC Support to partners | Report on MoU's | 1x Report on MoU's (review of contractor development and mutual area deliverables from all signed partner MoU's.) | | | 100% of all MoU's to be reviewed by February 2013. | 2 x New signed MoU's per province by February 2014. 100% of all MoU's to be reviewed by February 2014existing MoU's | 2 x New signed MoU's per province by February 2016. 100% management of deliverables from all existing MoU's | 2 x signed partnered MOA's with clients and stakeholders/ associations per year to give effect to training and catalytic projects. | |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|--|--|---|---------------------|-----------------------|---|---|--|--|--|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 1.6 | Efficient Services Offered from Contact Centres (CCC's) | Report on registration service | 4 x reports on compliance with over the counter registration and activation of compliant Grade 1 applications on the ciib website within 48 hours | 2010/11 | 2011/12 | 95% compliance with over the counter registration and 48 hours activation of 1 compliant Grade 1 applications reported end of each Quarter. i.e. end of June 2012, Sep, 2012, Dec 2012 and Mar 2013. (within 1 month thereafter). | 96% compliance with over the counter registration and 48 hours activation of 1 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). | 97% compliance with over the counter registration and 48 hours activation of contractor applications reported end of each Quarter. i.e. end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. (within 1 month thereafter). | 98% compliance with over the counter registration and 48 hours activation of contractor applications reported end of each Quarter. i.e. end of June 2015, Sep, 2015, Dec 2015 and Mar 2016. (within 1 month thereafter). | 2016/17 |
| | | Administrative and logistical support to host the Provincial Stakeholder Workshops | 1 x annual stakeholder workshop report on administrative and logistical support per province provided to Office of CEO | | | 1 x annual stakeholder workshop (as scheduled by Communications Unit) report per province by end March 2013. | 1 x annual stakeholder workshop (as scheduled by Communications Unit) report per province by end March 2014. | 1 x annual stakeholder workshop (as scheduled by Communications Unit) report per province by end March 2015. | 1 x annual stakeholder workshop (as scheduled by Communications Unit) report per province by end March 2016. | 1 x annual stakeholder workshop (as scheduled by Communications Unit) report per province by end March 2017. |
| | | Contractor satisfaction report on CCC support services | 1 x quarterly Contractor satisfaction report with actions and remedial measures for complaints. | | | 1 x quarterly Contractor satisfaction report with actions and remedial measures for complaints. i.e. end of June 2012, Dec 2012 and Mar 2013. (within 1 month thereafter) | 1 x quarterly Contractor satisfaction report with actions and remedial measures for complaints. i.e. end of June 2013, Sep, 2013, Dec 2013 and Mar 2014. (within 1 month thereafter) | 1 x quarterly Contractor satisfaction report with actions and remedial measures for complaints. i.e. end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. (within 1 month thereafter) | 1 x quarterly Contractor satisfaction report with actions and remedial measures for complaints. i.e. end of June 2015, Sep, 2015, Dec 2015 and Mar 2016. (within 1 month thereafter) | 1 x quarterly Contractor satisfaction report with actions and remedial measures for complaints. i.e. end of June 2016, Sep, 2016, Dec 2016 and Mar 2017. (within 1 month thereafter) |

Programme 2: Construction Industry Performance (CIP)

The aims and objectives of the Construction Industry Performance Programme and the Knowledge Centre are aligned with the cidb's mandate, and in particular:

- i) provide strategic leadership to construction industry stakeholders developing effective partnerships for growth, reform and improvement of the construction sector;
- ii) promote sustainable growth of the construction industry and the participation of the emerging sector in the industry;
- iii) determine, establish and promote improved performance and best practice of public and private sector clients, contractors and other participants in the construction delivery process; and
- iv) develop systematic methods for monitoring and regulating the performance of the industry and its stakeholders, including the registration of projects and contractors.

The Industry Performance Programme and the Knowledge Centre are structured around the following activities:

- i) Industry Performance: Monitoring and evaluation of the construction industry, providing an ongoing base for a detailed understanding of the industry, including:
 - the cidb Construction Industry Indicators (CIIs);
 - the cidb Quarterly Monitor, providing an overview of the status of contractor development, employment in the industry, etc.;
 - the cidb SME Business Conditions Survey, providing information on competitive activity for Grade 2 to 8 contractors; and
 - relevant sector specific status reports, including skills, employment, construction quality, sub-contracting, etc..
- ii) Best Practice Guides, including:
 - labour intensive applications in construction;
 - construction management guides; and
 - H&S guides.
- iii) cidb Best Practice Contractor Recognition Scheme, to enable organs of state to manage risk on complex contracting strategies and to promote contractor development in relation to best practice standards and guidelines – and currently structured around:
 - cidb Contractor Competence Recognition;
 - cidb Construction Management Systems; and
 - cidb Contractor Performance Reports.
- iv) cidb Best Practice Project Assessment Scheme to promote best practices on construction projects, such as the:
 - cidb Requirements for Construction Skills Development;
 - cidb Requirements for Indirect Targeting for Enterprise Development;
 - cidb Requirements for Green Building Certification;
 - cidb Requirements for H&S Management Plans; and
 - cidb Requirements for Gateway Reviews.
- v) Infrastructure delivery skills, which cuts across several strategic objectives within the

Construction Industry Performance Programme, including:

- the cidb Competence Recognition Scheme, which establishes competence requirements that can be used to guide training and development in enterprise development activities;
- the cidb Requirements for Construction Skills Development on construction projects for the dedication of workplace training of interns and up-skilling of company employees;
- the cidb Employment Skills Development Agency (ESDA) which is a mechanism to provide learning opportunities for learners on construction projects;
- cidb Centres of Excellence to enhance professional, academic and research capability in support of construction industry development;
- ongoing support to the cidb Post Graduate Conference / Doctoral Workshop series; and
- support to Youth in Construction / National Construction Week.

vi) National Infrastructure Maintenance Strategy (NIMS), providing project management support to the NIMS project and the development of guidelines for:

- a maintenance management framework, a maintenance accounting framework and maintenance planning standards;
- maintenance competency profiles;
- contractor development to support the maintenance sector; and
- strengthening and implementing monitoring and evaluation processes.

vii) Knowledge Centre, providing:

- ongoing library management services to the cidb;
- support to the cidb web, as a mechanism to disseminate cidb and other relevant external publications; and
- support to the cidb intranet, as a knowledge management mechanism within the cidb

CIP Strategic Objectives

| | |
|------------------------------|---|
| 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 ci db strategy, policy makers and stakeholders. |
| Key Policy Priority | Construction industry performance |
| Outcome Oriented Goal | Improved performance supporting contractor development and value to clients |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|--|---|---|--|--|--|--|---|---|---|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 2.1 | Monitor and evaluate the performance of the construction industry | Monitoring reports, and sector specific status reports. | 1 x Publication of ci db Construction Industry Indicators (CII) published in pdf format on ci db Web Summary Result 4x ci db Quarterly Monitor published in pdf format on ci db Web 4x Quarterly ci db SME Business Conditions Survey result published in pdf format on ci db Web | CII's annually Quarterly Monitor BCI quarterly | 1 x CII's published by end January 2012 Quarterly Monitor published from 1st quarter (i.e x 4 in the year) SME Surveys quarterly from 1st quarter (i.e x4 in the year) | 1 x CII's published by January 2013 4 x Quarterly Monitors published in 2012/13 (Apr, Jul, Oct, Jan) 4 x SME Surveys published in pdf format on ci db Web in 2012/13 (Apr, Jul, Oct, Jan) | 1 x CII's by January 2014 4 x Quarterly Monitors published in pdf format on ci db Web in 2013/14 (Apr, Jul, Oct, Jan) 4 x SME Surveys published in pdf format on ci db Web in 2013/14 (Apr, Jul, Oct, Jan) | 1 x CII's published by December 2014 4 x Quarterly Monitors published in pdf format on ci db Web in 2014/15 (Apr, Jul, Oct, Jan) 4 x SME Surveys published in pdf format on ci db Web in 2014/15 (Apr, Jul, Oct, Jan) | 1 x CII's published by December 2015 4 x Quarterly Monitors published in pdf format on ci db Web in 2015/16 (Apr, Jul, Oct, Jan) 4 x SME Surveys published in pdf format on ci db Web in 2015/16 (Apr, Jul, Oct, Jan) | 1 x CII's published by December 2016 4 x Quarterly Monitors published in pdf format on ci db Web in 2016/17 (Apr, Jul, Oct, Jan) 4 x SME Surveys published in pdf format on ci db Web in 2016/17 (Apr, Jul, Oct, Jan) |

| No. | Strategic Objective | Output | Performance Indicator | Aucited Performance | Estimated Performance | Medium-term Targets | | | | | |
|-----|---|---|---|----------------------|---|---|---|--|--|--|--|
| | | | | | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
| 2.1 | Monitor and evaluate the performance of the construction industry | Monitoring reports, and sector specific status reports. | 1 x Export promotion feasibility study presented for approval to cidb Management Team 2 x Stakeholder communications sessions on CIs, Quarterly Monitor and SME Survey.. | | 4 x provincial out-reach communication sessions off by March 2012 | 2 x Stakeholder Communication Sessions held by March 2013 | 1 x Feasibility study on export promotion by November 2013 | | | | |
| | | | | | | 1 x H&S Practice Guide published in pdf format on cidb web | | | | | |
| 2.2 | Develop and promote construction best practice guides | Construction best practice guides | 1 x H&S Practice Guide published in pdf format on cidb web | 2 Pilots by Dec 2009 | 2 frameworks submitted to Board by March 2012 | 1 x cidb Standard for Competence Recognition submitted to cidb Board for approval and Gazetting | 1 x Annual Assessment of roll-out and implementation of Standard Competence Recognition submitted to cidb Board for noting. | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2014 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2015 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2016 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2017 |
| 2.3 | Develop and implement the best practice registers in support of improving the performance of the industry | cidb Best Practice Contractor Recognition Scheme | 1 x cidb Standard for Competence Recognition submitted to cidb Board for approval and Gazetting | 2 Pilots by Dec 2009 | 2 frameworks submitted to Board by March 2012 | 1 x cidb Standard for Competence Recognition submitted by end of September 2012 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2014 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2015 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2016 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Competence Recognition submitted by March 2017 | |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|--|---|---------------------|--|--|---|--|--|--|
| | | | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 2.3 | Develop and implement the best practice registers in support of improving the performance of the industry | cidb Best Practice Contractor Recognition Scheme | 1 x Annual Assessment of roll-out and implementation of Standard for Construction Management Systems submitted to cidb Board for noting. 1 x cidb Requirements for Contractor Performance Reports submitted to cidb Board for approval for Gazetting | | | | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Construction Management Systems submitted by March 2014 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Construction Management Systems submitted by March 2015 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Construction Management Systems submitted by March 2016 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for Construction Management Systems submitted by March 2017 |
| | | | | | | 1 x cidb Requirements for Contractor Performance Reports for Grades 2 to 4 submitted by September 2012 | 1 x cidb Requirements for Contractor Performance Reports for Grades 5 to 8 submitted by December 2013 | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Contractor Performance Reports submitted by March 2014 | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Contractor Performance Reports submitted by March 2015 | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Contractor Performance Reports submitted by March 2016 |
| | | | | | 2 Framework documents submitted to Board by March 2012 | | | | | |
| | | cidb Best Practice Project Assessment Scheme | 1 x cidb Requirements for Construction Skills Development submitted to cidb Board for approval for Gazetting | | | | | | | |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | | | |
|-----|---|--|---|---------------------|-----------------------|--|---|---|---|---------|--|--|
| | | | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | | |
| 2.3 | Develop and implement the best practice registers in support of improving the performance of the industry | cidb Best Practice Project Assessment Scheme | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Construction Skills Development submitted to cidb Board for noting. | | | | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Construction Skills Development by March 2014 | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Construction Skills Development submitted by March 2015 | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Construction Skills Development submitted by March 2016 | | | |
| | | | | | | 1 x cidb Requirements for Indirect Targeting for Enterprise Development submitted to cidb Board for approval for Gazetting by December 2012 | | | | | | |
| | | | | | | | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Indirect Targeting for Enterprise Development submitted to cidb Board for noting. | | | | | |
| | | | | | | 1 x Annual Assessment of roll-out and implementation of cidb Requirements for Green Building Certification submitted to cidb Board for noting. | | | | | | |
| | | | | | | | | | | | | |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|--|--|-------------------------------------|---|---|--|---|---|---|
| | | | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 2.3 | Develop and implement the best practice registers in support of improving the performance of the industry | | 1 x cidb Standard for H&S Management Plans implementation; gazetting and annual monitoring | | | | 1 x cidb Standard for H&S Management Plans submitted to cidb Board for approval for Gazetting by December 2014 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for H&S Management Plans submitted to cidb Board for noting by March 2015 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for H&S Management Plans submitted to cidb Board for noting by March 2016 | 1 x Annual Assessment of roll-out and implementation of cidb Standard for H&S Management Plans submitted to cidb Board for noting by March 2017 |
| 2.4 | Support the development and promotion of infrastructure delivery skills | cidb Infrastructure Delivery Strategy document | 1 x Annual assessment report for cidb Employment Skills Development Agency (ESDA) submitted to Advisory Committee for approval | Assessment by March 2011 | 1 x Assessment report presented to advisory panel by March 2012 | 1 x Business Plan for transfer of ESDA to industry submitted by December 2012 | | | | |
| 2.5 | Project Management of National Infrastructure Maintenance Strategy (NIMS) | Project management progress report of NIMS | 1 x Business Plan for implementing WorldSkills in SA submitted to cidb Board for approval. | | | 1 x Business Plan for implementing WorldSkills in SA submitted by August 2012 | | | | |
| | | | 1 x cidb Post Graduate (PG) Conference / Doctoral Workshop hosted annually | PG Conference held by December 2010 | PG Conference series/Doctoral Workshop by March | 1 x PG Conference or Doctoral Workshop hosted by December 2012 | 1 x PG Conference or Doctoral Workshop hosted by December 2013 | 1 x PG Conference or Doctoral Workshop hosted by December 2014 | 1 x PG Conference or Doctoral Workshop hosted by December 2015 | 1 x PG Conference or Doctoral Workshop hosted by December 2016 |
| | | | 2 x Youth in Construction / National Construction supported annually | | | 2 x YIC events supported by December 2012 | 2 x YIC events supported by December 2013 | | | |
| | | | 1 x Quarterly progress report on project management of NIMS submitted to Steering Committee | | | 4 x Progress reports on NIMS submitted to DPW Steering Committee in 2012/13 (April, July, Oct, Jan) | 2 x Progress reports on NIMS submitted to DPW Steering Committee in 2013/14 (April, July) | | | |

Programme 3: Procurement Delivery and Management

The Procurement and delivery Management Programme is custodian of the construction procurement reform initiatives, monitoring and improving systems for effective infrastructure delivery, whilst executing the compliance mandate of the cidb.

The cidb's Standard for Uniformity in Construction Procurement was published in 2004 to establish a uniform framework for procurement with minimum requirements for the solicitation of tender offers, the manner in which quality is incorporated in procurement documents, the formatting and compilation of procurement documents and the application of the cidb Register of Contractors. The cidb has delivered this uniform and standardised procurement system for the construction industry in partnership with industry stakeholders.

In 2006, the cidb Toolkit was developed in response to the need for a documented body of knowledge and set of processes that represented generally recognised best practices in the delivery of public sector infrastructure. The Constitution requires that Government effectively delivers services to its citizens. The Toolkit was designed as a valuable resource to provide a national common knowledge base and set of practices to assist in delivering these services in a manner that is effective, efficient and consistent across provinces and infrastructure departments. In the 2010 - 2011 financial year, a project for a major upgrade of the cidb Toolkit was completed. The Toolkit was re-launched in October 2010 as the 2010 Infrastructure Delivery Management System (2010 IDMS). The upgrade saw the 2010 IDMS align its requirements to comply with new and improved legislation governing public sector infrastructure delivery, as well as alignment to innovative and internationally recognised best practices. Monitoring of the implementation of the 2010 IDMS has continued in the 2011-2012 financial to evaluate and report on its progress, challenges and areas for improvement.

There is widespread acknowledgement that government does not get full value from public sector construction and that it has failed to exploit the potential for public procurement of construction and infrastructure projects to drive growth. Whilst the prescriptions of the cidb are mandatory in the public sector, inconsistent procurement practices by under-performing public sector departments have highlighted the need to develop, improve and promote further efficiencies and increase the level of standardisation of practices and procedures. The cidb continues to assist government departments and state agencies to promote the highest level of professionalism in the delivery of infrastructure. However, a huge challenge facing public sector agencies is the deficiencies in the skills set of public sector officials and external stakeholders practicing construction procurement. The application of the appropriate level of discipline to the construction procurement process, and the consistent basis for managing the interface between government and the construction sector stakeholders with a fair allocation of contracting risks, will contribute to improving better infrastructure delivery outcomes.

In addition to the poor skills challenge in construction procurement, there are strong indications that corruption in the construction sector is increasing rapidly, with a view that South Africa is reaching the tipping point beyond which it may be very difficult to reverse corruption. The cidb has taken a firm position on corruption and is committed to rooting out all forms of corrupt activities in this sector. The cidb Compliance Strategy was developed to support and implement reactive and pro-active methodologies to adequately respond to the compliance and enforcement mandate the cidb. This effort will provide the cidb with much needed insight into the management capability, governance and accountability prescriptions applicable for tender and contract management. Poorly managed tender processes are all too often abused to promote fraud and corrupt practices. Further to this, the cidb has also initiated the adoption of the Construction Sector Transparency Initiative (CoST), an international multi-stakeholder initiative designed to increase transparency and accountability in the construction sector.

The programs and projects championed in the unit are geared to address the deficiencies that have contributed to poor delivery outcomes on public sector infrastructure projects

PDM Strategic Objectives

| | |
|----------------------------|--|
| Purpose | Develop, promote and monitor uniform application of cidb prescripts throughout all organs of state 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 Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|--|--|--|---------------------|---|---|---|---|---|---|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 3.1 | Infrastructure Delivery improvement | Assessment of the application and maintenance of the Infrastructure Delivery Management Toolkit (IDMT) | 1x Assessment report on the application and maintenance of the Infrastructure Delivery Management Toolkit (IDMT) as part of the feedback to the IDIP partners (DBSA, NT, NDPW & Cidb) developed. | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | 1x Assessment report on the application and maintenance of the Infrastructure Delivery Management Toolkit (IDMT) as part of the feedback to the IDIP partners (DBSA, NT, NDPW & Cidb) developed. | | Evaluate the impact of the pilot programme and issue the report by march 2012 | 1 x Assessment report developed for the period 1 April 2012 to 31 March 2013 (available April 2013) | x Assessment report developed for the period 1 April 2013 to 31 March 2014 (available April 2014) | 1 x Assessment report developed for the period 1 April 2014 to 31 March 2015 (available April 2015) | 1 x Assessment report developed for the period 1 April 2015 to 31 March 2016 (available April 2016) | = 1 x Assessment report developed for the period 1 April 2016 to 31 March 2017 (available April 2017) |
| | | | 1 x 3 year review and revision of IDMT | | | | | 1 x 3 year review and revision of IDMT by end of March 2015 | | |
| | | Certified IDMT course material | 1 x IDMT course material | | | 1 x draft IDMT course material finalized by end of March 2013 | 1 x final and accredited f IDMT course material by March 2014 | | | |
| | | Awareness and roll out of the certified IDMT modules through Workshops / Forums | 1 x IDMT Forum held in each of the nine provinces to promote awareness and roll out. | | | | | 1 x IDMT Forum held in each of the nine provinces by end of March 2015. | 1 x IDMT Certificate courses roll out by end of March 2016 | 1 x IDMT Certificate courses roll out by end of March 2017 |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|---|--|---------------------|-----------------------|--|---|--|---------|---------|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | |
| 3.1 | Infrastructure Delivery improvement | Assessment of certificate courses on IDMT | 1 x Annual assessment report of certificate courses on IDMT | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | Municipal Toolkit | 1 x strategic document developed for Municipal Toolkit | | | | | 1 x strategic document developed for Municipal Toolkit by end of March 2015 subject to approval by National treasury | | |
| 3.2 | Improvement and maintenance of the regulations to enhance procurement reform and delivery management | Prescripts for construction infrastructure project delivery. | 1 x recommendation and prescript for dispute resolution and prompt payment for Board approval. | | | 1 x recommendation for dispute resolution and prompt payment to the Board by June 2012 | 1 x development of prescript for dispute resolution and prompt payment by end of March 2014 | | | |
| | | 1 x development of the standards and gateway reviews for Board approval | 1 x development of the standards and gateway reviews for Board approval | | | 1 x Developed draft standard for Gateway Reviews by March 2013 | 1 x development of prescript for Gateway Reviews by end of March 2014 | | | |
| | | 1 x Register of Professional Service Provider (RoPSP) framework developed for Board approval. | 1 x Register of Professional Service Provider (RoPSP) framework developed for Board approval. | | | | | 1 x Register of Professional Service Provider (RoPSP) framework developed for Board approval. by end March 2015 | | |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|--|--|--|---------------------|--|---|--|--|--|--|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 3.2 | Improvement and maintenance of the regulations to enhance procurement reform and delivery management | Prescripts for construction infrastructure project delivery. | 1 x awareness Forum held in each of the nine provinces on Board approved legislation for the above prescripts. | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | | December 2010 | Development, Improvement and maintenance of the cidb regulations by March 2012 | | 1 x awareness Forum held in each of the nine provinces on Board approved legislation for the above prescripts by end of March 2014 | 1 x awareness Forum held in each of the nine provinces on Board approved legislation for the above prescripts by end of March 2015 | 1 x awareness Forum held in each of the nine provinces on Board approved legislation for the above prescripts by end of March 2016 | 1 x awareness Forum held in each of the nine provinces on Board approved legislation for the above prescripts by end of March 2017 |
| 3.3 | Improving Client (Government Departments and SoE) capability and industry capacity | Enhanced client capability and industry capacity for procurement and delivery management | 2 Year review and revision of cidb regulations | December 2010 | Development, Improvement and maintenance of the cidb regulations by March 2012 | | 1 x Review report and prescripts for amendments of the cidb regulation by March 2014. | | 1 x Review report and prescripts for amendments of the cidb regulation by end of March 2016 | |
| | | | | | | | 1 x Established Procurement Advisory Panel for guidance on procurement and delivery legislation by end of March 2013 | | 4 x CPO forums hosted per annum by end of March 2013 | 4 x CPO forums hosted per annum by end of March 2014 |
| | | | 1 x Established Procurement Advisory Panel for guidance on procurement and delivery legislation | | | 1 x Industry focus group meetings held per annum by end of March 2013 | 1 x Industry focus group meetings held per annum by end of March 2014 | 1 x Industry focus group meetings held per annum by end of March 2015 | 1 x Industry focus group meetings held per annum by end of March 2016 | 1 x Industry focus group meetings held per annum by end of March 2017 |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|--|--|--|---------------------|---|--|--|--|--|--|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 3.3 | Improving Client (Government Departments and SoE) capability and industry capacity | Enhanced client capability and industry capacity for procurement and delivery management | 1 x Strategy developed for Client Performance Awards. | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | 1 x Annual Performance awards. | | | 1 x Strategy developed for Client Performance Awards by end March 2014 | 1 x Annual Performance awards by end of March 2015 | 1 x Annual Performance awards by end of March 2016 | 1 x Annual Performance awards by end of March 2017 | |
| | | | 2 x Training workshops per quarter, (on procurement outcomes for client Contractor Development Programs GDP's, IDMT and other procurement related topics). | | | 2 x Training workshops per quarter by end of June 2012, Sep, 2012, Dec 2012 and Mar 2013. | x Training workshops per quarter by end of June 2013, Sep, 2013, Dec 2013 and Mar 2014. | x Training workshops per quarter by end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. | | |
| | | | 1 x quarterly Law report published on the cidb website to share information on court rulings on construction contracts | | | 1 x quarterly Law reports published by end of June 2012, Sep, 2012, Dec 2012 and Mar 2013. | 1 x quarterly Law reports published by end of June 2013, Sep, 2013, Dec 2013 and Mar 2014. | 1 x quarterly Law reports published by end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. | 1 x quarterly Law reports published by end of June 2015, Sep, 2015, Dec 2015 and Mar 2016. | 1 x quarterly Law reports published by end of June 2016, Sep, 2016, Dec 2016 and Mar 2017. |
| | | Practice Notes and / or Brochures | 2 x Issued Practice Notes and / or Brochures (adhoc) on conclusion of need-assessment. on cidb regulations and practices per year. | 30 November 2010 | One Practice Note or Brochure issued per quarter from the 1st quarter (x 4) | 2 x Practice Note and / or Brochure issued by end of Sep, 2012, and Mar 2013. | 2 x Practice Note and / or Brochure issued by end of Sep, 2013, and Mar 2014. | 2 x Practice Note and / or Brochure issued by end of Sep, 2014, and Mar 2015. | 2 x Practice Note and / or Brochure issued by end of Sep, 2015, and Mar 2016. | 2 x Practice Note and / or Brochure issued by end of Sep, 2016, and Mar 2017. |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|--|---|----------------------------|--|--|--|--|---|--|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 3.4 | Improving construction procurement skills | Construction procurement skills competence standards | 1 x Competence Standard model for construction procurement developed and submitted for Board approval. 1 x awareness Forum held in each of the nine provinces on Board approved competence standards for the above prescripts. 1 x annual report to monitor and evaluate the implementation of the competence standards model | | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | | | | 1 x draft standard developed by end of March 2013. | 1 x draft model submitted to the Board by end of March 2014 | 1 x final model and prescripts submitted to the Board by end of March 2015 | | |
| | | | | | | | | 1 x awareness Forum held by March 2015 | 1 x awareness Forum held by March 2016 | 1x awareness forum held by March 2017 |
| 3.5 | Compliance and Enforcement of cidb Regulations. | Implementation of compliance monitoring plan Improved compliance with the cidb regulations. | 1 x implemented compliance monitoring plan. 1 x Quarterly reports on investigations and prosecutions on cases of non-compliance, fraud and corruption | As when cases are reported | Investigations and quarterly reporting on cases of fraud and corruption from 1st quarter of 2011/12. | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | | | | | 1 x Compliance monitoring plan implemented by June 2012 | | | | |
| | | | | | | 1 x Quarterly report on investigations and prosecutions by end of June 2012, Sep, 2012, Dec 2012 and Mar 2013. | 1 x Quarterly report on investigations and prosecutions by end of June 2013, Sep, 2013 and Mar 2014. | 1 x Quarterly report on investigations and prosecutions by end of June 2014, Sep, 2014, Dec 2014 and Mar 2015. | 1 x Quarterly report on investigations and prosecutions by end of June 2015, Sep 2015, Dec 2015 and Mar 2016. | 1 x Quarterly report on investigations and prosecutions by end of June 2016, Sep, 2016, Dec 2016 and Mar 2017. |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | | Estimated Performance | | Medium-term Targets | | | | |
|-----|---|--------------------------|---|---------------------|--|--|---|---------------------|--|--|--|--|
| | | | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | | |
| 3.5 | Compliance and Enforcement of cidb Regulations. | Anti-corruption strategy | 1 x Anti-corruption model developed. | | Research and development of anti-corruption strategy by September 2011 | 1 x draft Anti-corruption model developed by end of March 2013 | 1 x final Anti-corruption model developed and submitted to Board by end of March 2014 | | | | | |
| | | | 1 x Annual report on implementation of the cidb Anti-Corruption Strategy. | | | | | | 1 x Annual report on implementation of the cidb Anti-Corruption Strategy published by end of March 2016. | 1 x Annual report on implementation of the cidb Anti-Corruption Strategy published by end of March 2017. | | |

Programme 4: Construction Registers Services (CRS)

Purpose

The Construction Registers Service (CRS) Programme is responsible for management and improvement of the Construction Registers Service comprising the Register of Contractors (RoC), Register of Projects (RoP) and implementation of any new Registers in terms of the cidb Act.

The CRS Programme is responsible for an efficient registrations service, accurate assessments of registration applications, ensuring that services are available, and that registration requirements are aligned with the construction industry.

Description of the CRS Programme

The Construction Registers Service comprises the Register of Contractors and the Register of Projects which have been established in terms of the cidb Act (Act 38 of 2000). The Register of Contractors grades and categorises contractors according to financial and works capability. It is mandatory for public sector clients to apply the register when considering construction works tenders. The Register of Contractors facilitates public sector procurement, promotes contractor development and forms the basis for driving performance improvement.

The Register of Projects provides information on the nature, value and distribution of projects. Public sector clients are required to register projects above R200,000 while private sector clients and large state owned entities are required to register projects above R10 million. When clients register projects, the track records of contractors are updated and the information is available to other clients through the cidb website. The Register of Projects forms the basis for driving client best practice.

i-Tender@cidb

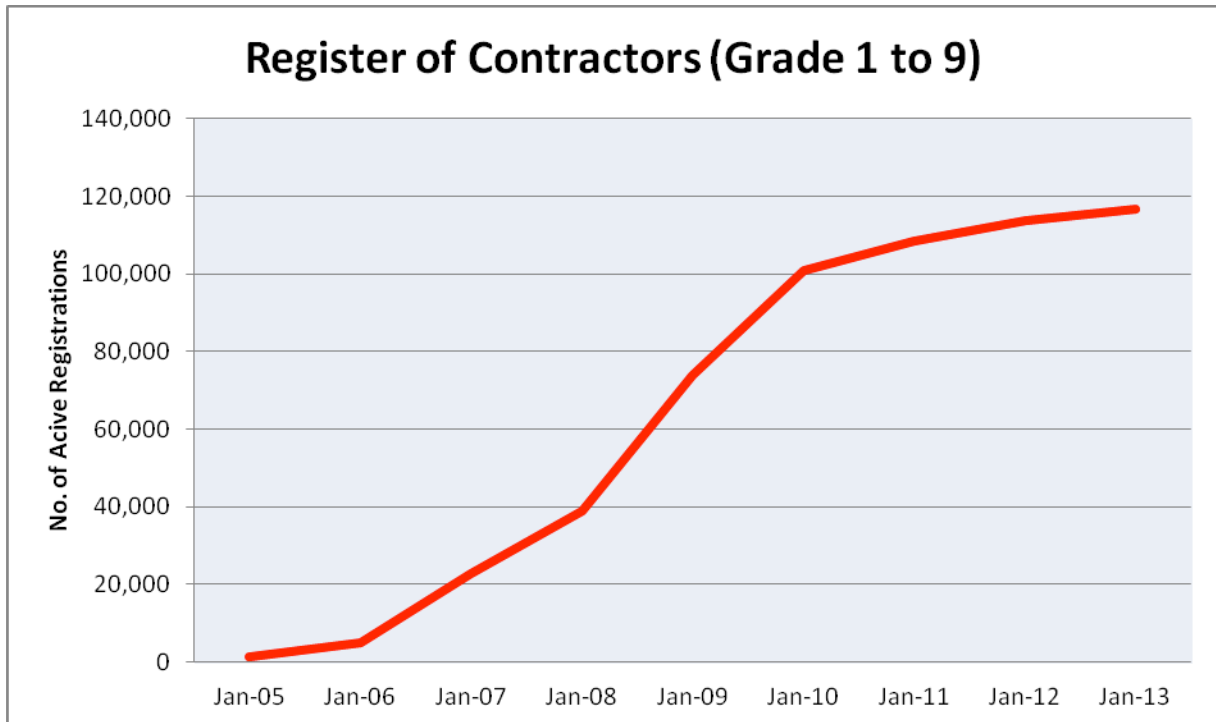


The cidb has developed the i-Tender service which enables clients to advertise tenders on the cidb website. The i-Tender service automatically alerts registered contractors of tender opportunities by email and sms. Tenders are also displayed on the cidb website. Compliance with legislative requirements to register projects is made easy for clients who convert the same tender information after award and add basic additional 'post award' information. The service is made available by the cidb at no cost to clients.

The focus of the CRS Programme will be on the production of reports on client compliance in the use of the iTender-Register of Projects service. A dedicated team has been set up to manage and improve the iTender-Register of Projects service which includes improving the quality of data which is captured by registered clients. Clients will receive improved communication on the use of the service.

While the total number of contractors registered continues to increase, the rate of increase has declined sharply. This is evident in the graph below which depicts the growth in the total number of registrations from January 2005 to January 2012, which is then forecasted up to January 2013.

Graph 1: Total number of registration: Jan 2005 to Jan 2012, forecasted to Jan 2013



The focus for the 2012/2013 year will be on the implementation of Regulations with the service amendable to contractors in terms of improved registration requirements. It is anticipated that the Regulation amendments will be published for public comment by 31 May 2012. The CRS Programme will also focus on the implementation of the improved registration software systems due to go live on 01 May 2012. The new software will support improved efficiencies, customer service and better integration of registration activities across all cidb registration points.

The application of best practice Business Process Management (BPM) methodologies coupled with skilled and committed personnel has ensured that the cidb meets its commitment to stakeholders by providing an efficient registrations service. Compliant applications are processed within 21 working days. Potential backlogs are identified early and resolved. The approach is to get it right the first time with quality assurance processes in place.

A dedicated training function has been established to ensure that all cidb registrations personnel are knowledgeable on registration requirements and processes. Registration services are offered at the cidb provincial Construction Contact Centre's (CCC's) and at the cidb head Office. The entry level Grade 1 applications are processed 'over the counter' with registrations activated within a period of 48 hours.

Structure of the Programme

There are 66 positions within the CRS Programme. There are no new positions for the 2012-2013 financial year. The structure of the Programme in financial years beyond 2012-2013 is dependent on the design of the best practice assessment schemes and any new Registers provided in the cidb Act that may be implemented in the future.

Programme 4: Construction Registers Services

| | |
|----------------------------|--|
| 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. |
| Key Policy Priority | 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. |
| Expected Outcome | Construction Registration Services Effective and Efficient Registration Processes. |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-----|---|--|--|--|---|---|---|---|---|---|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| 4.1 | Effective and efficient registrations service. | <p>Contractor registrations service.</p> <p>Administration (acknowledge, investigate & route to relevant business unit) of queries</p> <p>RoC data quality management.</p> | <p>Contractor registration within the prescribed 21 working days turnaround time of all compliant applications for Grade 2-9 contained in the quarterly production report.</p> <p>48 hour turnaround time for the administration of contractors and clients registration queries contained in the quarterly production report.</p> <p>10 working days turnaround time for correction of data errors on Grade 2 - 9 contained in the quarterly production report.</p> | <p>21 working days</p> <p>Turnaround time 48 hours</p> | <p>Registration of Grade 2-9 contractors completed with a maximum of 21 working days based on all compliant applications</p> <p>Query captured investigated and proposed resolution communicated to the originators of queries with a turnaround time of 48 hours</p> | <p>90 % compliance with the legislated turnaround time on processing compliant Grade 2-9 applications</p> <p>95 % compliance with the 48 hour turnaround time for the administration of contractors and clients registration queries.</p> <p>95% of errors identified to be rectified within a period of 10 working days for Grades 2 to 9.</p> | <p>91 % compliance with the legislated turnaround time on processing compliant Grade 2-9 applications</p> <p>95 % compliance with the 48 hour turnaround time for the administration of contractors and clients registration queries.</p> <p>95% of errors identified to be rectified within a period of 10 working days for Grades 2 to 9.</p> | <p>92 % compliance with the legislated turnaround time on processing compliant Grade 2-9 applications</p> <p>95 % compliance with the 48 hour turnaround time for the administration of contractors and clients registration queries.</p> <p>95% of errors identified to be rectified within a period of 10 working days for Grades 2 to 9.</p> | <p>93 % compliance with the legislated turnaround time on processing compliant Grade 2-9 applications</p> <p>95 % compliance with the 48 hour turnaround time for the administration of contractors and clients registration queries.</p> <p>95% of errors identified to be rectified within a period of 10 working days for Grades 2 to 9.</p> | <p>94 % compliance with the legislated turnaround time on processing compliant Grade 2-9 applications</p> <p>95 % compliance with the 48 hour turnaround time for the administration of contractors and clients registration queries.</p> <p>95% of errors identified to be rectified within a period of 10 working days for Grades 2 to 9.</p> |

| No. | Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | | |
|-----|--|---|--|---|--|---|---|---|---|---|---|
| | | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | |
| 4.1 | Effective and efficient registrations service. | RoC data quality management. | One calendar month turnaround time for correction of data errors of Grade 1 contained in the quarterly production report | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | |
| | | | | | | 95% of errors identified to be rectified within a period of one calendar month for Grade 1. | 95% of errors identified to be rectified within a period of one calendar month for Grade 1. | 95% of errors identified to be rectified within a period of one calendar month for Grade 1. | 95% of errors identified to be rectified within a period of one calendar month for Grade 1. | 95% of errors identified to be rectified within a period of one calendar month for Grade 1. | 95% of errors identified to be rectified within a period of one calendar month for Grade 1. |
| | | | | 30 Sept 2010 and 31 March 2011 | Fraud awareness Workshops: <ul style="list-style-type: none"> 1 held by 30 Sep 2011 1 held by 31 March 2012 | 2 x Fraud awareness workshop held by end of Sep 2012 and Mar 2013 | 2 x Fraud awareness workshop held by end of Sep 2013 and Mar 2014 | 2 x Fraud awareness workshop held by end of Sep 2014 and Mar 2015 | 2 x Fraud awareness workshop held by end of Sep 2015 and Mar 2016 | | |
| 4.3 | Review and improvement of registration guidelines. | Registrations software system availability. | 95 % uptime of the registration Systems contained in the Quarterly systems uptime report. | | | 95% uptime of Registration system availability.. | 95% uptime of Registration system availability | 95% uptime of Registration system availability basis | 95% uptime of Registration system availability | 95% uptime of Registration system availability | |
| | | | | Assessment and revision of the Quick Guide for Contractor Registration Brochure by 28 February 2011 | The Quick Guide revised by 31 March 2012 | 1 x Review report / revised Quick guide for Contractor registration by 30 Nov 2012 | 1 x Review report / revised Quick guide for Contractor registration by 30 Nov 2013 | 1 x Review report / revised Quick guide for Contractor registration by 30 Nov 2014 | 1 x Review report / revised Quick guide for Contractor registration by 30 Nov 2015 | 1 x Review report / revised Quick guide for Contractor registration by 30 Nov 2016 | |
| | | | | Assessment and revision by 31 December 2010 | The registration Guideline Brochure revised by 31 March 2012 | 1 x Review report / revised comprehensive Registrations Brochure by 28 Feb 2013 | 1 x Review report / revised comprehensive Registrations Brochure by 28 Feb 2014 | 1 x Review report / revised comprehensive Registrations Brochure by 28 Feb 2015 | 1 x Review report / revised comprehensive Registrations Brochure by 28 Feb 2016 | 1 x Review report / revised comprehensive Registrations Brochure by 28 Feb 2016 | |
| | | | 1 x Review report / revised quick guide for iTender-RoP by 31 Aug 2012 | 1 x Review report / revised quick guide for iTender-RoP by 31 Aug 2013 | 1 x Review report / revised quick guide for iTender-RoP by 31 Aug 2014 | 1 x Review report / revised quick guide for iTender-RoP by 31 Aug 2015 | 1 x Review report / revised quick guide for iTender-RoP by 31 Aug 2016 | | | | |

Programme 5: Chief Executive Officer's Office

The CEO office is support function that provide overall strategic leadership, risk management including managing the stakeholder consultations and communications. As the organisation's impact in the industry grows so does the need for a more deliberate, systematic and strategic approach to stakeholder communication beyond that of just dissemination of information that characterised the cidb's entry into the sector and the development phase of its instruments.

The Construction Industry Development Regulations of 2004, introducing procurement reform in construction, brought about profound changes to the construction landscape and the attendant challenges of managing change. In response the cidb disseminated information through publications, posters, the website and contractor workshops to create awareness and guide contractors on how to register. A dedicated outreach team was also established enabling the cidb to deliver more than 200 public sector client capacitation workshops nationally.

Information was also disseminated to inform stakeholders about various other tools established by the cidb towards fulfillment of its mandate such as the National Contractor Development Programme, labour intensive construction guidelines, the construction industry indicators and other industry performance measurement tools. With many of these projects firmly on the ground, focus must now move towards more deliberate organisational branding to build the image of the cidb as industry leader and promote better ownership of cidb instruments by stakeholders.

Using the feedback gleaned from its stakeholders, it is now imperative that cidb addresses the area of transformational communication in its strategy. The purpose of the transformation communication network is to counteract uncertainty and rumours by providing as much information as possible as quickly as possible to the different stakeholder groups. The communication strategy should ensure that the people get an accurate picture of the transformation process, its progress and its success. The more you communicate, the greater the level of success. The area of focus of this programme will be to implement a communication strategy to support all projects/ programmes to address stakeholder's concerns and disseminate cidb's initiatives without the risk of confusing stakeholders with intention of promoting a positive image of these programmes as well as overall corporate image. The strategy will cover the review process of the internal communications, external communications, media liaisons, communication protocols and brandings. An enhanced communication approach will also be used to prepare, package and disseminate relevant critical information to stakeholders.

Programme 5: Chief Executive Officer's Office

| | |
|------------------------------|--|
| Purpose | Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth, reform and improvement of the construction sector |
| Objective statement | <ul style="list-style-type: none"> Overall strategic leadership, risk management and corporate governance in support of the Board. Marketing, stakeholder consultations and communications |
| Key Policy Priority | Overall strategic leadership in support of the stakeholder management driven by the comprehensive communication strategy. |
| Outcome Oriented Goal | Build, strengthen and maintain relationships with stakeholders supported by comprehensive communication strategy |

| Strategic Objective | Output | Performance Indicator | Audited Performance | Estimated Performance | Medium-term Targets | | | | |
|-------------------------------|---|---|---|---|--|--|--|--|--|
| | | | | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| Stakeholder Management | Relationship with industry stakeholders | MOA/SLA signed with strategic stakeholders in Africa | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| | | 2 x National Stakeholder Forum (SF) meetings held & 9 x Provincial Stakeholder Forums | SF 2010 meeting held by end of October 2010-depending on Minister's availability; | SF 2011 meeting held by end of October 2011-depending on Minister's availability; | 3 x MOA/ SLA signed with strategic stakeholders by March 2013. | 3 x MOA/ SLA signed with strategic stakeholders by March 2014. | 3 x MOA/ SLA signed with strategic stakeholders by March 2015. | 3 x MOA/ SLA signed with strategic stakeholders by March 2016. | 3 x MOA/ SLA signed with strategic stakeholders by March 2017. |
| | | | | | 2 x National Stakeholder Forum (SF) meetings held and 9 x Provincial Stakeholder Forums by end of March 2013 | 2 x National Stakeholder Forum (SF) meetings held and 9 x Provincial Stakeholder Forums by end of March 2014 | 2 x National Stakeholder Forum (SF) meetings held and 9 x Provincial Stakeholder Forums by end of March 2015 | 2 x National Stakeholder Forum (SF) meetings held and 9 x Provincial Stakeholder Forums by end of March 2016 | 2 x National Stakeholder Forum (SF) meetings held and 9 x Provincial Stakeholder Forums by end of March 2017 |

9. Resource considerations

Core Programmes

- **Growth and Contractor Development (GCD)**

The level of client understanding on various cidb issues, necessitate that provincial offices becomes knowledge repository for quicker turnaround times and value for client capacitation. Therefore the functions have gravitated from purely registration to many other services such as procurement capacitation and contractor development support, which is huge resource/staff intensive task in that it talks to capacitating provincial offices, metros, districts and local municipalities.

Consideration and focus should be on possible growth and expansion of the cidb provincial offices (CCC's) in terms of space and personnel. The move is necessitated by changing environment and landscape where construction contractor registration is increasing at steady rates as well as providing support on contractor development and procurement. There are increasing calls for cidb to restructure the budget and resource allocations to support contractor development and procurement processes.

- **Construction Industry Performance (CIP)**

As the Best Practice Registers begin to roll out, the demands for staff (and financial resources) will increase in 2014/15 and beyond in response to demands for accreditation and assessment, as well as for compliance monitoring.

- **Procurement and Delivery Management (PDM)**

PDM is estimated to have a growth in staff and expenditure based on existing resources is given below:

| | Estimated | Medium-term Targets | | | | |
|-------------|-----------|---------------------|---------|---------|---------|---------|
| Item | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 |
| Total staff | 8 | 10 | 12 | 15 | 15 | 15 |

- **Construction Registers Services (CRS)**

The Construction Registers Service programme has achieved stability in terms of the number of staff required. There are 68 positions within the CRS Programme and no new positions are identified for the 2012-2013 financial year.

Support Programmes

The Corporate Service programme is to be established as a fully-fledged stand-alone programme under a leadership of a new Programme Manager. This position will encompass managing the following key functions:

- Human Resources Unit – This unit is currently residing under the CFO's office. One additional position at project management level will be created to provide effective support to the HR manager.

- Communications and Marketing Unit - This unit is currently residing under the CEO's office
- Legal Services Unit – This unit is currently outsourced and will be brought in-house. Consideration to made to locate all legal service under this programme for overall support to all programmes.
- General Office administration - various activities related to this function are scattered throughout the organisation. In order to bring better alignment, the following activities will reside under this function:
 - Access and Security services
 - Cleaning and catering services
 - Switchboard and Reception services
 - Office equipment and furniture
 - Office maintenance
 - OHS
 - Library

The CEO's office

An assessment for the establishment of a General Manager / COO as well as the creation of the in house internal audit unit is envisaged to be done in this MTEF period.

| Statement of financial performance | Audited outcome | | | Revised estimate | Medium-term estimate | | |
|--|-----------------|----------------|----------------|------------------|----------------------|----------------|----------------|
| | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
| Revenue | | | | | | | |
| Tax revenue | - | - | - | - | - | - | - |
| Non-tax revenue | 37,952 | 50,847 | 50,047 | 43,914 | 47,442 | 50,526 | 53,557 |
| Sale of goods and services other than capital assets | 35,002 | 46,648 | 44,497 | 41,252 | 44,552 | 47,448 | 50,295 |
| <i>of which:</i> | | | | | | | |
| <i>Admin fees</i> | - | - | - | - | - | - | - |
| <i>Sales by market establishments</i> | 35,002 | 46,648 | 44,497 | 41,252 | 44,552 | 47,448 | 50,295 |
| <i>Other sales</i> | - | - | - | - | - | - | - |
| Other non-tax revenue | 2,951 | 4,199 | 5,550 | 2,662 | 2,890 | 3,078 | 3,263 |
| Transfers received | 41,891 | 59,269 | 63,665 | 65,959 | 66,882 | 77,807 | 83,758 |
| Total revenue | 79,843 | 110,116 | 113,712 | 109,873 | 114,324 | 128,333 | 137,315 |
| Expenses | | | | | | | |
| Current expense | 79,342 | 89,039 | 103,676 | 109,873 | 114,324 | 128,333 | 137,315 |
| Compensation of employees | 37,502 | 44,285 | 52,867 | 51,553 | 55,677 | 57,960 | 61,438 |
| Goods and services | 35,952 | 37,997 | 43,960 | 51,925 | 55,843 | 67,402 | 72,728 |
| Depreciation | 2,327 | 2,487 | 2,503 | 6,395 | 2,803 | 2,972 | 3,150 |
| Interest, dividends and rent on land | 3,561 | 4,270 | 4,346 | - | - | - | - |
| Transfers and subsidies | - | - | - | - | - | - | - |
| Total expenses | 79,342 | 89,039 | 103,676 | 109,873 | 114,324 | 128,333 | 137,315 |
| Surplus / (Deficit) | 502 | 21,077 | 10,036 | (0) | - | (0) | - |
| Acquisition of assets | 2,800 | 1,928 | 2,740 | 3,576 | 4,459 | 3,253 | 3,448 |

| Statement of financial performance | Audited outcome | | | Revised estimate | Medium-term estimate | | |
|---|-----------------|---------------|---------------|------------------|----------------------|----------------|----------------|
| | R thousand | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 |
| Statement of financial position | | | | | | | |
| Carrying value of assets | 15,984 | 14,600 | 14,730 | 11,911 | 13,566 | 13,847 | 14,145 |
| <i>of which: Acquisition of assets</i> | 2,800 | 1,928 | 2,740 | 3,576 | 4,459 | 3,253 | 3,448 |
| Investments | - | - | - | - | - | - | - |
| Inventory | - | - | - | - | - | - | - |
| Loans | - | - | - | - | - | - | - |
| Accrued Investment Interest | - | - | - | - | - | - | - |
| Receivables and prepayments | 3,925 | 1,119 | 2,875 | 1,415 | 986 | 1,444 | 1,929 |
| Cash and cash equivalents | 35,798 | 62,313 | 80,812 | 93,959 | 98,097 | 103,072 | 108,346 |
| Non-Current assets held for sale | 7,565 | 4,502 | 34 | - | - | - | - |
| Defined benefit plan assets | - | - | - | - | - | - | - |
| Taxation | - | - | - | - | - | - | - |
| Derivatives financial instruments | - | - | - | - | - | - | - |
| Total assets | 63,273 | 82,533 | 98,451 | 107,285 | 112,649 | 118,363 | 124,420 |
| Accumulated surplus/deficit | 21,520 | 42,582 | 52,617 | 52,617 | 52,616 | 52,616 | 52,616 |
| Capital and reserves | - | - | - | - | - | - | - |
| Capital Reserve Fund | - | - | - | - | - | - | - |
| Borrowings | - | - | - | - | - | - | - |
| Finance lease | - | - | - | - | - | - | - |
| Accrued Interest | - | - | - | - | - | - | - |
| Deferred income | 17,479 | 24,031 | 26,337 | 26,337 | 26,337 | 26,337 | 26,337 |
| Trade and other payables | - | 15,921 | 19,497 | 28,331 | 33,696 | 39,410 | 45,467 |
| Taxation | - | - | - | - | - | - | - |
| Provisions | 24,274 | - | - | - | - | - | - |
| Managed Funds (e.g. Poverty Alleviation Fund) | - | - | - | - | - | - | - |
| Derivatives financial instruments | - | - | - | - | - | - | - |
| Total equity and liabilities | 63,273 | 82,534 | 98,451 | 107,285 | 112,649 | 118,363 | 124,420 |
| Contingent liabilities | - | - | - | - | - | - | - |

**** Considering the 2012/13 budget allocations, some of the projects will be funded out of the accumulated surplus after consultation with the National Treasury.**

10. Risk Assessment

The annual risk assessment is conducted each year in August/September to reassess the strategic risks of cidb. At the workshop the following strategic risks were identified and ranked as critical by Senior Management and reflected in the cidb risk register

| # | Strategic Objective | Risk | Inherent Risk | Residual Risk |
|----|--|--|---------------|---------------|
| 1 | (Facilitate) Training and Contractor Development / Supported by Increased Capacity at the Construction Contact Centres (CCC's) | Ineffective support to contractor development. | High | Medium |
| 2 | (Facilitate) Training and Contractor Development / Supported by Increased Capacity at the Construction Contact Centres (CCC's) | Misunderstanding of cidb's role in contractor development | Extreme | Medium |
| 3 | Maintenance of an efficient registration services at the CRS (Construction Registers Services) | Providing inefficient service. | Medium | Low |
| 4 | Maintenance of an efficient registration services at the CRS (Construction Registers Services) | Poor data quality. | Extreme | High |
| 5 | Research and Development (R&D) Agenda as well as Academic Excellence (Establish and maintain centres of excellence) | Inability of cidb to establish and maintain centres of excellence. | High | Low |
| 6 | Research and Development (R&D) Agenda as well as Academic Excellence (Establish and maintain centres of excellence) | Inability of COE's to deliver on the strategic objectives. (Research and Development) | Medium | Low |
| 7 | Phase 2 of the Registers-Best Practice Schemes | Not driving best practices on projects | Medium | Low |
| 8 | Phase 2 of the Registers-Best Practice Schemes | Failure to generate alternative income within MTF. | Medium | Low |
| 9 | Phase 2 of the Registers-Best Practice Schemes | Inadequate risk management for clients. | High | Low |
| 10 | Phase 2 of the Registers-Best Practice Schemes | Not supporting the setting and implementation of standards for contractor development. | Extreme | Medium |
| 11 | Public Sector Procurement, Deliver, Capacitation and Enforcement of Compliance | Ineffective delivery of procurement and delivery of infrastructure in the public sector. | Extreme | Medium |
| 12 | Public Sector Procurement, Deliver, Capacitation and Enforcement of Compliance | Non-compliance to the prescripts for procurement and delivery. | Extreme | Medium |
| 13 | Public Sector Procurement, Deliver, Capacitation and Enforcement of Compliance | The cidb not playing an adequate role in reducing fraud and corruption. | Extreme | Medium |
| 14 | Public Sector Procurement, Deliver, Capacitation and Enforcement of Compliance | Lack of adequate internal specialist skill on procurement reform. | Extreme | Medium |
| 15 | Human Resource Development | Inappropriate / inadequate human resources development strategy | Medium | Low |
| 16 | Alignment of Programmes and Units for Better Efficiency | Structural / operational inefficiencies. | Medium | Low |
| 17 | Alignment with the Government's Strategic Priorities and the Presidential Performance Outcomes | Inadequate alignment with government strategies | High | Low |
| 18 | Alignment with the Government's Strategic Priorities and the Presidential Performance Outcomes | Inadequate alignment with the DPW strategic plan. | Extreme | Medium |



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