



# **CIC Strategic Plan 2021 to 2024**

Developed by the CIC Management

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## 1. EXECUTIVE SUMMARY

The Construction Industry Council (CIC) of Eswatini was established in 2014 through the CIC Act No 14 of 2013 to regulate and promote Eswatini's construction industry. In its 7th year, the Council has made great strides in establishing policy, standards, and practises to put the CIC Act into effect.

The CIC mission is to regulate, develop, and promote the construction industry for all stakeholders' benefit by developing regulation and ensuring compliance, research, development, capacity building, and stakeholder engagement, thus improving the socio-economic status of the country.

Through its mandate, the CIC aims to see a sector transformed to achieve industry excellence in, growth, collaboration, compliance, and innovation.

### **Changing Business Landscape**

The global construction industry remains under intense stress amid the Covid-19 crisis. Restrictions on economic activity and varied country-level lockdowns severely impacted business and consumer sentiment across the global market, leading to building construction sectors recording the lowest growth in years. It will take at least 6-8 quarters for a full recovery.

Eswatini construction, like its global counterpart, was not spared of the devastating effects of the Covid-19 pandemic. Recovery will take concerted effort as the industry continues to face challenges of, slow demand, the delayed payments of contractors, sufficient qualified skills, and pending approval of the critical regulation.

The CIC has continued to discharge its duties registered 259 projects in FY21 to the value of E2, 082,744,700.04 (1<sup>st</sup> Quarter to 3<sup>rd</sup> Quarter).. In FY21, the Council had the highest revenue collected of E18 468 899, a 38% increase for the previous year. While this was a noteworthy feat, more work is required to eliminate the persistent budget deficit. Compliance dropped to 59% as contractors navigate these uncertain times.

With the progress made, the CIC still had marginal improvement in its stakeholder relations. Stakeholders felt the Council remains theoretical in executing its mandate and not addressing the construction industry's on-the-ground challenges. This became apparent in the SWOT analysis that the Council conducted in collaboration with industry stakeholders, the Council Board, Management, and staff.

### **The Councils Strategic Focus**

With the backdrop of the changing business landscape, the Council embarked on defining its strategic focus areas for the Strategic Plan 2021 to 2024.

The Council will be focusing on improving stakeholder relations, strengthening regulation, and improving performance, driving capacity Building and research, and driving operational excellence.

Improving stakeholder relations will be paramount for the successful transformation of the industry. The Council will conduct intensive engagement with its stakeholders and implement a customer satisfaction survey and its communication and marketing plan.

A key focus will be to strengthen regulation by ensuring the approval of vital amendments required for the Council to deliver on its mandate and address pressing stakeholder issues. In this strategy, the Council will address constraints that will bring a tangible impact to industry players. The Council will establish a dispute resolution mechanism, review the registration and grading criteria, ensure compliance with the procurement clauses outlined in the Act and drive adoption and enforcement of the construction standards and best practice.

Critical to the recovery of the construction industry post-Covid-19 will be capacity building. The Council will implement the Contractor Development strategy, capacity building initiatives, and training. The Council will continue producing research relevant to the current challenges, and that will support decision making.

A focus area for this strategy will be driving operational excellence. The Council needs resources, people and processes and systems to deliver the strategy. Most critical will be ensuring financial stability in fully implementing the levy collection regulation and exploring new revenue sources to future-proof the Councils financial position. The Council will support

its drive for operational excellence by implementing outstanding operational processes and required systems. Performance management and staff and board training will be fully implemented to establish a high-performance culture.

### Monitoring and Evaluation

Strategy management responsibilities will be assigned to the CSM to oversee the strategy-related execution activities. The CSM will coordinate with the CEO as the strategy sponsor and the initiative owners.

The Council will ensure regular review of progress through monthly strategy project progress reviews and quarterly strategic goals, and KPI update. The Council will also conduct bi-annual workshops to review the strategy's alignment and report progress to the board.

## 2. BACKGROUND

The Construction Industry Council (CIC) of Eswatini was established in 2014 through the CIC Act No 14 of 2013 to regulate and promote Eswatini's construction industry.

The Council was established in response to a growing trend where the construction sector's largest wallet share was going to foreign companies, with locals winning less and fewer deals. The country became dependent on foreign skills to execute its projects, causing the projects' prices to rise.

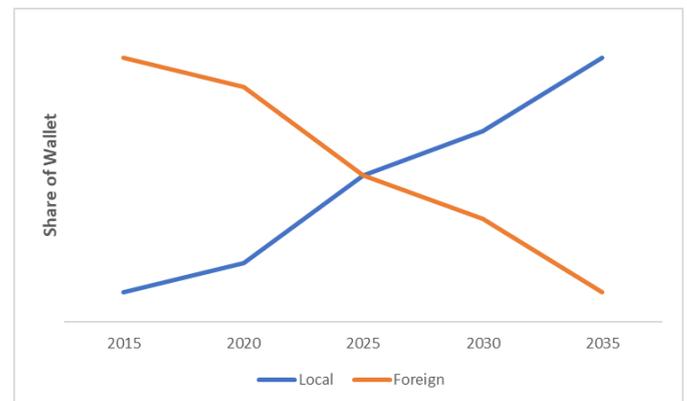


Figure 1: Local vs Foreign Share of Wallet

The CIC has an express mandate to increase local participation and wallet share of construction projects. Figure 1 shows the desired curve for the construction sector share of wallet and increase in local skills.

Now in its 7<sup>th</sup> year, the Council has made great strides in establishing policy, standards, and practises to put the CIC Act into effect. In this time, it has grown to 28 skilled team dedicated to delivering excellent work that impacts the industry and wider economy.

The CIC developed the Strategic Plan 2021 to 2024 with engagement from industry stakeholders, the Council Board, Management, and staff. The Council wanted to understand the industry challenges and priorities to ensure a relevant and impactful strategy. The Strategic Plan considers the changing construction landscape, the Councils mandate, and stakeholder burning imperatives. The strategic focus areas and goals selected focus on execution for the realisation of the Council regulatory and development.

### 3. ORGANISATIONAL IDENTITY

The CIC plays a critical role in regulating and promoting reform to improve Eswatini construction sector's growth. To achieve this role, it must have a clear vision and mission.

#### 3.1. Mandate

The Mandate of the Council is:

**“To regulate, promote and develop the construction industry of Eswatini”.**

##### *Regulate*

- Establish best practice regulation, policy, and standards.
- Ensure compliance through monitoring, audits, and consequence management.

##### *Promote*

- Provide strategic leadership to the construction industry stakeholders.
- Provide industry research and development.
- Advise the Minister on policies and programmes that impact the construction industry.

*Develop*

- Promote and develop the construction industry in Eswatini, giving priority to Swati Firms and Swati companies.
- Develop the capability and capacity of local contractors to undertake works.

The Council has power to:

- Direct any contractor or person providing services in the construction industry to deliver its services in a manner that ensures compliance with this Act.
- Require any person or contractor to provide necessary records and information to enable the Council to monitor the contractor's performance.
- Consider any matter affecting the construction industry and make the necessary recommendations to the Minister.
- Obtain information related to the industry from any person engaged in the construction industry in Eswatini.
- Obtain and collate information concerning any existing or proposed projects and, where necessary, advise persons engaged in the construction industry on the project.
- To work together with the bodies in Eswatini and elsewhere on matters affecting the construction industry.
- To recommend the approval of institutions in Eswatini and those outside to train persons engaged in the construction industry.
- Generally, to do such things as the Council may consider necessary or expedient for the performance of its functions under this Act.

### 3.2. Vision

The vision of the Council is,

**“To transform the construction industry to attain excellence in industry performance.”**

Through the fulfilment of its mandate, the CIC aims to see a sector transformed so it can attain excellence industry performance in the following areas:

- **GROWTH** an industry that drives growth across the entire economy.
- **INCLUSIVE** an industry developing and creating a conducive environment for local players.
- **COLLABORATION** an industry of synergy and cooperation of stakeholders in the value chain.
- **PEOPLE** an industry excelling in a talented and skilled workforce.
- **COMPLIANCE** an industry governed and compliant with best practice regulation, policies, and standards.
- **INNOVATION** an industry finding efficient and sustainable ways of building.

### 3.3. Values

The Values of the CIC are:

- **RESPECT** Respect for self, colleagues, and stakeholders.
- **COMMITMENT AND DEDICATION** Going all out always taking responsibility for processes and results.
- **PROFESSIONALISM** Sticking to acceptable standards of performing duties and responsibilities.
- **EXCEPTIONAL COMMUNICATION** Balancing openness and the minimum requirements for confidentiality and willingness to listen.
- **HONESTY** Upholding the highest ethical standards when conducting CIC business.
- **ACHIEVEMENT** Meeting and exceeding targets and deadlines wherever possible

## 4. CHANGING BUSINESS LANDSCAPE

The construction industry impacts the economy, the environment and society. It touches everyone's daily lives, as the quality of life is heavily influenced by the built environment surrounding people. Construction serves almost all other sectors, as all economic value creation occurs within or using buildings or other "constructed assets". Moreover, as an industry, it accounts for 6% of global GDP and is the largest global consumer of raw materials.

## 4.1. External Context

The global construction industry remains under intense stress amid the COVID-19 crisis. Restrictions on economic activity and varied country-level lockdowns severely impacted business and consumer sentiment across the global market, leading to building construction sectors recording the lowest growth in years.

While many countries are rolling out recovery plans enabled by an extensive vaccine rollout, it will take at least 6-8 quarters before residential and commercial construction sectors return to a stable growth trajectory. The global construction output contracted by 3.1% in 2020 and is expected to pick up from 2021 by 4.1% (Research and Markets, 2020)<sup>1</sup>. The expected growth is far less a sign of strength and a healthy recovery; this positive out-turn is more a reflection of the depths to which the construction industry slumped since the Covid-19 pandemic.

If governments do not again impose COVID-19 containment measures to the extremes of Q2 2020 and instead focus on targeted recovery measures, growth is likely to jump higher in year-on-year growth. This will mask the ongoing weakness in the global economy and the construction industry.

Five trends have shaped the global construction industry and are expected to continue impacting the future<sup>2</sup>.

**1. Innovation.** Advances in the sector are not only driven by traditional and well-established construction companies but by new disruptors as well. Materials represent an essential innovation opportunity since they can significantly impact construction costs, quality, and sustainability.

**2. Competitive dynamics and margin improvement.** The traditional low margins in the industry combined with increasing project complexity, competition from Asian companies, and supply chain constraints—put extra pressure on its profitability.

<sup>1</sup> Research and Markets, 2020, 'Global Construction Outlook to 2024 (Q4 2020 Update)', Dublin, Available at: <https://www.researchandmarkets.com/r/g1wfhv> (Accessed: 3 March 2021)

<sup>2</sup> Smartsheet, 2018, '5 Emerging Trends in the Construction Industry', Seattle, Available at: [www.smartsheet.com/industries/construction](http://www.smartsheet.com/industries/construction) (Accessed: 4 March 2021)

**3. Internationalism.** Although construction companies tend to obtain higher margins in their domestic markets, the industry's international expansion continues to be a dominant trend.

**4. Compliance, regulation, and transparency.** Past and recent corruption incidents, together with company failings, have affected the construction industry's reputation.

There is an urgent need to enhance construction companies' compliance practices, reshape regulation, and increase transparency across the Board.

**5. Sustainability.** Sustainable construction is becoming a requirement rather than extra, and firms must introduce improvements in a cost-efficient way.

Overall, the global construction industry's long-term outlook is positive, with residential, non-residential and infrastructure development opportunities.

## 4.2. National Context

The global pandemic hit at a prevailing low growth rate of 1.4%, followed by a technical recession after the second quarter of 2020. Eswatini construction, like its global counterpart, was not spared of the devastating effects of the Covid-19 pandemic.

CIC conducted a survey<sup>3</sup> which established that 32% of companies surveyed were still operating at full scale, 48% scaled down, 16% had an initial shutdown, then resumed partial operations, and 4% completely shut down. This survey was done earlier in the pandemic crisis, and hence since it was conducted in the latter part of 2020, it is possible results could have worsened.

In FY21 the number of construction projects totalled 184. Government projects totalled 87% and rest privately owned. Local contractors delivered 86% of those projects, with the balance awarded to foreign companies.

Challenges facing the construction industry include:

- 1. Slow demand.** Both public and private projects were delayed or deferred, slowing down demand. The road to recovery will be prolonged, putting a strain on the industry.

<sup>3</sup> CIC, 2020, "Impact of Covi-19 on Construction Industry of Eswatini Report", Eswatini, Available at: <https://cic.co.sz/aboutus/industryreports/> (Accessed: 1 March 2021)

2. **Delay and non-payment of contractors.** Delays and non-payment have impacted the cash flow of construction companies compromising their ability to operate.
3. **Qualified Skills.** Mediocre delivery of projects and the preference of foreign suppliers' is partly attributed to the lack of sufficient local skills. Skills development remains critical for enabling local providers to access a larger share of projects.
4. **Approval of the Construction Industry Council Regulations.** The delay in the approval of the CIC Regulations remains an impediment to fully operationalising the CIC mandate.

### 4.3. Organisational Context

The CIC has been in existence for seven years now. The Council has put in place regulation, policies, and processes to drive efficiency in discharging its duties.

The Council now has grown to 28 positions with 8 vacancies of which 2 are high priority for FY22. Figure 2: CIC Organogram below shows the Council's organogram.

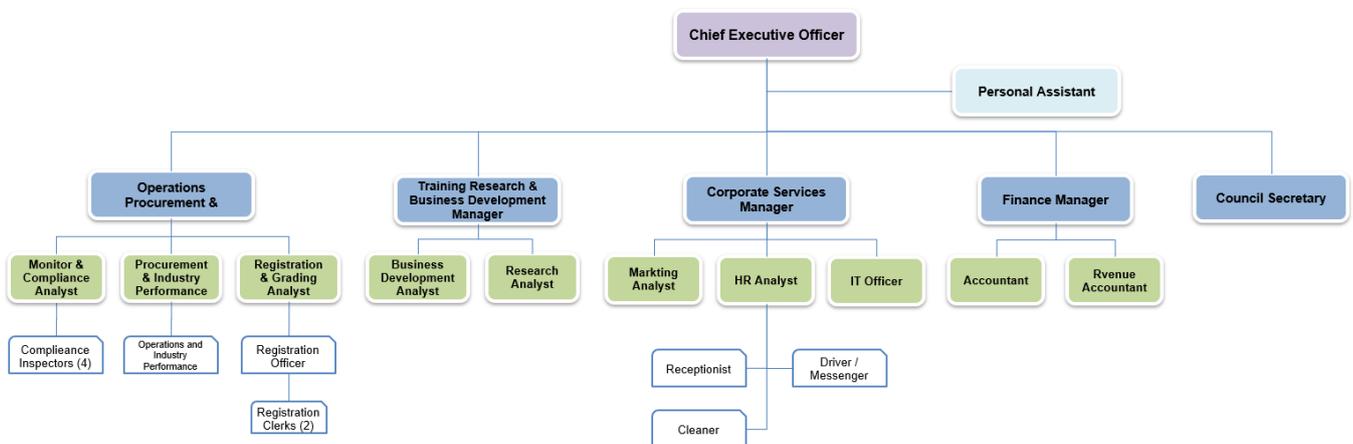


Figure 2: CIC Organogram

There has been a steady increase in revenue collected due to targeted interventions. FY21 had the highest revenue collected of E18 468 899, a 38% increase for the previous year. While this was a noteworthy feat, more work is required to eliminate the persistent budget deficit. As the Council continues to strive to attain financial sustainability it continues to

explore other revenue sources such as the successful 40% share capital of E3 million it raised for Unity Insurance.

The Council registered 259 projects in FY21 to the value of E2, 082,744,700.04 (1<sup>st</sup> Quarter to 3<sup>rd</sup> Quarter). A total of 115 projects remained unregistered. There was a 14% decrease in registered contractors from FY20 and contractor compliance dropped from 83% to 78% in FY21.

The Council has successfully rolled out a Training and Capacity Development programme informed by the 2017 Skills Gap and Audit Study. Trainings that have been conducted for contractors include; Comparing Construction contracts, Occupational Health and Safety & Traffic Management, Project Management & Cost Estimation and Business Management & Tax Compliance. In addition, trade testing for individual artisans was also conducted for carpentry, plumbing, electrical, block laying and welding trades.

To prepare graduating students for employment an internship policy which serves as a guideline was also developed and approved.

With the progress made, the CIC still had marginal improvement in its stakeholder relations. Stakeholders felt the Council remains theoretical in executing its mandate and not addressing on-the-ground contests in the construction industry.

#### 4.4. SWOT

A SWOT analysis workshop conducted in collaboration with CIC stakeholders, identified the following strengths, weaknesses, opportunities, and threat.

Table 1: SWOT Analysis

STRENGTHS	WEAKNESSES
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STRENGTHS	WEAKNESSES
<p><b>CONTRACTOR CATEGORISATION</b> Makes the appointment of contractors on projects straightforward.</p> <p><b>QUALIFIED BOARD</b> The CIC has a supportive board comprising of accomplished individuals with extensive industry experience. The Board represents industry stakeholders.</p> <p><b>BROAD AWARENESS OF THE CICs MANDATE</b></p>	<p><b>DISPUTE RESOLUTION MECHANISM</b> not yet in place. Stakeholders perceived CIC lack of involvement in disputes as being irrelevant and not serving their stakeholders.</p> <p><b>POOR CONSEQUENCE MANAGEMENT</b> for non-compliance, especially during the project implementation.</p> <p><b>PROCUREMENT PROCESS IS ARDUOUS</b> and costly for contractors with duplication of required documents and high costs.</p> <p><b>BLURRED LINES BETWEEN CIC OTHER AGENCIES</b> such as ESPPRA and AESAP.</p> <p><b>CIC MARKETING</b> The Council is not selling itself and sharing the great work delivered for the industry.</p> <p><b>RESEARCH</b> ensure relevant information and statistics are provided to stakeholders.</p> <p><b>REVENUE COLLECTION</b> delayed remittance of levy persists.</p> <p><b>CAPACITY OF THE CIC</b> The stakeholder's needs supersedes the Councils capacity and resources.</p> <p><b>CIC FOCUS</b> is on what the Council does not have without fully leveraging what they do have or is possible within constraints.</p>

OPPORTUNITIES	THREATS
<p><b>CHANGE PERCEPTION OF THE CIC</b> The Council can become more visible to stakeholders and focus on the stakeholders' challenges.</p> <p><b>MECHANISM</b> that includes industry experts in the adjudication committee.</p>	<p><b>COVID-19</b> has left construction severely impacted, rebuffing local contractors struggling to keep their businesses afloat. not to comply because they feel they not getting value from the CIC.</p> <p><b>LEVY REMITTANCE</b>, especially from the government and contractors who have chosen</p>

OPPORTUNITIES	THREATS
<p><b>IMPROVE LEVY COLLECTION</b> Levy collection still has room for improvement. The improvement is necessary for the Council to deliver on its mandate.</p> <p><b>IMPLEMENT THE CONTRACTOR DEVELOPMENT STRATEGY</b> The Contractor development strategy must be completed and implemented as it will bring a significant impact.</p> <p><b>STANDARDISING INDUSTRY DOCUMENTS SIMPLIFY THE PROCUREMENT PROCESS</b> by reducing duplication and leveraging the CIC certificate that already demonstrates contractor compliance.</p> <p><b>IMPLEMENTING DISPUTE RESOLUTION ADDRESSING CORRUPTION IN THE INDUSTRY</b></p> <p><b>ENFORCE SKILLS TRANSFER</b> especially in JV and from OEM's.</p> <p><b>PROMOTE PARTICIPATION OF SMALLER LOCAL PLAYERS</b></p> <p><b>SKILLS DEVELOPMENT FROM SCHOOL LEVEL</b> could proactively address skills capacity gaps by shaping the future pipeline.</p> <p><b>SHARING RELEVANT RESEARCH INSIGHTS</b> CIC can produce industry-relevant research and insights that will assist the inform decision making.</p> <p><b>DATA SHARING WITH MUNICIPALITIES</b> The signed MOU's with municipalities will enable the parties to share information to improve projects.</p>	<p><b>DEPENDENCE ON LEVY</b> as the primary source of income</p> <p><b>IF CIC REGULATION IS NOT APPROVED</b> the Council will not have the authority to implement critical changes.</p> <p><b>PERCEIVED UNFAIR DISTRIBUTION OF PROJECTS</b> The Council is perceived as not doing enough and fighting to protect the local small contractors.</p> <p><b>UNDUE INFLUENCE ON PROJECTS</b> from local players who have a stake in foreign entities delivering on local projects.</p> <p><b>CONSTRUCTION MAFIA AND CORRUPTION</b></p> <p><b>POLITICAL INTERFERENCE</b></p> <p><b>INCREASED COST OF DOING BUSINESS</b> for example, cost of trading license and CIC registration fees.</p> <p><b>BOARD COMPOSITION</b> could create a perceived conflict of interest.</p> <p><b>FUTURE PROOFING INDUSTRY</b> Construction is being disrupted by innovation and technology; new skills and building methods are required to future proof Eswatini construction industry.</p>

## 5. STRATEGIC PLAN 2021 – 2024

The Council used a cascading method to develop the strategy (Figure 3: Strategy Cascading Framework). Each deliverable informed the next deliverable, beginning with the mandate, vision, mission, situational analysis, and SWOT.

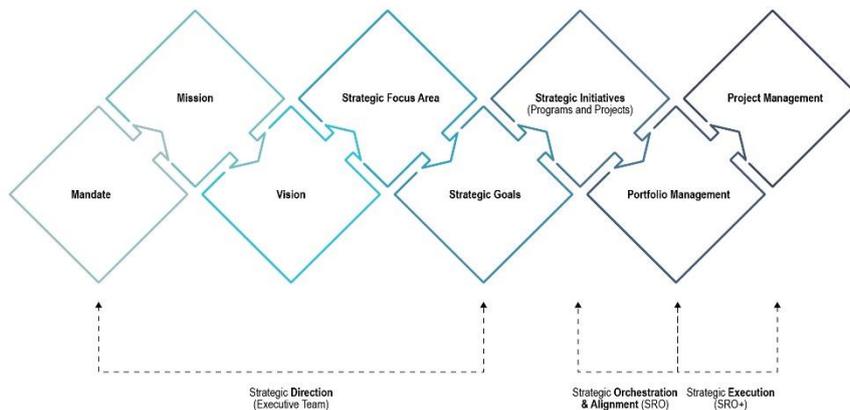


Figure 3: Strategy Cascading Framework

### 5.1. Strategic Theme

To ensure the CIC can deliver on its legislative mandate, support the industry to recover, and promote growth, it will need to be outward-facing and resolute in addressing stakeholder challenges. The situational and SWOT analysis highlighted the urgency to address impediments hampering the industry.

It is to this end the CIC has chosen as a strategic theme of

*“Addressing the industry burning imperatives”.*

There is no better time to address the industry burning issues, as the construction industry seeks to rebuild from the devastating effects of the Covid-19 pandemic.

## 5.2. Strategic Focus Areas

The CIC Strategic Plan 2021 to 2024 has four strategic focus areas.

Strategic Focus Area	Description
SFA – 1	Improve Stakeholder Relations
SFA – 2	Strengthen Regulation and Improve Performance
SFA – 3	Drive Capacity Building and Research
SFA – 4	Drive Operational Excellence

### 5.2.1. SFA 1 - Improve Stakeholder Relations

*Below is a summary of the goals for Strategic Focus Area 1 – Improve Stakeholder Relations.*

<b>SFA 1 Improve Stakeholder Relations</b>	1.1 Strengthen stakeholder relations
	1.2 Conduct stakeholder feedback and satisfaction surveys on CIC impact
	1.3 Revise and Implement a Communication & Marketing Plan

Strengthen stakeholder relations.

The CIC has a large stakeholder group, as shown in **Error! Reference source not found.** below. If these stakeholders' relationships are not carefully managed, the Council's efforts could be rendered ineffective, and delivery of mandate compromised.

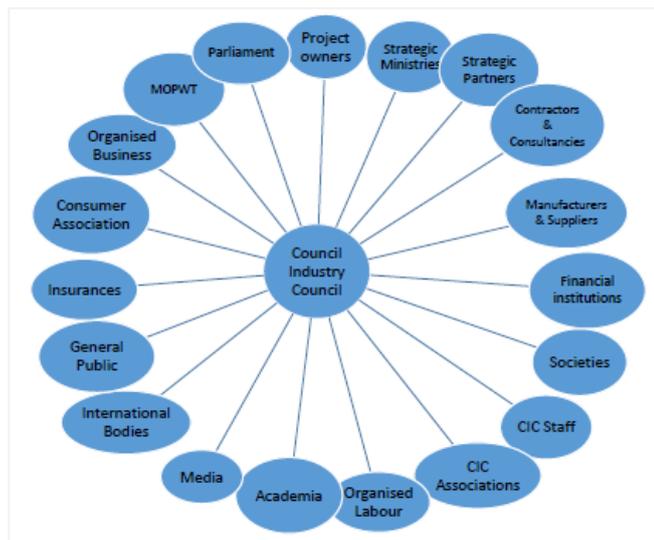


Figure 4: CIC Stakeholder Classification

The Council plays an intermediary role between Cabinets wishes and the needs of the Associations and Government bodies. Figure 5 demonstrates this relationship.

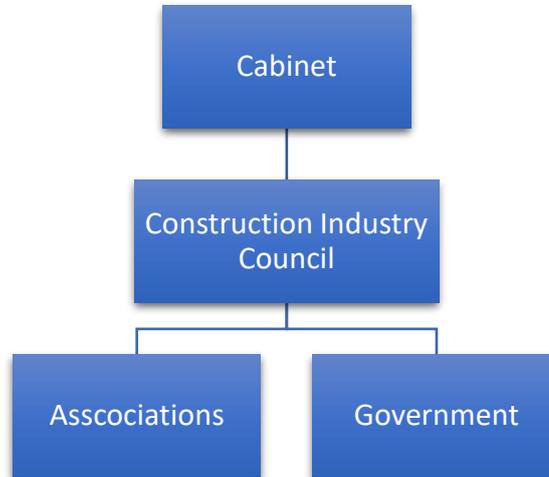


Figure 5: CIC Stakeholder Operating Model

In 2020 the Council conducted a Stakeholder Mapping exercise to identify its stakeholders, determine their interest, and the optimum was to manage each stakeholder relationship. Each stakeholder was mapped using the stakeholder power and interest grid as shown in Figure 6 below.

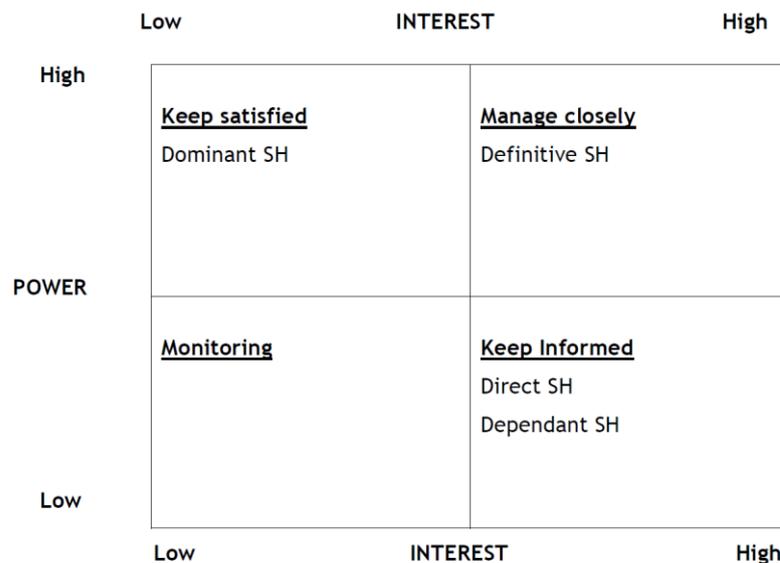


Figure 6: Stakeholder Power and Interest Model

Engagement with stakeholders during the SWOT analysis workshop revealed that relations with key stakeholders were unsatisfactory and correcting this must be a strategic focus area. While stakeholders broadly understand the Councils mandate, there is still a strong perception that the Council is:

- slow to deliver on its mandate
- not addressing its stakeholders burning issues
- and are only interested in collecting registration and levy fees and not their interest.

The Council will invest in strengthening stakeholder relations to understand better the challenges facing their stakeholders, provide updates of initiatives it is busy with, and continually get feedback on its impact. The Council will institute an engagement survey, so feedback is regular and specific to each engagement.

#### Conduct stakeholder feedback and satisfaction surveys on CIC impact

The CIC will be implementing a Customer Satisfaction Survey (CSat). The CSat will help the Council understand what their stakeholders think about their services, brand, and customer support. From the CSat results, the Council will improve its strategic focus, optimise user experience, and deliver what the industry needs.

#### Revise and Implement a Communication & Marketing Plan

The CIC developed its Marketing and Communication Strategy using the Stakeholder Mapping Draft Report FY2019/2020.

Annexure 1: CIC Stakeholder Mapping lists all the Councils stakeholders, classifying them by the stakeholder interest and power, defining the key information to communicate to them and the channels that will be used to manage this communication. This strategy will ensure the implementation of the stakeholder communication plan.

The CIC Strategic Plan 2021 to 2024 will drive extensive lobbying, relationship building and proactive communication with stakeholders. Stakeholders need not just have an

awareness of the CIC role and mandate; they also need to appreciate the value the CIC adds and see the Council as a trusted advisor.

### 5.2.2. SFA 2 - Strengthen Regulation and Improve Performance

*Below is a summary of the goals for Strategic Focus Area 2 – Strengthen Regulation and Improve Performance.*

<b>SFA 2 - Strengthen Regulation &amp; Improve Performance</b>	2.1 Ensure Approval of the CIC act amendments & CIC regulations & levy regulations
	2.2 Establish a dispute resolution mechanism
	2.3 Improve enforcement of CIC Act and regulations
	2.4 Ensure compliance to the procurement clauses as outlined in the CIC Act
	2.5 Review Registration and grading Criteria
	2.6 Ensure adoption and enforcement of Construction Standards and Best Practice

#### Approval of CIC Act amendments, CIC Regulation, and Levy Regulation

The CIC receives its mandate and powers from the legislation. Key legislation supporting the Act is not yet approved, creating policy uncertainty. The Regulations are vital to enable the Council to deliver on its mandate and address pressing stakeholder issues.

The Draft CIC Regulations have been submitted to the Minister of Public Works for tabling before Cabinet Ministers. The CIC Levy Regulation amendments are still in consultation with stakeholders, and the proposed amendments to the CIC Act No. 14 of 2013 have been identified by Management.

The Council will drive the approval and implementation of CIC Act amendments, CIC regulations, and CIC levy regulations.

### Establish a Dispute Resolution Mechanism

Dispute resolution in construction is vital because it prevents exorbitant legal fees and provides a suitable platform for arbitrating issues. Construction disputes arise due to contract delays, failure to enforce agreements, incomplete or unsubstantiated claims.

The CIC will implement a dispute resolution mechanism that includes an Ad Hoc committee comprising of the CIC and industry representatives with the relevant expertise for each matter brought before it. In this way, the CIC can improve CIC regulation compliance and entrench fair practices in the industry.

### Improve enforcement of the CIC Act and regulations.

The CIC conducts inspections of all construction sites around the country. In FY21, the Council conducted a total of 239 inspections. The inspections monitor:

- All contractors, consultants, manufacturers, and suppliers of building materials are registered per Section 8(e) of the Act.
- All projects are registered per Section 35(1) of the Act and comply with the levy regulations stipulated by Regulation 4(1) of the Construction Industry levy, 2016.
- Participation of foreign contractors regulated per the provisions of Section 40 of the Act
- The formation and participation of Joint Ventures are monitored.

Figure 7: Actuals - Compliance Trend and Figure 8: Percentage - Compliance Trend below shows the compliance performance regarding the registration of contractors, consultants, and foreign consultants.

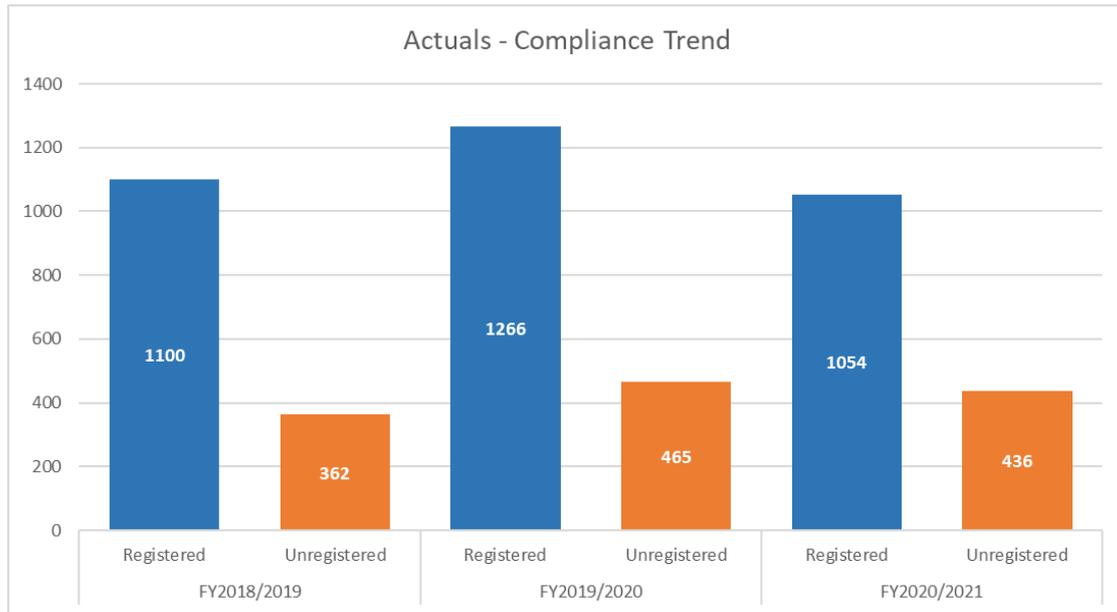


Figure 7: Actuals - Compliance Trend

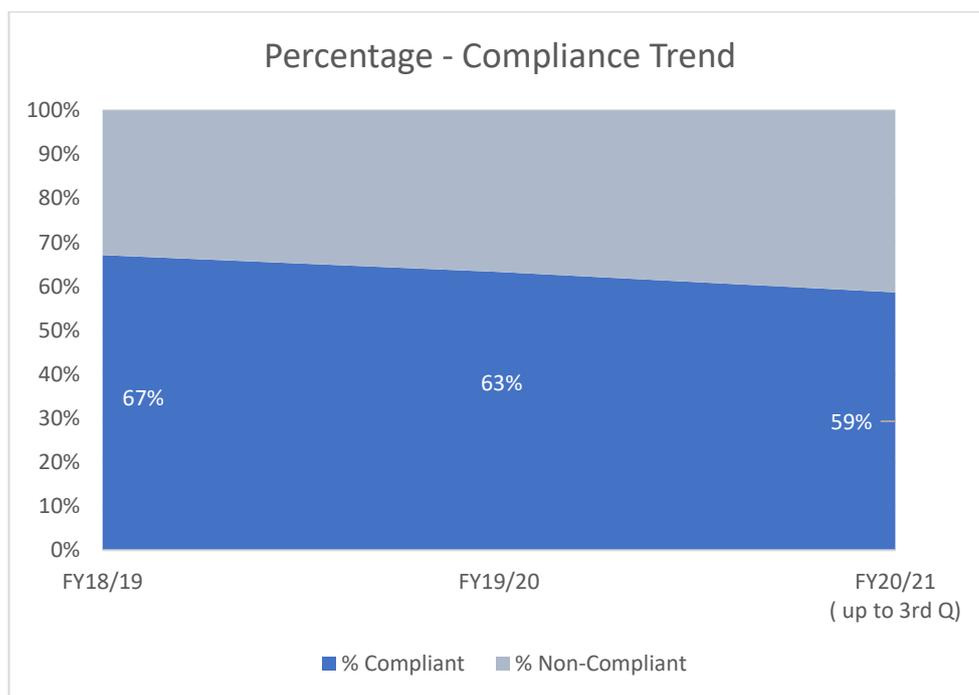


Figure 8: Percentage - Compliance Trend

Figure 8: Percentage - Compliance Trend shows that industry compliance remains a challenge with contractors, consultants, and projects 59% compliance in FY21. The National State of emergency declared 17 March 2020 only exasperated the situation

with contractors uncertain of job opportunities, thereby delayed registration as they consider their prospects.

The Council will focus on enforcing compliance. Efforts will include increasing the capacity to conduct frequent inspections and improving the competence of inspectors. Improved data quality of projects and contractor information will also accelerate this drive. Ultimately the implementation of punitive measures will act as a deterrent. The amended CIC regulation will give CIC more power to enact corrective measures.

#### Ensure compliance to the procurement clauses provided in the Act.

In 2019 – 2021 Eswatini had high-profile cases where procurement procedures were flouted. These incidents undermine the confidence in the procurement process and the Council's ability to govern. Incidents such as lower category tenders issued to big contractors or the use of unregistered contractors will need to be addressed decisively to ensure the sector is fair and promotes local smaller players.

The Council, in collaboration with ESPRA will also customize the ISO procurement standard to ensure the implementation of best practice.

#### Review Registration and grading Criteria

CIC grading and categorisation of contractors is derived from the Act. The grading uses the following criteria:

- Largest contract within three years – 70%
- Available capital – 20%
- Best annual turnover – 10%

The contractor's grade demonstrates the capacity of projects they can handle and their experience in completing projects within a set threshold.

Many stakeholders depend on the grading's accuracy and reliability as this forms the contract award basis. Should a contractor's capability as graded be incorrect or change post categorisation, it could compromise the project quality and lead to material losses.

The CIC will review the registration and grading criteria to assure its reliability. The Council will ensure that the grading criteria is more stringent and not open to manipulation. The Council will explore and develop a mechanism to continually monitor that the grading remains valid throughout the three-year validity period.

**Ensure adoption and enforcement of Construction Standards and Best Practice**

A key strategic focus for the Council is to ensure the adoption of construction standards and best practice and enforce compliance to the CIC Act and regulation. The lack of enforcement and consequences opens leeway for others to undermine the rules creating anarchy and lawlessness.

The Council will prioritise the adoption of Uniformity in Construction Procurement standard (ISO10845).

**5.2.3. SFA 3 - Drive Capacity Building and Research**

*Below is a summary of the goals for Strategic Focus Area 3 – Drive Capacity Building and Research.*

<b>SFA 3 – Drive Capacity Building and Research</b>	3.1 Provide relevant research, studies, statistics, and information to all stakeholders
	3.2 Develop and Implement the Contractor Development Strategy
	3.3 Implement training and capacity building initiatives

**Provide relevant research, studies, statistics, and information to all stakeholders.**

Research plays a large role in the advancement of any industry. The CIC publishes industry reports to improve decision-making on policy, planning, and construction

operations. Recent industry reports include 'The Impact of Covid-19 on the Construction Industry of Eswatini' and 'CIC Policy Paper on the Effects of Delayed Payments '.

The 'Effects of Delayed Payments' report was presented to the Ministry of Public Works, sensitising the government on the impact on suppliers and contractors.

The Council will continue to produce annual timely research, studies and statistics highlighting trends and insights relevant to the stakeholders. The research will be widely communicated through different channels.

#### Develop and Implement the Contractor Development Strategy

The objective of this assignment is to formulate a CDS for the Eswatini construction industry which will:

- Improve the capacity and performance of local contractors in the delivery of construction projects.
- Improve the ability of local contractors to compete with international construction firms.
- Facilitate the growth and development of small and medium-sized contracting enterprises and their capacity to execute work.
- Promote and improve the use of efficient labour-intensive methods.
- Promote the growth and technological development of the Eswatini construction industry and its ability to contribute to the country' development.
- Promote the performance of the Eswatini construction industry on safety, health, and environmental issues; and
- Provide specific growth and development opportunities for contracting enterprises owned by women, youth and persons living with disabilities.

Hence, that in line with the CIC mandate the CDS will take into account the following;

- Contractor development to be aligned to demand and the size of the market in all sub-sectors, and responsive to what the market needs.

- The CDS should identify areas for reform and improvement in current construction practices, include these in contractor development.
- The CDS should identify factors leading to poor performance and inefficiencies in the industry and guided by best practice advocate ways to address these.
- The CDS should extend to procurement reform in the construction industry, and address procurement and delivery issues in both public and private sector.
- The CDS should advocate ways for improvement in contractor performance in safety, health, environmental responsibility, and sustainability.
- The promotion of these target groups must be a core part of the CDS.

The Council will address the contractor capacity as it holds a significant bearing in promoting local small to medium-sized entities' participation. The Council will drive the completion and implementation of the Contractor Development Strategy.

#### Implement training and capacity building initiatives.

The CIC commissioned a Skills Audit Gap Survey<sup>4</sup> in 2016. The survey's primary objective was to assess the skills within the Construction Industry of Eswatini and the extent to which it is responsive to match the skills required to move the sector and respond to the government's agenda of making construction one of the critical drivers of the economy.

The survey found that there was indeed a skills gap. Figure 9: Eswatini Construction Skills Spread below shows the elementary skills (no formal qualification required) dominate the industry while Professional skills and Associate Professional skills make up only 3% and 5%, respectively.

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<sup>4</sup> CIC, 2017, "Construction Industry Skills Gap Survey", Eswatini, Available at: <https://www.cic.co.sz/aboutus/industryreports/>, Accessed on 3 March 2021

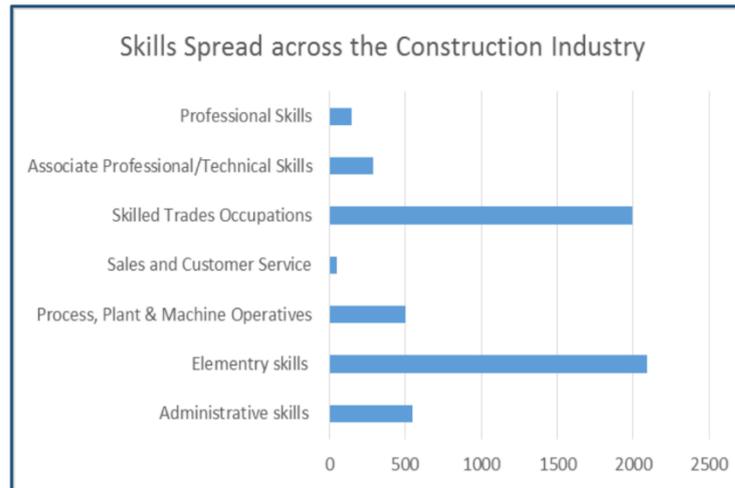


Figure 9: Eswatini Construction Skills Spread

This finding was no surprise as Eswatini had 6 693 skilled personnel at the time of the survey. Of the experienced personnel, 30 are professional architects and draftspersons, 21 are professional quantity surveyor, and 67 are professional engineers.

Eswatini needs to build up local capacity urgently. Capacity development must bring more trained professionals into the sector and train existing staff to improve proficiency, especially in areas with low skills such as Process, Plant and Machine operatives and elementary occupations. Table 2 and

Table 3 below taken from the Skills Audit Gap Survey, shows the projected skills gap.

Skills shortage poses the greatest threat to the future of construction in the country and will continue as demand for construction work increases. A boom in demand will pressure the construction industry, already experiencing a shortage in skills. Failure to close this skills gap will disadvantage local players and render the construction industry dependant on foreign resources that are often expensive and do not drive benefit back to the local economy.

Table 2: Skilled Gap Analysis - Construction Professionals

Skills Category	Trained in the last five years	Registered* professionals/ Candidates	Current shortage	Future requirements	Skills Gap
Architects	24	58	2	87	30
Civil/Structural Engineers	198	55	16	160	71
Building Construction Engineers	118	33	8	65	32
Quantity Surveyors	109	38	5	65	26
Electrical Engineers	116	95	N/Av	47	47
Project managers	0	14	1		
Construction Managers	N/Av	12	5	50	38
Mechanical Engineers	59	7	0	15	15
Environmental managers	N/Av	11	0	20	19
Valuers	N/Av	7			
Town Planners	N/Av	4	0	10	6
Land Surveyors	N/Av	7	No data	No data	
Interior Designers	89	2	3	20	18

Table 3: Skills Gap Analysis - Skilled and Semi-Skilled Occupations

Skills Category	Trained in the last 5 years	Surveyed	Current shortage	Future requirements	Skills Gap
Building	66	1,609	27	2500	891
Plumbers	46	112	3	168	56
Carpentry & Joinery	43	30	14	45	15
Electrical	100	1,025	21	1500	465
Painters		No data	14	500	
Welders		No data	6	500	
Drivers		No data	0		
Plant/Machine operators		503	5	750	247
General Labourers		No data	73		
Accounting	327	6			
Human Resource Management	163	6			
Administrator/Secretary	327	9			

During the period 2017 to 2020 the Council has conducted various training to capacitate local suppliers. Table 4: CIC Training 2017 to 2020 lists the training conducted and number of participants.

Table 4: CIC Training 2017 to 2020

YEAR	TRAINING COURSE	NO. OF PARTICIPANTS
2018	Comparing Construction Contracts	16
	FIDIC	6
	Occupational Health and Safety and Traffic Management	66
	Business Management and Tax Compliance	32
2019	Project Management and Cost Estimation	37
<b>Total</b>		<b>157</b>

The Council also conducted trade testing for artisan roles. Table 5: CIC Trade Testing 2017 to 2020 lists the trade tests conducted and number of participants.

Table 5: CIC Trade Testing 2017 to 2020

YEAR	TRADE TESTING OF INDIVIDUAL ARTISANS	NO. OF PARTICIPANTS
2017	Block laying, Plumbing, Carpentry, Welding	29
2019	Electrical, Block laying, Carpentry	65
2020	Carpentry Works	16
<b>Total</b>		<b>110</b>

The CIC will continue to focus on implementing market relevant training with a focus on:

- Project Management
- Quantity Surveying
- Business Management
- Strategic Planning
- Building and Civil Construction Engineering and Steelworks

The Council has also identified the need to invest in bringing young people into the sector. Currently, the market is struggling to absorb students as they feel the graduates were taught using an outdated curriculum, resulting in the supply of irrelevant and obsolete skills.

As a build on the Internship Guidelines developed by the CIC, the Council will continue to collaborate and work with institutions, Ministry of Education, and Ministry of Public Service, regarding required skills and curriculum. The Council will also to facilitate curriculum improvement and alignment to industry demands.

#### 5.2.4. SFA 4 - Drive Operational Excellence

*Below is a summary of the goals for Strategic Focus Area 4 – Operational Excellence.*

<b>SFA 4 - Operational Excellence</b>	4.1 Ensure Financial Stability through improving revenue collection and diversification of revenue streams.
	4.2 Implement ICT Master plan
	4.3 Improve internal business processes
	4.5 Ensure sustainable internal capacity (resources: people, functions & budget)
	4.6 Training and Development of CIC Staff
	4.7 Training and Development of Board Members
	4.8 Implement Organisational Performance Management
	4.9 Define and establish a Conducive Organisational Culture

#### Ensure Financial Stability

CIC revenue source is the levy, registration, subscription fees, administration fees, and other income, for example, penalties. Financial stability is paramount to the Councils ability to deliver on its legislative mandate and strategy.

The Councils revenue increased by 38% as compared to FY20 (see Figure 10: CIC Revenue Analysis below), which is a significant achievement considering the current fiscal climate. The revenue increase can be attributed primarily to the increase in levy collection by 83%.

The Council had extensive engagement with contractors and focused on account reconciliations that enabled it to identify long-standing accounts, the projects' status, and the planned completion date.

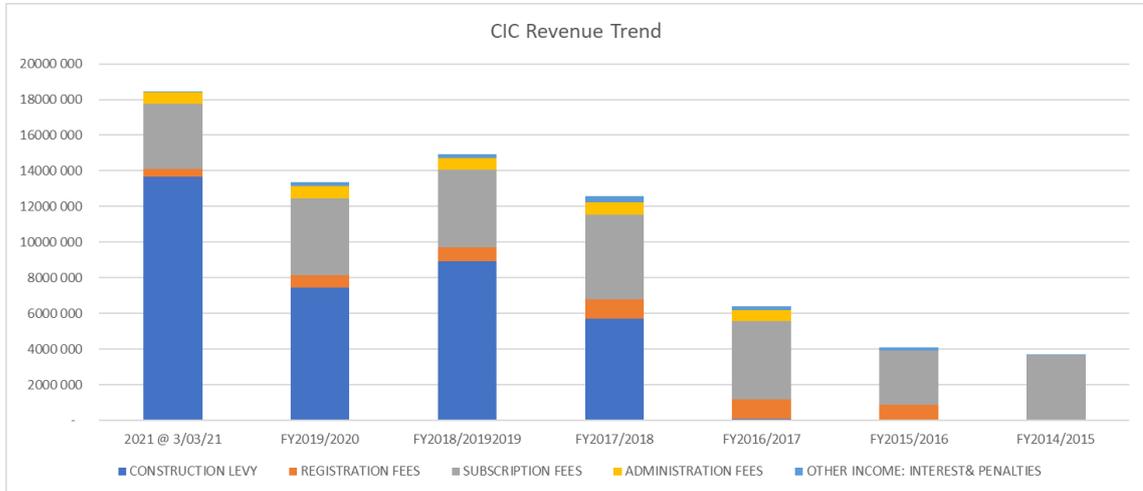


Figure 10: CIC Revenue Analysis

The Council also lobbied key government stakeholders for the repayment of monies owed to them. Through those efforts, they were able to get a remittance of E4.9 million.

While FY21 revenue collection is an encouraging improvement, revenue continues to be below budget, as seen in Figure 11: Budget vs Revenue Analysis below. FY21 deficit was 18%. The continued deficit inhibits the Councils ability to implement much-needed programmes.

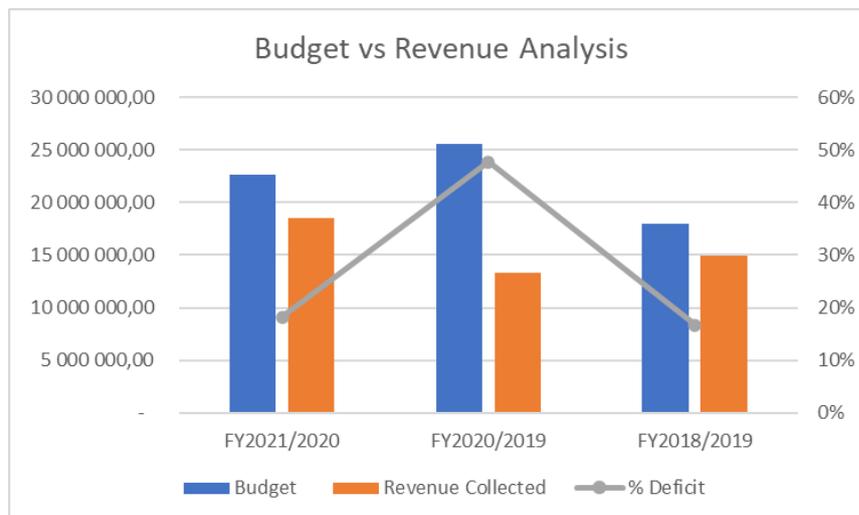


Figure 11: Budget vs Revenue Analysis

Successful revenue collection is a critical success factor for the coming strategy cycle. Resolving, stabilising, and optimising the current revenue collection process will be a priority. The Council will be implementing the levy collection strategy enabled by accurate data drive, enforcement, and stakeholder lobbying and engagement.

The Council will kick-off an initiative to investigate alternative revenue stream to future-proof its revenue; the findings will be presented to the Board for consideration.

#### Implement ICT Master Plan and Internal Business Processes

The Council will improve internal business processes to ensure better integration and efficiency across all functions supported by implementing the ICT Master Plan. This includes the implementation of the Enterprise Resource Planning Solution (ERP) and the eService platform; where contractors will be able to renew/register online. The advent of COVID19 has made organisation invest more on IT strategy, CIC is no exception.

#### Ensure sustainable internal capacity (resources: people, functions & budget)

The Council will focus on assessing the internal capacity to ensure it can execute its business strategy. With constrained resources, the Council must reduce inefficiencies that contribute to low customer impact and focus efficiencies in high financial leverage areas.

The CIC will also conclude the job analysis assessment based on its operating model. From this, the Council will update all job descriptions and fill vacancies. Critical jobs, key man dependencies, and succession planning will be prioritised.

The Council will also establish a corporate governance framework and risk management function.

### Training and Development

Building internal skills will be vital to increasing the Councils capability to deliver on its mandate and strategy. Training and development also foster employee engagement and retention as employees stay longer in companies that invest in their career.

The Council will complete the training and development plans for all staff and board members and roll out the necessary interventions.

### Implement Organisational Performance Management

The Council uses organisational performance management to ensure alignment of goals and delivery across the organisation through the development of people. The Council will continue to drive excellence in setting and delivery of performance targets.

### Define and establish a Conducive Organisational Culture

The Council will be conducting an employee satisfaction survey to appreciate the current state of employee engagement better. This survey will become the baseline to identify and drive improvement initiatives.

### 5.3. Summary Strategic Focus Areas and Goals

Table 6: Strategy SFA, Goals and KPI's

SFA	SFA Weighting	Strategic Goals	SG Weighting	KPI
<b>SFA - 1 Improve Stakeholder Relations</b>	30%	1.1 Strengthen stakeholder relations	50%	20% increase in stakeholder engagements
		1.2 Conduct stakeholder feedback and satisfaction surveys on CIC impact	10%	25% increase in Customer Satisfaction
		1.3 Revise and Implement a Communication & Marketing Plan	40%	60% increase in awareness of the CIC
<b>SFA - 2 Strengthen Regulation &amp; Improve performance</b>	30%	2.1 Ensure Approval of the CIC Act amendments, CIC regulations & Levy Regulations	20%	Get approval for CIC regulations, Levy Regulations and CIC Act amendments
		2.2 Establish dispute resolution mechanism	15%	100% resolution of all disputes
		2.3 Improve enforcement of CIC Act and Regulations	20%	Achieve 70% compliance by all contractors and consultants
		2.4 Ensure compliance to the construction procurement clauses as outlined in the CIC Act	20%	Achieve 100% compliance in all procurement as outlined in the CIC Act
		2.5 Review the Registration and Grading Criteria	15%	100% implementation of the revised grading
		2.6 Ensure adoption and enforcement of Construction Standards and Best Practice	10%	100% development and adoption of prioritised standards
<b>SFA - 3 Conduct Research and Drive Capacity Building</b>	25%	3.1 Provide relevant research, studies, statistics and information to all stakeholders	30%	Produce 80% relevant research studies, statistics and information
		3.2 Develop and Implement the Contractor Development Strategy	40%	100% Implementation of the priority CDS initiatives
		3.3 Implement training and capacity building initiatives (needs assessment / implement/ assess impact)	30%	Achieve approval of a Construction qualification at tertiary level with 2 training institutions
				100% implementation of the Training and Capacity Building initiatives

SFA	SFA Weighting	Strategic Goals	SG Weighting	KPI
SFA - 4 Operational Excellence	15%	4.1 Ensure Financial Stability through diversification of revenue & improved revenue collection	25%	Increase year on year Revenue Collection by 20%
				Conduct a comprehensive study for alternative revenue streams
		4.2 Implement ICT Master plan	15%	100% implementation of all approved ICT Projects on the roadmap
		4.3 Improve internal business processes	10%	100% Documentation of the Council's Business Processes and Standard Operating Procedures
		4.5 Ensure sustainable internal capacity (resources: people, functions & budget)	15%	Implement a fit for purpose Operating Model
				100% vacant positions filled
				Develop and Implement a total reward and recognition management system
				Implementation of CIC's internship programme
				Complete the Office space rehabilitation
		100% compliance to the Corporate Governance Framework by all business functions and governance structures		
4.6 Training and Development of CIC Staff	10%	Complete 100% of all planned training and development programmes year on year for all staff		
4.7 Training and Development of Board members	5%	Complete 100% of all planned training and development programmes year on year for all Board Members		
4.8 Implement Organisational Performance Management	10%	Achieve 90% of the Annual Performance Targets		
4.9 Define and establish a Conducive Organisational Culture	10%	Improve employee satisfaction by 60% (based on Employee Satisfaction Survey)		

## 5.4. Strategy Enablers

The Council has identified strategic enablers pivotal to successfully delivering the CIC Strategic Plan 2021-2024.:

- **APPROVAL OF CIC REGULATION**

The pending regulation gives the CIC the powers to implement mechanisms that will drive enforcement and consequence management. For real impact, the approval of regulation is a critical enabler.

- **BUDGET TO EXECUTE STRATEGY PROJECTS**

Financial constraints can constrict the CIC ability to deliver on its strategy. If the required revenue is not available to meet the strategy budget, the Council will not be able to deliver critical strategic initiatives.

- **STAKEHOLDERS SUPPORT**

CIC is dependent on stakeholder support, collaboration and buy-in to execute on all aspects of the strategy. Stakeholder support from the government, industry players and internal staff is required.

- **CIC OUTWARD FOCUSED**

The 2021 to 2024 strategy focusses on addressing industry burning imperatives keeping abreast with issues facing the Councils stakeholders. The CIC will need to be outward focused, continually measuring relevance, impact, and value

## 6. STRATEGY MONITORING AND EVALUATION

Monitoring and evaluating the strategy is going to be critical for the overall success of the Council. Regular evaluations will ensure;

- focused delivery
- management of dependencies
- timely identification and elimination of impediments
- a reprioritisation of initiatives when required
- stakeholder alignment
- and overall risk management

To drive focus and accountability, the Council has assigned key strategy execution roles:

**SPONSOR** – has overall accountability for the strategy. They champion the whole strategy's delivery, supporting the team and providing the required resources and leadership.

**INITIATIVE OWNER** – Initiative owners are assigned strategic goals. They bear the responsibility for the successful execution of the plan and achieving the KPI. They coordinate teams and other resources allocated to them to deliver the goal.

These roles will be allocated to the existing team for the purpose of driving the strategy implementation. Table 7: Strategy Execution Roles below outlines the strategy execution role assignment.

Table 7: Strategy Execution Roles

Role	Responsible Person
Project Sponsor	CEO
Strategy Coordinator	RTBDM
Initiative Owner	Allocated Executive

The Council will use a balanced scorecard to track the progress of the strategy. Each initiative and projects will be reviewed, after which the Strategy Scorecard updated.

The Council will schedule regular strategy progress meetings to track progress on strategy and timely resolve any issues that may arise in the execution of the strategy.

Table 8: Strategy Delivery Meetings below outlines the strategy delivery progress tracking meetings to be scheduled.

Table 8: Strategy Delivery Meetings

Meeting	Purpose	Frequency	Participants
Monthly Strategy Projects Update	Track progress on strategy projects.  The initiative owners give an update on the progress of their initiatives. Dashboard scoring updated.	Monthly	Sponsor Initiative Owners
Strategy Progress Review	Track progress of the strategy  The initiative owners and sponsor review the overall progress of strategy, updating goal scoring and KPI's. This meeting will also be used for creating alignment, addressing dependencies, and allocating resources.	Quarterly	Sponsor Initiative Owner
Strategy Progress Workshop	Track progress of the strategy  The Sponsor on the overall delivery of projects. New targets are set for the year, and any updates made.	Bi-annual	Sponsor Initiative Owner Leadership Team
Board Progress Reporting	The Council will report progress on the strategy implementation using the dashboard and detailed report.	Bi-annual	Board Exco

## Annexure 1: CIC Stakeholder Mapping

Stakeholder Interest & Power	Stakeholder group	Engagement Approach	Key information to be communicated	Tools
Manage Closely (Definitive)	Contractors and consultancies	Collaborate	<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Benefits and importance of being in an association, payment of levies and fees.</li> <li>• Industry information (statistics, trends best practices, challenges, current projects</li> <li>• Financing opportunities for projects</li> <li>• Information on Market opportunities</li> <li>• Quality work and performance</li> <li>• Update on CIC Activities</li> <li>• Yearly performance of the CIC</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Forums</li> <li>• SMS</li> <li>• workshops(trainings)</li> <li>• Meetings</li> <li>• Radio programmes</li> <li>• newspaper articles</li> <li>• Annual reports</li> <li>• Website</li> </ul>
	Manufacturers and Suppliers		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Benefits and importance of being in an association, payment of levies and fees.</li> <li>• Industry information (statistics, trends best practices, challenges, current projects</li> <li>• Information on Market opportunities and local empowerment</li> <li>• Standards of quality of building materials and supplies</li> <li>• Update on CIC Activities</li> <li>• Yearly performance of the CIC</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Forums</li> <li>• SMS</li> <li>• workshops(trainings)</li> <li>• Meetings</li> <li>• Radio programmes</li> <li>• newspaper articles</li> <li>• Annual reports</li> <li>• Website</li> </ul>
	MOPWT		<ul style="list-style-type: none"> <li>• CIC progress reports</li> <li>• Industry information</li> <li>• Capacity building opportunities</li> <li>• Review of Legislative issues</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reports</li> <li>• Meetings</li> </ul>
	CIC Associations		<ul style="list-style-type: none"> <li>• Market Opportunities: Tenders and leads on projects.</li> <li>• CIC activities and annual and long-term strategic plans.</li> <li>• Industry information (statistics, trends best practices, challenges, current projects</li> <li>• Financing Opportunities</li> <li>• Market opportunities</li> <li>• List of all contractors and consultancies</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Forums</li> <li>• SMS</li> <li>• Meetings</li> <li>• Annual Report</li> <li>• Newsletter</li> <li>• Website</li> </ul>

Stakeholder Interest & Power	Stakeholder group	Engagement Approach	Key information to be communicated	Tools
Manage Closely (Definitive)	CIC Staff	Collaborate	<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Strategic Plan</li> <li>• CIC Policies</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Workshops(e.g. SWABCHA)</li> <li>• Email updates</li> </ul>
(Dominant)	Parliament	Involve	<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry information (Challenges and Achievements)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Reports</li> <li>• Meetings</li> <li>• Workshops</li> </ul>
	CIC Board		<ul style="list-style-type: none"> <li>• CIC Policies, procedures, and processes</li> <li>• Reports on progress and new developments/initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Workshop</li> <li>• Newsletter</li> <li>• Meetings</li> </ul>
	Project owners <ul style="list-style-type: none"> <li>• Public</li> <li>• Private Commercial</li> <li>• Private residential</li> <li>• Municipalities</li> <li>• Parastatals</li> </ul>		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• A list of all registered contractors including classifications, Contractor performance reports and blacklisted contractors.</li> <li>• Information about the CIC, its benefits annual and strategic plans, updates on the key activities of the council.</li> <li>• Benefits of using contractors registered with CIC.</li> <li>• The importance of levy</li> <li>• Information on industry Training and Capacity building</li> <li>• Industry information: market prices of materials</li> <li>• Current projects register.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Forums</li> <li>• Meetings</li> <li>• Annual reports</li> <li>• Radio programmes</li> <li>• Newspaper articles</li> <li>• Website</li> </ul>
	Media		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry information and statistics</li> <li>• Industry information regulations and standards</li> <li>• Contractors and projects database</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Newsletter</li> <li>• Annual Reports</li> <li>• Website</li> </ul>
	Strategic Ministries		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Contractor and project register</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Annual Reports</li> <li>• Stakeholder Forums</li> </ul>
Keep informed (Direct)	Financial institutions	Monitor	<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry information and statistics</li> <li>• Contractor and Project register</li> </ul>	

Stakeholder Interest & Power	Stakeholder group	Engagement Approach	Key information to be communicated	Tools
Keep informed (Direct)	Insurances (Lidwala, SRIC etc.)	Monitor	<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry information and statistics</li> <li>• Contractor and Project register</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder forums</li> <li>• MoUs</li> <li>• Annual Reports</li> <li>• Website</li> <li>• Meetings</li> </ul>
	Societies (law society, DPP, EICA)		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry Information and Statistics</li> <li>• CIC act and amendments in the legislations</li> <li>• Contractor database</li> </ul>	
	Organised labour (TUCOSWA)		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• CIC act and amendments in the legislations</li> </ul>	
	International bodies		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Benchmarking on CIC act and amendments in legislations</li> <li>• Industry Information and statistics</li> <li>• Cooperation and support on Areas requiring industry capacity development</li> </ul>	<ul style="list-style-type: none"> <li>• Educational visits</li> <li>• Meetings</li> </ul>
	General public		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Registration and grading of contractors.</li> <li>• Benefits and importance of being in an association, payment of levies and fees</li> <li>• Industry information and Statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Radio program</li> <li>• Trade shows</li> <li>• Website</li> <li>• Social media</li> <li>• Billboards</li> <li>• Newspaper articles</li> </ul>
Strategic Partners (SRA, AESAP, Parastatals, Municipalities)		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Contractor and projects register</li> <li>• Industry Information and Statistics</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Annual reports</li> <li>• newsletter</li> <li>• Establishing MOU's.</li> </ul>	
(Dependent)	Consumer Association	Monitor	<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Legislative and policy issues</li> </ul>	<ul style="list-style-type: none"> <li>• MoUs</li> <li>• Meetings</li> <li>• Stakeholder forums</li> </ul>
	Academia		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry Information and Statistics</li> <li>• Information on Industry skills gap</li> <li>• Industry Internship opportunities</li> </ul>	
	Organised business		<ul style="list-style-type: none"> <li>• Role of CIC and its Mandate</li> <li>• Industry Information and Statistics</li> <li>• Construction industry SMEs</li> <li>• Legislative and policy issues</li> </ul>	

Annexure 2: CIC Strategy Project List

SFA	SFA Weighting	Strategic Goals	Project Name	Project Owner	Timeline
SFA - 1 Improve Stakeholder Relations	30%	1.1 Strengthen stakeholder relations	Stakeholder Engagement	CSM	Apr'21 - Mar'22
		1.2 Conduct stakeholder feedback and satisfaction surveys on CIC impact	Customer Satisfaction Surveys	CSM	Mar'22
		1.3 Revise and Implement a Communication & Marketing Plan	Development and Implementation of the Communication and Marketing Plan	CSM	Apr'21 - Mar'22
SFA - 2 Strengthen Regulation & Improve performance	30%	2.1 Ensure Approval of the CIC Act amendments, CIC regulations & Levy Regulations	CIC Act amendments, CIC regulations & Levy Regulations Approval	CS	Apr'21 - Dec'21
		2.2 Establish dispute resolution mechanism	Dispute Resolution Mechanism Establishment	CS	Apr'21 - Mar'22
		2.3 Improve enforcement of CIC Act and Regulations	CIC Act and Regulations Enforcement	OPCM	Apr'21 - Mar'22
		2.4 Ensure compliance to the construction procurement clauses as outlined in the CIC Act	Construction Procurement Compliance	OPCM	Apr'21 - Mar'22
		2.5 Review the Registration and Grading Criteria	Registration and Grading Criteria	OPCM	Apr'21 - Mar'22
		2.6 Ensure adoption and enforcement of Construction Standards and Best Practice	Construction Standards and Best Practice Implementation	OPCM	Apr'21 - Mar'22
SFA - 3 Conduct Research and Drive Capacity Building	25%	3.1 Provide relevant research, studies, statistics and information to all stakeholders	Research, studies, statistics and information Dissemination	RTBDM	Dec'21 - Mar'22
		3.2 Develop and Implement the Contractor Development Strategy	Contractor Development Strategy Development and Implementation	RTBDM	Apr'21 - Mar'22
		3.3 Implement training and capacity building initiatives (needs assessment / implement/ assess impact)	Training and Capacity Building Initiatives Implementation	RTBDM	Apr'21 - Mar'22
SFA - 4 Operational Excellence	15%	4.1 Ensure Financial Stability through diversification of revenue & improved revenue collection	Revenue Collection Management	FM	Apr'21 - Mar'22
		4.2 Implement ICT Master plan	ICT Master Plan Implementation Rollout	CSM	Apr'21 - Mar'22
		4.3 Improve internal business processes	Optimise Project Registration	OPCM	
			Business Process Improvement	CSM	Sep'21 - Dec'21
		4.4 Ensure sustainable internal capacity (resources: people, functions & budget)	Internal Capacity Building	CS	Apr'21 - Mar'22
		4.5 Training and Development of CIC Staff	Staff Training and Development	CSM	Apr'21 - Mar'22
		4.6 Training and Development of Board members	Board Member Training and Development	CS	Apr'21 - Mar'22
		4.7 Implement Organisational Performance Management	CIC Balanced Scorecard	CEO	Apr'21 - Mar'22
4.8 Define and establish a Conducive Organisational Culture	Organisational Culture Development and Implementation	CSM	Apr'21 - Mar'22		