




TARGETING FOR CONTRACTOR DEVELOPMENT PROGRAMMES: GUIDELINES



Guidelines for Targeting for Contractor Development Programmes

These Guidelines for Targeting for Contractor Development programmes have been developed by the cidb in support of the framework for the National Contractor Development Programme (ncdp). These guidelines should be read in conjunction with the following documents which are available on the cidb website which provide additional background information for developing regional specific targets and on the state of contractor development:

- National Contractor Development Programme (ncdp) framework (revised January 2010)
- SA Contractor Development Programmes; Status Quo Report (March 2009)
- cidb Construction Industry Indicators (CIIs)
- cidb Quarterly Monitor; and
- cidb / BER Business Confidence Survey

Target Groups

The following guidelines should be applied to identify target groups for Contractor Development Programmes (CDPs) (i.e. the “who”):

- Ownership:** CDPs should target the development of black, women, disabled, and youth-owned companies. Specifically, CDPs should target the development of companies in those Classes of Works (CoWs) and Grades where imbalances in such ownership exist.
- Supply and Demand:** CDPs should target the development of new contracting capacity where demonstrable shortages exist that are aligned with the service delivery objectives of the client.
- Performance Improvement:** Strong consideration should be given within CDPs to improving the performance of contractors – in particular in those areas which are aligned with the service delivery objectives of the client.
- Local Economic Objectives:** Where feasible, targeting of contractors should reflect local economic objectives.

Development Targets

The following principle guideline should be applied to establish the number of contractors to be targeted for enrolment into Contractor Development Programmes (i.e. the “how many”):

- v) **Affordability and Sustainability:** The number of contractors to be enrolled into and supported by a CDP should be limited by the affordability of the client to provide:
 - work opportunities that will sustain all participants
 - the necessary training and mentoring for all participants, as well as
 - programme overheads

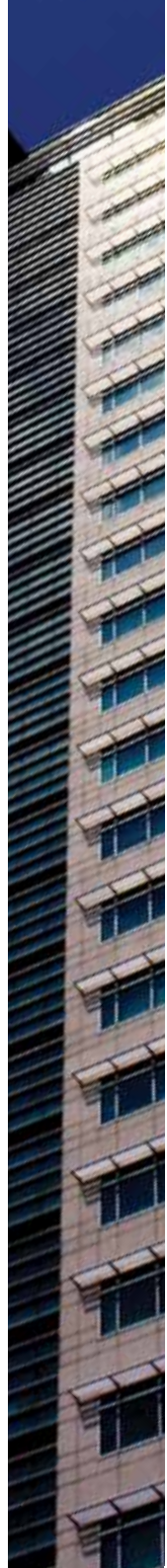
In the absence of a more detailed assessment, the following guidelines should be used for the number of contractors to be enrolled and supported annually in a self-financed type of CDP per R1 billion of construction spend per year by the client department:

- for **direct targeting** of contractors of Grades 1 to 6:

Contractor Grade	Number of Contractors per R1b
5 & 6	2
2 to 4	5
1	10

- for indirect targeting of contractors of Grades 2 to 6 through sub-contract or JV relationships with contracted targeted development outcomes:

Project Grade	Contractor Grade	Number of Contractors per R1b
9 7 & 8		
	5 & 6	4
	2 to 4	12





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