



Construction Industry Development Board

DEVELOPMENT THROUGH PARTNERSHIP

CONCRETE

IN THIS ISSUE:



ISSUE #20 | January 2021



EDITOR'S NOTE

We have left behind a year that can be most kindly described as 'unusual'. Our barren diaries through 2020 told the tale of meetings unmet, conferences not convened and appointments abandoned.

For a good part of the year, we had to suppress our naturally social natures in favour of time with immediate family, in some cases isolation. Some flourished, others struggled.

The choppy journey now continues, with the second wave wreaking more havoc and forcing continued changes

in attitude and activity. At least we now know much more about this pandemic and the steps needed to contain it than we did in March 2020. There is a little comfort in that knowledge and in our understanding of it. As Sun Tzu said: 'Know your enemy. Know yourself and you can fight a hundred battles without disaster.'

The pandemic took the wind out of everyone's sails, not least the construction sector, with the lockdown having caused project delays, loss of contracts and retrenchments. At the end of July 2020, the government gazetted plans to fast-track 51 new

infrastructure projects, including dams, roads and affordable housing. The promise of this, and the many other projects still active but delayed, should keep the industry motivated as we tackle 2021.

On a positive 'personal' note, our annual report for 2019/20 was published in November and it reflects a new trend of stability for the organisation. We have filled much of the executive void of the last five years and are creating a structure and the capacity to do justice to the new five-strategic plan.

Views expressed in this newsletter, particularly in articles that profile other industry bodies and independent companies, do not necessarily reflect the views of the cidb. We do, however, see them as an opportunity to spur constructive debate. Thus we welcome your comments on any article in our publication. Likewise, if you would like us to cover a particular issue, please let us know.

Email us on ramim@cidb.org.za



CONCRETE



Views expressed in this newsletter, particularly in articles that profile other industry bodies and independent companies, do not necessarily reflect the views of cidb. We do, however, see them as an opportunity to spur constructive debate. Thus we welcome your comments on any article in our publication. Likewise, if you would like us to cover a particular issue, please let us know.

Email us on ramim@cidb.org.za



In recent months, the Board appointed permanent chief executive, chief financial and chief information officers and we are currently setting up home in Centurion, having limped along on a monthly lease basis with the South African Bureau of Standards for about two years.

And, as we worked through the lockdown to clear the backlog in registration applications, we are starting 2021 confident that contractor registration will be one of its great successes. The Register of Contractors online system is working well after initial learning curves

and each province is now able to not only receive but also assess applications. In addition, contractors at grades 2 to 9 may now apply on email for their three-year renewals.

The expanding cidb team is committed to working closely with friends, colleagues and stakeholders to ensure that the construction industry enjoys a year of prosperity, growth and transformation.

Editor

EDITOR'S NOTE – CONTINUED...



NSF NOTCHES UP MEMORABLE TWO YEARS

What happens when you put 35 construction decision-makers together in a forum to thrash out what ails the sector and to set the world right?

You get a repealed National Treasury (NT) standard, a fortified cidb standard, a hard look at functionality and deliberation on downraiding that ends at the door of the Competition Commission. These are just a few matters on which the outgoing cidb National Stakeholder Forum (NSF) brought its influence to bear from 2018 to 2020.

Its members – from business, labour, professional organisations, government and academia – brought their insightful A-game to each meeting to tackle an impressive tally of tricky topics head-on, in its mandated role of adviser to the Minister of Public Works and Infrastructure and the cidb Board.

The NSF's role is crucial, confirms member Kile Mteto of South African Women in Construction. 'Through it, stakeholders can engage regularly with the cidb to provide continuous feedback for objective monitoring and evaluation of the delivery of the organisation's mandate.

'The cidb obtains first-hand information on industry-related issues that can influence policy reforms and that allows it to identify its strengths and weaknesses.'

Fellow member, Pride Ndlovu, of the University of the Witwatersrand, agrees.

'The NSF's diverse stakeholders have the wealth of experience needed to advise the cidb Board and the ministry on industry issues. Their ability to identify gaps, through lived experiences, is fundamental in filling the breach between the realities of emerging contractors and government policies and plans.'

NSF 2018 to 2020 focused primarily on the Register of Contractors (RoC), and on procurement policy implementation in facilitating development and transformation of the construction sector.

During its seven meetings, two each of which were presided over by Minister Thulas Nxesi and Minister Patricia de Lille, a host of challenges was identified and debated, and plans set in motion to change troublesome things for the better.

NSF 2018 TO 2020: CHALLENGES AND PROGRESS

Challenge	Outcome
Confusion caused by the conflict between the NT Standard for Infrastructure Procurement and Delivery Management (SIPDM) and the cidb Standard for Uniformity (SFU) in Construction Procurement	SIPDM repealed and the SFU revised and reissued as the sole procurement regulatory framework for public sector construction procurement, covering solicitation of tenders, integrity of procurement documents and application of the RoC
RoC grades do not reliably reflect a contractor's performance capability and capacity, making it difficult for clients to depend on them when evaluating tenders. The Register is applied inconsistently, often only for compliance, not as a risk management tool	Continued scrutiny of grading criteria. Tender value limits for various grades adjusted to market-related figures, allowing contractors to access higher-value work opportunities. Liaison with NT on integration of the Central Supplier Database and the RoC to improve criteria for contractor registration
Subjective and selective interpretation of functionality as a result of low confidence in the RoC, which can lead to abuse and misuse	Use of functionality in tenders clarified and standardised to eliminate confusion and misinterpretation, and guidelines for its use stipulated in the SFU
Failure of contractor development	The ratified cidb Best Practice Fee will raise around R1 billion a year to fund the cidb's development mandate
Late payment of service providers, which threatens sustainability particularly of smaller enterprises	Draft cidb Standard for Prompt Payment finalised. The Framework for Infrastructure Delivery and Procurement Management that replaced the SIPDM has a cashflow gate that holds accounting officers accountable for ensuring that there is cashflow before a project tender goes out
Downraiding, through which contractors secure contracts at a lower level than their cidb grade	Issue taken to the Competition Commission for a ruling on the constitutionality and legality of limiting participation by higher grade contractors in lower-grade jobs
Leadership stability at the cidb	The gulf in executive leadership is closing, with three of the six top executives appointed during 2019/20
Limited powers of the cidb, particularly in regulation of the private sector	Minister intends to speed up CIDB Act review



> NEWS

NSF NOTCHES UP MEMORABLE TWO YEARS – CONTINUED...

The incoming NSF, to be announced in February 2021, will need its collective running shoes on, as a packed agenda awaits it on the starting block. This includes continued RoC criteria overhaul, clarification on the implementation of the controversial 30% subcontracting rule, which has created confusion and anarchy; exploitation of subcontractors, improvement of the Register of Projects as a procurement compliance tool and completion of the Register of Professional Service Providers.

Pride's attention is on the emerging market. 'New mechanisms and out-of-the-box ideas are needed to enhance procurement policies to benefit emerging businesses,' she says, adding that the NSF's success in moving the discussion on contractor development to a level where talk has turned to funding is a 'huge milestone'.

For Fazel Sherrif of the Municipal Infrastructure Support Agent, improving the representation of women, particularly at the higher cidb grades, will be a priority, as will addressing corruption in procurement.

Kile would like to see the many cidb grading levels collapsed, believing that the current nine levels undermine the good work of the cidb in developing and regulating the sector.

Hoping for a full review of the CIDB Act is Shoayb Loonat of Enumerate Consulting. Such an overhaul, Kile adds, would 'give the cidb greater consequence management powers in keeping with the mandate of a regulator'.



A DREAM ENGINEERED TO BREAK NEW EDUCATIONAL GROUND

Twenty-one percent of the 178 respondents to the Xpatweb 2019/20 critical skills survey rated engineering their most sought-after and difficult-to-recruit skill category – ahead even of information technology expertise in a digital world. Clearly, the greater the interest created for a career in the profession and the more opportunities to develop engineers the better.

News on both those fronts explained why cidb CEO Cyril Gamede was sporting such a wide grin during November 2020: He had just learnt via an advert that crossed his desk of the birth after extended labour of his academic baby, the engineering faculty at the University of Zululand (UNIZULU).

It was for him the fruition of a long-held dream that was formalised when Minister of Higher Education and Training, Dr Blade Nzimande, assigned him in 2015 to chair the UNIZULU council and steer it out of a three-year administration period. Cyril, as a blue blood engineer, asked the Minister to give him freedom to create an engineering faculty at the university.

With a strong belief in the vision and in team cooperation, Cyril set to work, but all did not pan out as planned, he explains. 'The university had many pressing issues that could not be swept under the floorboards and forgotten while a new branch of study took shape.'

Although much groundwork was laid during his tenure, it was a disappointed Cyril who left the institution in 2017, his envisaged faculty still work in progress. He maintained his involvement in the background so that the university did not lose momentum, until the wonderful news came through in November 2020 that UNIZULU was finally ready to enrol its first engineering students.

Prof Barry Downing, a retired University of Cape Town engineering professor coopted onto the planning and implementation team to create the curricula and accreditation documentation by virtue of his expertise and commitment to the field, puts the achievement into perspective.

'There are seven full engineering faculties in South Africa that offer professional engineering degrees, but all but the University of Durban Westville (now part of the University of KwaZulu-Natal) are in historically white universities in major cities,' he states.

'Under apartheid, it was illegal for a historically black university to establish such a faculty. Since democracy in 1994, not a single full engineering faculty has been founded, let alone a faculty for black students, until now.'

CONCRETE

> NEWS

A DREAM ENGINEERED TO BREAK NEW EDUCATIONAL GROUND – CONTINUED...

‘For the past three years, putting together the accreditation documentation has been the most important thing in my life, apart from my family.’

From 2021, students will reap the rewards of all the years of preparatory work, taking to the Richards Bay campus lecture halls with the aura of youthful enthusiasm and the vision of a qualification in mechanical or electrical engineering that is bound to have employers lining up to recruit them.

While those involved are understandably heady at the results of their dedicated work, UNIZULU Vice Chancellor, Professor Xoliswa Mtose, cautions that the university will need significant investment over the next 10 years to develop the physical and laboratory infrastructure needed for course success and faculty growth. Already, there are plans to complete a new engineering building during 2023 ready for the 2024 intake.

‘An integrated district infrastructure development model is needed that creates interdependencies and strong collaboration among education bodies and private industries in Richards Bay,’ she says.

With the programmes expected to be in great demand in and around this rapidly growing industrial area, that may not be too tall an order, adds Barry. ‘The provision of many more qualified engineers in South Africa is a high priority for government, and local manufacturing industries have expressed strong support for the programmes.’

And those maths-inclined youngsters matriculating now and in the future will not have to travel far from home to study (the closest engineering faculty is 175km away in Durban), but will just have to step out of their front door.

The mechanical and engineering degrees are just the start of the UNIZULU dream. They will be followed in the next four years by courses in civil, computer, electronic, process instrumentation and control and mechatronics engineering.

Again, Barry puts it in context. ‘The South African economy was designed for five million white people, and it urgently needs to grow to create more employment for the almost 60 million people who live here. It is not possible to grow the economy without more engineers and all of the existing engineering faculties are full to capacity.’

Cyril could not agree more. ‘The economy will have new, much-needed skills for infrastructure growth and to compensate for the increasing outflow of engineering talent to other countries,’ he concludes.

‘Above all, the UNIZULU experience is proof that no matter how complex a situation, when the hearts and minds of all stakeholders pull in the same direction, major successes follow.’

BEST PRACTICE MAKES A PERFECT START, TAKING DEVELOPMENT CENTRE STAGE

In her foreword in the 2019/20 cidb annual report, Minister of Public Works and Infrastructure, Patricia de Lille, reiterated that the cidb needs the tools to ensure that the sector delivers meaningful transformation and growth.

Happily for all those who have travelled the lengthy road to formal establishment of construction best practices, on 18 September Minister de Lille took her parliamentary pen to two of these tools, gazetting the implementation of the Standard for Developing Skills through Infrastructure Contracts and the Standard for Indirect Targeting for Enterprise Development through Construction Works, in so doing enacting the long-awaited cidb Best Practice Fee.

'Fee' is a short but mighty word in this context, explains the cidb's Director: Construction Industry Performance, Ishmail Cassiem, who is driving the project through all its twists and turns. 'It will enable the cidb to fulfil the development aspect of its mandate,' he explains. The number of lives this fee could change is considerable, to say the least: no fewer than 12 500 potential beneficiaries a year and a purse of about R1 billion over five years.

'Half of that kitty will provide access to credit for emerging contractors, while the balance will fund development, mentoring, business advisory services, assessment of

prior learning, training and contractor assistance with construction management systems.'

The Best Practice Project Assessment Scheme holds that clients can play a bigger role in unlocking project potential to ensure that infrastructure development contributes to national goals such as skills development, growing business opportunities, job creation, a healthier and safer construction industry, and a sustainable environment.

The scheme, through the fee, will increase participation of black-owned businesses in the sector by enhancing competence of contractors in various areas, enhancing the development and sustainability of black contractors, and ensuring quality of delivered construction works.

It will do this by upgrading contractors to cidb competence levels, including implementing construction management systems in their organisations, and being capacitated to manage projects and their businesses more efficiently. This will reduce the risk of contractors not meeting their obligations and of delivering projects that do not meet clients' quality requirements.

> NEWS

BEST PRACTICE MAKES A PERFECT START, TAKING
DEVELOPMENT CENTRE STAGE – CONTINUED...

The Standard for Developing Skills will upgrade skilled and semi-skilled workers, providing for workplace training of interns and upskilling of employees in programmes that result in nationally accredited outcomes. Through it, 10% of the labour force on construction sites will be trained, which translates into an estimated 11 500 learning and development opportunities annually for learners, artisans and contractors.

The Standard for Indirect Targeting for Enterprise Development, which will help clients to set goals for the development of emerging contractors through subcontracting and joint ventures, could see R8 billion in contracts each year go to developing enterprises and 1 000 contractors receiving developmental support.

The lead partner or main contractor will have to pledge 5% of total project value to support subcontractors or partners.

The overall Project Assessment Scheme hinges on clients (project owners) allocating 0.2% of the value of each tender at tender award stage to the cidb. This money will be paid on project completion. Thus, skills development requirements must be specified in procurement documents at tender stage (the cidb is currently drafting these clauses). Clients must also register their projects on the cidb Register of Projects.

Funds will be managed by the cidb and monitored by a

governance body set up to ensure that the highest corporate governance standards are met and that Public Finance Management Act conditions are upheld.

With implementation coming into effect at different dates for different categories of client over the next three years, and given the number of training interventions planned, this will be a huge undertaking, says Ishmail. 'Training must be structured and meticulously planned,' he stresses. 'To ensure that implementation is effective, we will consult with industry stakeholders every step of the way. We are currently working on a programme plan, which will include skills development agencies and a learner management system to track experience and placement of learners.

'We will need industry involvement in setting up these structures, determining beneficiary criteria and forming partnerships with development funding institutions.'

For more details on the scheme, including timelines for implementation, email Ishmail Cassiem at ishmailc@cidb.org.za.

PARTISANS OF THE ARTISAN

It was Epictetus, born to slavery but ultimately an influential and widely respected philosopher, who said: 'It's not what happens to you, but how you react to it that matters.'

Much has happened to Charmaine Jampies during her life, but when she reacts, she does it with vigour and vooma. Charmaine and Celeste Margo le Roux reacted in the biggest possible way recently, taking a leap into the almost-unknown to start an ambitious new venture named React Training College. And they weren't about to let the minor detail of a rampant global pandemic stand in their way.

Lockdown for the pair was intense, to say the least. When others travelled the road to self-discovery in their lounges or binge-watched *Breaking Bad* in bed, Charmaine and Celeste were tossing around ideas like salad leaves and dressing them in a homogenous blend of hand-picked expertise to create a vision and a brand to carry it.

No me-too business would this be, but the country's first black women-owned specialist plumbing college.

'We intensified our partnership with the Construction Education and Training Authority and found a common dream in providing high-quality training and development,' says Charmaine.

'We could all visualise a React artisan – a youngster well equipped to deal with the rigours of the industry and the pick of the crop for construction firms on a recruitment drive.

'We also sought the expertise of various industry leaders and other stakeholders.'

What moulds this remarkable individual well versed in plumbing and, if he or she chooses, other in-demand trades offered by the college? Simply, React's competency-based modular training approach, which make it easy for students to refine their skills and become trade test-ready within a few short months (six months compared to the usual three years in some cases).

And a 100 student-capacity training centre brimming over with advanced equipment, the latest learning aids and spacious test areas. Classes are contained to create a relaxed, comfortable vibe for students, who enjoy the luxury of one-on-one interaction with facilitators whenever they need it.

What else would one expect from a facility built on well over 60 years of artisan training industry knowledge and expertise?

Charmaine joined the industry in 1980, spending 13 years with the Building Industries Council before moving to the Building Industries Federation of South Africa, now Northlink College, where she spent 28 years in the building and civils department. 'I was exposed to all construction disciplines, including plumbing, which I developed a particular passion for,' she elaborates.

Celeste is chief executive officer and co-owner of React24, a specialist site services company, and was inspired to join Charmaine over a long and life-changing dinner, during which they discovered a shared mission to provide genuine and sustainable career-shaping opportunities for those wanting to join the plumbing trade and offer them an affordable way to master their craft.

The two are joined in their venture by highly experienced sector education and training authority-accredited trainers.

It is no surprise that Charmaine and Celeste are slightly biased towards the female artisan, as they see upliftment of women as crucial and narrowing the gender gap in construction as essential. 'The more superior female plumbers we can produce, the richer the industry will be for their skills,' says Celeste.

It's obvious to anyone with even half an eye open that there's no grass growing under these four feet. Although the college opened only on 22 September 2020, there are already 30 students being put through their flapper valve and sump pump paces. And there is a growing waiting list for 2021.

The cidb's Enterprise Development Unit Manager, German Mphahlele, attended the launch and came away more than impressed. 'In an industry that needs as much skill as possible and whose professionalism depends on the calibre of its people and their ability to deliver high-quality projects that guarantee safety and sustainability for users, enterprises such as React are indispensable,' he says.

React Training College is based in Parow Industria, but the two movers are already eyeing potential sites in nearby Atlantis and in Philippi, a little further away, where there is a huge demand for practical training. Through Celeste's React24 roots, they also have access to training facilities as far afield as Johannesburg, Pretoria, Port Elizabeth and Durban.

'Within five years, the React flag will be flying on at least five more campuses,' Charmaine states emphatically.

Nobody is arguing.



React by name; React by nature: Charmaine Jampies (left) and Celeste Margo le Roux are set for a busy, skills-filled 2021.

CONCRETE

> NEWS

PRESENT SKILLS PUT TO THE FUTURE TEST

While South African artisans continue to make the country proud on the trade skills stage through WorldSkills, the BRICS Business Council continued its other skills development endeavours. These include Future Skills Challenge projects for those who feel more at home with their finger on the mouse and their minds inundated with data than with a hammer or spirit level in hand.

Future Skills uses WorldSkills concepts to assist BRICS members with identification of, and upskilling and education programmes in various future skills, such as additive manufacturing, internet of things, internet marketing, enterprise information system security, machine learning and big data, mobile application development, robotic welding, building information modelling (BIM), life-cycle management, and drone operating. During the Future Skills camp held in June and July 2020, intensive training modules were presented by experts, who examined general issues and topics such as the current state and prospects of cryptography, and anti-data-leak technology in enterprise information security (also called cybersecurity).

During a simulation of a day on the job of a security officer or administrator, evaluators assessed participants' training level and identified strong and weak performers.

Those who aced the camp moved on to a competition where digital skills were pitted against each other in what is probably best described in words from the hit *One night in Bangkok* - 'the ultimate test of cerebral fitness'. The event

was the fourth BRICS Future Skills Challenge, which used virtual/online technologies and involved five countries.

And the cidb was there to lend valuable support, encouraging the local competitors and providing technology ranging from cameras to recording devices.

Murendeni Liphadzi, lecturer in the Department of Construction Management and Quantity Surveying at the University of Johannesburg, offers some insight into the initiative. 'Future Skills complements WorldSkills,' he explains. 'The latter recognises skilled people and shows how essential skills are in achieving economic growth, while Future Skills teaches competencies that individuals can use to solve complex problems in action contexts.'

'The post-camp competition brought together online participants from the BRICS countries to take part in test projects in skills such as blockchain, BIM, internet marketing and quantum technology.'

One local contestant who took out his BIM skills for their first public spin was Mpho Maiwashe, an aspirant quantity surveyor, who prepared for the challenge under Murendeni's watchful and trained eye.



CONCRETE

> NEWS

PRESENT SKILLS PUT TO THE FUTURE TEST – CONTINUED...

Both Mpho and fellow cidb-supported BIM competitor Amanda Mtya of the University of Cape Town (UCT) found the challenge eye-opening and mind-expanding.

‘It was an online examination on Zoom and we were monitored by the judges throughout,’ Mpho recalls. ‘We had to design models using the latest Revit software, so I spent many nights beforehand learning the techniques and familiarising myself with the software, which was new to me.’

The diligence certainly paid off, as Mpho emerged the top South African BIM competitor, which, he says, ‘made me so proud and boosted my self-esteem’. ‘Overall, the experience taught me the importance of being professional and adhering to deadlines.’

Another camp participant was UCT’s Msindisi Yende, who found the sessions engaging, thought provoking and educational. ‘It was impossible not to contribute and participate,’ she says. ‘I learnt how to ask questions, respond to suggestions and also make suggestions and present ideas.’

The cidb’s involvement in Future Skills is an obvious extension of its support of WorldSkills and further demonstration of the organisation’s commitment to skills development, says Director: Research and Development, Dr Ntebo Ngozwana. ‘During the 2019/20 year, we spent R4 million on skills development in addition to R16 million on contractor

development, so our skills development activities are growing constantly. Future Skills is as relevant as WorldSkills to our sector, as it hones the technological skills that are so essential to thrive in the fourth industrial revolution.’

With the ice-breaker out of the way, the contestants can only grow in confidence and performance in the years to follow. ‘We performed very well considering that this was the first event of its kind,’ says UCT construction management professor, Abimbola Windapo, who assisted the Cape Town contingent. ‘The lack of clarity at the beginning on what the organisers wanted hampered preparation for the event, but we are confident this will improve in the coming years.’

Although the contestants fared well, there is room for growth, Murendeni adds. ‘This year, only the design profession was involved, but in future, the BIM competition category needs to integrate all professions in the built environment.’

CONCRETE

> NEWS

SEALING THE CRACKS IN PROCUREMENT KNOWHOW

Navigating procurement – with all its pitfalls – can be daunting, but it is the 101 of business management and demands a firm grasp of the basics by all involved.

Many of the challenges facing the cidb and the construction sector involve procurement processes or lack of them, as is often noted in National Stakeholder Forum meetings. Some issues clearly stem from corruption, but others are the result of inadequate supply chain management skills.

Client capacitation is, thus, an essential element of the cidb's stakeholder liaison and regular awareness workshops are fixed events on the annual calendar. During these, delegates are taken through the SBDs, BEEs and ABCs of documentation and regulation. Last year was no exception, in spite of priorities being somewhat sidelined by an inconvenient virus.

'The workshop was very informative and it will now be easier to register the various types of projects, using the knowledge gained and the guidelines on the cidb website.'

FUNI TAKALANI

Development Bank of Southern Africa

Sessions resumed during September 2020, says cidb Procurement Development Specialist, Edward Singo, with scores of clients from the private sector, municipalities, state entities and non-governmental organisations participating in 41 sessions across the nine provinces.

The workshops did not want for topics to dissect, with each session cramming in legislation, and the ins and outs of the Register of Contractors (RoC), Register of Projects (RoP), cidb Standard for Uniformity (SFU), Infrastructure Development Management System (IDMS), recognition of prior learning and Standard for Skills Development.

Municipal involvement was particularly encouraging, with 24 local and district municipalities represented.

'This level of participation is significant, as much of government's infrastructure spend devolves to provinces and municipalities,' Edward states. 'Public sector capacitation is essential on the importance particularly of adopting and adhering to IDMS principles and processes to ensure proper planning, execution and monitoring of infrastructure projects. Often, provincial treasuries join us to drive home the essential messages, which adds considerable weight to our efforts.'



In another initiative in the second half of 2020/21, 175 individuals benefitted through the cidb Standard for Skills Development from experiential learning in various skills programmes. The candidates were from cidb clients, the Department of Higher Education and Training in the Eastern Cape and KwaZulu-Natal, and Airports Company of South Africa in Gauteng.

Engagements with contractor development practitioners are also in progress in all provinces, Edward adds. 'The practitioners have been baselined to reveal gaps in their expertise that warrant cidb support. Areas flagged included packaging of projects, procurement strategies, compliance with cidb regulations, and monitoring the development of contractors.'

'Issues were explained thoroughly. The team was very engaging, responding with clear and straightforward information. We learnt much about procurement, which is very different from supply of goods and services. Post-workshop support is very important and we received this.'

'We now ensure that all fixed infrastructure projects above R35 000 are procured through cidb-registered contractors and that the right contract is used thereafter.'

RATANANG MOTHOKGO

Tshwane North Technical and Vocational Education and Training College

'Currently, about 15 clients implementing contractor development programmes are being assisted to align their programmes to best practice.'

Interaction with public sector clients and other stakeholders reveals that the cidb is well regarded and is seen as providing valuable guidance, leadership and support, Edward confirms.

'The structure of the presentations was easy to follow and understand, and the whole process, from the compilation of bid specification to award, was explained very well. We will certainly put what we have learnt into practice.'

PETER MUKHELI

The Mvula Trust

'We have noticed a marked change in client behaviour as a result of these awareness sessions.'

'Clients are now formatting and compiling their construction and engineering tender documents in line with the SFU, soliciting tender offers according to the RoC and RoP, and implementing and managing construction and engineering projects in line with the CIDB Act.'

'The workshop clarified things and we are now advertising and updating awards as and when needed. The guidance helped us to reach the right bidders to ensure good quality services at a reasonable price.'

THANDEKA ZWANE

Umzinyathi District Municipality