



IN THIS ISSUE:



Construction Industry Development Board

DEVELOPMENT THROUGH PARTNERSHIP

CONCRETE



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EDITOR'S NOTE

'Strike a woman and you strike a rock.' Those are among the immortal words that will live on as Winnie Madikizela-Mandela's legacy. It is sad that her words are once again top of mind but also fitting, as the world recently celebrated International Women's Month, a time when women are recognised for their achievements regardless of ethnic, language, cultural, economic or political differences.

In the local context, Freedom Month, which we have just commemorated, brought into even sharper focus all that Mama Winnie stood for and the pivotal role she played in South Africa's freedom from oppression.

It is a pity that the state of our nation prompted her to utter in 2017 that: 'Our country is in crisis and anyone who can't see that is bluffing themselves.' But she lived to see the tide turning and, although we would not be as presumptuous as to claim to know

what she was thinking, we believe she would have been buoyed and comforted by the prospect of a South Africa stronger than ever and ready to shake off the negativity that has characterised recent times.

Whilst we rightly celebrate women, this issue of Concrete also pays tribute to the men who have made an immeasurable contribution to construction and civil engineering over the years.

We introduce our new deputy chairperson, Mboniseni Dlamini, who is known as a visionary leader with a very strong work ethic. His name is synonymous with the water industry and he shares with us his hopes for the cidb and for the future of the industry. There are also the forward-thinking men who set in motion the rise of the cidb annual postgraduate conference into a permanent feature on the construction calendar, eagerly awaited by students and academics alike.

We also look at the recent CESA Infrastructure Indaba and continue the discussion on the SANRAL draft transformation policy.

While we concentrate on keeping warm as the winter chill takes hold, let us also, in the spirit of this year's International Women's Month theme, #PressforProgress.

We look forward to connecting with you again later in the year.



The Editor

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 zingisan@cidb.org.za





NEWS

Bending the regulations to benefit the small guy

S Stressed out by the state of the economy?
Burdened by the battle for business?

The cidb is happy to be able to contribute something of a silver lining to the projected economic outlook of 'overcast'. For hard-pressed contractors, it promises a measure of welcome relief.

The Minister of Public Works has released for public comment the amendments to the Construction Industry Development Regulations of 2004, the final stage in a process long in the making.

The proposed changes pertain to the determination of contractor grading designation, explains Enoch Masibi, cidb Contractor Register Service Acting Programme Manager. 'They focus on registration, renewal criteria and the determination of a contractor's works capability, requirements.

The changes were initially mooted after the issue of downgrading was raised numerous times by contractor associations and individual contractors during cidb stakeholder forums. 'Delegates bemoaned the negative effects of downgrading in terms of restricting their ability to access work that is essential for them to maintain their grades as emerging businesses,' says Enoch.

The cidb acknowledged that contractors were being downgraded due to factors beyond their control, such as the poor business climate or limited construction activity in a region. Hence the announcement that downgrades for first time renewals would be halted from May 2016. This proved to be a godsend for struggling grades 2 to 6 contractors, 700 of whom had failed to maintain their grades when renewing registration the preceding years.

Among the new amendments that will benefit the industry, says Enoch, is the extension of the track record period for first time renewals from five to six years, and the removal of annual turnover and available capital as requirements for this category of renewals.

The amendments will also shorten the registration turnaround time by reducing assessment time. 'The changes will be beneficial to most contractors and will, it is hoped, simplify the lives of emerging enterprises as they bid for business in a highly competitive environment,' Enoch concludes.

To view the Government Gazette containing the proposed amendments, **visit www.cidb.org.za**



Mboniseni wades into new role at cidb

Mboniseni Dlamini, Deputy Chairperson



Quiet and unassuming are probably among the words that best describe cidb Deputy Chairperson, Mboniseni Dlamini. Even if he hadn't spent his entire working life to date in the water sector, the idiom 'still waters run deep' would be apt.

Having studied microbiology at the University of Cape Town, where he ultimately earned a master's degree, he joined Umgeni Water Board as graduate trainee. Initially, he envisaged a life in the laboratory, with photometers and flocculators for company. But it was not to be as an interest in systems operations and governance was bubbling just under the surface. In due course, he swapped his lab coat for the operations and office attire thereafter. 'It forced the researcher in me into the background,' he says.

Mboniseni has immersed himself wholeheartedly in the sector ever since, dipping in and out of Umgeni Water, Rand Water and Magalies Water in varying capacities over the decades, most recently concluding a five-year stint as CEO of Magalies Water. Along the way he has acquired a Masters in Business Administration (University of Durban Westville and now UKZN), and a Diploma in Company Direction through Graduate Institute of Management. 'I was fortunate to be working while I studied so I could apply new skills as I acquired them,' he says.

With typical single-mindedness, his working life revolves around achieving outcomes and steering his teams towards the realisation of a common goal, he says. He places great value in team participation because 'if you participate, you are most likely to own the process and decisions taken'.

Mboniseni doesn't subscribe to any particular management approach, as the approach depends on the prevailing situation. 'To me, management style is an appropriate response undertaken to accentuate achievement of objectives,' he explains. '

Inevitably, given the role in water infrastructure development, his and the cidb's paths were bound to cross.

'As a crucial sector in driving economic growth and job creation, development, performance and transformation of the sector are essential,' he stressed. 'The Board as a collective can achieve these sector essentials.'

Mboniseni views the construction sector as a pyramid with the tip occupied by the few who are established and have resources and the base being populated by emerging entities with limited resources. 'We will have transformed the sector if we were to invert this pyramid,' he says.

Currently he is the managing director of the state-owned company, Msinsi Holdings, a subsidiary of Umgeni Water. He enables the Msinsi teams to manage the water resources, environment and ecotourism functions of the organisation.

Only once in his career to date, he remembers, did he become frustrated and angry enough to shout. Well, at least he thought he did. 'My colleagues looked at me and said 'You're going to have to do better than that to show your exasperation', he recalls with a chuckle.

Not surprisingly, his private life is kept just that but he will divulge one thing about his loved ones. 'I have the best family I could ever wish for,' he says with a look of pride. His TV watching is confined to just serving its purpose.

Although Mboniseni is not one to let off steam, he does love his time in the gym where the hours he spends on the treadmill give him a chance to reflect on life in general. He ventures that he would love to learn to play golf one day. The cidb Chairperson, Nonkululeko Sindane, who is accomplished with a club, as we found out in the last issue of Concrete, could probably teach him a swing or two.



Asked to share one little-known aspect about his life, Mboniseni admits that he has a whole bunch of addictions that he cannot break. In fact, he is not even prepared to try.

'I'm literally addicted to grapes' - he laughs.

Smoothing over the cracks in the road to safer construction

During the 2017/18 festive season, just over 1 500 drivers and pedestrians died on South Africa's 750 000km of roads, 300 more than the total number for the year to March 2018 for Australia with a road network of around 70 000km more.

Clearly, it is more than a car crash. It's a train smash.

One has only to glance at a newspaper or go online to see graphic results of Mzansi's poor driving habits and behind-the-wheel culture of carelessness.

What is not documented as clearly is the prevalence of motor vehicle accidents (MVAs) as a contributor to construction-related accidents and fatalities. A staggering 63% of deaths in construction during 2017 (43 out of 69) were a result of MVAs, according to the latest figures from the Federated Employers Mutual Assurance Company (FEM), which insures 50% of the construction industry. The Compensation Fund is responsible for the other 50% but does not release statistics.

Among the casualties are a high number of flagmen, says FEM marketing and communications manager, Herman Enoch, which are attributable primarily to impatient road users and plant accidents. 'There are also many cases of employees being hit by vehicles and fatigue-related incidents,' says Herman.

Also at fault are other unsafe practices such as workers sitting on the sides and beds of vehicles, workers boarding or dismounting from moving vehicles, overloading, no seatbelts and unroadworthy vehicles, adds Prof John Smallwood, Professor of Construction Management at Nelson Mandela Metropolitan University.

'There has been a steady increase in MVA numbers in South African construction in recent years,' says Prof Smallwood, who conducted the research for the cidb's 2009 report 'Construction Health and Safety in South Africa: Status and Recommendations'. The findings and recommendations of this report are as valid today as they were a decade ago. 'Since 2001, the number has increased from 3.6% to 12.5% and the trend shows no signs of slowing.'

The report points out that, although South Africa is not lacking in health and safety (H&S) legislation, it fails to enforce it with limited occupational health and safety inspectorate capacity. Furthermore, 'poor construction H&S performance is attributable to a lack of management commitment, inadequate supervision and absence of relevant training'.

Says cidb Construction Industry Performance Manager, Ishmail Cassiem: 'Construction companies consider H&S less important than time, cost and quality.'

BE CAREFUL

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The recommendations contained in the 2009 cidb report still stand. The one notable advancement is the South African Council for the Project and Construction Management Professions', introduction of the positions of construction H&S agent, manager and officer to ensure that the construction industry has competent people to oversee H&S on a project.

There is a need to enhance construction regulations and use public sector procurement to achieve improvements in H&S, says Ishmail. 'When procuring for projects, clients should favour contractors with a good H&S track record and recognised construction management systems over those with a questionable history,' he explains. Other measures that could bring down the numbers are the establishment of a dedicated 'agency' to promote research of H&S in construction. This, says Ishmail, would be similar to the Safety in Mines Research Advisory Committee which was established to advise the Mine Health and Safety Council (MHSC) on the safety risk on mines and on the need for research into risk areas.

Such a move would include disseminating information and advice, building union H&S capacity and facilitating closer working relationships between employers and union members. It would also ensure that tertiary education addresses construction H&S and related issues and facilitate support for small and emerging contractors.

'The legislation is there, best practices are available to implement, but all parties must buy in to the principles of sound H&S reducing the number of accidents and fatalities,' Ishmail states.



Prof Smallwood put forward the following suggestions during an address in March 2018 to the Association of Construction Health and Safety Management symposium:

- A comprehensive traffic safety programme in all construction organisations and on all projects
- Use of appropriate vehicles to transport workers
- The abolition of mixed (materials, plant and equipment and workers) transportation
- Industry H&S programmes that focus on transport and traffic safety
- Contractor initiation transport programmes, including a transport policy
- Client H&S specifications and H&S plans that address transport and traffic.





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'A multifaceted strategy is needed that includes management commitment, involvement and participation; awareness programmes, training, and appropriate, non-mixed transport,' he says.

H&S is but one factor of several project performance parameters, but its importance is not lost on the cidb. The new Contractor Recognition Scheme recognises management systems for cidb-registered contractors in grades 5 to 9, therefore promoting higher standards of H&S. The cidb also recognises the competence of contractors in cidb grades 2 to 6 in which H&S is embedded in the competencies of company and project managers.

A new slant to the scheme is the contractor performance report which will document a company's management of H&S, among other criteria, once a project is complete.

While all these developments are a couple of kilometres in the right direction, there is one common denominator to MVAs that keeps the figures stacking up like written-off cars in a scrapyard.

As author Tom Chatfield, puts it: 'Modern motor vehicles are safer and more reliable than they have ever been - yet more than 1 million people are killed in car accidents around the world each year and more than 50 million are injured. Why? Largely because one perilous element in the mechanics of driving remains unperfected by progress: the human being.'

Letter to the editor,

refer to the article published in your newsletter edition of 10 December 2017 titled 'SANRAL drives the autobahn of transformation'.

The Black Business Council in the Built Environment (BBCBE) is the foremost advocacy body for transformation efforts and initiatives in the construction industry. Hence the implementation of the strategy, over the past several years, to influence the procurement policies of state-owned enterprises (SOEs) through the State Owned Enterprise Procurement Forum (SOEPF) to be more transformation- and black business-friendly. Further, we are working with the office of the Chief Procurement Officer at Treasury to introduce instruction notes for implementation of the PPPFA Regulations in the construction industry and to gazette the much-anticipated Public Procurement Bill.

All these efforts are to ensure transformation of the economy broadly and the construction industry in particular. SANRAL's draft transformation policy must be viewed through this prism. The launch by SANRAL of the Horizon 2030 Strategy and its attendant draft transformation policy was greeted with much excitement in black business circles as it heralded the dawn of a new era in the sector.

The statements by Dr Milford contained in the abovementioned article are deeply concerning. SANRAL invests approximately R20bn in our roads infrastructure annually. This investment should be used to transform the industry. Government shouldn't be apologetic about this and, in fact, those who are vehemently opposed to the policy should be warned that, this time, black business (in particular the BBCBE) is fully behind SANRAL and prepared to work with it to ensure successful implementation, including launching a spirited defence of the policy legally and otherwise.

Dr Milford's statement constitutes a threat meant to dissuade SANRAL and other supportive stakeholders from implementing the policy. In our view, the threat of 'over-constraining the market leading to price increases' has no likelihood of materialising as the industry is under continuous scrutiny as





a result of collusion. Most significantly, we believe that the market will respond positively by ensuring that companies are transformed to comply with the requirements dictated by the policy. We are already in discussion with SANRAL to ensure that measures are put in place to expose fronting and corruption in its tendering processes.

The BBCBE position is that transformation over the past 23 years has been lacklustre, which is a clear indication that policies thus far enacted have been impotent. Our view is that since those who control industry (owners of companies) have done very little to transform the industry, notwithstanding the very laws referred to earlier, we must drive efforts from the legislative/policy front by being more radical. SANRAL is setting us on course to achieve this.

Our stated objective in 2018 is to encourage other SOEs to adopt a strategy similar to that of SANRAL to fast-track transformation in the construction industry.

SANRAL requested stakeholders to make submissions for consideration in the finalisation of the policy. The BBCBE made its submission in February 2018. We trust that the cidb also made a formal submission.

Gregory Mofokeng
Chief Executive Office
Black Business Council in the Built Environment (BBCBE)

The cidb welcomes and appreciates the views of Concrete readers, as the publication's objective is to provide thought-provoking content that spurs debate. We encourage readers to put pen to paper, whether they feel we should be challenged on a viewpoint, congratulated on making a stand or, simply, if they want to start a conversation.

Engineering influencers pack the room and unpack the issues at CESA indaba



Where would you be able to rub shoulders with Eric Manchidi, President of the South African Council for the Project and Construction Management Professions; Cyril Gamede, President of the Engineering Council of South Africa and Crouse Schoeman, Manager: Construction and Maintenance Delivery Unit of the Development Bank of South Africa? Or have a chit-chat over coffee with MEC Jacob Mamabola? At the Consulting Engineers South Africa (CESA) Infrastructure Indaba.

The event, held in March in Ekurhuleni, attracted the 'who's who' and highlighted the 'what's new' of engineering in an exploration of how to 'engineer the future now'.

While some events are dismissed as talk shops, this was a 'walk the talk' of Gateway Mall proportions. And a gateway it certainly was ... to some very ambitious resolutions that will advance CESA's role in supporting the industry and promote infrastructure development.

The three-day event attracted influential built-environment delegates from all corners of the country, continuing the indaba's tradition of being well attended by decision makers. The forum this year was structured to promote open and honest debate about key issues, says CESA CEO Chris Campbell, and the presence of the MEC, who actively participated in discussions, added gravitas. 'We were able to inform the MEC of pressing issues and outline CESA's

efforts to overcome service delivery problems,' says Chris. 'He spoke openly about transformation, acknowledged the contentious issue of tendering costs and requested a memorandum of understanding between CESA and the Gauteng Department of Infrastructure Development focusing on procurement and quality of services.'

The MoU is currently being drawn up, says Chris and will aid in the fight against corruption and in the promotion of ethical leadership.

The conference laid bare other difficulties currently facing the industry, including the lull in projects from large clients such as SANRAL and ACSA, and the reduction in the public infrastructure investment budget from R300 billion a year to about R270 billion. 'Even though we appreciate the reasons for this, it is concerning that very few planning stage – and execution stage - projects are being implemented,' says





CESA hosts its Annual Infrastructure Indaba in Gauteng.

Chris. 'Consequently, we are rapidly falling behind in investing and reinvesting in infrastructure, both social and economic. This not only perpetuates lack of service delivery but hampers economic growth.

'We laud initiatives such as the Youth Employment Service (YES) but consulting and construction companies have limited opportunity to participate in these as there is very little real work being done that is a suitable training ground for interns. Instead, companies are considering retrenching some of their younger staff which exacerbates the problems such programmes are seeking to resolve.'

Chris also wants to see the notion that least-cost professional services are a saving to the fiscus revisited, accompanied by more vigorous implementation of the Standard for

Infrastructure Procurement and Delivery Management (SIPDM) to promote the delivery of high-quality professional services and investment in infrastructure. Consulting engineering services, he points out, make up only about 2% of infrastructure investment and the call for low-cost services may compromise design, implementation and later, effective operations and maintenance that account for 98% of the cost.

"... We were able to inform the MEC of pressing issues and outline CESA's efforts to overcome service delivery problems..."

Following the conference, CESA has resolved to:

- Support National Treasury planning, coordination and implementation of infrastructure development, capacitating officials and engineers to deliver value for money to achieve the targeted 30% saving in government expenditure.
- Strengthen municipal capacity and impart technical advice and support to municipalities to optimise infrastructure provision.
- Explore opportunities to participate in World Bank projects through collaboration with DBSA on project preparation, infrastructure investment, infrastructure financing (municipal and non-municipal) and infrastructure delivery and project implementation support.
- Work with the National Planning Commission and the Department of Water and Sanitation to develop innovative water infrastructure planning and delivery solutions based on new population dynamics.
- Collaborate with ECSA and the South African Black Technical and Allied Careers Organisation to improve professional registration, transformation, procurement, registration of engineering practitioners and engineering professional fees guidelines.
- Work with built-environment professionals to create an environment conducive for professions and practices to thrive, focusing on crucial industry issues and providing decisive leadership for the future.

There is a new sense of optimism about the possibility of developing partnerships with the public sector, Chris concludes. 'These partnerships will foster better understanding of the value consulting engineers bring to the development of infrastructure and draw a much-needed distinction between the services our industry offers and those of generic management consultants.'



cidb Hosts its 10th Post Graduate Conference in Port Elizabeth

TRIUMPHANT TEN for an event that's now an institution

In this age of rampant redundancy, it's a rare event that endures to celebrate its 10th anniversary.

The cidb Postgraduate Conference has not only endured, but has thrived and grows year on year.

The 'three musketeers' who took the idea from concept to congress were Spencer Hodgson, then cidb CEO, who was responsible for the initial flash of inspiration, Prof John Smallwood of the University of Port Elizabeth and Prof Theo Haupt, then of Peninsula Technikon, who happily accepted the task of planning the inaugural event.

Fifteen years on, it's appropriate to look at the rise in popularity and influence of a conference that set out as a meeting of the minds of academics, researchers, practitioners and students across different construction industry disciplines to debate issues of interest. It remains true to this objective but has become so much more.

In welcoming delegates to this year's milestone conference - held fittingly in the city of the event's birth, Port Elizabeth - the cidb explained that it had always been a platform for discussion on research on the state of the industry and an exploration of its development in the context of national infrastructure goals.

Issues in the spotlight in 2018 included transformation, innovation and new methods of studying old problems and



Recognising 10 Years of Partnership

ethics, particularly pertinent given the current tsunami of fraud and corruption.

Prof Smallwood remembers well the conference's debut in 2003. 'The early objectives were to develop and transform tertiary built-environment education in terms of academia and postgraduate research,' he says. 'The interest was immediate and the collective community tabled 34 scientific papers which were included in published proceedings.'

The momentum was maintained in the years following, with the number of papers averaging 30, before it rose to 57 for the ninth conference held in Cape Town in February 2017. That number held in 2018 when 56 papers were approved, including one each from the United Kingdom and Israel.

Over the years, the conference has contributed to knowledge creation on developmental issues in infrastructure development such as health and safety, growth of the emerging sector and impact on government procurement.

Significant has been the growth of junior academics. Many who first participated as honours and masters students are now professors, still involved in the event and encouraging their students to follow suit.

The stature of the conference is further evident in the fact that the South African Construction Project and Construction Management Professions and the Association of Quantity Surveyors award continuing professional development (CPD) points to participants.

And the event is not lauded only locally, but internationally. The eighth conference brought the first formal recognition of international participants with keynote addresses by three international speakers. Interest is evident from students and academics across the globe with participants travelling from Africa, Asia, Europe, New Zealand and the United States of America in recent years, says cidb Manager: Construction Industry Performance, Ntebo Ngozwana.

Importantly, the value of the conference lies not only in the papers presented but in the skills acquired in researching, writing and presenting the work to an audience, she adds. 'The conference has, without a doubt, enriched the construction industry's human capital,' she says. 'It has also created a potential cohort of highly skilled people who will teach future generations and research issues that will lead to the industry improving its performance, competitiveness and sustainability.'

Organiser of the 10th conference, Prof Fidelis Emuze, Associate Professor and Head: Built Environment at Central University of Technology, Free State, describes the event as a 'working example of mentorship within the notion of growing your own timber'.

'Past delegates have also enriched the industry through contract research, short learning programmes and full time employment.'

'On one hand, it has helped established researchers to train more masters and doctorate graduates,' he says. 'On the other, it has allowed past masters and doctoral graduates to become seasoned researchers in construction in their own right.'

That the conference has carved an important niche for itself cannot be argued. But continuous improvement is the name of the game, says Ntebo, and it is hoped that the future will bring stronger industry and academia partnerships, translation of research findings into learning material that will enhance contractor performance.

Prof Smallwood believes that, although the conference has made great strides in race and gender diversity of participants, more indigenous-language speakers and women are needed. Future delegates have much to look forward to, says Prof Emuze.

'Digital construction, construction simulations and emerging technologies in safety are among the issues that will shape the profile of the conference,' he enthuses. 'All of these themes will redirect both research and practice and keep the industry current and constantly striving to do better.'