

DEVELOPMENT STRATEGIES FOR CONTRACTORS & CONSTRUCTION CONSULTING FIRMS

FRAMEWORK FOR THE DRAFT CONTRACTOR AND CONSTRUCTION CONSULTING FIRMS DEVELOPMENT STRATEGY

CLIENT:



Contents

Index of Proposed Strategies, Programmes and Projects	2
1. INTRODUCTION	5
1.1. Rationale for the Development of a CDS	5
1.2. Strategy Objectives and Deliverables	6
1.3. Purpose of this report	7
1.4. Legislative and Policy Considerations	7
1.5. Methodology and Strategy Development Process	8
1.6. Translating the Proposed Solutions into a Contractor and Consulting Firm Development Strategy CFDS.....	8
2. ENABLING ENVIRONMENT STRATEGY	10
2.1. The need for an Enabling Environment Strategy	10
2.2. Programmes and Projects in the Enabling Environment Strategy.....	11
3. CONTRACTOR DEVELOPMENT STRATEGY	38
3.1. Objectives of the Contractor Development Strategy	38
3.2. Objectives of the CDS.....	38
3.3. Underlying Principles	39
3.4. Programmes and Projects in the Contractor Development Strategy	39
4. CONSULTING FIRM DEVELOPMENT STRATEGY	55
4.1. Rationale for the Consulting Firm Development Strategy (CFDS)	55
4.2. Objectives and Scope of the CFDS	55
4.3. Programmes and Projects in the Consulting Firm Development Strategy	56

Index of Proposed Strategies, Programmes and Projects

A.1.	Setting up the Institutional Framework for Contractor and Consulting Development Programmes ..	11
	
A.1.1.	Establish and approve an Institutional Framework for Construction Industry Development programmes	11
A.1.2.	Establish a Construction Enterprise Support Fund (CESF)	12
A.2.	Creating an Enabling Environment for Construction Industry Skills Development.....	13
A.2.1.	Establishment of an Advisory Committee on Construction Industry Skills (ACCIS)	13
A.2.2.	Setting up a Contractor Training Institute (CTI) incorporating a construction advice centre for contractors	14
A.3.	Preparing the local industry to meet future technological, social, economic and environmental changes	15
A.3.1.	Establish a CIC-led industry working group responsible for promoting research in construction and responding to industry trends.....	15
A.4.	Public Sector Capacity Building	17
A.4.1.	Training and capacity building within the public sector to successfully deliver projects and programmes	17
A.4.2.	Development of systems, tools and templates to guide programme and project planning.	18
A.4.3.	Supporting the transition from graduate to professional through training, mentoring and professional registration assistance.....	19
A.4.4.	Providing bursaries and internships to students contracted to the public sector.....	19
A.5.	Thought Leadership, Networking and Knowledge Exchange through Events	20
A.5.1.	Establish a regular series of workshops and seminars on the CIC's mandates.....	20
A.5.2.	Promote trade exhibitions and related events as a means of exposing local industry to new building products and technologies.....	21
A.6.	Addressing Delayed Payments and Non-Payment for Contractors and Consulting Firms.....	21
A.6.1.	Process analysis and simplification of payment processes.....	21
A.6.2.	Providing an alternative dispute resolution framework for conflicts arising from delayed payments or non-payment.....	22
A.6.3.	Training and capacity building in project/ programme planning and financial management for public sector bodies	23
A.7.	Public Sector Procurement Reform relevant to the Construction Industry	24
A.7.1.	Continuous review of the standard bidding documents, contracts and procedures to make them more relevant and appropriate	24
A.7.2.	Consideration of the adoption of electronic procurement (e-procurement).....	25
A.7.3.	Public sector demand management	26
A.8.	Develop a Gender Inclusivity Programme for the Industry.....	27

A.8.1. Develop a CIC/construction industry policy on gender discrimination and harassment and providing an inclusive working environment.....	27
A.8.2. Collaboratively develop initiatives to get more women into the construction skills pipeline and into construction careers	28
A.8.3. Facilitate conferences, workshops and seminars to drive awareness on gender-based issues in construction	30
A.8.4. Create annual awards for women in construction.....	31
A.8.5. Review procurement guidelines to include preferential consideration for women-owned entities during tendering and bid adjudication.....	32
A.8.6. Promote the establishment of support organisations for women in construction, and partner with them to address gender issues	32
A.8.7. Promote mentorship, marketing and networking opportunities for female role models and women in construction	33
A.9. Increase Private Sector Participation in the Construction Industry	34
A.9.1. Conduct research and advise government on incentives for private sector investment in construction	34
A.10. Provide Support for the Construction Materials Manufacturing Sector.....	35
A.10.1. Engage with relevant stakeholders and ministries to support the local manufacture of construction materials, plant & equipment	35
B.1. Contractor Training and Skills Development Programmes	39
B.1.1. Develop and implement accredited training and skills development programmes for contractors	39
B.1.2. Facilitate workshops and seminars on key developmental issues for contractors	41
B.1.3. Develop standard documents, templates and processes to support skills transfer between local and foreign firms.....	42
B.2. Enhancing Project Quality Performance Evaluation Programme through the CIC Register of Contractors	42
B.2.1. Develop a performance/ quality recognition scheme for contractors, incorporated into the Register of Contractors	42
B.2.2. Enhance the Register of Contractors to provide a framework for the recognition of participation in contractor development initiatives	43
B.3. Establishing a Mentoring Programme for Construction Companies.....	45
B.3.1. Establish a construction mentoring programme to provide support to participating contractors	45
B.3.2. Develop a body of knowledge and scope of services for construction mentors	46
B.3.3. Establish a framework and licensing of certified construction business support mentors ...	47
B.4. Direct and Indirect Financial Support to Finance Projects	48
B.4.1. Engage with the financial sector to develop programmes that ease access to credit for contractors	48
B.4.2. Develop funding mechanisms for contractors to purchase, hire or lease plant & equipment	49

B.5.	Standardisation of Processes and Incorporation of Best Practice	50
B.5.1.	Develop or adapt internationally recognised quality standards to improve the operations of contractors	50
B.5.2.	Develop local quality assurance standards for construction materials and develop testing facilities, in association with SWASA.....	51
B.6.	Construction Health and Safety (CH&S)	52
B.6.1.	Develop standard processes, forms and templates and adoption of best practice for CH&S.....	52
B.6.2.	Develop accredited training and skills development programmes for CH&S skills, in partnership with training institutions	53
C.1.	Consulting firm training and skills development programmes	56
C.1.1.	Develop accredited training and skills development programmes for consulting firms matched to industry skills needs	56
C.1.2.	Conduct or facilitate a regular series of workshops and seminars on key issues for consulting firms need to develop skills on.....	57
C.1.3.	Strengthen skills transfer requirements for foreign to local consulting firms	58
C.2.	Enhance the CIC Register of Contractors.....	59
C.2.1.	Develop a performance or quality recognition scheme for consulting firms on projects and record this on the Register of Contractors.....	59
C.2.2.	Enhance the Register of Contractors to recognise participation in (i) training and skills development and (ii) CPD.....	59
C.3.	Establishing a Mentoring Programme for Consulting Firms.....	60
C.3.1.	Set up a mentoring programme for consultants in the construction industry	60
C.4.	Formulate an Action Plan to promote the export of construction services to the regional market	62
C.4.1.	Develop an Action Plan for the export of construction contracting and consulting services to the regional market.....	62
C.5.	Standardisation of processes and incorporation of best practice	63
C.5.1.	Develop or adapt internationally recognised quality standards (e.g., ISO) to improve the operations of consulting firms	63
C.6.	Improving Construction Health and Safety (CH&S)	65
C.6.1.	Develop standard processes, forms and templates and adoption of best practice for CH&S specific to the construction professions	65

1. INTRODUCTION

1.1. Rationale for the Development of a CDS

The key driver towards the development of a Contractor Development Strategy for the Eswatini Construction Industry is the need to achieve the mandate and objectives of the CIC as laid out in the Construction Industry Council Act (Act No. 14 of 2013), specifically, to:

- (a) Promote the construction industry in meeting national construction demand;
- (b) Provide strategic leadership to construction industry stakeholders to stimulate sustainable growth, reform and improvement of the construction sector;
- (c) Determine and establish best practice that promotes:
 - (i) Improved industrial sustainability,
 - (ii) Improved industry performance, efficiency and effectiveness,
 - (iii) Procurement and delivery management reform,
 - (iv) Improved public and private sector delivery management,
 - (v) Positive safety, health and environmental outcomes,
 - (vi) Human resource development in the construction industry;
- (d) Promote best practice through the development and implementation of programmes and measures that improve the performance of public and private sector clients, contractors and other participants in the construction delivery process;
- (e) Promote the sustainable growth of the construction industry and the participation of the emerging enterprises; and
- (f) Implement policy on construction industry development.

It also responds to a key strategic goal of the CIC; the need to “facilitate and coordinate continuous industry development and training for enhancement of the built environment”.

Further drivers for the strategy come from a number of CIC industry reports and studies on the Eswatini construction industry over the years. Some of these are summarised below:

- A study on the effects of delayed payment and non-payment of contractors on public infrastructure projects recommended, as part of the remedial measures, that the Council develop programmes to build the capacity of contractors, especially regarding proper business management.
- A CIC-commissioned survey on skills gaps in the Eswatini construction industry found that there was a shortage of construction management and business skills in the construction, and this was largely responsible for the failure of many small and medium business in the sector. The survey recommended the development of an appropriate capacity development programme for the industry.

- A study to understand the performance and competence of local and foreign contractors found that large companies have better capability to deliver on construction works compared to small and medium-sized contractors, despite the increasing participation of the smaller entities in local construction works. Small and medium contractors suffered from a lack of business and project management skills, poor tendering skills and difficulty in working collaboratively with other contractors. These challenges were exacerbated by the lack of skills transfers from foreign to local contractors, poor payment practices especially by public sector clients, declining work opportunities and increased competition for tenders.

A review of the development issues facing construction confirm that a development strategy targeting contractors and consulting firms will be of great benefit in improving the performance of the industry. Such a strategy should focus on improving the capacity and skills of beneficiaries - especially small and medium-sized enterprises (SMMEs) - and provide an enabling environment to develop and grow the local construction industry. Specifically, the CIC-led development strategy will address the:

- Lack of capacity and skills within local contractors and consulting firms, especially the small and medium-sized contractors;
- Improve the ability of local firms to compete with larger, more experienced foreign enterprises who often have stronger financial backing, specialist skills and better capacity to deliver technologically challenging projects; and
- Grow and develop the local construction industry, improve its performance, client satisfaction and the quality of its products.

1.2. Strategy Objectives and Deliverables

The overall objective of a Eswatini construction industry strategy is to provide the framework for the CIC to:

- (a) improve the capacity and performance of local Eswatini contractors and consulting firms in the delivery of construction projects;
- (b) improve the ability of local contractors to compete with international construction firms;
- (c) facilitate the growth and development of small and medium-sized contracting enterprises and their capacity to execute work;
- (d) promote and improve the use of efficient labour-intensive methods;

- (e) promote the growth of the Eswatini construction industry; its performance on safety, health and environmental outcomes; its technological development and its ability to contribute to the country's development; and
- (f) provide specific growth and development opportunities for contracting enterprises owned by women, youth and persons living with disabilities.

1.3. Purpose of this report

This report presents the proposed strategies, programmes and projects that the CIC should facilitate or undertake in response to the challenges and constraints that impact on the industry: such as low productivity; lack of opportunities; a poor gender inclusivity record; poor performance on health & safety and environmental management; and poor quality of deliverables. In addition, the industry faces new challenges, such as growing health and safety issues, technological changes, and environmental and sustainability pressures.

In addition, there are other aspects of construction industry development that are crucial for the success of a contractor and a consulting firm development strategy, while not neatly falling under either. These have been identified and are discussed under an Enabling Environment Strategy. This document is therefore intended as a discussion document to refine and prioritise the strategies and their constituent programmes and projects, and to review the practicality, reasonableness and likelihood of success of each.

1.4. Legislative and Policy Considerations

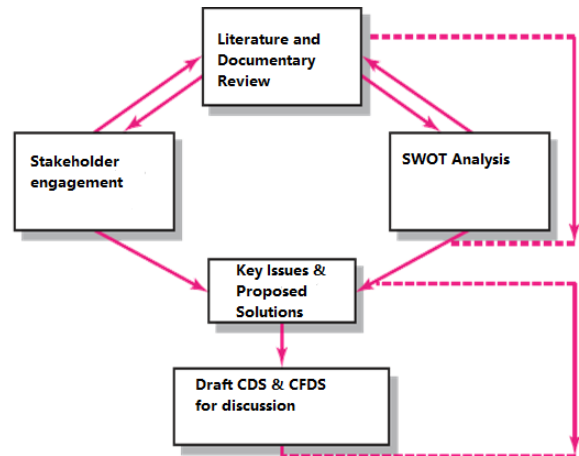
These strategies are informed by:

- i) The overarching national objectives including the Eswatini Small, Micro, & Medium Enterprise Policy, Post-COVID 19 Economic Recovery Plan, Industrial Development Policy 2015 – 2022 and the Kingdom of Eswatini Strategic Road Map: 2019 - 2022
- ii) The CIC mandate, goals, vision and mission, reflected in its CIC Strategic Plan 2020-2023,
- iii) The Construction Industry Council Act
- iv) The AESAP Act No 15 of 2013
- v) The needs and views of the Stakeholders as expressed during the development process
- vi) The Construction Industry Skills Gap Survey Report 2017
- vii) The Swaziland Professional Services and Construction Sector Strategy and Action Plan and
- viii) Contractor registration data and construction industry planned expenditure data.

1.5. Methodology and Strategy Development Process

A four-step methodological approach was employed to develop the strategies outlined in this document. This comprised:

- A review of literature and best practice on contractor development projects to identify issues facing contractors and consultants, how these were addressed in the various countries and to guide stakeholder engagement
- A Strengths, Weaknesses, Opportunities and Threats (SWOT) of the local construction industry to identify focus areas for development, as determined by research, policy and strategy documents
- Key stakeholder engagements through questionnaire surveys and semi-structured interviews.
- Distillation of the key issues and proposed solutions and the development of draft strategies for discussion



The outcomes of the review and stakeholder engagement were then compiled into these draft strategies, which provide recommendations on how industry will address current challenges facing contractors and consultants.

1.6. Translating the Proposed Solutions into a Contractor and Consulting Firm Development Strategy CFDS

The solutions identified from the stakeholder engagement, literature review and SWOT Analysis address a range of issues afflicting the industry. For effective implementation, it is recommended that a three-pronged strategic approach be adopted (Fig. 1), structuring industry development strategies along the two primary stakeholder groups (contractors and consultants) supported by an overarching industry development strategy. The three strategies may be implemented, evaluated and refined separately although they have many interdependencies and linkages. These three strategies are the:

- (i) Enabling Environment Strategy for Construction Industry Development,
- (ii) Contractor Development Strategy, and

(iii) Consulting Firm Development Strategy

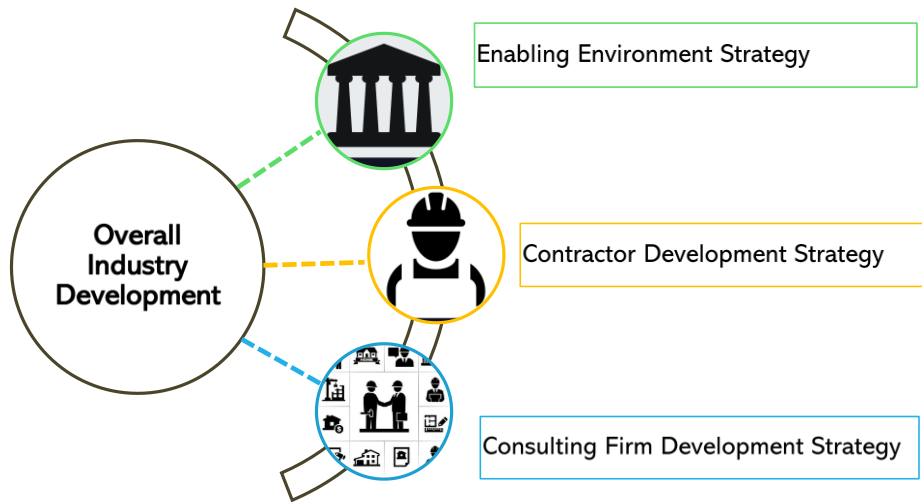


Fig. 1: The three-pronged strategic approach to construction industry development

Under each of these strategies, programmes will group together specific projects designed to achieve high-level objectives for the industry, for example, improvement in contractors' skill levels. Some programmes and projects may cut across strategies, and it is expected that they will be designed to maximise synergies in these instances.

The proposed strategies, their constituent programmes and the specific projects within the programmes elaborated in detail in the sections that follow and are summarised and prioritised in Table 4 in Section 5.

2. ENABLING ENVIRONMENT STRATEGY

2.1. The need for an Enabling Environment Strategy

The review of literature, analysis of the Eswatini construction industry and stakeholder engagements all confirm the need for interventions to develop the Eswatini construction industry, guided by development strategies for contractors and consulting firms. Such strategies would address the challenges that these two stakeholder groups face to improve their performance, in support of overall construction industry development. However, as has been noted in previous studies on contractor development, improving skills amongst contractors and consulting firms does not solve all capacity challenges as there are often other construction industry issues not necessarily linked to capacity and skills that have to be addressed. There are elements of the operating environment that can be directly addressed by contractor and consulting firm development strategies, but there are also other industry issues that are beyond the control of these strategies and - despite this - will have a significant impact on their success.

There is therefore need for interventions that provide an enabling environment for contractor and consulting firms which will address existing inefficiencies in the industry, address the major constraints hampering business development, facilitate access to necessary services and create a level playing field for all participants. These primary interventions will greatly improve the chances of contractor and consulting firm development. Table 1 below illustrates the need for an overarching strategy to address issues that affect the environment in which contractors and consulting firms work.

Table 1: Addressing performance gaps by creating an enabling environment

Challenges facing contractors and consulting firms		
Challenges that can be addressed through contractor skills and capacity development	Challenges that can be addressed through consulting firm skills and capacity development	Challenges that need to be addressed by creating an enabling environment
Examples: <ul style="list-style-type: none"> • Training in business management, construction management • Skills development, training in construction technology and management 	Examples: <ul style="list-style-type: none"> • Training and skills development in professional development • Performance and quality recognition schemes 	Examples: <ul style="list-style-type: none"> • Ensuring equitable & transparent procurement systems • Addressing delayed payments • Addressing lack of continuity of work

Adapted from: International Labour Organization (2019)

A number of the issues that hinder the performance of the Eswatini construction industry will need to be addressed at this 'enabling environment' level. These include:

- a) Setting up institutional framework to maximise the chances of successful development strategies for contractors and consulting firms;
- b) Preparing the local industry to meet future technological, social, economic and environmental changes;
- c) Building the capacity of the public sector to plan, manage and implement sustainable programmes and projects;
- d) Driving thought leadership, knowledge exchange and networking through conferences, seminar, trade shows and conventions;
- e) Developing measures to addressing the issue of delayed payments and non-payment to contractors and consulting firms;
- f) Improving public sector construction procurement processes and practices; and
- g) Developing a gender inclusivity programme for the industry

The above and other interventions that are necessary to improve the environment in which Eswatini consulting firms and contractors operate are discussed in greater detail in the section below.

2.2. Programmes and Projects in the Enabling Environment Strategy

A.1. Setting up the Institutional Framework for Contractor and Consulting Development Programmes

A.1.1. Establish and approve an Institutional Framework for Construction Industry Development programmes

The CIC and its parent Ministry, the Ministry of Public Works, should establish and approve an institutional framework for construction industry development programmes as a framework to improve the delivery of support to construction enterprises (contractors and consulting firms). This involves the setting up a single policy co-ordinating body as an institutional structure for construction enterprise support, under the CIC with the Ministry of Public Works possibly the secretariat. Chaired by the Minister of Public Works, the policy co-ordinating body will operate as an oversight body comprising of various ministries, private sector representatives, as well as including the existing enterprise support agencies. Its purpose would be to agree on strategic objectives for construction and consulting firm enterprise development, especially on long-term goals for the sector and on the budget for SME support programmes. Thereafter, the body will approve a comprehensive policy design that:

- provides a transmission chain of various policies impacting on the construction sector

- an overall co-ordination and implementation of support measures targeting the construction sector; and
- give CIC a coordinating mandate of such across ministries and agencies

In the roll-out of the framework, CIC will then give effect to the policies and objectives set by the co-ordinating body support through:

- designing and co-ordinating the development programmes outlined below, including the monitoring of allocated budgets in various ministries and agencies, administration of the allocated centralised budget and the selection of appropriate providers through project-based tenders;
- collecting and disseminating market information, including monitoring and assessment of SME needs and support programmes; and
- gathering and provision of information on existing support schemes to the construction sector.

The institutional framework should recognise the various agencies that are already supporting the sector, and the agencies that should implement contractor and consulting firm development as a government-wide policy on behalf of the government. It should mandate the CIC to co-ordinate its activities with other stakeholders involved in the provision of such programmes.

Lead Organisation	Ministry of Public Works & Transport (MoPW&T)
Other stakeholders	<ul style="list-style-type: none"> – Ministries of <ul style="list-style-type: none"> ○ Finance ○ Commerce, Industry & Trade ○ Natural Resources & Energy ○ Housing & Urban Development ○ Tinkhundla Administration ○ Education & Training ○ Labour & Social Security ○ Economic Planning & Development – CIC – AESAP, ECA¹
Implementation period	3 – 9 months
Expected outcomes	Improved coordination amongst major industry stakeholders in developing the industry

A.1.2. Establish a Construction Enterprise Support Fund (CESF)

The main objective of the CESF will be to fund the scope of business development services and activities proposed in this strategy document. Primarily, the CESF will fund training and skills

¹ Eswatini Contractors Association (ECA)

development initiatives for identified persons in contractors and consulting firms. It will also ensure and enlarge access to credit resources for construction enterprises – both contractors and consulting firms – and may later be extended to artisans and materials suppliers. Here, the CESF can play an important role in supporting construction enterprises by providing financial support in the form of:

- Bridging finance,
- Credit for building materials,
- Project implementation support, and
- Facilitating performance guarantees and construction-related insurance.

Funding for the CESF itself will be sources from several sources, the Government through the Ministry of Public Works, the CIC through its own revenue, donor organisations and the private sector.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – MoPW&T – Ministry of Finance (grant funding) – AESAP, ECA
Implementation period	6 – 12 months
Expected outcomes	Increased funding for contractor development and industry innovation

A.2. Creating an Enabling Environment for Construction Industry Skills Development

A.2.1. Establishment of an Advisory Committee on Construction Industry Skills (ACCIS)

Partnership between the public and private sectors is crucial if the industry is to identify and address the critical skills shortages and capacity shortcomings that hamper performance. This premise underpins the formation of a broad-based Advisory Committee on Construction Industry Skills (ACCIS) which should incorporate members from key stakeholder groups and relevant Government departments.

The CIC should set up the ACCIS, appoint its members and provide it with executive and co-ordinating capacity. Its main purpose is to conduct studies and advise on skills needs, demand and supply and remedial interventions to address gaps within the established Eswatini contractor grouping. A recommended seminal output from the ACCIS is a Skills Development Framework for the Eswatini construction industry, which should guide the acquisition of skills in the sector.

It is envisaged that the advisory committee will have achieved its purpose when it hands over responsibility to CIC to formalise its recommendations. However, the body should also have an oversight role in the implementation and monitoring of the industry skills development framework, and recommend changes to the approach and focus if necessary.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - DIVT, ECOT, VOCTIM, UNESWA - AESAP, AESAP, EAAES, EAICC - ECA - Public clients - Private clients - Royal Science & Technology Park - ESEPARC² - Individual subject matter experts
Implementation period	6 - 9 months
Expected outcomes	Accurate identification of required industry skills needs

A.2.2. Setting up a Contractor Training Institute (CTI) incorporating a construction advice centre for contractors

The CIC should explore the feasibility of setting up a Contractor Training Institute (CTI) incorporating a construction advice centre for contractors, in collaboration with existing training institutions within Eswatini and other relevant institutions within SADC countries.

This project is dependent on a well-established entity to offer training within the articulated areas. Preferably, the existing Ministry of Public Works & Transport Training Centre could be converted or upgraded into a training academy. However, if this is not feasible the CIC should collaborate with established vocational training centres and educational institutions to set up the CTI, which would then offer training and certification in the trades; and certificate programmes for other skills for example logistics, resource management in construction, business administration, construction supervision, and construction management. The Singapore model provides a good example of how such an institute and its programmes can be structured.

The programme offering may cover academic programmes, workshops, seminars and executive programmes in partnership with established universities, chartered institutes such as the Chartered Institute of Builders (CIOB) and deliver construction industry leadership programmes to develop the managerial and technical competencies of the industry leaders across government and private sector. The CTI can also opt to locate a demonstration centre for construction technologies and a construction hub to house amongst industry practitioners, industry associations, etc so as to

² Eswatini Economic Policy Analysis and Research Centre

facilitate better interaction and connectivity amongst players. (NB: the CTI will not be the only provider for the training programmes).

Lead Organisation	MoPW&T
Other stakeholders	<ul style="list-style-type: none"> - CIC - DIVT, ECOT, VOCTIM, UNESWA - ACCIS
Implementation period	3 – 5 years
Expected outcomes	<ul style="list-style-type: none"> - Increased training capacity in the industry - Increased skills levels in the industry

A.3. Preparing the local industry to meet future technological, social, economic and environmental changes

A.3.1. Establish a CIC-led industry working group responsible for promoting research in construction and responding to industry trends

To prepare the local industry to meet the technological, social, economic and environmental challenges of the future, it will be necessary to scan the environment and track related developments that will impact on construction. Thereafter, the most relevant ones should be identified and prioritised, and the CIC can then position contractors and consulting firms to respond accordingly. An initial scan has highlighted the developments worth tracking and responding to, which include:

- The need for more sustainable construction practices - in line with development in other industries – that use natural resources more wisely and reduce greenhouse gas emissions
- Increasing need to be responsive to consumers and customer-centric, as consumers of construction become more demanding of convenience, innovation and value-for-money;
- The technology revolution and increasing spread of digitalisation, which will influence the work processes in construction. These include automation, 3D printing, the Internet of Things and software such as Building Information Modelling (BIM).
- The need to respond to COVID 19 and the ensuing economic crisis, by changing work processes to address CH&S, supporting more remote working and building more resilient supply chains
- Increasing urbanisation leading to the need for more responsive, innovative solutions that are cost effective for housing and infrastructure, where significant growth in demand is expected
- The shift to private sector funding for housing and infrastructure, as fiscal challenges limit the public sector’s ability to fund projects. Contractors and consultants are increasingly providing a wider service in response, which include project identification

and feasibility, preparation and packaging, soliciting funding and operating infrastructure and facilities.

- More industrial construction; a shift to emphasise sustainability and green building; the use of more innovative building materials and construction methods; a greater focus on customer needs driven by technology; a higher rate of firm consolidation and internationalisation; and improved productivity, efficiency and quality measures.

It is therefore proposed that the CIC should spearhead the formation of an Industry Foresight Working Group, either as an internal unit or a representative working group from industry, which will be responsible for scanning the external environment, identifying and responding to trends shaping the industry, and promoting research in construction. Part of the Foresight Working Group’s mandate will be to establish a “network of institutions in the public and private sectors whose activities and interactions initiate, import, modify and diffuse new technologies”³ into the construction industry. It should also determine the feasibility of establishing a Built Environment Technology Centre, with associated physical premises and adequate resourcing, to carry out research and support the implementation of innovation projects, technology transfer implementation and support to emerging technological solutions. This will help also in the introduction of standards across the sector.

Through the CESF proposed in section A.1.2 above, the foresight group should also solicit funding for the above-mentioned research, development and technological activities performed within the framework of implementing innovative projects. This includes finances for work on establishing and developing scientific and technical production, and providing public financial support for innovative projects

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – DIVT, ECOT, VOCTIM, UNESWA – AESAP, EAAES, EAICC – ECA – Public and private sector clients – RSTP⁴ – ESEPARC – Individual subject matter experts
Implementation period	12 - 36 months
Expected outcomes	<ul style="list-style-type: none"> – Accurate identification of future industry skills needs, opportunities and threats – Improved competitiveness and efficiency in the industry

³ Hlophe, T. G and Dlamini, T. S. (2018) Mapping the National System of Innovation in Eswatini, African Review of Economics and Finance, Vol 10 Issue 2, pp 10 - 43

⁴ Royal Science & Technology Park

A.4. Public Sector Capacity Building

Most public sector bodies have limited capacity to plan and develop multi-year programmes and to plan, oversee and supervise contracts. This is exacerbated by difficulties in attracting and retaining suitably qualified staff, loss of institutional knowledge because of high levels of staff turnover, unsatisfactory career paths and difficulties in aligning skills to service delivery demands and technological advances.

In response, the following interventions are proposed to strengthen capacity in the public sector.

A.4.1. Training and capacity building within the public sector to successfully deliver projects and programmes

The poor delivery of public infrastructure and construction projects - characterised by cost overruns, time overruns, quality issues and budget under-spending – has been attributed in part to poor planning and project oversight in the public sector. This is in turn caused primarily by insufficient skills in the public sector, and lack of standard processes to guide planning and implementation.

The introduction of training and skills development programmes in project planning, programme planning and project management for public sector clients is aimed at addressing this issue. It requires that skills audits be carried out in the different branches of government (national, local, state-owned enterprises, etc.), a profile of the necessary skills is developed and thereafter capacity building programmes are designed to ensure the right skills and knowledge within the government to plan for, manage and develop programmes and projects.

The initiative will adopt a multi-pronged approach broken down into short-term, medium-term and long-term phases that includes:

- Reviewing public sector programme/ project planning and implementation to identify deficiencies;
- Conducting needs analyses, identifying skills development needs and developing a responsive capacity building approach for each government institution;
- Developing public sector professional skills courses in partnership with stakeholders and carrying out training;
- Developing or adapting systems, tools and templates for public sector programme/ project planning and implementation (see section A.4.2); and

- Integrate public sector training and capacity building with current and new systems, tools and templates.

This public sector training and capacity building initiative mirrors, and has strong synergies with, policy initiatives in the Kingdom of Eswatini Strategic Road Map: 2019 that seek to:

- (i) Optimise capital project prioritisation and budgeting;
- (ii) Conduct audits on capital project delivery; and
- (iii) Improve management & delivery of projects.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – DIVT, ECOT, VOCTIM, UNESWA – SWASA⁵ – AESAP, EAAES, EAICC – Ministry of Finance – Strategic Ministries and public sector clients – Municipalities – EPPRA⁶
Implementation period	9 months – 10 years
Expected outcomes	Improved project planning and delivery skills for the public sector

A.4.2. Development of systems, tools and templates to guide programme and project planning

In addition to the skills development referred to above, there is also need to develop standardised processes, tools and templates to guide project and programme delivery management in the public sector. This involves the development of a planning, procurement and delivery system that ensures value for money, supports multi-year programme and project planning, and minimises corruption and inefficiencies. The system should be accompanied by tools and templates that standardise programme and project management across the public sector and can even be adopted by the private sector.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – MoPW&T – Ministry of Finance – AESAP, EAAES, EAICC – SWASA – ECA – Strategic Ministries and public sector clients – EPPRA
Implementation period	6 – 24 months
Expected outcomes	Improved efficiency and quality in public sector project and programme

⁵ Eswatini Standards Authority

⁶ Eswatini Public Procurement Authority

A.4.3. Supporting the transition from graduate to professional through training, mentoring and professional registration assistance

There are two aspects to the shortage of professional skills within the public sector. One is the low number of professionals attracted to, and retained in, professional positions in government. The other aspect is the lack of professional development, mentorship and professional registration opportunities amongst employed professionals in the public sector. Public sector capacity building should therefore put in place measures to ensure that professionals in the public sector received the necessary mentorship and support to achieve registration with the professional bodies.

This initiative envisages that the following actions be taken:

- Identification of entry-level and candidate professionals to be tracked and supported through mentoring and professional development, until they are registered;
- Identification of mentors, primarily from retired persons, to support the young professionals in their candidacy period to ensure professional registration and facilitation of training on relevant professional competencies;
- Partnerships between government organs, professional associations and institutions of higher education to develop service delivery skills amongst government employees; and
- The introduction of a grant by the Ministry of Finance to be provided to government institutions for the above activities.

Lead Organisation	CIC/ AESAP
Other stakeholders	<ul style="list-style-type: none"> – Ministry of Finance – EAAES, EAICC – Strategic Ministries and public clients – Municipalities – DIVT, ECOT, VOCTIM, UNESWA
Implementation period	3 – 10 years
Expected outcomes	Increased capacity in the public sector to delivery projects and programmes

A.4.4. Providing bursaries and internships to students contracted to the public sector

To address the shortage in numbers of professionals in the public sector, it is proposed that the CIC spearhead a bursary initiative for EmaSwatini that offer funding to learners studying at any public institution of higher learning in the country. Internships can thereafter be offered within the public sector to any graduates that have completed their qualifications but need work experience.

The offering of bursaries and internships to contracted students would require that the beneficiaries then work for the public sector for a specified period. Allied with the initiative to encourage professional registration amongst public sector professionals, this should drive the numbers of skilled and registered persons within government to a level that supports project delivery. The extent to which bursaries can be provided will rely on the funding available, but it is recommended that they at least cover tuition and fees, and thereafter books, living and transport if possible.

Lead Organisation	CIC/ AESAP
Other stakeholders	<ul style="list-style-type: none"> – Ministry of Finance – Strategic Ministries and public clients – Municipalities – DIVT, ECOT, VOCTIM, UNESWA
Implementation period	3 – 10 years
Expected outcomes	– Increased capacity in the public sector to delivery projects and programmes

A.5. Thought Leadership, Networking and Knowledge Exchange through Events

A.5.1. Establish a regular series of workshops and seminars on the CIC’s mandates

Building on the existing CIC stakeholder workshops, a regular series of informative CIC workshops and seminars should be at regular intervals as part of a well-communicated calendar. The objectives of the Workshops would be:

- i. To create awareness on the aims, objectives, functioning, status and progress of the CIC’s mandates, including the registration of contractors and consultants;
- ii. Address and provide guidance on any developmental issues, such as the Construction Health initiatives proposed elsewhere in this report;
- iii. Facilitate consultation and engagement and solicit stakeholder feedback on key industry challenges and on the CIC’s mandates,
- iv. Develop new programmes and initiatives, based on the feedback and inputs received at the Workshops, and explore shared goals and possible avenues for partnership,

As far as possible, the Workshops should be face-to-face, which will facilitate two-way communications and aid in networking amongst stakeholders.

Lead Organisation	CIC
Other stakeholders	AESAP
Implementation period	3 – 12 months
Expected outcomes	Better stakeholder engagement and feedback, improved skills levels in the industry

A.5.2. Promote trade exhibitions and related events as a means of exposing local industry to new building products and technologies

Trade shows and exhibitions are an effective way to introduce new products and services, technologies, manufacturers and suppliers to the local industry. They also provide an opportunity to network amongst industry members, which is especially important for small and women-owned contractors and consultants seeking opportunities. Promoting trade shows (where goods and services are exhibited and demonstrated to other businesses in the industry) and exhibitions (where goods and services are exhibited and demonstrated to the public) will give local manufacturers an opportunity to showcase their products and expose the local industry to new products and technologies. They also provide an opportunity for the CIC to generate much-needed revenue for its development efforts.

The CIC should therefore identify and work with potential event organisers, local manufacturers and BMSA to promote construction trade shows and exhibitions. In this instance the CIC's role would be facilitation between organisers, government, local industry and exhibitors, and participation in such events where appropriate.

Lead Organisation	CIC
Other stakeholders	BMSA
Implementation period	3 – 10 years
Expected outcomes	Expose local industry to new development and improve knowledge and skills levels

A.6. Addressing Delayed Payments and Non-Payment for Contractors and Consulting Firms

The following measures are suggested to address the critical issue of delayed payments or non-payment by public sector clients, which has a significant and adverse impacts on the contractors and consulting firms. Recommendations will be made to address the practice in private sector, based on an assessment of the success of these measures.

A.6.1. Process analysis and simplification of payment processes

Inefficient processes for the processing of public sector payments and onerous documentary requirements for contractors and consultants have been identified as some of the main constraints to prompt payments. There is also a perceived lack of uniformity amongst processes from one public sector client to another, and the payment systems are seen as complicated in terms of steps, personnel involved and checks and measures. This leads to an unwarranted amount of time spent navigating the process.

The suggested solution relies on the following actions to be adopted, driven by the CIC:

- i. Finalise and issue the in-progress Situation Paper on Late/Non-Payment to Contractors as a guideline document for industry and stakeholders;
- ii. Streamlining the approval processes so that there is a quicker turnaround time. This would require that the CIC undertake an analysis of payment processes in the public sector to:
 - a. Combine or reduce the number of activities that need to be undertaken to process a payment;
 - b. Breaking down hierarchical relationships and reducing inter-organisational transactions;
 - c. As much as is possible, standardise payment processes while still maintaining sufficient flexibility to cater for the unique needs of each organisation; and
 - d. Establish a single point of contact in public sector bodies, to be specified in contract information for all projects, responsible for issues relating to contractor/consultant payments and if any party should want to follow up on a payment or query any issue.
- iii. Providing the necessary tools and training to public sector professional staff to facilitate prompt payment; and
- iv. Increasing the number of project management and site inspection staff, which would reduce the time taken to certify the payments.

Lead Organisation	CIC
Other stakeholders	Ministry of Finance Ministries and public clients SWASA ECA AESAP, EAAES, EAICC EPPRA DIVT, ECOT, VOCTIM, UNESWA
Implementation period	3 months – 5 years
Expected outcomes	– Better understanding of key issues affecting payment – Increased efficiency, stakeholder satisfaction in contractor payment

A.6.2. Providing an alternative dispute resolution framework for conflicts arising from delayed payments or non-payment

Alternative Dispute Resolution (ADR) procedures - such as arbitration, conciliation, adjudication, expert determination and mediation - provide a quicker, simpler and more efficient way of resolving disputes such as delayed payments or non-payments in construction. They avoid many of the legal and procedural complexities that are inherent in mainstream court processes, and they also improve working relationships between parties by creating a better business environment after the disputes. In the specific environment of the Eswatini construction industry,

they would alleviate concerns that many constructors and consultant have expressed, that of being labelled as 'litigious' or 'problematic' firms and creating a negative future working environment with government, the most important client. Most consultants and contractors also regard litigation as ineffective in securing payment for professional services and construction work done.

The CIC should therefore:

- (i) Consider the development of an ADR Framework for Disputes in the Construction Industry. Such a framework would include the:
 - a. Streamlining of contractual references to ADR in all standard forms of contract, and the development of standards in any instance where standard contracts do not contain such clauses;
 - b. Identification of changes that need to be made to the procedures, institutional frameworks, and if necessary, legislation to allow for the full adoption of ADR by parties;
 - c. The establishment of an ADR Centre of Excellence to provide training, review and update mechanisms on ADR in construction, and to promote the use of this channel to resolve payment issues.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – CMAC⁷ – Strategic Ministries and public clients – Municipalities – ECA – AESAP, EAAES, EAICC – EPPRA – Law Society of Swaziland – Business Eswatini, SEDCO, – DIVT, ECOT, VOCTIM, UNESWA – Local ADR experts
Implementation period	3 – 5 years
Expected outcomes	Better dispute resolution leading to increased project cost and time performance

A.6.3. Training and capacity building in project/ programme planning and financial management for public sector bodies

As part of the public sector training and skills development project outlined in section A.4.1 above, the CIC should also facilitate the provision of training and capacity building to public sector

⁷ Conciliation Mediation & Arbitration Commission

officials in project & programme planning and financial management to facilitate prompt payments.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – DIVT, ECOT, VOCTIM, UNESWA – SWASA⁸ – AESAP, EAAES, EAICC – Ministry of Finance – Strategic Ministries and public sector clients – Municipalities – EPPRA⁹
Implementation period	9 months – 10 years
Expected outcomes	Improved project planning and delivery skills for the public sector

A.7. Public Sector Procurement Reform relevant to the Construction Industry

A.7.1. Continuous review of the standard bidding documents, contracts and procedures to make them more relevant and appropriate

A frequently recurring issue for contractors, and in particular small contractors, is the complexity of the tendering process and the large number of mandatory documents required, such as company financial statements, tax compliance documents, and other government compliance documents. In addition, the processes of pre-qualification, tender submission, tender evaluation and award are also not well understood. This then rules out a number of contractors from bidding because of administrative non-compliance, limiting opportunities especially for small and inexperienced firms.

A further consideration is the lack of agreement, and uniform guidelines on preferencing for women-owned firms, local/regional firms and youth-owned firms. While it is acknowledged that there is need to provide enhanced opportunities for these three groups, without centralised guidelines it would be difficult to implement such preferencing in a fair, transparent and accountable manner.

To address this challenge, the CIC should:

- (i) Initiate a once-off review of the standard bidding procedures, bidding documents and requirements before contracts are signed to:

⁸ Eswatini Standards Authority

⁹ Eswatini Public Procurement Authority

- a. ensure that they are not too complex, onerous, or expensive for the type of construction works envisaged, but still allow clients to assess minimum resources required of the successful contractor to deliver the project,
 - b. ensure that quality and other non-price criteria are given sufficient consideration;
 - c. synchronise bidding processes and rules across organisations such that these rules are in line with one another and not contradictory, and
 - d. improve processes and procedures;
- (ii) Schedule, in conjunction with the Eswatini Public Procurement Regulatory Agency (ESPPRA), regular reviews of the standard bidding procedures, bidding documents and requirements after predetermined periods; and
- (iii) Invest in training and capacity building in all areas of construction procurement for public sector organs.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – EPPRA – SWASA – Ministry of Finance – AESAP, EAAES, EAICC – ECA – Strategic Ministries and public clients – Municipalities
Implementation period	6 – 24 months
Expected outcomes	<ul style="list-style-type: none"> – Improved ability of SMME and other target contractors to compete and grow – Improved industry performance resulting from the selection of more appropriate contractors

A.7.2. Consideration of the adoption of electronic procurement (e-procurement)

The application of electronic procurement (e-procurement) has been a rising trend in governments globally over the last decade, as part of the wider efforts to provide services efficiently and effectively. E-procurement refers the centralised use of information by government to conduct procurement relationships with suppliers and contractors for the procurement of works, goods, and services required by the public sector¹⁰. It aims to:

- improve governance and accountability through the help of easily monitored and accessible procedures, and more transparent and efficient information flows;
- increase efficiency through standardization, streamlining and integration of processes, the reduction of administrative costs and processing times; and

¹⁰ World Bank (2004) Electronic Government Procurement – Roadmap, Procurement Harmonization Project of the Asian Development Bank, Inter-American Development Bank and World Bank, Geneva

- promote competition by allowing wider access to information, thereby reducing the costs of goods and services procured.

Many governments worldwide have successfully adopted e-procurement systems across the full procurement cycle (from needs identification and analysis; market profiling; market engagement and solicitation; evaluation, negotiation and contracting; service delivery and performance management to contract closure). According to the World Bank, Eswatini is ready for implementation of an e-procurement system and is currently developing an e-procurement strategy for government which will guide the development of such a system. Regulations to implement the Public Procurement Act 2011 have recently been promulgated. This provides an opportunity for the CIC to explore the establishment of an e-procurement systems across the full construction procurement cycle. Because of the significance of construction expenditure in the country, this offers the potential of great cost savings and efficiencies in the delivery of government services. It is also likely to reduce the occurrence of corruption and fraud, which has repeatedly been identified as a key challenge facing contractors and consultants.

The CIC should therefore:

- Initiate investigations, in conjunction with the ESPRA to explore the viability of an e-procurement system for the entire construction procurement cycle, including an identification of the probable enabling and inhibiting factors for e-procurement adoption in Eswatini government organisations.
- If feasible, work with the relevant stakeholders to implement such a system.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – EPPRA – World Bank – Ministry of Finance – Strategic Ministries and public clients – Municipalities
Implementation period	1 – 2 years
Expected outcomes	Improved industry efficiency and reduced corruption through the selection of more appropriate contractors

A.7.3. Public sector demand management

The construction industry is prone to economic cycles characterised by booms and downturns in activity. The cycles are driven by underlying economic conditions – incomes, interest rates, and even demographics – and peak periods often result in increased entrants into the industry, high employment and high margins. Troughs in the cycle are evidenced by marked declines in construction activity, a high number of insolvencies, retrenchments, low employment and loss of skills as many firms and experienced staff exit the industry.

As the cyclical nature of the industry is responsible for a substantial loss in capacity and competence, the CIC should address this by:

- i. Developing the capacity within the CIC (either internally or by commissioning external capacity) to:
 - a. Address infrastructure demands in line with overall national developmental imperatives to facilitate progress.
 - b. Determine expected trends in demand in the Eswatini industry and credibly forecast demand for construction goods and services;
 - c. Assess this against current and future needs in desired infrastructure and buildings to meet the government’s objectives needs;
 - d. Aggregate demand to manage the supply of the construction services by the downstream supply chain participants; and
 - e. Advise government of the need to increase or decrease investment in the industry accordingly in order to proactively manage demand and flatten out the construction cycle, and link such advice to the budget.
- ii. Develop the training - and the tools, systems, processes - to ensure that public sector investment decisions are well-considered, feasible and there is adequate funding for such investment. This includes training in needs assessments, options analyses, cost benefit analyses, expenditure analyses and ensuring value for money is achieved.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – EPPRA – Ministry of Finance – Ministry of Economic Planning & Development – ESEPARC
Implementation period	3 – 5 years
Expected outcomes	Grow the size of the local construction industry and support growth of enterprises

A.8. Develop a Gender Inclusivity Programme for the Industry

A.8.1. Develop a CIC/construction industry policy on gender discrimination and harassment and providing an inclusive working environment

Women in construction face a number of well-documented barriers to full participation, including personal safety and security on site, negative socio-cultural norms, physical and sexual harassment, lack of dedicated amenities, prejudice in hiring processes, unfair division of labour, and lack of professional promotions amongst others. The generally negative working environment is mainly a result of entrenched attitudes from a male-dominated workplace and cultural environment. It is slow to change in part because of the lack of specific guidance for employers and male workers on how to provide a level and conducive working environment for women.

In response, the CIC can readily address this by:

- (i) Developing a construction industry policy on gender discrimination, harassment and providing an inclusive working environment. This would give guidance to employers and workers on:
 - a. Providing equipment, site facilities, amenities, and adequate working environment infrastructure appropriate for women;
 - b. Identifying jobs which women can comfortably carry out, and the induction and integration of women in the workplace to avoid polarisation;
 - c. Identifying, responding to, and providing an environment where women can safely report any insecurity, discrimination or harassment experienced in the workplace; and
 - d. Accentuating the positive impacts of diversity on the construction workplace.
- (ii) Implementing, monitoring and evaluation the performance of this policy.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – Gender Coordination Unit – WomEng
Implementation period	6 – 12 months
Expected outcomes	Approved Construction Industry Policy on Gender that encourages increased participation of women in the industry

A.8.2. Collaboratively develop initiatives to get more women into the construction skills pipeline and into construction careers

Efforts to attract women into the construction industry as contractors and as professionals face the key challenge of the construction industry’s poor image and perception amongst women of all ages. Poor working conditions for women (such as the lack of amenities for women on sites, misogynistic culture amongst workers, lack of suitably tailored PPE for women, lack of protection during maternity leaves, etc.), are prime reasons behind the slow uptake of contracting as a career choice. While more women enter into the consulting side of the value chain, there are still obstacles such as lower levels of access to education; lower uptake of science, technology and mathematics (STEM) subjects in school; lower access to good mentors and mentorship programmes; and barriers arising from socialisation practices, educational experiences, family roles, and networking.

To address this, a long-term effort is needed led by the CIC which will drive the following interventions:

- (i) Assign a champion for diversity and inclusion within the organisation to run the recommended programmes below on gender inclusivity.
- (ii) Provide support to recent graduates/ young professionals to register in their profession and develop a career path, by:
 - a. Encouraging experiences women professionals to volunteer as mentors, develop mentorship workshops and carry out candidate and mentor profiling; and
 - b. Publicise mentor-candidate success stories, and career success stories profiling registered persons
- (iii) Support female students in tertiary level institutions taking construction-related courses, by:
 - a. Tracking information female student enrolment and graduation numbers, and identifying ways to raise both;
 - b. Youth activation programmes to promote construction careers, create awareness of registration/ career paths, and addressing perceptions of gender bias;
 - c. Looking at providing bursaries/ scholarships to targeted students who lack the financial resources;
 - d. Establish student chapters/ forums for young professionals to provide a platform for students, candidates, graduates and recently registered young professionals to address matters concerning young professionals; and
 - e. Sponsor awards for students at universities with specific awards targeting female students
- (iv) Expose female students in secondary schools to construction career options and the need for selecting STEM subjects, through:
 - a. The development of promotional materials including career booklets, videos to be distributed to schools on DVD, online, etc.;
 - b. Participation in school career fairs (and the conceptualisation of such where these do not exist) and targeting of female students at such fairs;
 - c. Facilitating school-level competitions amongst high school learners;
 - d. Development of websites with information geared to young learners; and
 - e. Looking at providing bursaries/ scholarships to targeted students

Many of the above interventions are already in being carried out by various role players in Eswatini, therefore engagement with these stakeholders will be a crucial first step in this initiative.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - AESAP - ECA - Gender Coordination Unit - WomEng - Ministry of Education & Training - DIVT, ECOT, VOCTIM, UNESWA
Implementation period	1 – 5 years
Expected outcomes	Increase the participation of women in construction

A.8.3. Facilitate conferences, workshops and seminars to drive awareness on gender-based issues in construction

Raising awareness is a key component of the efforts to achieve higher women participation in construction and consulting. It will therefore be necessary to create opportunities where clients, employers, fellow workers and other stakeholders can be informed on gender-related issues and the benefits of promoting increased participation.

The CIC should therefore:

- (i) Promote workshops and seminars in order to facilitate dialogue and discussion on creating a more inclusive construction industry. Such events will:
 - a. Bring together leading players in the sector to find ways to address challenges and accessibility in the industry and amplify the role of women in construction.
 - b. Serve as networking structures for women in industry, and help the CIC develop a more responsive mandate and programme of action for gender inclusion.
- (ii) Publicise the participation and achievements of women in construction through workshops and seminars, and thus promote the industry to women.
- (iii) Develop the concept for an annual 'Women in Construction' Conference or Summit and seek partnerships to actualise the event. The Conference or Summit should have, as its objectives:
 - a. Stimulating high-level deliberations on gender mainstreaming, challenges to more inclusive participation in the industry, the role of women in construction and infrastructure, and proposals for the way forward
 - b. Promoting mentorship, marketing and networking opportunities for women in construction and stakeholders such as the public sector, clients, financial institutions, training institutions, etc.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – Gender Coordination Unit – WomEng – ECA – AESAP, EAAES, EAICC
Implementation period	1 – 5 years
Expected outcomes	Increase the participation of women in construction

A.8.4. Create annual awards for women in construction

An effective way to counter the perception of construction as a male-dominated industry is to highlight, celebrate and publicise the performance of women who excel in all categories and levels of construction. Awards and honours have been very successful in providing upcoming female participants in construction with the role models needed to motivate women in the sector.

It would therefore be beneficial for the CIC to acknowledge, celebrate and reward excellence amongst women in construction through annual awards for women in construction. These awards would encourage commitment among stakeholders to support the growth and development of women and women-owned firms and would increase the attraction of the industry to potential female entrants. Suggested categories for recognition include:

- c. Women consultants in the various consulting professions;
- d. Women-owned contractors in the different registration categories;
- e. Women-owned consulting firms in the different registration categories;
- f. Women in administrative, oversight or regulatory positions in the industry;
- g. Young women graduates and students in construction courses in tertiary institutions; and
- h. Women in property development.

Requirements that eligible parties should also be actively registered with the CIC would serve the further purpose of motivating women to formalise their entities through registration.

Ideally, the annual awards for women in construction should be linked to, and part of, the Women in Construction' Conference or Summit proposed in section A.8.2 above.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – Gender Coordination Unit – WomEng – ECA – AESAP, EAAES, EAICC
Implementation period	1 - 3 years
Expected outcomes	Increase the participation of women in construction

A.8.5. Review procurement guidelines to include preferential consideration for women-owned entities during tendering and bid adjudication

Women-owned enterprises face many barriers when competing for public tenders, and though these barriers are not necessarily unique to women, such enterprises are more likely to be affected. These barriers include generally lower skills and education levels; little experience in the industry; financial institutions that are less likely to assist women-owned businesses; lower asset base; bias during procurement and construction; insufficient networks or connections for assistance; excessive bidding requirements (especially financial and track record requirements); and limited access to tender opportunities. Government have long used public procurement as an essential tool to achieve socio-economic goals such as the empowerment of women. This offers the possibility to lawfully facilitate women-owned businesses through preferential policies for women-owned businesses to enhance gender inclusion in public procurement.

As a result, there is justification for the CIC to:

- (i) Carry out research and an industry analysis to identify the scope for preferential policies to advance procurement opportunities for women in construction;
- (ii) If justified, develop a preferencing framework and criteria for women-owned construction and consulting firms on public sector projects; and
- (iii) Develop a monitoring and evaluation framework to determine if the preferential policies advance the growth of women-owned enterprises.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – EPPRA – SWASA – AESAP, EAAES, EAICC – ECA
Implementation period	1 - 3 years
Expected outcomes	– Increase the participation of women in construction

A.8.6. Promote the establishment of support organisations for women in construction, and partner with them to address gender issues

Support from multiple stakeholders and interested parties is essential if women-owned construction enterprises are to succeed. Support networks and organisations for women in the industry are especially important in providing positive mentoring and encouragement. Organisations focused on women in construction can provide much-needed advice, information, educational resources, training, conferences and even valuable networking and development opportunities. In developed and developing countries, supportive organisations exist for women consulting professionals and women contractors. They also lobby government, clients and other industry stakeholders and support activities that promote gender equality in construction. As

active members in the construction industry, support organisations for women can create an environment that will encourage the growth of women-owned enterprises.

As a result, it is proposed that the CIC:

- (i) Actively promote the establishment of support organisations for women in construction, both in consulting and contracting.
- (ii) Where these organisations exist, the CIC should partner with them to jointly develop and carry out initiatives that grow industry participation for women.
- (iii) If the establishment of distinct support organisations for women is not feasible, work with existing organisation to develop chapters for women.

Lead Organisation	CIC
Other stakeholders	–
Implementation period	1 – 10 years
Expected outcomes	Increase support for and participation of women in construction

A.8.7. Promote mentorship, marketing and networking opportunities for female role models and women in construction

The under-representation of women in the construction industry, especially as contractors and working on construction sites, is partially attributable to the lack of role models and mentors. Mentoring and networking opportunities, and the presence of role models is crucial for women’s professional and career advancement. These opportunities can be formal or informal, but formal Networking is mainly business-related as opposed to socially constructed and can be more easily identified and established.

The CIC should as part of the CDS facilitate mentorship and networking opportunities for women in the construction industry, to encourage entrance into women into the sector and the development of thriving careers and women-owned businesses. Ideally, this would take the form of a ‘Women in Construction’ programme that combines capacity building, identification and pairing of mentors, linkages to key stakeholders such as finance institutions, and networking. Funded by the ICC and stakeholders and with the active participation of women organisations, the programme:

- Provides career advice, speaking engagements and mentoring opportunities through visits to various youth and women-focused gatherings
- Establishes a platform for women in construction to build connections, develop and enhance their careers and celebrate successes through designed events

- Establishes an Educational Trust and solicits funds for the trust to identify women and women-owned firms in need of training or skills, especially in specialised fields of construction
- Provides a platform for construction companies to recruit female construction talent.
- Looks at the feasibility of a targeted incubator for women-owned construction enterprises.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – AESAP – ECA – Gender Coordination Unit – WomEng
Implementation period	1 – 3 years
Expected outcomes	Increase the participation of women in construction

A.9. Increase Private Sector Participation in the Construction Industry

A.9.1. Conduct research and advise government on incentives for private sector investment in construction

Eswatini needs to significantly increase its investment in economic and social infrastructure to provide much-needed services, improve the business environment and stimulate economic growth. There are gaps in investment in infrastructure across all spheres: education, health, water & sanitation, energy, ICT, irrigation, and rails & road networks. While estimates of the financing needs and the gaps vary widely, the consensus is that the traditional sources of Government and donor financing (multilateral agencies and development finance institutions (DFIs)) will not be sufficient to meet the country's infrastructure requirements. This is because of the:

- constrained government balance sheets because of sluggish economic growth,
- high perceived levels of risk, and
- limited private sector participation in the financing and delivery of infrastructure.

It is therefore critical to address these constraints and in particular the need to increase private sector participation in the financing and delivery of infrastructure.

Many regional and continental agencies, such as the African Union Commission (AUC), African Development Bank (AfDB), African Union Development Agency-NEPAD (AUDA-NEPAD) and Southern African Development Community (SADC) have developed programmes and initiatives to increase private sector participation in infrastructure. This is perceived to have the benefits of freeing up government funds for allocation to other critical areas of the economy; facilitating

innovation and technology, skills development and skills transfer; growing the overall domestic construction industry; and provide an opportunity for private capital to invest in assets that will provide solid returns. Some of the reasons that the private sector does not invest as much as they should in property development and infrastructure are inadequate policy and regulatory environments; poor project preparation and packaging; high levels of perceived risks; preference for traditional (government-led) models; and lack of vehicles such as venture capital funds for directing funding to projects.

It would therefore be important for the CIC to:

- i. Investigate the feasibility and desirability of stimulating greater private sector investment in construction and infrastructure and advise government on any incentives or actions that might promote such investment. Such research would also:
 - a. Identify constraints to private sector investment and ways to mitigate these; and
 - b. Suggest the ideal policy, legislative and regulatory frameworks that would stimulate such investment while ensuring maximum benefits to the citizens and government;
- ii. Investigate and promote project delivery systems that have a greater role for the private sector, such Build-Operate-Transfer and PPP models; and
- iii. Investigate other possible solutions to supplementing the government’s fiscal limitations, such as raising bonds on domestic and international markets; regional and sub-national pooled financing mechanisms; adopting technology that can improve the planning, performance and provision of infrastructure; and prioritising maintenance and infrastructure resilience to extend lifespans.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – MoPW & T – EPPRA – Ministry of Finance – Multi-national bodies (World Bank, GIZ, AUC, AfDB, AUDA-NEPAD, SADC) – Property developers and private clients – Strategic Ministries and public clients – ESEPARC
Implementation period	3 – 5 years
Expected outcomes	Grow the size and capacity of the local construction industry

A.10. Provide Support for the Construction Materials Manufacturing Sector

A.10.1. Engage with relevant stakeholders and ministries to support the local manufacture of construction materials, plant & equipment

The construction materials manufacturing industry covers wide variety of products, from basic materials (such as bricks, blocks, cement, glass, ceramics and timber) to assembled components (for example, doors and windows in various materials) to sophisticated materials (specialist paints, admixtures) and parts (electrical installations, switchgear, etc.). It therefore encompasses a broad range of products whose manufacturing value chains and processes are likely to be very different. Similarly, the manufacture of plant and equipment can range from simple PPE such as clothing to cranes and excavators, which fall under highly specialised manufacturing. Despite this diversity, building local manufacturing capacity for construction materials, plant & equipment requires the overcoming of identical operational and financial challenges. In return, it offers significant benefits to an economy such as Eswatini, including:

- Supporting local economic development and employment;
- Encouraging the manufacture of locally appropriate materials and technology;
- Saving scarce foreign exchange resources;
- Allowing local manufacturers and the local construction industry to familiarise themselves with new technology such as 3D printing;
- Supporting faster delivery dates to local customers;
- Reducing the environmental impact of transport; and
- Promoting the development of a manufacturing base in the country with linkages to other sectors of the economy.

It is therefore important for the CIC to engage with the relevant sector ministries - the Ministries of Commerce, Industry & Trade; Economic Planning & Development and Finance – to develop a Construction Materials Manufacturing Plan in line with the Industrial Development Policy 2015 – 2022. The Plan should be underpinned by a detailed analysis of the construction sector and the materials sub-sector in the country and regionally; analysis of the existing policy environment; a thorough review of the external environment considering the PESTEL (political, economic, social, technological, environmental and legal) factors; and stakeholder engagement and validation of plan.

A Construction Materials Manufacturing Plan will identify the construction materials that can feasibly be manufactured or produced locally, and marshal the technological and human capital capabilities, financial resources, entrepreneurial resources and policy support to exploit the identified markets.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – MoPW & T – Strategic Ministries (Commerce; Industry & Trade; Economic Planning &

	Development; Finance)
Implementation period	5 – 7 years
Expected outcomes	Increase the contribution of the construction industry to economic development

3. CONTRACTOR DEVELOPMENT STRATEGY

3.1. Objectives of the Contractor Development Strategy

The objective of Contractor Development Strategy (CDS) is to outline the suite of programmes and interventions that can be facilitated by the CIC to develop sustainable capacity and capabilities amongst contractors in Eswatini. The programmes also aim to create an environment that will promote the advancement of SMME contractors into fully-fledged and capable contractors.

The CDS should provide direction for comprehensive support to contractors. An important part of the strategy is to make sure that CIC develops appropriate tools to influence construction industry transformation in a manner that purposefully encourages the strengthening and emergence of local contractors.

In the light of the complexity of the Eswatini construction industry, its envisaged transformation, and the specific nature of support required in the sector, the CIC should be able to establish the contractor development programme jointly with existing enterprise promotion agencies, who have a more generic industry focus.

Since the heart of CDS is the development of Eswatini contractors with a dominance of indigenous strength in terms of ownership, the contractor development programme should be constituted in a manner which gains the trust of the local, indigenous contractors.

It is anticipated that the programmes and interventions will be implemented by or through partnerships with sector stakeholders, whose expected roles are indicated for each intervention.

3.2. Objectives of the CDS

The main objectives of the Contractor Development Strategy (CDS) Strategy are to:

- i) Improve the performance of contractors in terms of quality, cost and delivery of construction projects
- ii) Improve the capacity and capabilities of local contractors to improve their competitiveness and market share
- iii) Prepare the industry for future opportunities and threats

- iv) Increase the size of the industry and its contribution to the economy
- v) Facilitate constructive relationships between the various industry stakeholders
- vi) Grow the role of women in construction
- vii) Improve the ability of Swazi enterprises to compete in international markets

3.3. Underlying Principles

The underlying principles that underpin the strategies are the following:

- i) The strategies will be open to all local construction enterprises registered by the CIC in Eswatini, whether general and specialist, and to individual artisans where applicable.
- ii) In the short- to medium-term, the CIC will facilitate and sponsor contractor development by providing the resources needed. This includes funding for contractor training and skills development, mentoring and for policy development and implementation.
- iii) Considering (ii) above, the scope and number of contractors to be developed may be limited by the CIC's resource limitations, and it is therefore likely that the development programme will at first be limited to targeted contractors.
- iv) The strategies will be driven by the CIC but will seek to partner with industry stakeholders as far as possible.
- v) Implementation of the strategies will take account of the benchmarking and best practice from other countries.
- vi) A monitoring and evaluation component will be built into the strategies to regularly assess their impact.

3.4. Programmes and Projects in the Contractor Development Strategy

B.1. Contractor Training and Skills Development Programmes

B.1.1. Develop and implement accredited training and skills development programmes for contractors

Access by indigenous contractors to construction skills is linked to, and dependent on, to the strategic re-orientation of the Eswatini structure and funding of industry training. The CIC should fund from its mandate to promote the principle of equitable and manageable payment towards training costs and the ability of indigenous contractors to access both artisan and entrepreneurial skills training.

Basic business and contracting management are sustainability factors. Generally, most indigenous construction businesses are run by persons who have vocational training experience but are unlikely to have received any formal management training. Part of training should be directed at indigenous enterprise owners and managers covering the following: basic financial management; estimating techniques and tendering procedures; legal aspects of construction works, contract law, and preparing and negotiating claims against contract variations; quality-assurance and productivity-improvement techniques; basic contract-planning techniques; technical drawings and specifications; and advanced trade skills and specification.

The CIC should approach international organisations such as the International Labour Organisation for support, drawing on its international experience and resources. Local stakeholders include organisations that are already involved in training contractors and providing relevant courses, and clients that are also carrying out skills development of their own initiative.

This initiative should include:

- (i) Close partnership with the proposed ACCIS (section A.2.1), the proposed CTI (section A.2.2) and the resulting construction Skills Development Framework;
- (ii) The development, from existing templates, of skills assessment tools that pinpoint weaknesses and propose relevant training programmes for contractors and identify the key areas for individual contractor development;
- (iii) The development relevant training courses in project/ contract management, business and technical construction to address the skills gaps, in conjunction with the existing training institutions; and
- (iv) The training of trainers from a range of training institutions throughout Eswatini and within SADC countries and the development of a self- sustaining entity within or outside CIC to ensure project growth and continuity.

The approach to contractor training and skills development is summarised in the table below.

Table 2: Contractor training and skills development approach

Development model	Contractor development programme
Target contractors	Small contractors
Contractor selection/ entry criteria	Selected for potential after application to the CIC
Contractor needs assessment	Self-assessment using CIC tools, CIC support
Development options	<ul style="list-style-type: none"> • Self-selection of appropriate training, skills development courses • Allocation of construction mentor linked to projects • Training, skills development linked to of projects
Stakeholder integration	CIC to coordinate mentoring
Funding	CIC to fund
Exit criteria	Three years
Recognition for training	Recorded on the Register of Contractors, taken into account during tender evaluation

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – DIVT, ECOT, VOCTIM, UNESWA – SWASA – AESAP, EAAES, EAICC – Ministry of Finance – Strategic Ministries and public clients – Private sector clients – Royal Science & Technology Park – SEDCO
Implementation period	3 – 36 months
Expected outcomes	Improve the skills levels and quality of construction work amongst local contractors

B.1.2. Facilitate workshops and seminars on key developmental issues for contractors

To provide an additional channel in support of continuing contractor skills development, the CIC should facilitate a regular series of workshops and seminars on key issues that contractors need to develop skills on, for example, CH&S regulations, green building, contracts, and new technology. For efficiency and to avoid duplication, these workshops should be linked to the workshops and seminars on the CIC’s mandates proposed in section A.5.1 above.

The workshops should be part of a well-communicated calendar, with the objectives of maintaining, improving and enhancing contractors’ skills and knowledge across different grades both formally and informally. Engaging in CIC seminars, training courses and events will complement formal training and should serve to ensure that both contracting knowledge base and practical qualification skills do not become outdated or obsolete, regardless of their current contracting workloads.

The scope of this project will be defined by the construction Skills Development Framework and the contracting development environment ‘barometer’, to make sure that the offerings are contemporary and relevant.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – DIVT, ECOT, VOCTIM, UNESWA
Implementation period	6 – 18 months
Expected outcomes	Improve the skills levels and quality of construction work amongst local contractors

B.1.3. Develop standard documents, templates and processes to support skills transfer between local and foreign firms

Despite provision for it in current public sector procurement, there has not been much effective skills transfer between local and foreign firms. Part of the reason lies in the unstructured, *ad hoc* way with which skills transfer is approached. There is need for standardised mechanisms (contractual and bid document clauses, templates and tools) for skill transfer that can be used across all contracts. This standardised approach provides a way to ensure all parties know what is required of them with regards to knowledge and skills transfer, and facilitates compliance and the measurement of progress as it occurs.

The skills transfer documents, clauses and tools should further be embedded into the public sector procurement processes. The CIC should sell the importance of the proposed skills transfer mechanisms to all relevant public sector infrastructure entities and impress on their role in improving the skills of indigenous contractors.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – SWASA – Ministry of Finance – Strategic Ministries and public clients – EPPRA
Implementation period	9 – 24 months
Expected outcomes	Improve the ability of local contractors to compete with international firms

B.2. Enhancing Project Quality Performance Evaluation Programme through the CIC Register of Contractors

B.2.1. Develop a performance/ quality recognition scheme for contractors, incorporated into the Register of Contractors

It is recommended that a performance and quality recognition scheme be introduced for construction enterprises, which will form the framework to encourage contractors deliver a high standard of workmanship, project quality, compliance and productivity. The framework should revolve around a performance-based tool for evaluating firms' capabilities and competencies, evaluated by the CIC or independent entities. The objective of this scheme is to promote the adoption of contractor-wide and international quality management system standards in Eswatini's construction industry, building on the existing *CIC Standard for Contractor Performance Reports for Use on Construction*. It should further encourage firms to leverage the use of technology for construction work and focus on defect prevention.

If adopted, such a performance recognition scheme will allow construction firms take greater ownership of the quality of their work and their productivity, environmental and safety performance. Through the scheme, contractors should be steered towards business excellence through standardised processes and improved operational performance, in association with the proposals in section B.5.1.

Performance will be mapped to a tiered rating system to benchmark the firms’ standing against their peers. Good performance on the scheme will be rewarded through recognition on the Register of Contractors (see B.2.2 below)

It is expected that the CIC will establish a focus group to learn from other schemes which have made a mark (for example, the Construction Quality Assessment System (CONQUAS) in Singapore) as a point of departure.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - ECA - SWASA - AESAP, EAAES, EAICC - Ministry of Finance - Strategic Ministries and public clients - Private sector clients
Implementation period	3 – 36 months
Expected outcomes	Improve the quality of construction work amongst local contractors

B.2.2. Enhance the Register of Contractors to provide a framework for the recognition of participation in contractor development initiatives

The maintenance of a Register of Contractors is mandated by Section 29 of the CIC Act which requires the CIC to “establish, keep and maintain in the prescribed form, a national register of contractors who are registered with the Council”. The register operates mainly as a risk management tool to facilitate construction procurement: it indicates the capability of contractors and consultants to undertake work by listing their specialisation, capability to execute projects (defined by project value of work previously undertaken), and financial capability (evidenced by the enterprises’ financial statements). Clients therefore have a basis for the award of construction contracts to registered contractors that are capable - based on the Register - of undertaking the works.

There are two recurring criticisms of the Register, however. One is that it operates mainly as a risk management tool and does little to promote contractor development, a key imperative of the CIC. It also is seen as too open to contractors at the entry grades, as there are no barriers to

registration with the CIC. This results in a high level of entry into the industry, sometimes by persons or enterprises with little skills and experience in construction. Many of these in the entry level grades (B6, C6, E4, M4) are part of the CIC target groups of SMMEs, enterprises owned by women and enterprises owned by youth. The cohort thus is an important focal point for the development of these targeted groups in the construction industry.

The CIC should therefore:

- (i) Review the Register of Contractors with the aim of enhancing it to serve as an instrument of contractor development. This will include:
 - a. Recording the training and skills development efforts of the enterprise, and its personnel, and the enhancement of their capabilities that comes with the training, and incorporating scoring on this measure (Training and Skills Development) into the criteria and scoring for determining a contractor’s grade.
 - b. Recording the outcomes of the evaluation of contractor performance on projects (section B.2.1 above), through the Contractor Performance Reports developed by the CIC, and incorporating scoring on this measure (Contractor Performance on Projects) into the criteria and scoring for determining a contractor’s grade.
 - c. Recording the participation of the contractor on a mentoring programme and the resulting developmental progress of the enterprise in the Register of Contractors and incorporate this information into the criteria and scoring for determining a contractor’s grade.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – DIVT, ECOT, VOCTIM, UNESWA – EPPRA – SWASA – AESAP, EAAES, EAICC – Ministry of Finance – Strategic Ministries and public clients – Private sector clients
Implementation period	1 – 2 years
Expected outcomes	Improve the skills, performance and quality of construction work amongst Eswatini contractors by recognising investment into improvement

B.3. Establishing a Mentoring Programme for Construction Companies

B.3.1. Establish a construction mentoring programme to provide support to participating contractors

Construction mentoring for construction companies refers to the support provided by a designated service provider with technical knowledge and experience in construction to targeted contractors. The support is provided to the construction company based on an assessment of its needs and an identification of the contractor's shortcomings. It typically involves the provision of relevant advice on project management, financial management, administration and business management; technical and professional construction skills, site and construction management, leadership, resource management, cost and quality management, handling sub-contractors and suppliers and health and safety compliance. Mentors may be employed in a variety of ways, for example:

- on active projects to provide support and ensure that the contractors complete their work to the required standards while building their capacity, or
- seconded to enterprises to build up their management skills and practices, systems and tools in a non-project environment.

Mentors are invaluable as they pass on practical skills based on the experience of the mentors, which are difficult to get anywhere else. The process takes place in an environment that optimises the transfer of knowledge and allows for the gainful employment of experienced construction and project managers who are reaching the ends of their careers.

Given the foregoing, construction mentorship has great capacity to improve the performance of construction enterprises, in particular SMME firms, and should be given sufficient emphasis in the strategies of the CIC. The recommendation is therefore for the CIC to:

- (i) Establish a Construction Mentoring Programme to provide support to participating contractors who are awarded contracts by the public sector entities – ministries, municipalities, state-owned enterprises and the like - funded from the project budget. Participating contractor should be chosen based on self-identification, but it can also be made mandatory for contractors who have been selected based on a preferencing criteria (for example, women, local or SMME contractors) to undergo mentoring.
- (ii) Develop appropriate tools and a framework to assess the capacity and needs of contractors and create a development plan, for example, based on the Business Excellence Model developed by the European Foundation for Quality Management.
- (iii) Develop an appropriate framework (criteria and processes) for the identification and selection of suitable mentors.

- (iv) Record the participation of the contractor on a mentoring programme and the progress of the enterprise in the Register of Contractors and incorporate this information into the criteria and scoring for determining a contractor’s grade (covered in section B.2.2 above).

The proposed approach for a construction mentoring programme is outlined in Table 2 below.

Table 3: Approach to contractor mentoring

Mentoring model	Performance improvement on projects
Target contractors	Open to all
Contractor selection/ entry criteria	<ul style="list-style-type: none"> • Voluntary self-selection by contractors on public sector projects, or • Part of contract conditions for project award
Contractor needs assessment	Assessment by both contractor and mentor using CIC tools
Mentor allocation	Mentor selected and contracted by client
Development options	<ul style="list-style-type: none"> • Mentor provides contractor with advice and support during project implementation • Mentor and contractor jointly identify appropriate training, skills development courses to be funded by the CIC independent of projects • Mentor evaluation of contractor performance after project completion
CIC support	<ul style="list-style-type: none"> • Develop criteria for qualification as a mentor and maintain a register of mentors • Provide contractor needs assessment tools and tools to record mentoring progress • Record mentoring and contractor progress on the Register of Contractors • Fund qualifying long-term courses
Funding	Funded from the project, part of preliminary items
Exit criteria	After project completion
Recognition for training	Recorded on the Register of Contractors, considered during tendering

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – AESAP, EAAES, EAICC – Strategic Ministries and public clients
Implementation period	3 – 36 months
Expected outcomes	Improve the overall performance and quality of work amongst contractors

B.3.2. Develop a body of knowledge and scope of services for construction mentors

Mentors to construction enterprises need to have a wide range of skills that will allow them to evaluate contractors, identify their developmental needs, determine the suitable ways of addressing these needs and provide useful and relevant professional advice to the contractor to in the implementation of their projects. They will need technical, communication, soft (people) skills and the experience to translate these into relevant advice.

In addition, the process of contractor needs identification should be standardised, formalised and codified as far as possible to ensure consistency and thoroughness. The documents used to

assess contractors, for example, need to be consistent and allow for the evaluation of the mentor’s approach. This necessitates the development of standardised guidance documents, templates and tools to manage construction mentoring.

The CIC will therefore need to:

- (i) Develop the codified body of knowledge for construction mentors and construction mentorship services, in which the mentors should be conversant before appointment by a client. This includes actual construction experience, construction specific skills (such as contract, project and materials management), business knowledge (financial, administrative management skills), and interpersonal skills.
- (ii) Develop an appropriate framework to (a) assess the capacity and needs of contractors to be monitored, and (b) create a specific development plan that will assist such contractors.
- (iii) Develop an appropriate framework for the identification and appointment of suitable mentors to coach and guide individual contractors, whose needs, and cultural and social orientation, may vary widely.
- (iv) Develop guidance documents, templates and tools to manage construction mentoring.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – AESAP, EAAES, EAICC – Strategic Ministries and public clients – Subject matter experts
Implementation period	1 – 3 years
Expected outcomes	Professionalise and improve the quality of construction mentoring

B.3.3. Establish a framework and licensing of certified construction business support mentors

The CIC should, together with AESAP, establish a framework for the licencing of certified construction business support mentors and registering them in a nationwide database in terms of Act No 15 of 2013. The certified construction business support mentors will then be able to provide a range of basic information, consulting and training to consultants and contractors

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – AESAP, EAAES, EAICC – Strategic Ministries and public clients – Subject matter experts
Implementation period	1 – 5 years
Expected outcomes	Professionalise and improve the quality of construction mentoring

B.4. Direct and Indirect Financial Support to Finance Projects

B.4.1. Engage with the financial sector to develop programmes that ease access to credit for contractors

Lack of access to finance to execute projects is one of the most pervasive constraints facing construction companies (and especially small contractors) in Eswatini and worldwide. Despite numerous attempts, few countries have achieved workable solutions, but this also means that there is an abundance of lessons learnt for the CIC to draw on. The most successful approaches to this issue have been:

- The provision of working capital/ bridging finance to qualifying contractors on a drawdown basis with the support and cooperation of the employer and participating financial institutions;
- Similar agreements with material suppliers to provide material on credit with the support and cooperation of the employer and participating financial institutions;
- Easing of performance guarantee requirements with financial institutions; and
- Addressing the issues of late/delayed payments in the construction industry.

The proposed approach to address contractor financing challenges in this CDS is for the CIC to:

- (i) In consultation with financial institutions, contractor organisations and material supplier organisations, tailor a financial support programme for qualifying contractors that provides working capital to contractors and subcontractors. This approach applies a risk-based approach that provides working capital for projects based on:
 - a. A guarantee provided by the CIC,
 - b. The cession of payments from the client to the contractor/ subcontractor, and
 - c. An assessment by the financial institutions of the financial merits of the construction project, and the capacity and capabilities of the contractor.Financial support will be provided based on payment irrevocable undertakings by the contractors.
- (ii) In consultation with financial institutions, determine financial criteria that are relevant and particular to the construction industry to screen contractors for financial assistance.
- (iii) Assess the feasibility of a centralised fund to provide project funding for contractors, sourced from commercial and development banks by guaranteeing an expected return, to be administered on behalf of the CIC by one of the financial institutions.

Lead Organisation	CIC
Other stakeholders	– Central Bank

	<ul style="list-style-type: none"> – Financial Institutions – ECA
Implementation period	3 – 12 months
Expected outcomes	Improved capacity to carry out work construction for local contractors

B.4.2. Develop funding mechanisms for contractors to purchase, hire or lease plant & equipment

Apart from limited access to financing to execute projects, contractors also experience difficulties in sourcing appropriate financing for the acquisition of construction equipment. Such plant, equipment, and tools are typically expensive and specialised. Lack of contractor equipment can pose seriously impacts on the construction programme and the efficiency and quality of the work performed. To address this, governments and construction agencies in some countries have set up programmes to facilitate the procurement of equipment by the contractors. If combined with the provision of training and skills development in technical aspects, business management, and construction management/contracting, providing contractors with accessible construction equipment strengthens their ability to carry out more complex projects, especially in the heavy civil construction industry. It also supports local construction firms in their efforts to establish themselves in the domestic market and compete with well-established construction companies that use capital-intensive methods based on heavy equipment as an advantage.

The CIC should therefore consider the development of funding mechanisms for contractors to purchase, hire or lease plant and equipment. A number of options should be explored as these have proved successful in other construction industries:

- Leasing arrangements or establishment of an equipment leasing service with the support of a financial institution
- Purchase of equipment by the CIC or client before the project, and recovery of the costs through deductions from the interim payments (this is especially feasible where the equipment needed for the work to be carried out, for example on civil or electrical construction projects). Like materials on site, the client would be the owner of the equipment until it has been paid for.
- Bridge financing using the income from the construction contract as a guarantee (though this would require assurances against delayed or late payments on the part of the client)
- Establishing a plant and equipment pool owned by the CIC or other government agency that frequently engages contractors. The equipment in the pool can be leased out to contractors at rates set by owner which reflect their desire to support small construction enterprises.

Each of the above methods has advantages and disadvantages, and an in-depth analysis of each should be carried out to determine their feasibility and appropriateness for the CDS.

Lead Organisation	CIC
Other stakeholders	– BMSA
Implementation period	3 – 5 years
Expected outcomes	Improved capacity to carry out work construction for local contractors

B.5. Standardisation of Processes and Incorporation of Best Practice

B.5.1. Develop or adapt internationally recognised quality standards to improve the operations of contractors

Recognised quality standards act as rules or guidelines for enterprises that define processes to ensure quality is achieved, set performance levels for the outputs of construction, and establish the accepted compliance requirements. They also extend to performance specifications for quality work, and the documentation needed to certify that these specifications are met.

International standards such as those established by the International Organization for Standardization (ISO) exist to set, monitor and manage these standards, but local standards are also common in many countries. For the construction industry, ISO offers three relevant standards, ISO 9001 on quality, ISO 45001 on Occupational Health & Safety, ISO 50001 on energy management systems and ISO 14001 on the environmental impact of construction. Certification in these standards helps construction enterprises develop the sound management systems they need to:

- achieve a high quality of construction,
- deliver projects on time,
- reduce waste,
- save costs,
- manage subcontractors and suppliers effectively,
- reduce on-site CH&S accidents and improve compliance, and
- generally improve the enterprise’s overall performance.

These are essential aspects of the industry performance improvements that the CIC is determined to see in the Eswatini construction industry.

Construction standards vary depending on whether they are primarily viewed as a means of improving the overall quality of contractors’ operations, as mandatory performance requirements; as ways to distinguish contractors from their competition; or to increase efficiencies and business

performance. The interpretation and implementation of standards will therefore vary depending on how they are perceived and adopted by companies.

As a result, it is recommended that the CIC:

- (i) Work with the SWASA to review industry standards, including the ISO standards, that would be improve the performance of contractors in Eswatini.
- (ii) After this, the CIC can work with stakeholders to decide on the applicable standards to be recognised in the country, the manner in which the achievement of these standards will be taken into consideration when bidding for government contracts (for example, the awarding of functionality points for having such certification).
- (iii) Incorporate any such standards into the Standard for Contractor Performance Reports for Use on Construction Works Contracts, developed by the CIC.
- (iv) Work with industry stakeholders and training institutions to develop the capacity for training and certification in the appropriate standards.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - SWASA - ECA - DIVT, ECOT, VOCTIM, UNESWA - EPPRA - Strategic Ministries and public clients - Private sector clients
Implementation period	1 – 3 years
Expected outcomes	Improve the overall performance and quality of work amongst contractors

B.5.2. Develop local quality assurance standards for construction materials and develop testing facilities, in association with SWASA

Poor quality of construction materials, products and - in some cases - equipment has been cited by many stakeholders as a reason for the resulting poor quality of construction work in Eswatini. This can be addressed by quality assurance and quality control services from a reputable and independent organisation, such as SWASA, to ensure that materials and equipment comply with all specified requirements. However, SWASA has not developed local standards and largely uses equivalent South African standards to assess quality. In addition, the organisation is hampered by a shortage of testing facilities and testing equipment for more specialised tests. There are also not enough independent companies with the capacity to carry out on-site or off-site testing of materials, products, and equipment.

There is therefore need to:

- (i) Expand the physical capacity of local testing services through SWASA and independent services service providers through the provision of necessary equipment and facilities, as well as the technical capacity through training
- (ii) Develop, where necessary, Eswatini-specific standards for processes, materials, products, and equipment

The CIC is encouraged to liaise with SWASA and other industry stakeholders, including the building materials suppliers, manufacturers and contactors, to determine the required physical capacity and technical capacity needed to support local quality assurance. Through engagement with these stakeholders, the CIC will also be able to better understand where local established Eswatini-specific standards need to be developed and set up the necessary structures to drive this.

Lead Organisation	CIC/ SWASA
Other stakeholders	BMSA
Implementation period	3 – 10 years
Expected outcomes	Improved quality of construction materials and construction work

B.6. Construction Health and Safety (CH&S)

B.6.1. Develop standard processes, forms and templates and adoption of best practice for CH&S

While legislation and regulations provide the basis for implementing CH&S in construction, the appropriate processes still need to be defined, embedded in contracts and enshrined in day-to-day construction management practice. Accordingly, standard processes, forms and templates need to be developed (based on best practice), communicated and made available to all the participants in the construction process. These include workplace CH&S management policies and plans, systems for hazard/ risk identification, and the monitoring and evaluation of these as projects are implemented. Guideline documents and templates will help clients, contractors and consultants to develop site-specific CH&S plans, which are in line with the necessary regulations. This also includes standard clauses for inserting into contracts and tender documentation.

To achieve the foregoing, the CIC should:

- i. Establishing a Construction Health and Safety Committee to drive a broad understanding of CH&S issues in the country and oversee the design and roll-out of CH&S programmes;
- ii. Through deep engagement with stakeholders, develop standardised processes, CH&S management plans, documents, and templates for the management of CH&S on construction sites in the country, covering mandatory requirements, monitoring and evaluation, best practice recognition and required skills and training; and

- iii. Engage with stakeholders and develop methods for the monitoring and enforcement of CH&S practices on projects, keeping in consideration the cost implications.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - MoPW&T - Ministry of Labour & Social Security - Strategic Ministries and public clients - Private sector clients - SWASA - ECA - AESAP, EAAES, EAICC - EPPRA - Subject matter experts
Implementation period	6 - 18 months
Expected outcomes	Improved health and safety performance in the construction industry

B.6.2. Develop accredited training and skills development programmes for CH&S skills, in partnership with training institutions

CH&S is a major concern in the Eswatini construction industry, and all stakeholders express a keen wish to reduce the human, social, and economic impact of poor practices on sites. The increased emphasis on CH&S in recent years requires continuous investment in training and skills development for the key participants (contractors, owners and consultants), as well as research on strategies to improve CH&S performance.

The aim of this intervention is therefore to identify (in conjunction with higher education and vocational training institutions, health and safety practitioners, representative associations, key participants, and subject matter experts) the key skills needed for contractors to manage CH&S throughout the construction life cycle. Through research and benchmarking, it also seeks to establish industry best practice on reducing inherent CH&S risks and encouraging awareness among participants in the process.

The CIC – through its Construction Health and Safety Committee - should therefore develop accredited training and skills development programmes for CH&S, which involves:

- i. Engaging with stakeholders to develop the appropriate content, course design, delivery approaches and methods, institutions and accreditation processes for training and skills development programmes for contractors; and
- ii. Review the contractor categorisation and grading process in the Register of Contractors and incorporate participation in CH&S training for the contractor’s staff as a criterion determining grading.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - SWASA - ECA - DIVT, ECOT, VOCTIM, UNESWA - Subject matter experts
Implementation period	6 - 18 months
Expected outcomes	Improved health and safety performance in the construction industry

4. CONSULTING FIRM DEVELOPMENT STRATEGY

4.1. Rationale for the Consulting Firm Development Strategy (CFDS)

Inadequate management and technical skills, high levels of competition, limited access to market opportunities (including those beyond the Eswatini economy) and a small domestic market have been highlighted as the key hindrances to the development of local construction consulting firms (CCFs). Improving their capacity and capabilities, improving their innovativeness and competitiveness, and providing the know-how and skills needed to seize growth opportunities are therefore the crucial interventions required for the development of CCFs. Improving capabilities also includes expanding networks and the knowledge about the overall business environment, resources to expand the business and the know-how to deal with governmental regulations.

To promote sustainable growth of CCFs in Eswatini certain policy priorities and actions that put in place specific mechanisms to create favourable conditions to foster enterprise creation and growth must take place. These are elaborated on in the sections below.

4.2. Objectives and Scope of the CFDS

The main objectives of the Consulting Firm Development Strategy (CFDS) are to:

- i) Improve the performance of consulting firms in terms of quality, cost and delivery of construction projects,
- ii) Improve the capacity and capabilities of local consultants and their employees in the professions to improve their competitiveness and market share,
- iii) Prepare the industry for future opportunities and threats,
- viii) Grow the contribution of women in construction through consulting, and
- ix) Improve the ability of Swazi CCFs to compete in regional and international markets.

It covers construction consulting firms recognised and registered by the CIC in the civil/ structural engineering, electrical and mechanical engineering, architectural, quantity surveying, environmental science, project management, construction management, town planning, and property valuation and other construction-allied professions. This may later be expanded to include other professions.

4.3. Programmes and Projects in the Consulting Firm Development Strategy

C.1. Consulting firm training and skills development programmes

C.1.1. Develop accredited training and skills development programmes for consulting firms matched to industry skills needs

Construction consulting firms (CCFs) constantly experience professional skills shortages, which are only expected to worsen in future. They also need to equip their staff with skills to meet a widening array of client needs, industry developments and construction policy objectives. The deficiency of trained employees is considered one of the major concerns for consulting companies, and a strategic approach is required to enhance availability of qualified human capital across the sector. This approach would identify present and future skills needs, tailor the necessary training programmes, and serve to attract more talent into the industry.

The targeting of skills development for CCFs requires careful consideration. This is because such firms are not always able to rely on their technical knowledge of their directors/ founders as a way of competing in the market. The business landscape, and its increasingly complex, dictates that certain training programmes should also be directed to the support staff for the business to become competitive. The design of these training programmes should therefore take this into consideration, and in some cases a more individually focused approach might be more advisable than a firm-based approach.

Third, there is a need to increase the capabilities and competitiveness of the CCFs by providing business development services to these firms, in particular the small and recently formed ones. Business development services refer to services which “improve the performance of the enterprise, its access to markets, and its ability to compete” (OECD, 2016). They may include consulting, training, advisory services, marketing, technology development, and business-linkage promotion and can extend to accounting, financial planning, marketing and management.

As part of a CFDS, the CIC should then consider the following actions:

- (i) In partnership with the proposed ACCIS and its Construction Skills Initiative Development Framework identify the key areas for CCFs development.
- (ii) Develop the tools and capacity to carry out detailed needs assessments of CCFs at the request of the enterprises. This would include an analysis to help construction enterprises better understand their business needs and identify the best ways to address these needs within and without the CCFDS.

- (iii) In partnerships with higher education and vocational training institutions, develop relevant training courses and business development services for CCFs, in line with the industry skills needs identified in (i).
- (iv) Facilitate training opportunities and business development services for CCFs, funded by the CIC through dedicated funding, in partnership with client organisations.
- (v) Work with the AESAP and other professional organisations to have any individual professional training and development under this programme recognised as part of their CPD activities.
- (vi) Redesign the Register of Contractors to record a CCF's participation in business development and the training of their staff within the register, allow for a scoring or rating system to recognise enterprises who demonstrate good performance for consideration during tender evaluation (section C.2.2).

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – AESAP, EAAES, EAICC – DIVT, ECOT, VOCTIM, UNESWA – SWASA – Strategic Ministries and public clients – Private sector clients – EPPRA
Implementation period	3 – 18 months
Expected outcomes	Improve the level of skills and overall performance of Eswatini CCFs

C.1.2. Conduct or facilitate a regular series of workshops and seminars on key issues for consulting firms need to develop skills on

Similar to the intervention targeting contractors, a regular series of a workshops and seminars should be introduced by the CIC, focusing on the key issues facing consulting firms and on which they need to develop skills. These include on CH&S regulations, green building, contracts, new technology, etc. Such workshops and seminars also give the CIC an avenue to discuss, inform and seek feedback on its roles, functions and activities in the Eswatini construction industry.

Regular attendance at approved workshops and seminars should be structured as part of continuing consulting firm development, with recondition given to this in the Register of Contractors and during the evaluation of the contractor for grading purposes. This is because participating in CIC seminars, training courses and events will ensure that the consulting firm's staff maintain, improve and broaden their knowledge and skills. It also keeps consultants aware of the burning social and economic issues of the day such as inclusivity, decent work, etc.

The CIC should therefore:

- (i) Facilitate workshops and seminars for consulting firms in the construction industry addressing the key issues and challenges and providing some training and skills development opportunities.
- (ii) Redesign the Register of Contractors to record a CCF's participation in workshops and seminars and allow for consideration of this during tender evaluation.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – AESAP, EAAES, EAICC – DIVT, ECOT, VOCTIM, UNESWA – Strategic Ministries and public clients – Private sector clients
Implementation period	3 – 18 months
Expected outcomes	Improve the skills levels and quality of professional work amongst local CCFs

C.1.3. Strengthen skills transfer requirements for foreign to local consulting firms

Although skills transfer is currently mandated on construction projects where foreign consultants are engaged, the mechanisms adopted to ensure this happens are rarely suitable or adhered to. As a result, many opportunities for local firms to gain skills from their foreign counterparts are missed.

In response, there is need for the CIC to:

- (i) Develop standard contract and bid document clauses that outline how skills transfer should take place and how it should be recorded, supported by the necessary tools, forms and templates.
- (ii) Embed the above clauses, forms and templates into the public sector procurement process such that they form an integral part of the process, and so that the public sector procurement systems support skills transfer
- (iii) Review and strengthen the provisions for mandatory sub-contracting or joint ventures when foreign consulting firms are appointed.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – AESAP, EAAES, EAICC – SWASA – Ministry of Finance – Strategic Ministries and public clients – EPPRA
Implementation period	9 – 24 months
Expected outcomes	Improve the skills, performance and quality of professional work by Eswatini CCFs and their ability to compete with international firms

C.2. Enhance the CIC Register of Contractors

C.2.1. Develop a performance or quality recognition scheme for consulting firms on projects and record this on the Register of Contractors

Similar to the Standard for Contractor Performance Reports used to assess performance by contractors, there is merit in developing an assessment scheme for consulting firms on construction projects. The assessments should look at diverse aspects of the consulting firms' performance, and should be developmental in focus, looking to identify areas where the CCFs can improve and ultimately contribute to a better-quality project. The scheme should also encourage firms to leverage the use of technology for construction work and focus on defect prevention. It should be based on a performance-based tool for evaluating firms' capabilities and competencies.

Adoption of the scheme requires that the CIC:

- (i) Adapt the existing CIC Standard for Contractor Performance Reports for use by CCFs, and
- (ii) Develop a framework to assess the standard of consultant quality and provide benchmarks for others, including any regulatory requirements.

Good performance during the execution of a project should be recognised and rewarded through the Register of Contractors through changes to the way the Register functions. This will allow for the recognition and credit to consultants in their grading process and could further be extended into a quality rating score that can be certified by the CIC and used to advance the consulting firm's opportunities during tendering.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none">– AESAP, EAAES, EAICC– SWASA– ECA– Ministry of Finance– Strategic Ministries and public clients– Private sector clients– EPPRA
Implementation period	3 – 36 months
Expected outcomes	Improve the skills, performance and quality of construction work amongst Eswatini CCFs

C.2.2. Enhance the Register of Contractors to recognise participation in (i) training and skills development and (ii) CPD

In addition to rating and recording the evaluation of quality of work done by CCFs on projects, the Register of Contractors can also be used to record the firm's progress in attending seminars and workshops, and in its staff attendance of CPD events, skills development and training.

The CIC should therefore review the Register of Projects with the aim of enhancing it to serve as an instrument of consulting firm development. This will involve:

- (i) Recording the training and skills development efforts of the enterprise, and its personnel, and incorporating scoring on this measure (Training and Skills Development) into its performance record for consideration during bid evaluation.
- (ii) Recording attendance at approved workshops and seminars by the CCF's professionals and incorporating scoring on this measure into its performance record for consideration during bid evaluation.
- (iii) Recording the participation in mentoring by the enterprise, its resulting progress, and incorporating scoring on this measure (Consulting Firm Mentoring) into its performance record for consideration during bid evaluation.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - ECA - AESAP, EAAES, EAICC - EPPRA - SWASA - DIVT, ECOT, VOCTIM, UNESWA - Strategic Ministries and public clients - Private sector clients
Implementation period	3 – 36 months
Expected outcomes	Improve the overall performance and quality of work amongst CCFs

C.3. Establishing a Mentoring Programme for Consulting Firms

C.3.1. Set up a mentoring programme for consultants in the construction industry

Consulting firms face numerous challenges, such as scarcity of good professional skills, difficulty in attracting and retaining new talent, challenging consulting environments, the prevailing economic slowdown, and demanding clients. Running a successful CCF therefore requires multiple skills - business management, technical, professional - which are often gained over time through trial and error. This however results in many consulting firms struggling to provide services of the necessary quality, and many of the small firms fail to grow in line with their founder's expectations.

There is therefore need for a mentoring service for CCFs, that will offer business mentoring, as opposed to individual consultant mentoring. The consulting firm mentors can help CCFs, and

especially the SMME ones, grow by offering strategic guidance; business management advice (marketing, financial management, bid management, people management, etc.), and technical advice on the professional skills needed to provide quality services to clients. They can assist with issues such as identifying and responding to consulting trends, applying for funding, helping the firms develop new business lines and services and even achieving their company goals.

While business mentoring is usually a long-term relationship between the client and mentor, the support envisaged in this scheme proposes that mentors – selected from individuals or firms with extensive experience and sound reputations in their consulting field - would be assigned to consulting firms on a project basis. Funding for the mentoring can be from the client organisation as part of the project funding, from the CIC or from the consulting firm itself if it is desirous of improvement.

The mentoring process will have to be defined and codified but would likely require a needs assessment of the recipient firm; design an approach to address the CCFs needs; provision of relevant advice; and thereafter review of the CCF to see if the mentoring has been of benefit. As with the proposal for contractors; mentors may be employed on active projects to provide workplace-based support or seconded to enterprises to build up their business and technical skills and processes.

The CIC is therefore advised to consider the:

- (i) Establishment of a CCF Mentoring Programme to provide mentoring support to participating consulting firms on a voluntary basis and funded from the project budget, from the consultants’ own funds or from a CIC fund established for that reason.
- (ii) Record in the Register of Contractors that the CCF has received mentoring support and has gained specific skills, which should be taken into consideration in assessing the firm’s capacity to carry out work.
- (iii) Prioritise mentorship for women-owned construction consulting firms.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – ECA – AESAP, EAAES, EAICC – Strategic Ministries and public clients – SWASA – EPPRA
Implementation period	3 – 36 months
Expected outcomes	Improve the overall performance and quality of work amongst CCFs

C.4. Formulate an Action Plan to promote the export of construction services to the regional market

C.4.1. Develop an Action Plan for the export of construction contracting and consulting services to the regional market

The relatively small size of the Eswatini economy - and specifically its construction sector - poses a significant challenge to the industry's growth and development. The country's inability to generate sufficient in-country demand for construction professional services highlights the importance of developing its construction professional services for the export market. There is a resulting opportunity to refocus those CCFs that are on the growth path towards an export market orientation, which is also well articulated in the Swaziland Professional Services and Construction Sector Strategy & Action Plan. This serves three purposes, it:

- Allows consulting firms to build up expertise in specialised services and on technically sophisticated projects,
- Mitigates against the high level of competition among construction companies in Eswatini, and
- Hedges against the volatility of local construction industries, which are dependent on the performance of the country's economy and government procurement to drive demand.

A number of studies in Eswatini highlight the medium to long term nature of any scheme to develop an export market for construction services. It has been noted that (i) the level of skills within the country is not high enough to allow most firms to successfully compete in other countries, (ii) there is a scarcity of professional services skills within the country and "focusing efforts on the export of these services will only serve to further decrease the supply available nationally". Local firms are also seen as having a low level of interest in exporting their services. However, it is the view of most stakeholders that the size of the local industry leaves consultants (and to a lesser degree, contractors) no option but to prepare to export their services.

It is therefore recommended that the CIC initiate concerted and systematic efforts to develop the capability of local consulting firms to export their services, by:

- (i) Setting up under the CIC-led industry working group responsible for promoting research in construction, or outsourcing to a stakeholder organisation such as AESAP, a unit or desk responsible for:

- a. Researching and understanding local and regional construction industry environments and trends;
 - b. Identifying broad opportunities and the relevant skills and experience needed to take advantage of these;
 - c. Facilitate conferences, trade shows and seminars to bring together opportunities and CCFs and actively market the industry at the regional level through regional associations, attending industry events in regional target markets, etc.;
 - d. Supporting firms that need evidence of experience and qualifications with portfolios of evidence from the Register of Contractors, letters of introduction, etc.;
 - e. Supporting efforts toward mutual recognition of professions, registration and licencing; and
 - f. Promoting the quality of services within local firms.
- (ii) Attend industry related events, trade delegations and trade shows in regional markets. and position/ create awareness of the local construction industry and its capabilities.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – EIPA¹¹ – AESAP, EAAES, EAICC – ECA – Ministry of Commerce, Industry and Trade – MoPW&T – Ministry of Finance – Ministry of Economic Planning & Development – SEDCO¹² – Chamber of Commerce
Implementation period	5 – 7 years
Expected outcomes	Increase the overall market for construction for Eswatini contractors and CCFs

C.5. Standardisation of processes and incorporation of best practice

C.5.1. Develop or adapt internationally recognised quality standards (e.g., ISO) to improve the operations of consulting firms

Defining quality in case of consulting services poses unique challenges as they rarely have standardised, measurable and comparable features as is the case for physical products. Partly because of this, many consulting firms do not have formal quality management systems, but those that do usually operate ISO 9001 standards-based systems. The adoption of such systems leads

¹¹ Eswatini Investment Promotion Authority

¹² Small Enterprises Development Company of Eswatini

to improvements in the standardisation of services, allowing firms to better match their competition's offerings. Having quality standards in place such as the ISO 9001 standard also helps firms determine their strengths and weaknesses, improve the quality of their offerings, increase efficiency by streamlining processes and minimising duplication, lower costs and ensure consistency.

As for contractors, it is recommended that the CIC in association with SWASA investigate, develop or adapt internationally recognised quality standards (e.g., ISO) to improve the operations of consulting firms. This will include the development of standard practice guides, practice notes, method statements and templates that will be required for use in public sector projects and can also be adopted for the private sector. Through such standardised outputs, the quality of the outputs from local consulting firms can be improved and this could also be the first stage in preparing the firms to compete in regional markets.

The CIC should therefore:

- i. Work with the SWASA to review industry standards, including the ISO standards, that would be improve the performance of consultants in Eswatini.
- ii. Work with stakeholders to approve the applicable standards, guidelines, practice notes and templates for use in the industry
- iii. Determine the manner in which the achievement of these standards will be taken into consideration when bidding for government contracts (for example, the awarding of functionality points for having such certification).
- iv. Incorporate any such standards into the consultant Project Performance Reports recommended for implementation elsewhere in this report.
- v. Work with industry stakeholders and training institutions to develop the capacity for training and certification in the appropriate standards.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> – SWASA – AESAP, EAAES, EAICC – DIVT, ECOT, VOCTIM, UNESWA – EPPRA – Strategic Ministries and public clients – Private sector clients
Implementation period	1 – 3 years
Expected outcomes	Improve the overall performance and quality of work amongst Eswatini CCFs

C.6. Improving Construction Health and Safety (CH&S)

C.6.1. Develop standard processes, forms and templates and adoption of best practice for CH&S specific to the construction professions

The construction professions have a significant role to play in CH&S, as designers and supervisors of the construction process. Their decisions have a range of health and safety implications for construction products and their users and impact on all aspects of construction performance: cost, quality, time, stakeholder satisfaction - included. This has led to many, for example the International Labour Office (ILO), to call for the consultants concerned with the design and planning of a construction project to:

- receive training in CH&S;
- integrate safety and health of the construction workers into the design and planning process; and
- consider the CH&S implications of their design decisions during building use, maintenance and deconstruction.

However, in Eswatini the traditional project parameters of cost, quality, and time are still perceived to be substantially more important than CH&S for the construction professions, especially the architectural, project management, quantity surveying, and engineering consulting practices.

This recommendation therefore seeks that the CIC, working with the Construction Health and Safety Committee or similar entity proposed in B.6.1 above:

- (i) Design CH&S accredited training and skills development programmes for CH&S specific to the construction professions, together with training institutions and the relevant Health and Safety associations
- (ii) In conjunctions with stakeholders, develop standardised processes, CH&S management plans, documents, and templates for the management of CH&S on construction projects across the entire project life cycle
- (iii) Devise methods for the monitoring and enforcement of CH&S practices on projects, keeping in consideration the cost implications.

Lead Organisation	CIC
Other stakeholders	<ul style="list-style-type: none"> - MoPW&T - Ministry of Labour & Social Security - Strategic Ministries and public clients - Private sector clients - SWASA - ECA - AESAP, EAAES, EAICC - EPPRA

	<ul style="list-style-type: none"> - DIVT, ECOT, VOCTIM, UNESWA - Subject matter experts
Implementation period	6 - 18 months
Expected outcomes	Improve the overall level of health and safety within the industry and reduce the human, social, and economic impact of poor practice

Table 4: Summary of Proposed Strategies, Programmes and Projects

ACTIVITY	PRIORITY
A. ENABLING ENVIRONMENT STRATEGY	
A.1. INSTITUTIONAL FRAMEWORK FOR CONTRACTOR AND CONSULTING DEVELOPMENT PROGRAMMES	
A.1.1. Formulation of an Institutional Framework for Construction Industry Development programmes	High
A.1.2. Establishment of the CIC's Construction Enterprise Support Fund	High
A.2. PROGRAMME TO PROVIDING AN ENABLING ENVIRONMENT FOR CONSTRUCTION INDUSTRY SKILLS DEVELOPMENT	
A.2.1. Advisory Committee on Construction Industry Skills (ACCIS)	High
A.2.2. Contractor Training Institute incorporating a construction advice centre	Moderate to high
A.3. PREPARING THE LOCAL INDUSTRY TO MEET FUTURE TECHNOLOGICAL, SOCIAL, ECONOMIC AND ENVIRONMENTAL CHANGES	
A.3.1. Preparing the local industry to meet future technological, social, economic and environmental changes	Moderate
A.4. PUBLIC SECTOR CAPACITY BUILDING	
A.4.1. Public sector training and capacity building in project and programme delivery	High
A.4.2. Development of systems, tools and templates to guide programme and project planning	High
A.4.3. Transitioning public sector project staff from graduate to professional	Moderate
A.4.4. Providing bursaries and internships to students contracted to the public sector	Moderate
A.5. THOUGHT LEADERSHIP, NETWORKING AND KNOWLEDGE EXCHANGE THROUGH EVENTS	
A.5.1. Workshops and seminars on the CIC's mandates	High
A.5.2. Promote trade exhibitions and related events	Moderate
A.6. ADDRESSING DELAYED PAYMENTS FOR CONTRACTORS AND CONSULTING FIRMS	
A.6.1. Process analysis and simplification of payment processes	High
A.6.2. Provide an alternative dispute resolution framework for conflicts arising from delayed payments or non-payment	High
A.6.3. Training and capacity building in project/ programme planning and financial management for public sector bodies	High
A.7. PUBLIC SECTOR CONSTRUCTION PROCUREMENT REFORM	
A.7.1. Continuous review of the standard bidding documents, contracts and procedures	High
A.7.2. Investigation into the possible adoption of electronic procurement (e-procurement) in construction	High
A.7.3. Public sector demand management	Low
A.8. DEVELOP A GENDER INCLUSIVITY PROGRAMME FOR THE INDUSTRY	
A.8.1. Develop a CIC/construction industry policy on gender inclusivity	High
A.8.2. Promote initiatives to get more women into the construction skills pipeline and into construction careers	Moderate

ACTIVITY	PRIORITY
A.8.3. Facilitate conferences, workshops and seminars to drive awareness on gender-based issues in construction	Moderate
A.8.4. Create an Annual Awards for Women in Construction	Moderate
A.8.5. Promote the establishment of support organisations for women in construction	Moderate
A.8.6. Promote mentorship, marketing and networking opportunities for female role models and women in construction	Moderate
A.9. PRIVATE SECTOR PARTICIPATION PROGRAMME	
A.9.1. Conduct research and advise government on incentives for increased private sector investment in construction	Moderate
A.10. SUPPORT FOR THE CONSTRUCTION MATERIALS MANUFACTURING SECTOR	
A.10.1. Engage with relevant stakeholders and ministries to support the local manufacture of construction materials, plant & equipment	Low
B. CONTRACTOR DEVELOPMENT STRATEGY	
B.1. CONTRACTOR TRAINING AND SKILLS DEVELOPMENT PROGRAMMES	
B.1.1. Develop accredited training and skills development programmes for contractors	High
B.1.2. Facilitate regular workshops and seminars on the CIC's mandates	Moderate to high
B.1.3. Develop standard documents, templates and processes to support skills transfer between local and foreign firms	Moderate
B.1.4. Implement the training and skills development programmes for contractors	High
B.2. ENHANCING PROJECT QUALITY PERFORMANCE EVALUATION PROGRAMME THROUGH THE CIC REGISTER OF CONTRACTORS	
B.2.1. Develop a performance recognition scheme for contractors, incorporated into the Register of Contractors	High
B.2.2. Enhance the Register of Contractors to provide a framework for the recognition of participation in contractor development	High
B.3. ESTABLISH A MENTORING PROGRAMME FOR CONSTRUCTION COMPANIES	
B.3.1. Formulate and implement a mentoring programme for contractors in the construction industry	High
B.3.2. Develop a body of knowledge and scope of services for construction mentors, as the first stage in professionalisation	Moderate
B.3.3. Establish a framework and licensing of certified construction business support mentors	Moderate
B.4. DIRECT AND INDIRECT FINANCIAL SUPPORT TO CONTRACTORS	
B.4.1. Engage with the financial sector to develop programmes that ease access to credit for contractors	High
B.4.2. Develop funding mechanisms for contractors to purchase, hire or lease plant & equipment	Moderate
B.5. STANDARDISATION OF PROCESSES AND INCORPORATION OF BEST PRACTICE	
B.5.1. Develop or adapt internationally recognised quality standards to improve the operations of contractors, in association with SWASA	High

ACTIVITY	PRIORITY
B.5.2. Develop local quality assurance standards for construction materials and develop testing facilities, in association with SWASA	Low
B.6. IMPROVING CONSTRUCTION HEALTH AND SAFETY (CH&S)	
B.6.1. Develop standard processes, forms and templates and adoption of best practice for Construction Health and Safety	High
B.6.2. Develop accredited training and skills development programmes for CH&S skills	Moderate
C. CONSULTING FIRM DEVELOPMENT STRATEGY	
C.1. CONSULTING FIRM TRAINING AND SKILLS DEVELOPMENT PROGRAMMES	
C.1.1. Develop accredited training and skills development programmes for consultants in partnership with the proposed ACCIS	High
C.1.2. Facilitate a regular series of workshops and seminars on key issues for consulting firms need to develop skills on	Moderate to high
C.1.3. Strengthen skills transfer requirements for foreign to local consulting firms	Moderate to high
C.2. ENHANCE THE CIC REGISTER OF CONTRACTORS FOR CONSULTING FIRMS	
C.2.1. Develop a performance or quality recognition scheme for consulting firms on projects and record this on the Register of Contractors	High
C.2.2. Enhance the Register of Contractors to recognise participation in (i) training and skills development and (ii) CPD	High
C.3. ESTABLISH A MENTORING PROGRAMME FOR CONSULTING FIRMS	
C.3.1. Set up a mentoring programme for consultants in the construction industry using experienced consultants as mentors on active projects	Moderate
C.3.2. Prepare an Action Plan for the export of construction contracting and consulting services to the regional market	Moderate
C.4. STANDARDISATION OF PROCESSES AND INCORPORATION OF BEST PRACTICE	
C.4.1. Develop or adapt internationally recognised quality standards (e.g., ISO) to improve the operations of consulting firms	High
C.5. IMPROVING CONSTRUCTION HEALTH AND SAFETY (CH&S)	
C.5.1. Develop standard processes, forms and templates to support best practice in CH&S for the construction professions	High
TOTAL	