



CONSTRUCTION
INDUSTRY COUNCIL



2019 ANNUAL REPORT



VISION

"To be the most competitive construction industry regulator in the region."

MISSION

"To regulate, develop and promote the construction industry for the benefit of all stakeholders through transformation for sustainable growth, monitoring industry performance, research and empowerment, thus improving the socio-economic status of the country."

VALUES

"Achievement, Respect, Honesty, Exceptional Communication, Professionalism, Commitment & Dedication"



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MINISTER'S FOREWORD



In line with His Majesty King Mswati III's State of the Nation address early this year wherein he emphasised the need for the nation to increase its commitment in ensuring the pre-requisite infrastructure is in place towards the achievement of Vision 2022, Government through the Ministry of Public Works and Transport has intensified efforts of rolling out the country's capital programmes.

Government has demonstrated its awareness on infrastructure development as the catalyst for higher levels of socio-economic development in Eswatini. It is in this regard that despite the present fiscal and economic challenges faced by the country and the world at large, the 2019 and 2020 national budgets allocated significant financial resources towards urban and rural infrastructure development including for water and

sanitation, roads, bridges, buildings and increased energy generation capacity.

Notwithstanding Government prioritising infrastructure development as a catalyst for economic growth and development through the *National budget* and the *"economic growth strategy"*, the emergence of the COVID-19 pandemic has inevitably necessitated the recommitment of public expenditure towards an important sector for a healthy and productive labour force.

Hon. Chief Ndlehlhaza Ndwandwe

Minister for Public Works and Transport

October 2020

STATEMENT BY CHAIRPERSON OF THE BOARD



During the 2019/20 financial year, the Council continued to be faced with challenges particularly related to the depressed construction activity which has limited the availability of new projects for industry stakeholders. This meant that contractors and consultants have in the past few years competed for an already dwindling share of available public and private sector projects. This is a concern particularly for the small local construction sector which is yet to develop fully.

As part of its mandate of regulating, promoting and developing the construction industry, the Council has made significant progress over the past few years on improving service delivery as guided by the following strategic areas; (i) Operational processes – resulted in reduced company and project registration periods, (ii) Inspectorate and registration– strengthened compliance to CIC Act (iii) Implementation of training and capacity building programme for the industry

– to ensure growth, sustainability and competitiveness of the industry.

The increased participation of SMMES and big contractors in local construction works remains a priority for the Council given the potential it has on the growth, development and sustainability of the industry which hinges on adequate distribution of the works across the spectrum of industry players. This has the potential for a multiplier effect on the economy as a whole due to its potential to employ the lower skilled labourers and due to its linkages with other sectors of the economy.

Henceforth, the Council will continue to put effort towards improving effectiveness of the Council through the strengthening of relevant legislation required for addressing gaps in monitoring, compliance and addressing of dispute resolution mechanisms.

Dan Dlamini // Chairperson

CHIEF EXECUTIVE OFFICER PERFORMANCE REPORT 2019/20



3.1. Introduction

This report has been prepared in accordance with the CIC Act, Act No. 14 of 2013 and the King IV Report on Corporate Governance. The report provides a comprehensive overview of the activities of the Council as well as its financial and non-financial performance for the period covering 1 April 2019 to 31 March 2020. The report also gives a detailed overview of the CIC strategy and all other matters considered to be material for stakeholders to make an informed assessment of the CIC.

There is increased stakeholder awareness of CIC's mandate and improved compliance to the Act.

3.2. Key Performance Highlights

Eswatini State of the Construction Industry

The performance of construction activity is linked to economic growth developments. According to the 2020 Budget Speech, the economy recorded low growth of 1.4% in 2019 with construction activity negatively impacted by the continued fiscal challenges faced by Government.

During the period under review, the industry faced a number of challenges. These include the lack of work opportunities available for industry stakeholders due to delayed, deferred and non-availability of new public infrastructure projects. Medium term prospects for construction activity weigh heavily on how Government will respond in addressing the problems that have affected businesses and on stimulating economic activity. Government's intention as articulated in the 2020 Budget Speech is to clear outstanding monies owed to contractors and suppliers and to also increase spending on public infrastructure projects, a policy direction which we support as it will have a positive knock-on-effect on construction activity, incomes and employment in coming years.

The Council is committed to the strengthening of its Regulatory function, Training and Capacity Development programmes, which are important for a fully developed industry. It is also encouraging to note that there is increased stakeholder awareness of CIC's mandate and improved compliance to the Act. To strengthen service delivery, the Council will work towards finalisation of the CIC regulations in the 2020 financial year which will culminate in full operationalisation of the Act.

Financial Performance

The Council had a budget of E 25,539,575.00 however was able to collect E 13,346,611.00, this indicates that the Council was able to attain 52% of its target.

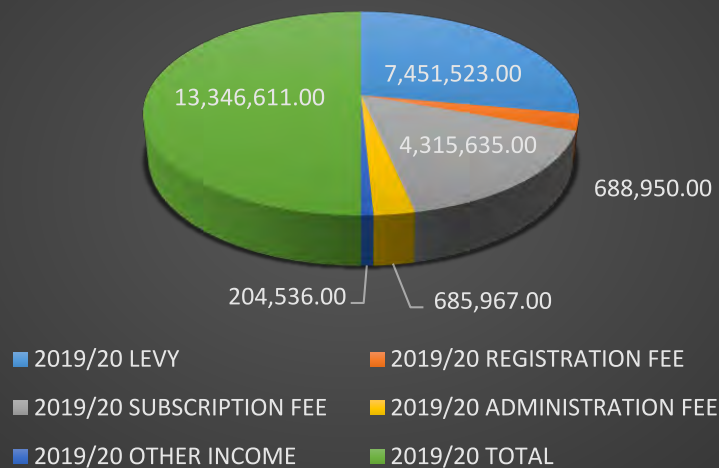
FINANCIAL YEAR	SOURCE OF INCOME	BUDGET	ACTUAL	ACTUAL VS BUDGET (%)	Contribution to Total Income (%)
2019/20	LEVY	20,247,075.00	7,451,523.00	37	56
	REGISTRATION FEE	500,000.00	688,950.00	138	5
	SUBSCRIPTION FEE	4,004,700.00	4,315,635.00	108	32
	ADMINISTRATION FEE	577,800.00	685,967.00	119	5
	OTHER INCOME	210,000.00	204,536.00	97	2
	TOTAL	25,539,575.00	13,346,611.00	52	100

Income

In terms of the comprehensive income, the Council's total income decreased by 11% when compared with last financial year. This was caused mainly by the decline of 16% in Construction levy collection and a decline in Registration Fees of 11%. The decline in construction levy collection has been as a result of government deferring payment to the following financial year. The decline in registration fees was caused mainly by the reduction in the number of new entrants.

The table below indicates the performance of the Council in the past two financial years for the various sources of Income.

FY 2019/20 INCOME



Construction Levy

The total Levy value for projects registered and assessed for Construction Levy since inception (October 2016) is E63 Million. Amount Collected to date is E22 Million. The Amount Due to the Council for all ongoing projects is E41 Million. Out of the total amount due to the Council, Amount Due from Government projects is E32 million.

CIC PROFILE HISTORY & MANDATE



4.1 LEGISLATIVE FRAMEWORK

The Construction Industry Council (CIC) is established by the Construction Industry Council Act No. 14 of 2013 to regulate, promote and develop the construction industry of Eswatini for the purposes of; registration of contractors, affiliation of professional bodies or organizations whose members are engaged in activities related to the construction industry, regulation of the construction industry, training of persons engaged in the construction industry and incidental matters. The Council's functions are outlined as follows;

“Regulate”

- Establish industry best practices through policy, regulations and reforms for industrial sustainability, industry performance, procurement, labour relations, human resources development, safety and health including environmental sustainability, including growth and performance of emerging contractors.
- Ensure compliance to the CIC Act by all stakeholders including government, parastatals and the private sector.
- Registration of contractors and projects.

“Promote”

- Provide Strategic leadership to the construction industry stakeholders.
- Provide Research and Development.
- Advise the Minister on policies and programmes that impact the construction industry.

“Develop”

- Ensure Sustainable growth of the industry and the participation of emerging enterprises.
- Provider Capacity building for local contractors.

4.2 POWERS OF CIC

- Direct any contractor or person providing services in the construction industry to deliver services in a manner that ensures compliance with this Act.
- Require any person or contractor to provide necessary records and information that will enable the Council to monitor the performance of the contractor.
- Consider any matter affecting the construction industry and make necessary recommendations to the Minister.
- To work together with bodies in Eswatini and elsewhere on matters affecting the construction industry.
- Generally, to do such things as the Council may consider necessary or expedient for the performance of its functions under this Act.

4.3 LEGISLATIVE PROVISIONS OF THE CIC ACT

4.3.1 LEVY REGULATION, 2016

- The Regulation was promulgated in October 2016
- It outlines the procedure for registration of projects, contractors' responsibilities and imposition of the Levy.
- It dictates the levy schedule

Ensure Sustainable growth of the industry and the participation of emerging enterprises.

Purpose of the Levy

The levy seeks to achieve the following;

i) Support CIC operations

- To finance CIC operations as it does not receive a subvention from Government

ii) Capacity building for contractors

- Technical skills and business management
- Contractor development

iii) Regulation and policy formulation

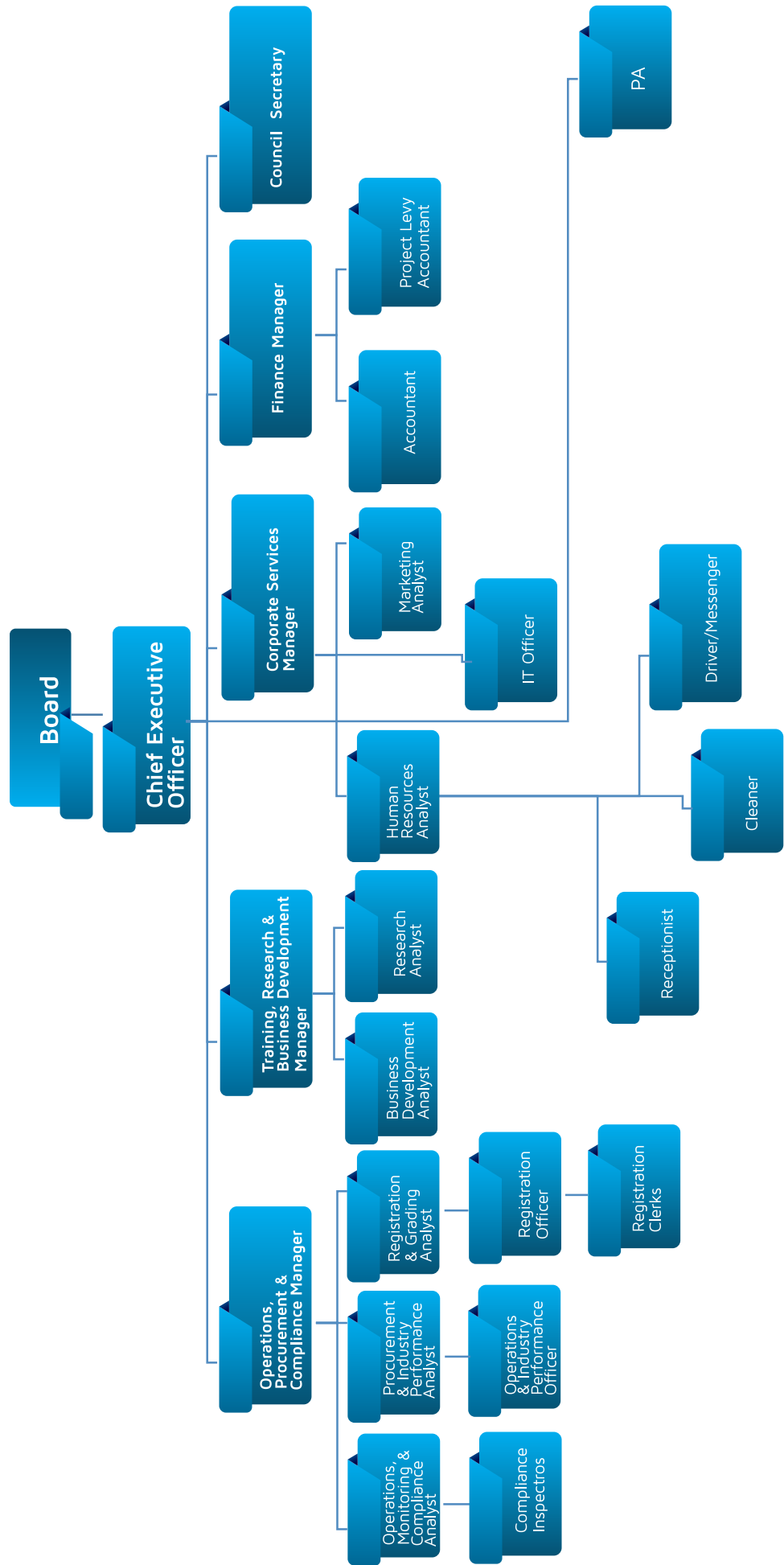
- Leadership, advisory, reforms, regulations and standards
- Support for allied institutions (AESAP)

iv) Research and development

- Scientific research, best practices, innovation and solutions



CIC ORGANOGRAM





GOVERNANCE

5.1. Overview

As a statutory body, the Council is committed to operate in an open and accountable environment so as to provide our stakeholders and public with services that are of value for money. This is done by providing a defined corporate governance framework that will achieve the following; Contribute to the effective performance of the roles of the Council; Serve to maintain the trust built on the Council by the stakeholders regarding the use and stewardship of levies collected.

5.2. Governance Structure

The Construction Industry Council is led by a Chairperson and eight (8) members nominated from recognised construction industry associations and relevant government ministries. The Chairperson and members are appointed by the Minister of Public Works and Transport.

The Board composition is as follows;

CIC BOARD COMPOSITION

Eswatini Association of Indigenous construction consultants	Eswatini Association of Architects Engineers and Surveyors	Eswatini Contractors Association	Construction material manufactureres and suppliers	Principal Secretary MoPWT	Ministry of Public works Ministry of Housing
• Mr Lawrence Samuels	• Mr Nhlanhla Maphanga	• Mr Daniel Dlamini • Mrs Dumsile Shongwe • Mr Derrick Shiba	• Ms Marianna Pullen	• Mr Mkhululi Mamba	• Mr Sanele Khuluse • Mr Eric Kunene

CORPORATE GOVERNANCE

THE BOARD

**Dan Dlamini // Chairperson**

Mr. Dlamini is the Managing Director of Dan & Don Construction. Mr Dlamini is a qualified Construction Technician from the Swaziland College of Technology (SCOT) with 41 years experience in the Construction Industry.

**Nhlanhla Maphanga // Vice Chairperson**

Mr. Maphanga is the Managing Director of Maphanga Mitchell Associates. He holds a B.Sc. Degree in Construction Management from Ferris State University, USA and M.Sc. in Project Management, University of Pretoria.

**Derrick Shiba // Member**

Mr. Shiba is currently the Managing Director at Inyatsi Construction Swaziland. He holds a BSc Degree in Civil Engineering from University of Cape Town and Diploma in Civil Engineering from Swaziland College of Technology (SCOT).

**Sanele Khuluse // Member**

Mr. Khuluse is an Admitted Attorney of The High Court of Swaziland. He has a B.A.(LAW) UNISWA and LLB from University of Cape Town. He is currently the Legal Advisor at Ministry of Public Works and Transport.

**Mkhululi Mamba // Member**

Mr. Mamba is the Chief Buildings Engineer, Ministry of Publics Works and Transport. He has an M.Sc. in Electrical Engineering from North Carolina A&T State University, B. Sc. in Electrical Engineering from North Carolina A&T State University and BSc. (Physics/Maths) + CDE from University of Swaziland.

**Member // Marianna Pullen**

Ms Pullen is currently the Chairperson for the Building Materials and suppliers Association. She is currently the Territory Manager at AfriSam Cement Eswatini. She has a Diploma in Book Keeping, Practical Accounting and achieved several certifications in Concrete technology.

CORPORATE GOVERNANCE

THE BOARD



Lawrence Samuels // Member

Mr. Samuels is professional quantity surveyor and currently the Managing Director of Quantec (PTY) Ltd



Dumisile Shongwe // Member

Dumisile Dorah Shongwe served as the Secretary General of Eswatini Contractors Association. She is Co-Director of Tornado Construction. She holds a degree in B.A Humanities and diploma in Education.



Eric Kunene // Member

Mr. Kunene is the Township Engineer at the Ministry of Housing and Urban Development. Mr Kunene is a qualified Construction Technician from the Swaziland College of Technology (SCOT).

CORPORATE GOVERNANCE EXECUTIVE MANAGEMENT



Nhlanhla Dlamini // Chief Executive Officer



Makhosazana Ndwandwe //
Finance Manager



Maqhawe Mnisi // Research, Training &
Business Development Manager



Dr Gcebekile Dlamini //
Operations, Procurement &



Qinisile Maseko // Legal and

Chairperson nomination

Members of the Board recommend for appointment by the Minister a person, who has academic qualifications related to construction, experience and expertise in matters pertaining to the construction industry and its development objectives as the Chairperson.

Responsibilities of the Board

- The Board is responsible for ensuring the functions of the Council are properly and effectively carried out, including;
- Providing strategic leadership and guidance;
- Setting overall direction;
- Monitoring the organisational and managerial performance of the Council;
- Maintaining good communication with stakeholders in the construction industry through various formal and informal communication channels.

Board skills and diversity matrix

Our Board composition provides the balance of knowledge, capabilities, qualifications, diversity and experience required to execute our long-term strategy in an evolving and demanding construction environment.

Term of office

An appointed member holds office for a period of four years and may be re-appointed for a further single term of four years, thus a Board member may not serve for more than eight (8) years. During the financial year, there were no resignations and membership has not changed.

Code of conduct and Conflict of interest

Members of the Board abide by the Council's "Code of conduct for Board Members" and they are required to declare any conflict of interest as well as commit to high standards of integrity. During the year under review, there were no breaches of the Code of Conduct nor were there any declarations of conflict of interest by the Board members.



Celebrate ideals of individual excellence, self-reliance, and personal responsibility



Board Committees

Audit and Finance Committee

The Committee assists the Board with overseeing all aspects of the Council financial position as well as approving the annual budget of the Council before the beginning of each financial year and ensuring that the Council's resources are deployed where they are most needed.

Main activities in 2019/2020

- Review of Council Investment Framework
- Review of finance manual and approval of addendum

Members

- Mkhululi Mamba (Chair)
- Marianna Pullen
- Derrick Shiba
- Lawrence Samuels

Remuneration Committee

The Committee has a role of ensuring an appropriate process is in place to recruit, review the performance of, remunerate, train and develop executives; reviewing and approving compensation, equity and incentive schemes in place for the CEO and Executive to ensure they are appropriate and competitive in both structure and quantum; reviewing, approving and monitoring compliance with the Council's code of conduct, which provides guidance regarding ethical behaviour.

Main activities in 2019/2020

- Review of Staff wellness program
- Review of Council Service charter
- Review of Internship Policy, Mentorship and Coaching Programme

Members

- Derrick Shiba (Chair)
- Marianna Pullen
- Dumsile Shongwe
- Eric Kunene

Legal & Compliance Committee

The Committee has a role of monitoring and advising the Board as appropriate in respect to current and emerging regulatory, compliance, policy and legal matters and any related risks that are believed to have a potential to effect the Council; Participate in the development and drafting of Council legislation

Main activities in 2019/2020

- Delegation of authority policy
- Tabling of regulations before cabinet
- Anti- corruption and gifts policy
- Associations Regulatory policy
- Commenced the Review of construction industry levy regulations, 2016.

Members

- Sanele Khuluse (Chair)
- Zanele Mlambo
- Nhlanhla Maphanga
- Eric Kunene

The Board remains accountable for all matters where it has delegated responsibility to its committees. The Board assesses the governance framework against best practices and this includes the principles and recommendations set out in the "King III and IV Codes of Corporate Governance" and the Council's governing statutes.



REGISTRATION AND GRADING

6.1. OVERVIEW

The grading and categorisation of contractors is according to Section 27 of the CIC Act, that all participating in the construction industry should be registered with the Council. In the grading of contractors the Council gives grades to contractors in terms of their capacity to carry on construction works, thus each grade has a maximum tender value in which the contractor has the capacity to undertake. The grading criteria is according to the criteria below:

- i) Largest contract, within a three year period – 70%
- ii) Available capital – 20%
- iii) Best annual turnover – 10%

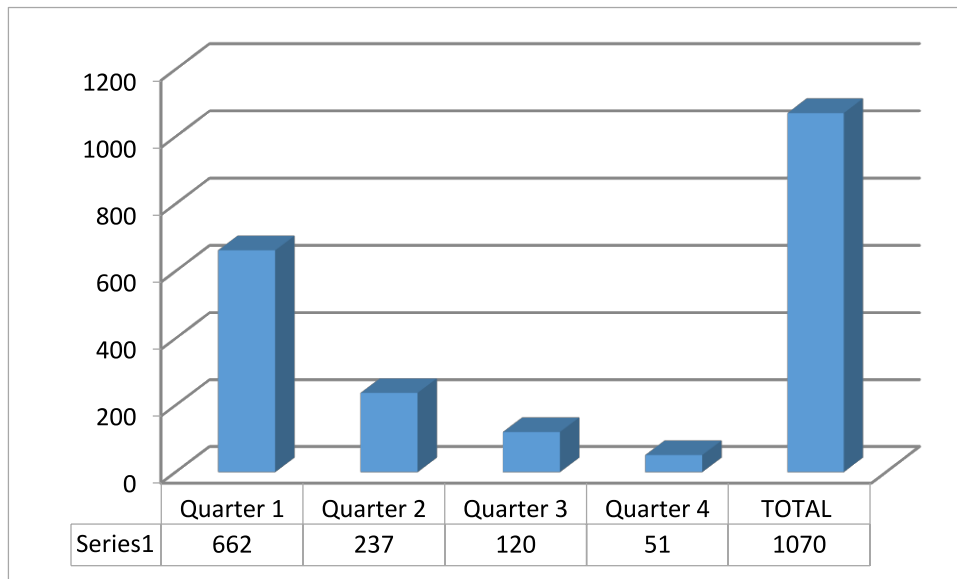
The best annual turnover and capital are determined by the financial status of the company within a three year period and is an indicator of the financial capacity of the business. The largest contract signifies capacity and experience in completing projects within a set threshold.

6.2. CONTRACTORS CATEGORIES

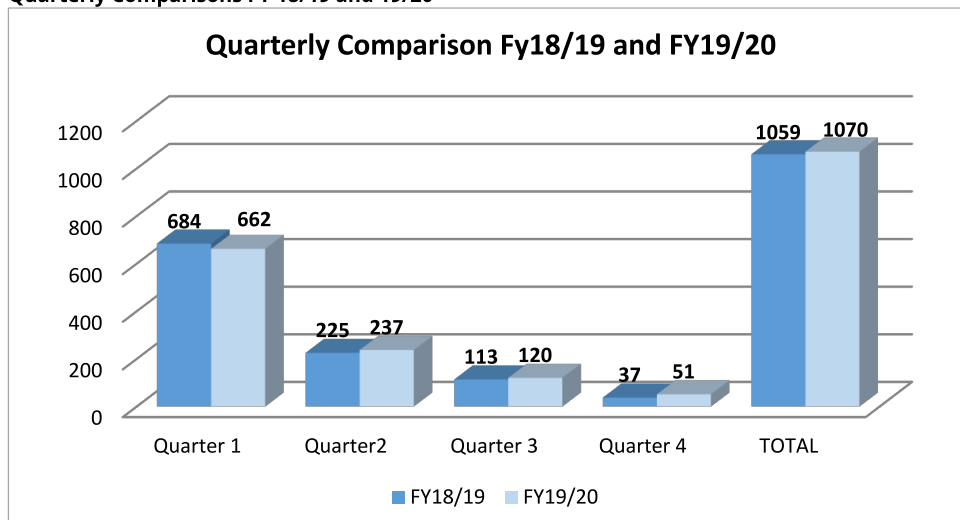
In terms of the CIC Act, all general contractors, consultants, manufacturers and suppliers, specialists and individual artisans are defined as contractors.

REGISTRATION AND GRADING STATISTICS

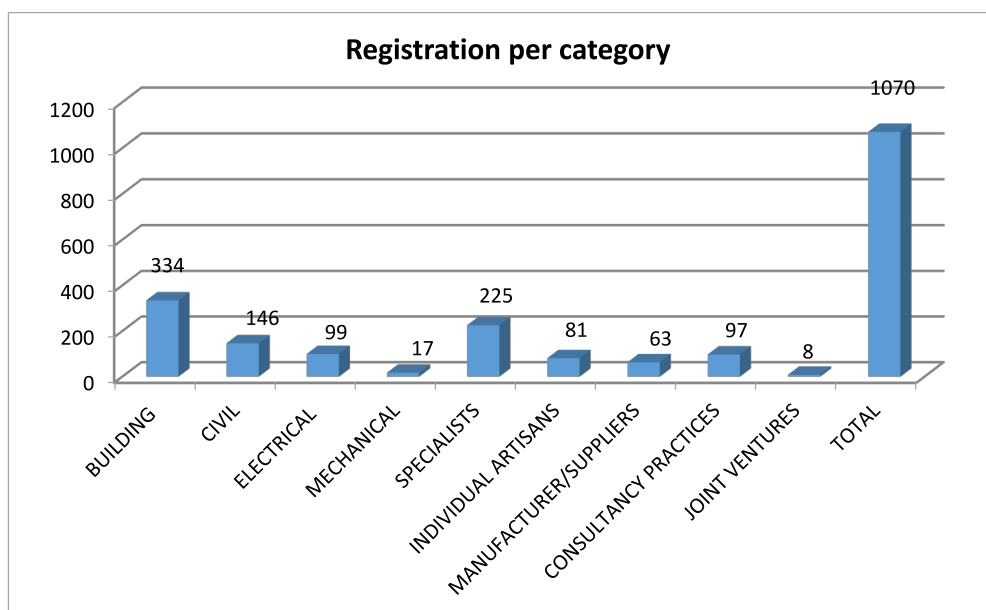
The figure below shows the number of contractors registered in the financial year 2019/2020 from April 2019 to March 2020. A total of 1070 contractors were registered representing various categories for new contractor registrations and renewals.



Quarterly Comparisons FY 18/19 and 19/20

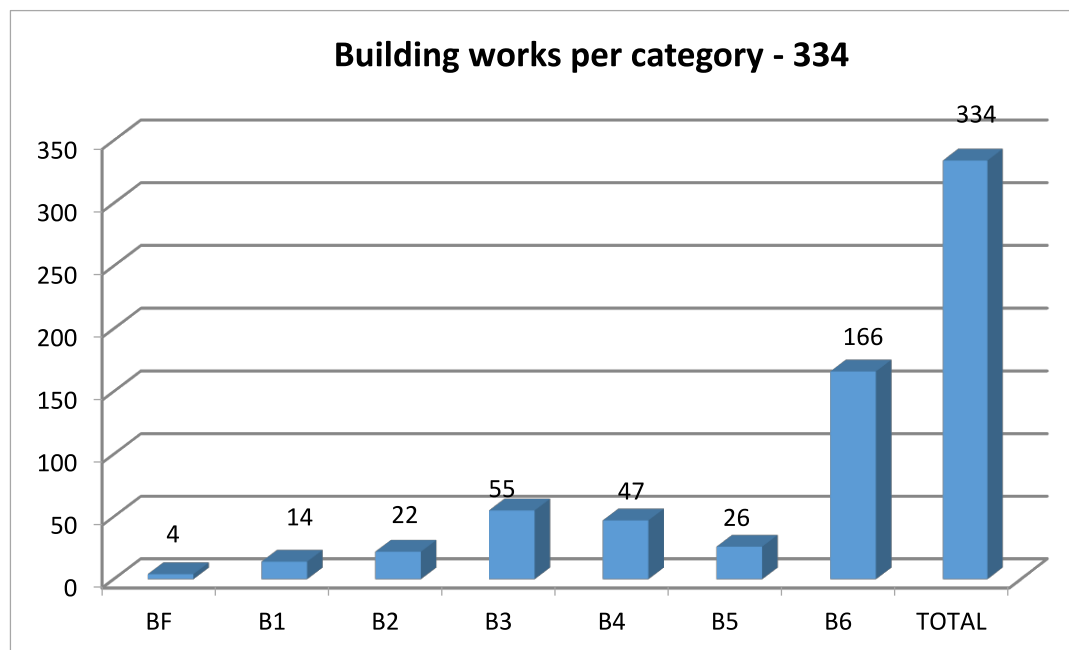


The figure above shows a quarterly comparison of registered contractors between FY18/19 and FY19/20. The graph shows a small increase in the number of registered contractors in the last year. This may be due to new entrants of contractors in the industry every year.

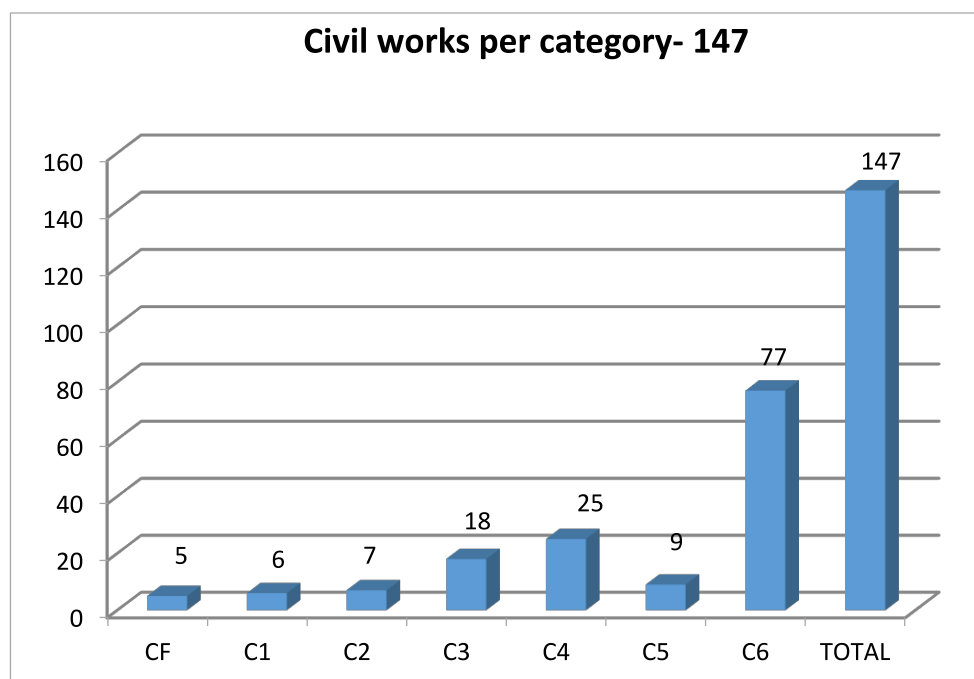


NUMBER OF CONTRACTORS PER GRADE

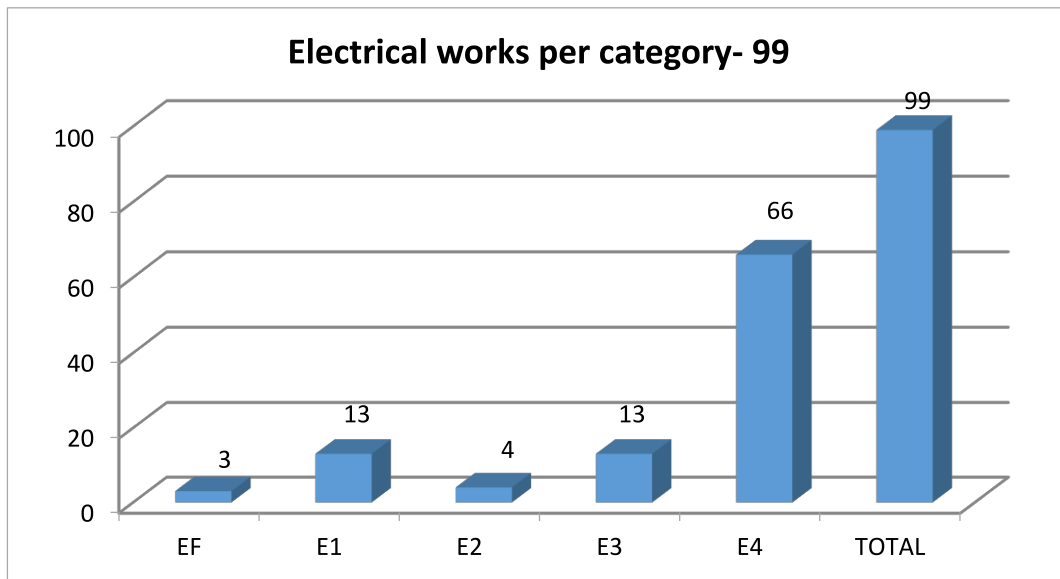
More contractors are registered as B6 mainly because it is the entry grade for new contractors. Most contractors are also categorised as small and medium contractors between grade 3 and 6.



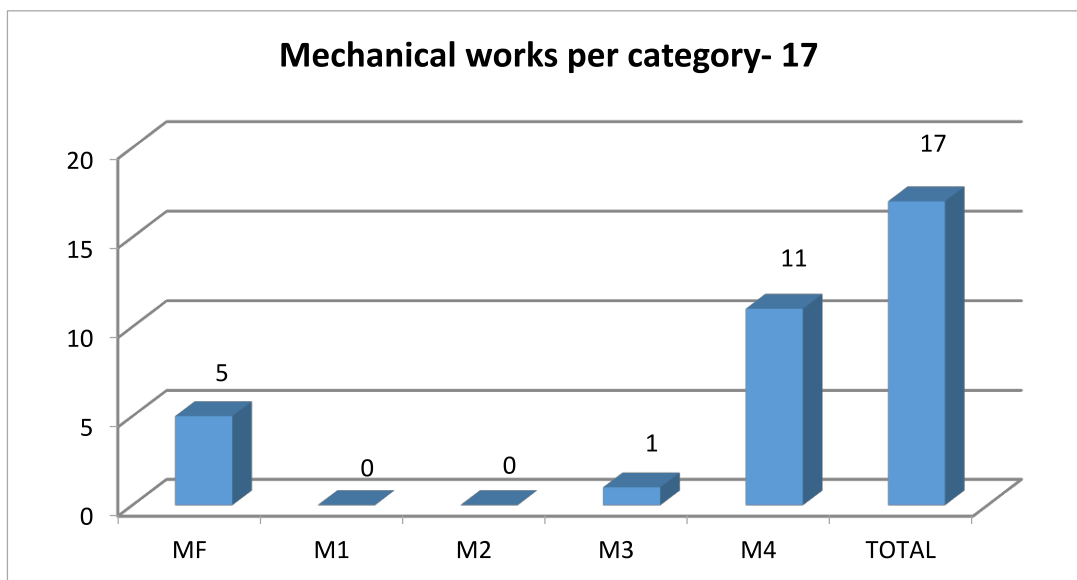
The graph above shows that a total of **334** registered contractors under the General Building works in the financial year.



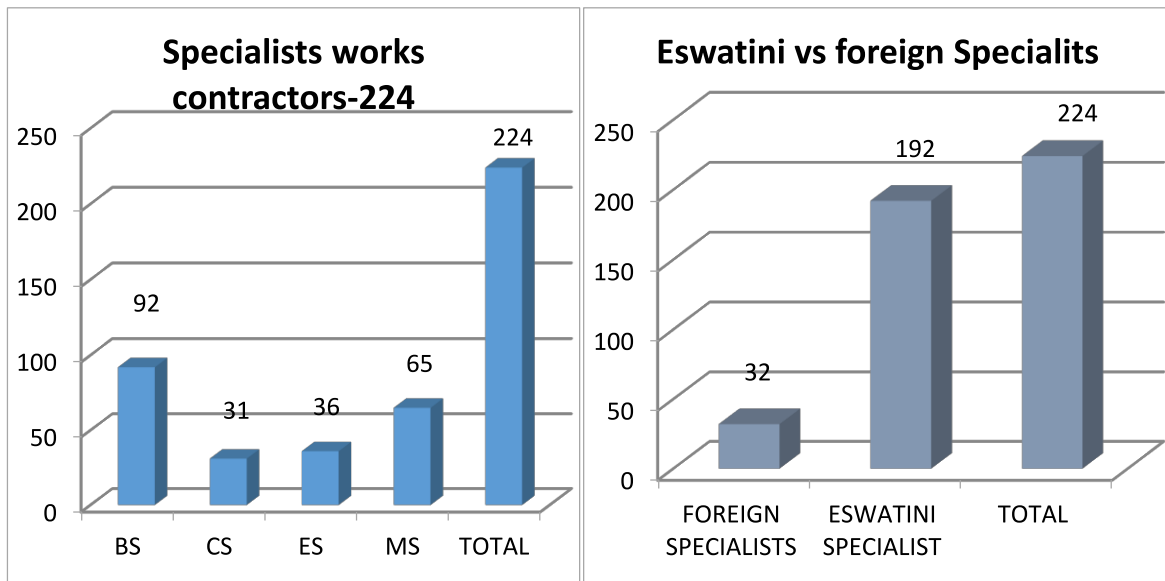
The figure above shows a total of **147** contractors that registered as General Civil Works contractors during the year.



The figure above shows that 99 contractors registered as General Electrical Works contractors during the year.



The figure above shows that 17 contractors registered as General Mechanical Works contractors in the financial year.



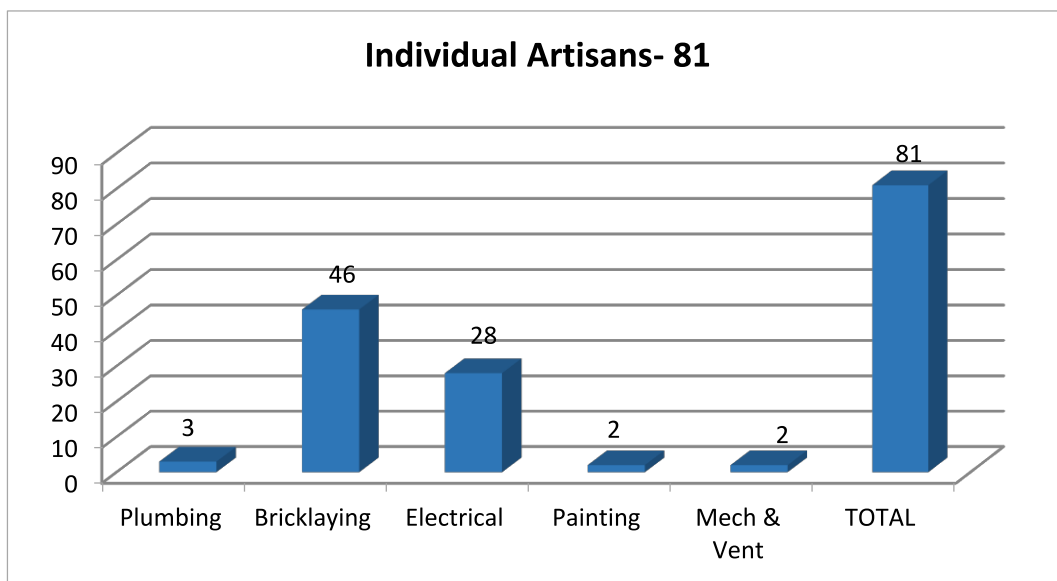
The figures above show that a total of 224 were registered as Specialists Works contractors with 192 as local Specialists and 32 foreign Specialists.

BS – Building Specialists

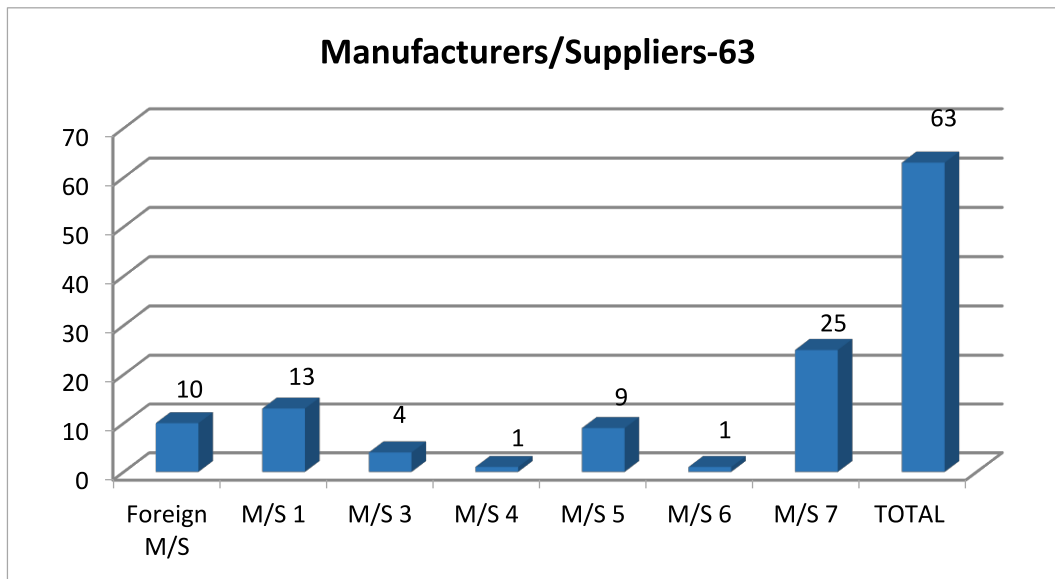
CS – Civil Specialists

ES – Electrical Specialists

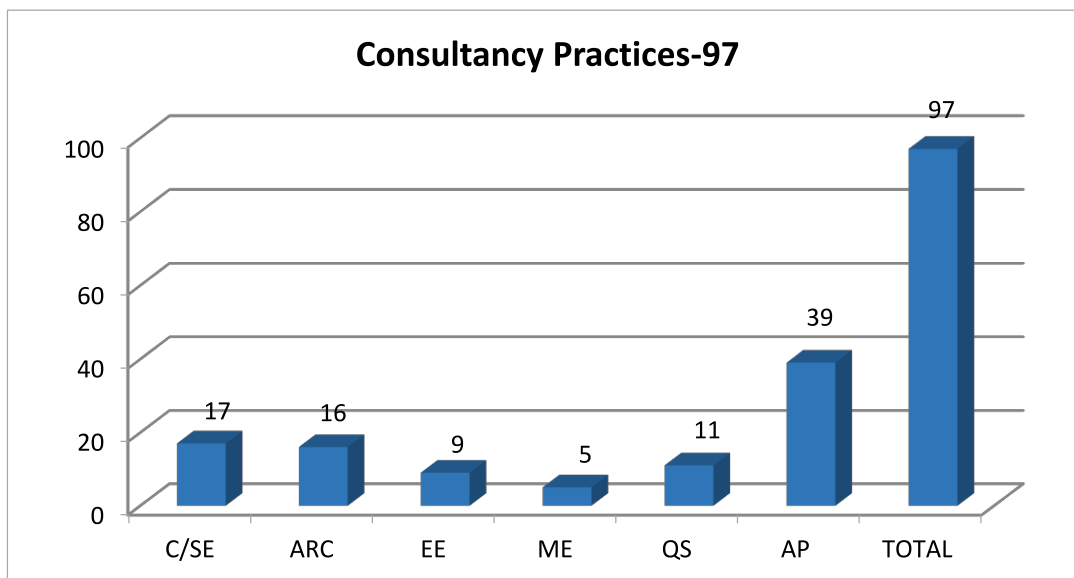
MS – Mechanical Specialists



The above figure shows total number of 81 registered as individual artisans under the different categories. Most individual artisans are registered for the Bricklaying works.



The above figure shows that 63 manufacturers and suppliers registered under the stated categories in the financial year. A total of 10 manufacturers and suppliers registered as foreign contractors.



C/SE – Civil/ Structural Engineers

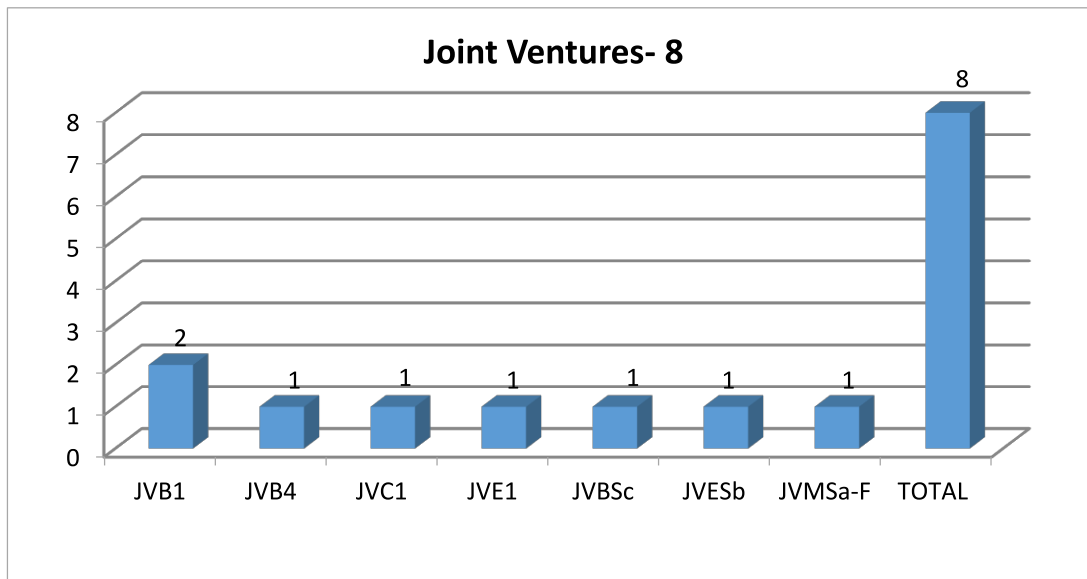
ARC – Architecture

EE- Electrical Engineering

ME- Mechanical Engineering

QS – Quantity Surveying

AP – Allied Professionals



JVB - Joint Venture Building Works JVBS-Joint Venture Building Specialist

JCV – Joint Venture Civil Works

JVES- Joint Venture Electrical Specialist

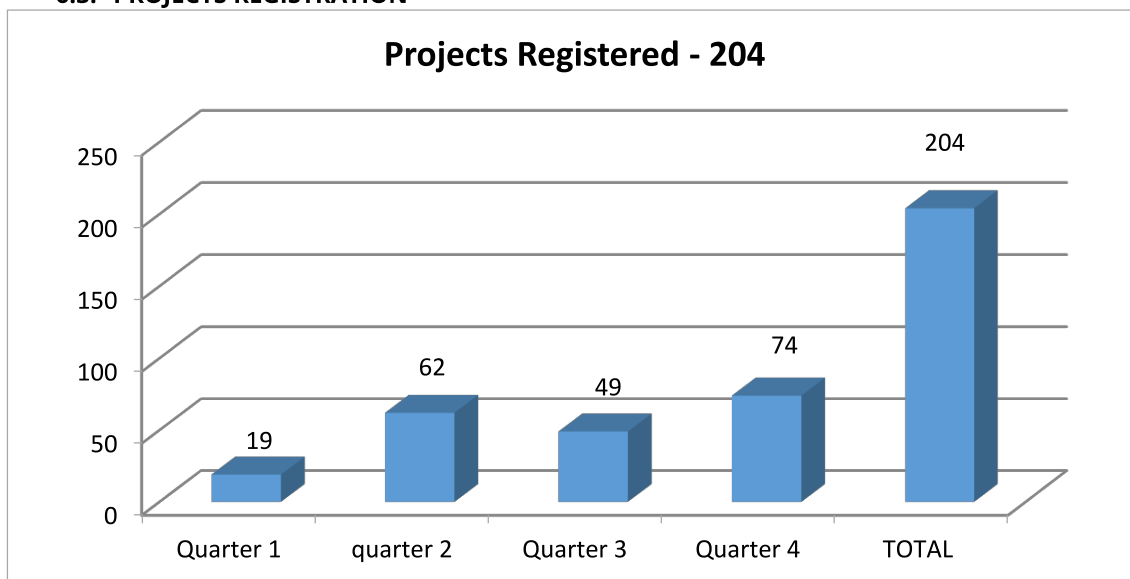
JVE – Joint Venture Electrical Works

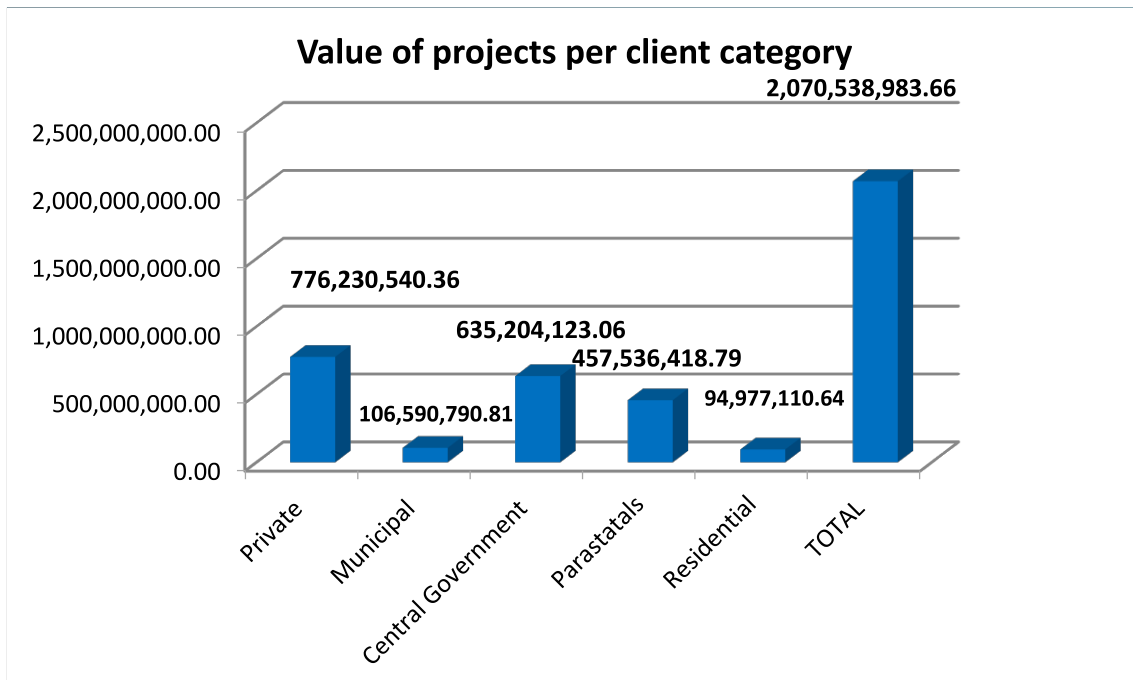
JVMSF- Joint Venture Foreign Mechanical

Specialist

The figure shows that 8 Joint ventures registered during the year. There are 7 JV's that registered in General Works and 1 JV registered for Specialists works.

6.3. PROJECTS REGISTRATION





The above figures show the number of projects registered and their value per client category. The private sector indicated that they have invested more in construction projects than Central Government.



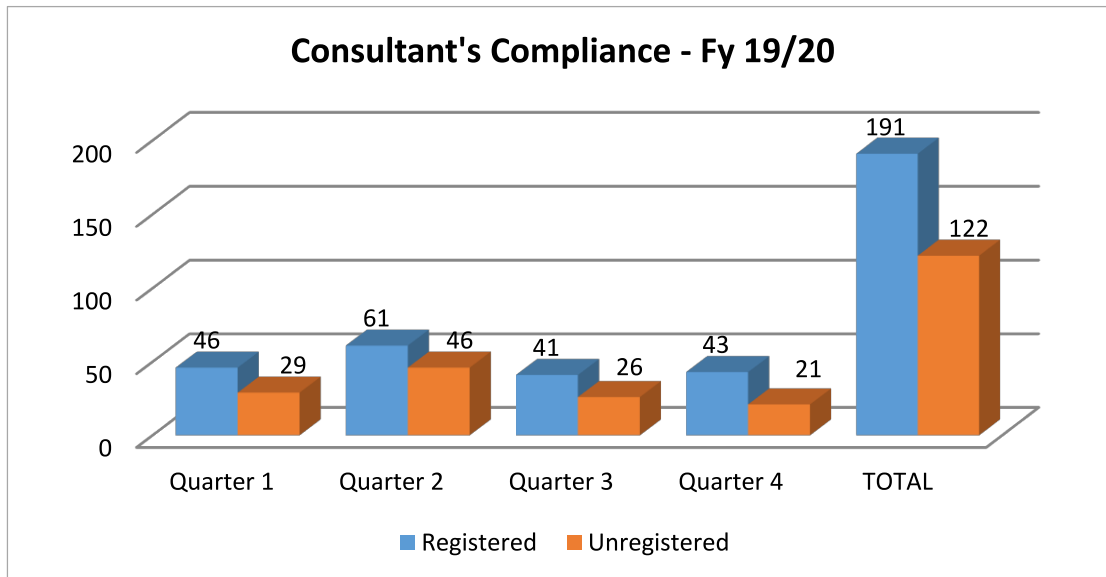
COMPLIANCE AND MONITORING

7.1. Overview

The Compliance and Monitoring section is responsible for monitoring and ensuring compliance by industry contractors to the different sections of the CIC Act. The Section focuses on three key activities, Inspections for contractor compliance, project registration and the participation of foreign contractors. Inspectors are assigned to all regions of the country to conduct daily inspections to ensure all contractors are registered with the Council and that all construction projects are registered with the Council.

The statistics below show the number of inspections conducted during the financial year, contractor compliance in terms of registering with CIC and foreign contractor participation in the industry.

The figure above shows contractor compliance in the different quarters in the year. It further shows the number of contractors that are compliant and those that are non-compliant in terms of registering with the Council.

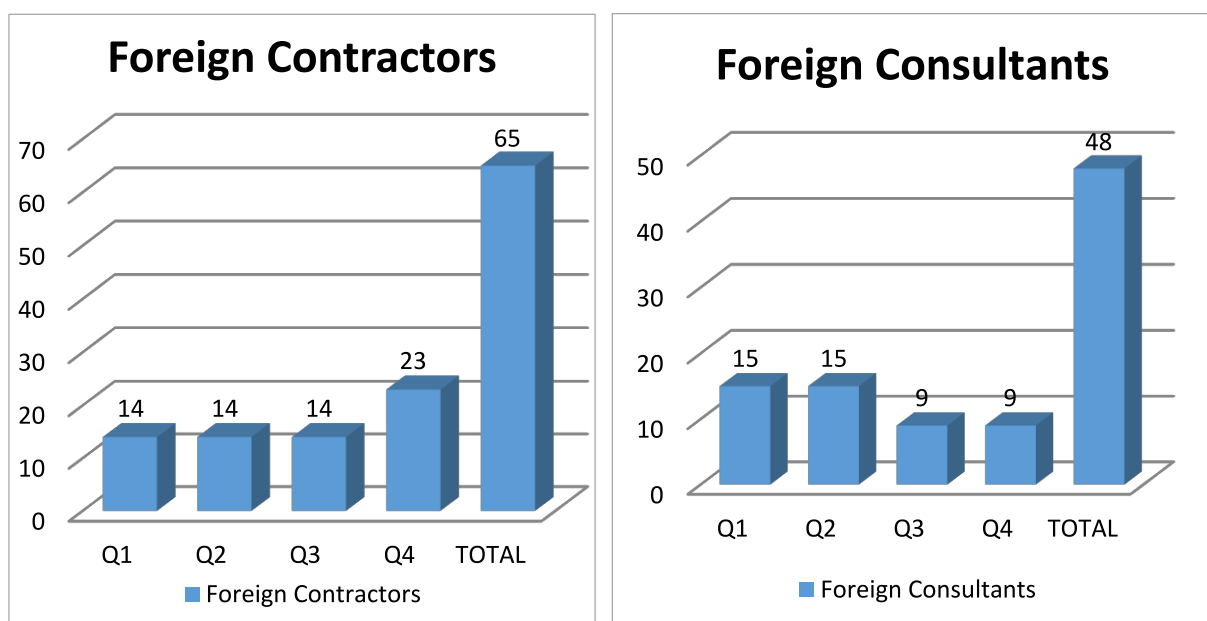


The figure above indicates the number of registered and unregistered consultants found conducting works on different sites per quarter of the financial year.

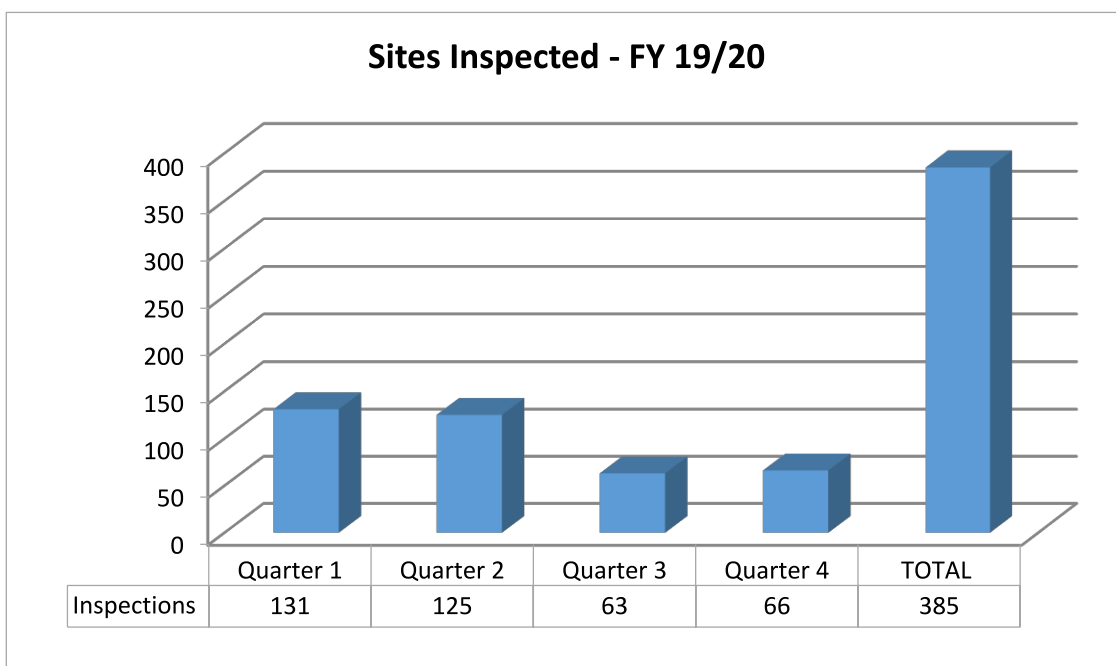
All non-compliant contractors and consultants are issued with two (2) notices as a reminder to comply failing which a final notice is issued that stipulates the punitive measures the Council takes for failure to comply.

7.2. FOREIGN CONTRACTOR PARTICIPATION

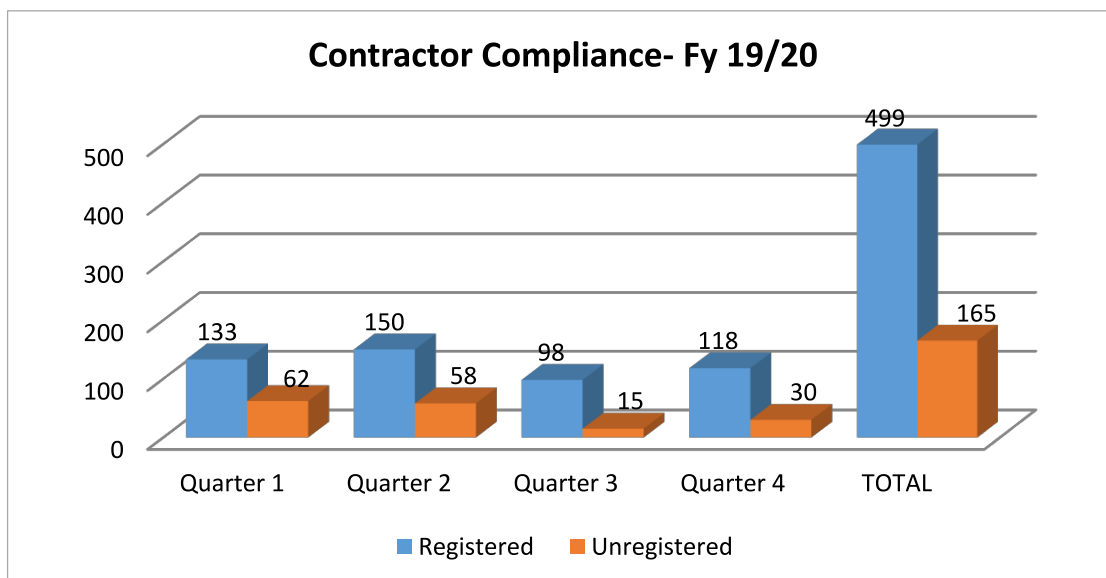
Section 40 of the CIC Act provides that no person shall award a contract for construction works to a foreign company without the approval of the Council.



The figure above shows the number of contractors and consultants that had contracts to participate in the construction industry in the different quarters of the financial year.



The figure above shows the number of inspections conducted per quarter. The inspections are carried out through all the four regions of the country.



RESEARCH



8.1. Overview

The aim of the Research function is to provide up to date information on construction related developments, international best practices and to guide policy developments on construction related matters.

Highlights

- Development of internship policy to guide engagement of students by industry and to assist preparation of students for employment
- Study on the Effects of Delayed and Non Payment of Contractors for Public Infrastructure Projects
- Situational Analysis Study on Contractor Performance which determines factors influencing large, SMMs and foreign contractor participation in local industry
- Collaborate with institutions of higher learning and TVET institutions to ensure effective implementation of internship programmes.
- Maintain a database of available skills and conduct a needs assessment on skills required by industry at any given period of time.
- Facilitate the attachment of interns in line with the required skills.
- Facilitate effective collaboration between institutions of higher learning, TVET institutions and business organisations to improve curriculum standards.

8.2. Development of Internship Policy

The Council developed an internship Policy aimed at equipping students and graduates with practical skills that are used in the industry. In implementing the Policy, the Council is expected to work in collaboration with contractors. To ensure effective implementation of the internship policy, the Council will ensure the following:

During the consultation process that informed development of the Policy, a number of issues were raised by the industry that needed to be addressed for successful implementation of the internship policy. The following observations were made;

- They observed poor quality of education for students and graduates enrolled in local institutions which is attributed to poor structure of curriculum and lack of practical experience by lecturers.
- Most Industry stakeholders do not have internship policies in place while major companies attach students and graduates through graduate training programmes.
- Internship policy cannot be successfully implemented without addressing the quality of interns.

8.3. Study on the Effects of Delayed and Non Payment of Contractors for Public Infrastructure Projects



The construction industry has been faced with a number of challenges in the past few years particularly related to the implementation of public construction projects which has negatively impacted their businesses. Hence, the Council undertook a study on the effects of delayed and non-payment of contractors by Government for public infrastructure projects they implemented.

The study highlighted a number of issues of concern that were experienced by contractors during the 2016-2018 period. Analysis showed that since 2016, Government has gradually shifted from making full payments to partial payments for projects under implementation. Furthermore, data showed that the ability for government to make timely payments to contractors has worsened when considering that the stipulated period for payment is within 3 months after claim has been made.

There is a notable increase in delayed payments and turnaround time seems to be shifting beyond 10 months.

Evidence showed that over 80 percent of the construction industry activity were largely dominated by government infrastructure projects. Analysis showed that 50 percent of contractor businesses were generated through getting government tenders. Furthermore, the high degree of the industry's dependency on government business was further highlighted by the fact that 65.3% of respondents

indicated that despite the ongoing payment related challenges, they would continue tendering for public sector driven projects.

The survey also highlighted that the industry had used a number of strategies in an effort to mitigate the effects and to keep afloat. One such strategy was diversification towards private sector projects which came at

an opportune time, particularly with the proposed increase in the local asset requirement ratio requiring non-bank financial institutions to increase their local asset holdings from 30 percent to 50 percent in the Kingdom of Eswatini.

Challenges faced by the industry included failure to pay salaries (31.6%) and suppliers (17.1%) on time. In response, some of the contractors had resorted to take government to court over non/delayed payments. Furthermore, cash flow challenges had necessitated that contractors use bank overdraft facilities which was a concern as banks usually charged high interest. Some suppliers had taken legal action against contractors for monies owed (1.3%). Contractors also highlighted a number of issues including a decline in profitability, increasing financial costs, poor employee performance, increasing employee disputes and difficulty in undertaking new projects. Furthermore, they cited that loans have become more expensive. Last but not least, contractors are reportedly missing project deadlines and some have had to halt implementation of projects.

Construction industry stakeholders, termed as those who provide services to contractors, are also grappling the effects of non or delayed payments by government. Survey responses sourced from suppliers of construction materials and financial institutions, suggests that credit and loan provisions extended to contractors undertaking public projects have drastically declined. There are slow or high defaults on re-payments which has led to these stakeholders becoming risk averse towards public sector driven projects.

Major implications for the industry:

- In the past three years more than 415 employees have been retrenched by industry.
- Contractors were owed more than E700 million by government, which is probably an understated figure considering that it is based only on survey respondents.
- Construction industry stakeholders (service providers) were also impacted; as evidenced by slow payments for construction goods provided on credit by suppliers and high defaults on outstanding loans from financiers.
- Government is no longer undertaking new major projects but is rather concentrating on ongoing infrastructure developments.

To mitigate the effects of non or delayed payments in the short term and in future, contractors and construction industry stakeholders recommended a number of strategies to be implemented by the industry and Government and these include the following:

Strategies recommended by Contractors:

- Government should establish a Construction Bank or Fund responsible for payment of tenders.
- Government should ensure availability of funds before a project is undertaken.
- Industry Associations should set up professional legal advice and services office to handle adjudication on dispute matters.
- Government deposits funds in an escrow account managed by the CIC.
- CIC should mediate between government and contractors and facilitate communication between the two parties.



Strategies recommended by Construction Industry Stakeholders:

- Develop and implement Infrastructure Investment Strategy and Fund. The Strategy is to mobilise funds for construction projects.
- Government must ensure funds are available and she must provide deposits for projects.
- The Ministry of Public Works and Transport (MOPWT) should lobby for the industry to not pay taxes due to Eswatini Revenue Authority (ERA) in the event government fails to pay outstanding amounts to contractors.
- Contractors should diversify into private projects and not rely on government projects to ensure good cash flow.
- CIC should build capacity of contractors with respect to proper business management.

8.4 Study on Contractor Performance in Eswatini

A study was undertaken by CIC aimed at understanding the performance and influencing factors in the execution of public and private construction works by local and foreign contractors. The study shed light on underlying issues affecting performance, including how and why local and foreign contractors are engaged, competence levels during

execution, why foreign contractors may be preferred over locals and reasons for non-compliance to CIC Act in engagement of contractors.

Industry players interviewed during the survey including project owners/clients, contractors and consultants pointed out that big sized companies have the full capability to deliver on any given construction works in line with contractual agreements. The view was that compared to small and medium sized contractors, the local big contractors had adequate experience given their exposure to undertake larger construction works, were in a better financial position, had good retention and staff management practices, and demonstrated a good understanding of contractual obligations.

On the other hand, the view was that there had been an increased participation of local small to medium sized entities in undertaking local construction works. This implied that they had benefitted from increased exposure, especially as sub-contractors for large projects and in undertaking small construction works as main contractors. There had been positive spill-over effects in terms of increased capacity to undertake works and technical skills development. On the contrary, small and medium contractors in particular, faced a number of internal (organisational) and externally driven issues.

Internal challenges include, the lack of business and project management skills, over-dependence on owners for operations, failure to retain and build staff competency over time, underpricing of tender bids and failure to work collaboratively with other contractors. Externally influenced challenges include a construction industry related curriculum not aligned to industry requirements, lack of skills transfer from foreign contractors, corruption leading to unfair distribution of work within a smaller group of contractors, failure by government to pay on time and unfavourable CIC grading system. In general, all contractors both large and small were affected by declining work opportunities, increased competition for tenders and lack of skills for specific professions and trades.

Participation of foreign contractors in local industry was viewed as important and critical for further growth and sustainability of the sector. Current practice was that they tend to participate as main contractors though it was expected that they form joint ventures with local companies. Their competitive advantage was their exposure and experience in undertaking large and technologically advanced projects, strong financial backing, specialist skills and strong capacity to deliver more efficiently.

However, the main concern was the lack of systems that would ensure effective transfer of skills to local contractors. Furthermore, foreign contractors had exhibited reluctance to transfer skills even in instances whereby locals had put systems in place for skills transfer.

In an effort to address the highlighted issues affecting performance, the industry stakeholders recommended a number of measures as follows;

- 1. Introduce vetting mechanism** – The Council must put in place a vetting mechanism to ensure only qualified people with required technical expertise register and undertake works.
- 2. Strengthen works capability requirements** – The Council must require a six months bank statement to ensure further screening on contractors' financial capability other than relying on financial statements only.
- 3. Address weaknesses through training** - The Council should conduct training on project management, business and financial management systems to address the lack of skills.
- 4. Regulate distribution of construction works** - Regulation must take place to ensure all contractors have a fair share of the construction market.
- 5. Strengthen grading criteria** – The Council needs to review the grading criteria to take into account assessment of competency.
- 6. Improve stakeholder relations** – The Council should improve rapport with customers to better understand their operations and challenges.
- 7. Ensure Skills Transfer** - The Council needs to ensure transfer of skills in JV arrangements between locals and foreign companies.
- 8. Advocate for Works rates** – The Council needs to advocate for construction works rates for the industry as well as artisans rates.
- 9. Ensure alignment of industry skills** - The Council needs to facilitate curriculum improvement and alignment to industry demands.
 - Develop standards** - The Council should develop standards that will help provide a guideline for industry performance.





BUSINESS DEVELOPMENT

9.1. Overview

The business development function aims to support business development of industry stakeholders through providing platforms for information sharing, improving capacity of individual artisans to do work hence increasing their potential for work opportunities and improving ease of doing business in the industry.

Highlights

- Supported trade testing of individual artisans for different trades which include carpentry, electrical, plumbing and block-work.
- Trade Mission to strengthen Cooperation between CIC and CIDB (RSA) Stakeholders.
- Participating in the improvement of World Bank Ease of Doing Business process.

9.2. Trade testing of individual artisans

The Council in collaboration with DIVT conducted trade tests for individual artisans during the year under review. Three trades were tested which are, Electrical works and Block-layer/Plasterer and Carpentry. The testing for Electrical works was conducted at the DIVT testing centre in Mbabane in May 2019. The testing was assessed by 4 panel members from the industry and assisted by 4 personnel from the DIVT offices in Mbabane.

The testing for Block-layer/Plasterer works was conducted at VOCTIM College in Matsapha in June 2019. The testing was assessed by 4 panel members from the industry and 10 assistants from the relevant training institutions in the industry. The testing for Carpentry was conducted at the VOCTIM College in July 2019. The testing was assessed by 6 panel members from the industry and assisted by 4 personnel from the DIVT offices in Mbabane.

The performance of participants for three trades is shown in the table below:

Trade	Registered	Attendance	Passed	Failed
Electrical works	13	13	3	10
Block layer/Plasterer	40	36	34	2
Carpentry	22	16	16	0
Total	75	65	53	12

Overall, about 82% of those tested passed the trade tests while 18% failed. A good performance was recorded in the pass rates of Carpentry and block laying trade tests at 100% and 94%, respectively. The pass rate for electrical works pass rate was at only three percent (3%) with a high failure rate of 77% of electrical participants. The high failure rates for electrical works reflected a similar performance trend to that of previous years, suggesting that artisans have very poor skills. Therefore, going forward the Council would work together with DIVT to strengthen the selection processes and to equip individual artisans with basic skills (esp. for electrical) prior to trade testing in order to achieve improved results and ensure artisans are better equipped to undertake works, an intervention that will benefit trade test results for electrical works.

9.1. Signing of MoU between CIC and Consultancy Training Services - UNESWA

An MOU was signed between CIC and CTC-UNESWA in July 2019 at UNESWA, Kwaluseni. The delegations that attended the signing ceremony were led by the Vice Chancellor-UNESWA and CEO-CIC.

The Consultancy and Training Centre (CTC) is the commercial outreach arm of UNESWA and seeks to contribute to the development of Eswatini by providing quality skills training and

consultancy services to government, non-governmental organizations, development partners, institutions, parastatal organizations, private sector companies and individuals. Hence a partnership between CIC-UNESWA (through collaboration and provision of consultancy services) aims to explore areas in which CIC could leverage on CTC's experience in the sourcing of expertise for industry training and development and also potentially explore areas of collaboration.

9.2. Meeting between CIC-AESAP and ACPM-SACPM on Registration of Professional in Eswatini

The second meeting attended by CIC-AESAP in Johannesburg in May 2019, was an engagement with officials from the Association of Construction Project Managers (ACPM) and the South African Council for the Project and Construction Management Professions (SACPCMP).

The purpose of the meeting was to explore areas of collaboration including on where areas of expertise could be shared and to explore how building of capacity particularly for professionals in the Eswatini construction industry could be achieved. Currently AESAP is faced with a challenge of not being able to assess, evaluate and register professionals in Eswatini and hence possible areas of assistance were

explored during the meeting. Discussions involved understanding how the Eswatini and RSA professional structures were set up and challenges faced by professionals practising in Eswatini. The discussions were mainly centered around finding a lasting solution on how to capacitate AESAP to be able to assess and evaluate professionals and put mechanisms in place to enable the Association to register them. AESAP highlighted that currently when registering professionals to undertake construction projects locally, they accepted Eswatini contractors registered in RSA while they had a challenge to effectively assess and evaluate and therefore register professionals in the country though it was a requirement.

9.3. Coordination and Participation on Trade Mission

The Council coordinated the participation of contractors in a trade mission held at Royal Swazi Sun in March 2019. Local contractors and their South African counterparts engaged in a networking session on understanding developments and accessing opportunities within the Southern African region. The overall aim of the trade mission, which was led and facilitated by the Construction Industry Development Board (CIDB) - South Africa, was to accelerate Africa's development through integrating regional infrastructure.



10.1. Overview

In an effort to continuously promote the Council's mandate, during the period under review, the Council participated at the Eswatini International Trade fair, acquired a radio program on the Eswatini Broadcasting and Information Services which sensitizes the public about the functions of the Council, launched the Stakeholders Forum and strengthened partnerships through the officiation of memorandum of understandings as a means of improving compliance and fostering relations to assist in the implementation of legislation.

Insert trade fair pic with the Minister

10.2. Launch of the Stakeholder forum

The Minister of Public Works and Transport Honourable Chief Ndlaluhlaza Ndwandwe officially launched the Stakeholders forum in June 2019, aimed at facilitating

communication between industry stakeholders and the Council.

The Stakeholders Forum shall constitute of individuals from different sectors who have experience, expertise or skills necessary to advise the Council appropriately and who represent stakeholders in the construction industry. These comprise of individual representatives from organized labour, organized business and construction industry related bodies, societies, consumer associations and construction industry associations. Members of the forum are expected to participate in structured meetings which will be held at least once a year and representation will be reviewed every three years.



Teamwork is the ability to work together toward a common vision.

The ability to direct individual accomplishments toward organizational objectives.

It is the fuel that allows common people to attain uncommon results.

Officiated Memorandums of Understanding during the period

Institution	Objective
UNESWA (Department of Consultancy and training)	CTC aims at satisfying the consultancy, contract research and training needs of Swazi companies and organizations. Both the Council and CTC share mutual interests that aim to provide quality skills training and mitigate challenges posed by the skills shortage in the industry. This strategic partnership will provide the opportunity for the Council to fast track initiatives to strength internal mechanisms such as; • the improvement of stakeholder relations, • initiatives intended to develop the industry, • development of strategies and policies and • providing specific industry education and training curriculum and improvement of industry skills and training.
Ezulwini Town Council	The Council realised the importance of the establishment of communication between CIC and Municipalities in Eswatini, in efforts to improve compliance and implementation of the various pieces of legislation. During this period the Council signed an MoU with Ezulwini Town Council.
Eswatini Bank	The purpose of the MOU is for the provision of guidelines to ensure improved access to finance, provision of support on financial management and improved financial sustainability in contractor's business operations.

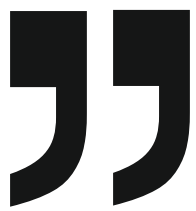
9.1. Participation in World Bank (WB) Ease of Doing Business process

The Council has been identified as an important contributor to improving the Ease of Doing business in Eswatini, due to its role as a regulator and implementing agent. During this period the Council coordinated meetings with relevant stakeholders aimed at discussing issues related to the Construction sector World Bank indicator which is the "dealing with Construction Permits" indicator. This was done in support of Government's efforts to improve ease of doing business in the construction sector.

Furthermore, barriers (related to World Bank indicators) on doing business in construction were identified and solutions were recommended on how to improve ease of doing business in construction. Participating stakeholders included contractors, the Municipal Council of Mbabane, Eswatini Water Services, Eswatini Environmental Authority and the Investor Road-Map Unit (IRM Unit).



HUMAN CAPITAL DEVELOPMENT



**The financial year ended
on a good note with the
achievement of key
HR Strategic Goals.**

11.1. Overview

The Council places a high priority on supporting a competitive working environment through the development of its human talent. CIC continuously strives to achieve an excellent organizational culture through the drivers of employee engagement and strengthening of internal processes through seeking to achieve an improved planning framework, efficient systems and relevant programmes.

The Human Resources Report highlights key activities such as employee wellness, employee performance, training and development and recruitment that took place during the period under review. The financial year ended on a good note with the achievement of key HR Strategic Goals.

11.2. HUMAN CAPITAL ADMINISTRATION STATISTICS

Employee Headcount/Manpower

The below table shows a breakdown of the staff complement by departments and gender.

DEPARTMENTS	FY2018/19			FY2019/2020		
	Male	Female	Total	Male	Female	Total
CEO's Office	1	1	2	1	1	2
Company Secretary's Office		1	1		1	1
Corporate Services		4	4		4	4
Finance	1	2	3	1	2	3
Research, Training and Business Development	1	1	2	1	1	2
Operations, Procurement and Compliance	3	4	7	4	4	8
Total No. of Employees	6	13	19	7	13	20

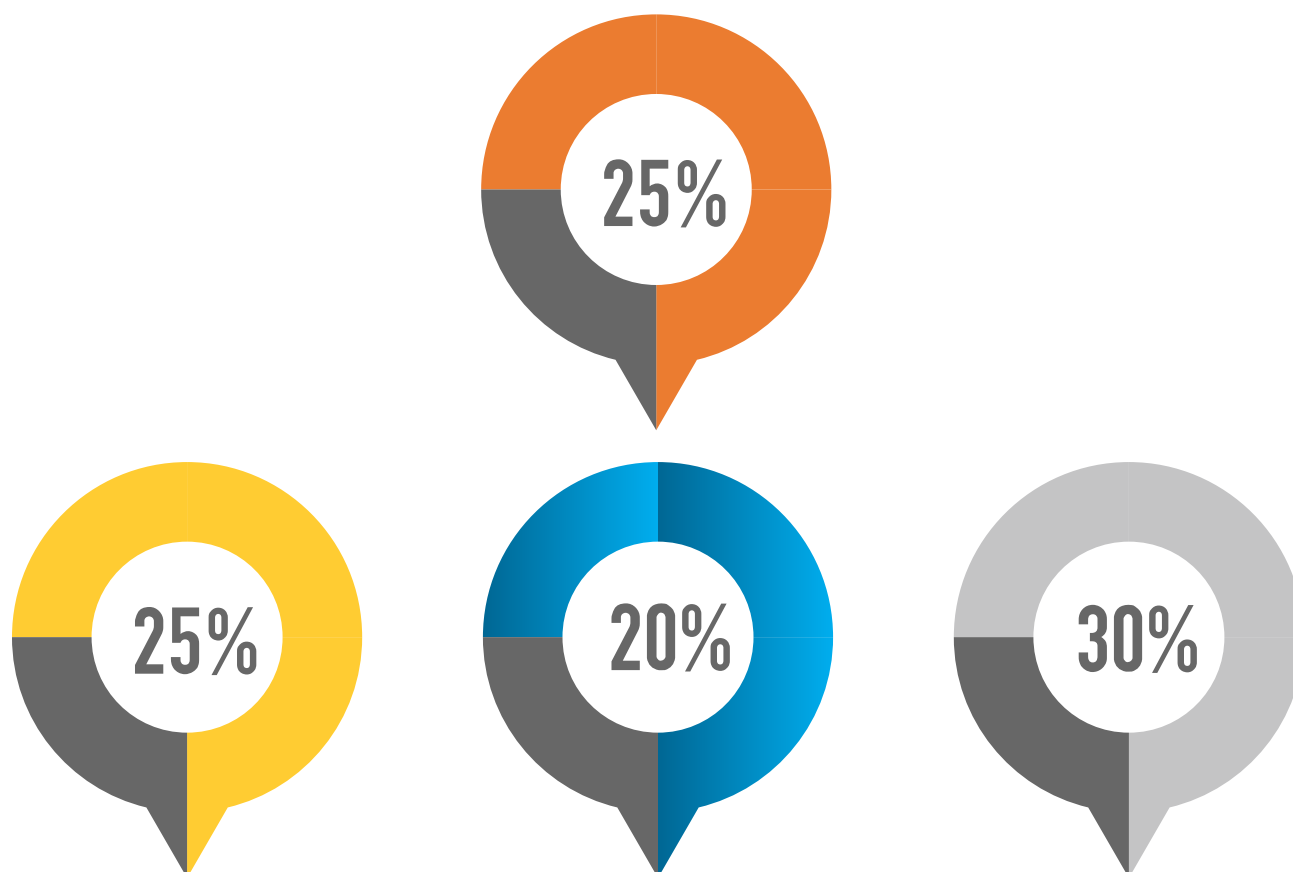
The Council's employees as at 31 March 2020 stood at 20 employees as compared to 19 employees in the preceding financial year, of these 35% are male while 65% are females indicating an increase of 5%. The increase in staff complement was as a result of the recruitment of the middle management position of Operations, Monitoring and Compliance Analyst in the Operations, Procurement and Compliance department. There are 8 remaining vacant positions. Staff turnover is at 0%

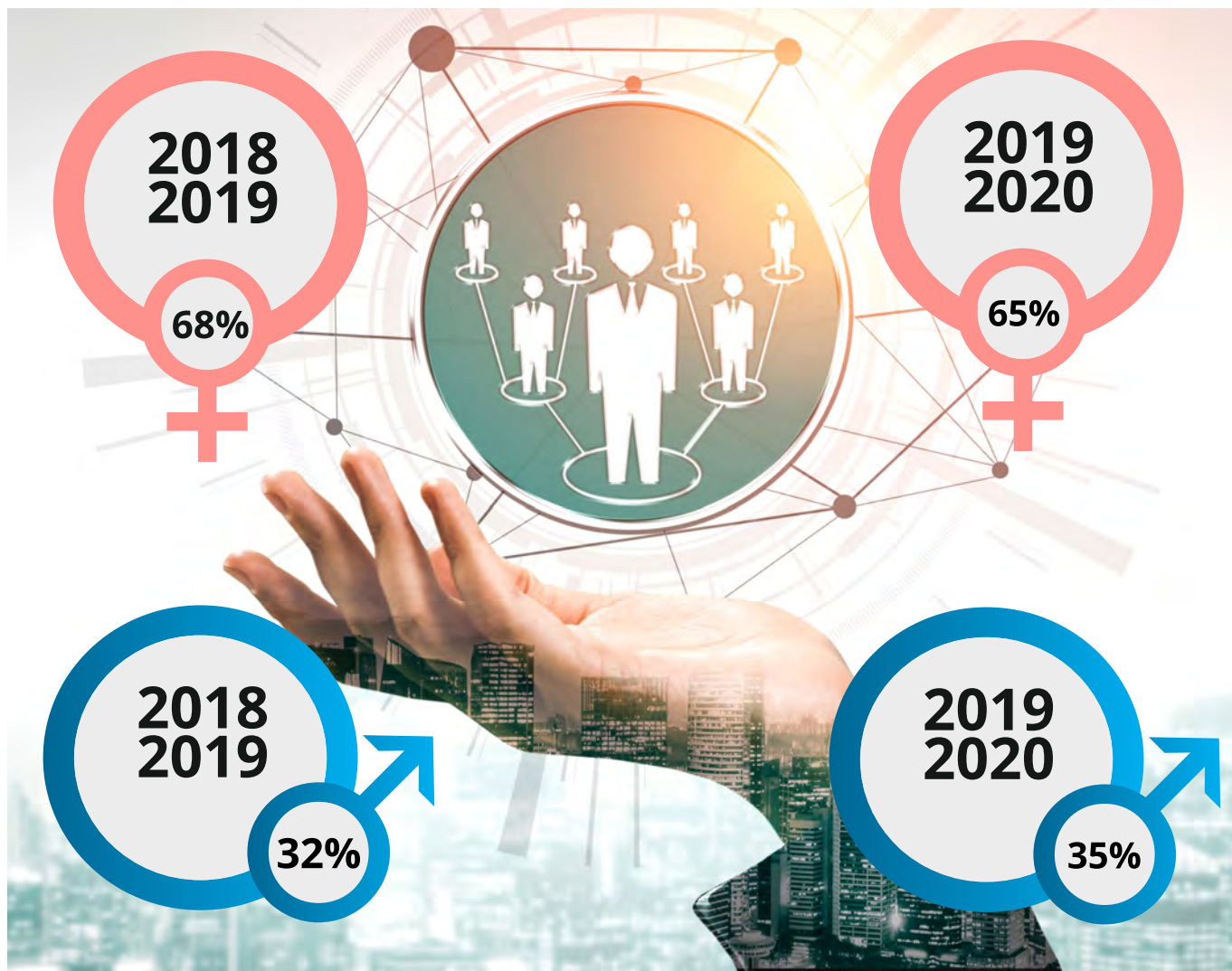
Age profile Analysis FY2019/20: At 55%, majority of the Council's staff falls within the (30 - 39) age bracket.

CIC'S AGE PROFILE ANALYSIS

AGE BRACKET YEARS

■ (20 - 29) ■ (30 - 39) ■ (40 - 49) ■ (50 - 59)





Employee Wellness

The Council continues to run its wellness programme in an effort to create a healthy workforce. Due to the fruitful partnership with Swaziland Business Coalition on Health and Aids (SWABCHA) the Council maintained its membership. Swabcha continues to provide extended wellness services such as staff awareness sessions, HIV counselling and testing, glucose and cholesterol screening.

A number of quarterly activities were held under the wellness programme including staff awareness/learning sessions on understanding the SODV Act, how to adapt a healthy lifestyle, mental health and breast cancer awareness and World Aids commemoration day. The Council embarks on activities incorporated in the wellness programme to improve employee engagement, such activities include staff birthday celebrations, attending cultural and fitness activities as a team.





Policies

Development and approval of key HR policies and procedures in alignment to the Council's strategic goals and circulation of same to staff (Mentoring and Coaching Policy, Internship Policy, Leave Policy, Cell phone Policy).

Performance Management System –

The Council continues to drive a high-performance culture through its performance management system having achieved an overall performance of 81% for the FY2019/2020.

LOWPOINTS

Human Capital Development – For the period under review, investment in the training of employees decreased tremendously by 83%. This was as a result of the suspension of company training due to financial challenges. Resources were mainly prioritised to address the operational requirements of the Council.

Period	FY2018/19	FY2019/20
Headcount	19	20
Total annual training costs	E257, 149.91	E47,205.98
Average training cost per employee	E13,534.21	E2,360.30

**Assuming training was accessed by all employees*

9. 2019/20 STRATEGIC PLAN PERFORMANCE

CEO - OFFICE

SFA 1: Strive to attain financial sustainability			
Strategic Objective	Action	Measure of success	Status
1. Create a new Source of Revenue and Investment	a) Raise 40% share capital of E 3Million for Unity Insurance	E3 Million Share Capital raised	Achieved
	b) Acquire land for future office park	Land purchased	Deferred By Board to unspecified date
SFA 5: Improve and strengthen systems and processes for enhanced organizational efficiency			
1. Improve Corporate Strategy and Budget	a) Implement strategic plan and budget	Strategic plan and Budget implemented	Achieved
	b) Review Strategic Plan and Budget for the ensuing year (2020/21)	Strategic plan and budget reviewed	Achieved

FINANCE DEPARTMENT

SFA 1: Strive to attain financial sustainability

Strategic Objective	Action	Measure of Success	Status
1. Increase year on year revenue collection	a) Implement the levy collection strategy	10% increase on revenue collected	There has not been an improvement in revenue collection in the current FY when compared to last FY. FY2019/20 collection shows 10% decline from last FY whereas last FY depicted an increase of 19% when compared to FY2017/18.
	b) Facilitate direct payment of levy by project owners	Percentage increase in the number of project owners engaged	Attained 33% incremental increase since inception.
	c) Design an investment Framework for CIC	Approved Investment Framework	Approved by the Board.

OPERATIONS, PROCUREMENT, MONITORING & COMPLIANCE DEPARTMENT

SFA 3: Advocate for a more conducive environment and enforce the Act to ensure compliance			
Strategic Objective	Action	Measure of Success	Status
1. Improve Compliance on Construction Industry Standards	a) Facilitate the development of the Construction Industry Procurement Regulations	Draft Procurement Regulations	Regulations were deferred due to financial constraints for the past two financial years. Regulations will be considered for FY2020/2021
	b) Facilitate the development of the Construction Industry Health and Safety Regulations	Draft Construction Industry Health and Safety Regulations	CIC facilitated the development of draft OSH regulations. According to the reps at Ministry of Labor and Social Security, the draft is with the Minister, awaiting submission to the AG's office

SFA 5: Improve and strengthen systems and processes for enhanced organizational efficiency			
Strategic Objective	Action	Measure of Success	Status
1. Improve Internal Systems and Processes	a) Develop a Compliance Management Module and Online Registration Platform	Functional compliance management module and online registration platform	All activities for this strategic objective were consolidated into a new activity; ICT Masterplan which details the ICT needs and implementation plan for the Council.
	b) Implement the PLMS	Functional PLMS and generation of reports	A budget reallocation was also approved to that effect. However, the QMS management system will be considered for FY 2020/2021 due to its alignment with the ICT Masterplan
	c) Initiate Quality Management System Process	Approved QMS Plan	

RESEARCH, TRAINING AND BUSINESS DEVELOPMENT

SFA 3: Industry Development and Training				
Strategic Objective	Action	Measure of Success	Status	
1. Ensure growth graduation and sustainability of construction SME's	a) Develop a Contractor Development Strategy	Approved Contractor Development Strategy in place	Not achieved, due to financial constraints and shortage of staff.	
	b) Conduct Trade Testing of Individual Artisans	Number of trade tested artisans	Achieved.	
2. Implement the Construction Industry Skills Training and Development Plan 2019 -2020	a) Training on Project Management and Costing	Contractor feedback on trainings	Training on Project Management and Construction Tendering & Cost Estimation Achieved. Training on Computer skills and Quality Management not achieved due to financial constraints. 50% of activities achieved.	
	b) Construction Tendering and Cost Estimation c) Training on IT/Computer Skill d) Training on Quality Management	Training Reports		
	a) Training of Industry Associations	- Contractor feedback on trainings. - Training reports	Not achieved due to financial constraints and Associations non-adherence to CIC procedures.	
3. Promote innovation within the construction industry best practice	a) Develop an Internship Policy and Program for students in the built environment.	Approved Internship Policy and Program	Achieved. Internship policy approved.	
4. Improve contractor performance and best practice.	a) Develop criteria for Construction Industry Awards.	- Contractor performance indicators - Approved Construction Awards Program	Development of Contractor performance indicators in progress. Contractor Awards program not achieved pending finalization of indicators and development of Performance standard. 50% of activities achieved.	

LEGAL AND COMPLIANCE

SFA 3: Advocate for a more conducive environment and enforce the Act to ensure compliance

Strategic Objective	Action	Measure of Success	Status
1. Ensure alignment with other Legislative frameworks	a) Facilitate the review and amendment of the CIC Act	Board Approved amendments to the CIC Act	Proposed amendments submitted to the Board for approval.
	b) Facilitate the review and amendments of the Levy Regulations	Board Approved amendments to the Levy Regulations	Amendments approved by the Board during a Special Board meeting held on the 16 th January 2020.
	c) Educate employees on legislation affecting Council operations	Employees trained on at least 2 pieces of legislation	Employees trained on; a) The Prevention of Corruption Act 2006 b) The Eswatini Public Procurement Regulatory Authority
	c) Develop an anti-corruption policy	Policy approved by the Board	Policy developed and approved by the Board during 2 nd Quarter board meeting.

SFA 4: Strengthen customer service and improve stakeholder relations			
Strategic Objective	Action	Measure of Success	Status
1. Improve stakeholder relations and engagement	Compile 2018/2019 annual report	Annual Report published	Annual report published in Dec 2019 and distributed to relevant stakeholders.

SFA 5: Improve and strengthen systems and processes for enhanced organisational efficiency			
Strategic Objective	Action	Measure of Success	Status
1. Improve Board skills and knowledge	a) Develop a Board development program b) Conduct a Board Capacity building session	- Approved development program - Two training sessions conducted	Board development plan developed and approved by the Board. Board induction session undertaken in May 2019, further capacity building sessions have not taken place due to unavailability of training funds.

MARKETING

SFA 4: Strengthen Customer Service and Improve Stakeholder Relations

Strategic Objectives	Action	Measure of Success	Status
1. Improve Stakeholder relations and Engagement	a) Revise the Marketing & Communication Strategy to incorporate clear stakeholder mapping & segmentation	Approved revised strategy	Awaiting stakeholder mapping report
2. Implement Communication and Marketing Strategy	a) Radio Program b) Social Media c) Media Breakfast d) Stakeholders Forum e) Briefing with Portfolio Committee f) Trade Fair g) Construction Indzaba	Progress on implementation rate	Construction Indzaba and social media deferred to next financial year due to financial constraints therefore 75% activities achieved.
3. Undertake stakeholder mapping	a) Develop ToRs b) Issue out RFPs via Tender c) Evaluate RFPs and consultant d) Approve and Adopt Report	Adopt stakeholder mapping report	Draft report pending – project has not elapsed. Consultant requested extension for submission.
4. Develop stakeholder engagement policy	a) Draft and present the Policy to Management b) Submit Policy to Board for Approval	Approved stakeholder engagement policy	Awaiting stakeholder mapping report

HUMAN RESOURCES

SFA 5: Improve and strengthen systems and processes for enhanced organizational efficiency				
Strategic Objective	Action	Measure of success	Status	
1. Improve staff skills and knowledge	a) Implement IDP based training	Reports in place	IDP based training implementation rate at 0% due to suspended training pending financial improvement. 6.9% utilised for experiential learning & workshops. Remaining training budget- E631, 794.02	
	b) Develop a reward system	Approved reward system	Suspended due to financial constraints	
	c) Implement Performance Management System	Quarterly implementation	Performance contracts and IDPs for the FY in place.	
2. Improve internal processes	a) Review of CIC policies	Policies approved by the Board within their reviewed timelines	Coaching & mentorship policy & Cell phone policy approved by Board.	
	b) Document all business processes	All business processes documented in standard Operating Procedures	Deferred to next financial year.	
3. Improve team/organisational culture	a) Run staff wellness activities	10% points improvements 1st three years then 5% thereafter	Staff wellness program & budget revised and decreased by 85%. Activities limited to 2 activities per quarter. Revised plan approved by the Board.	
	b) Develop a change management strategy	Approved change management strategy	Activity deferred due to financial constraints. Continuation pending availability of funds	
4. Corporate Responsibility	a) Develop an internship program	Approved internship program in place	Internship program developed and recommended by REMCO, Board approval pending.	
	b) Implement an internship program c) Develop a corporate uniform policy	- Reports detailing implementation - Board approval of policy in place	Implementation awaiting Board approval of policy. Corporate uniform developed	

13. COUNCIL'S STRATEGIC OUTLOOK 2020/21

The Council's work plan is guided by the 2018-2023 strategic plan to deliver on its key strategic objectives. The key deliverables outlined herein also form the basis of evaluating the attainment of strategic goals and key objectives.

Goals	Strategic Objectives	Measure
1. Strive to attain Financial Sustainability	1.1 Implement the Revenue Collection Strategy 1.2 Improve on Council's cash flow 1.3 Improve compliance with CIC Act and Levy Regulations	✓ Percentage increment in levy collected; ✓ Adequacy of funding operations ✓ Compliance ratio
2. Facilitate & Coordinate continuous industry development and training for enhancement of the built environment	2.1 Improve construction industry skills and training 2.2 Promote innovation within construction industry best practice 2.3 Ensure the Implementation of industry specific curriculum 2.4 Improve contractor performance and best practice 2.5 Ensure the growth, graduation and sustainability of Construction SMEs	✓ Implementation rate of the Industry Training Plan ✓ Contractor performance indicators ✓ Agreed changes in the curriculum ✓ Contractor performance reports submitted
3. Advocate for a more conducive environment & enforce the Act to ensure compliance	3.1 Improve compliance on construction industry standards 3.2 Ensure alignment with other Legislative frameworks	✓ Procurement Regulations ✓ Health and Safety Regulations ✓ Board approved amendments to the CIC Act ✓ Board approved amendments to the Construction Levy Regulations
4. Strengthen customer service and improve stakeholder relations	4.1 Improve stakeholder relations and engagement 4.2 Implement the Communication and Marketing Strategy 4.3 Undertake stakeholder mapping 4.4 Develop an Engagement Policy	✓ Increase in customer satisfaction
5. Improve & strengthen systems & processes for enhanced organizational efficiency	5.1 Improve staff skills and knowledge 5.2 Improve internal systems and processes 5.3 Improve team culture/organizational culture 5.4 Improve corporate responsibility	✓ Performance Ratings ✓ Turnaround times for issuance of certificates – management reports



MONITORING OF IMPLEMENTATION

14. MONITORING OF IMPLEMENTATION

The Board will play a pivotal role in assisting management to deliver on the strategy by reviewing performance on a quarterly basis and annual basis. Management will monitor the implementation of the strategic plan through activity-based targets/outputs. The CIC's performance management system is aligned to strategy delivery so that the results quickly show gaps in the implementation.

A mid-term strategy review will be conducted in 2020 to test whether the strategic plan remains valid for subsequent remaining years. However, annual performance reviews will continue.