INTEGRATED SOCIAL FACILITATION FRAMEWORK

Social facilitation for integrated, sustainable development that benefits both projects and local communities

public works & infrastructure
Department:
Public Works and Infrastructure
REPUBLIC OF SOUTH AFRICA

SACPCMP
The South African Council for the Project and Construction Management Professions
CONSTRUCTING NEW PERSPECTIVES

PREAMBLE

Infrastructure development remains a central pillar of South Africa's socio-economic transformation agenda. However, recurring challenges, such as weak community engagement, declining public trust, site disruptions, and low local participation, continue to undermine the timely and inclusive delivery of public infrastructure projects.

In May 2021, Cabinet approved the proposed Social Facilitation methodology, mechanism, and processes for the implementation of infrastructure projects as presented by the Department of Public Works and Infrastructure (DPWI). This decision acknowledged the need for an orderly, standardised process of engaging communities throughout all phases of public infrastructure delivery.

Over time, social facilitation has emerged as a critical lever for managing risks, addressing site disruptions, and promoting inclusive development. While various entities—including public sector implementing agents and voluntary associations—have applied different models and practices, these have often lacked uniformity. As a result, implementation has been fragmented and inconsistent. Yet, successful cases exist, demonstrating that when properly integrated, social facilitation contributes significantly to project success, community buy-in, and long-term sustainability.

In response, the Department of Public Works and Infrastructure (DPWI), in collaboration with key stakeholders, has developed the **Integrated Social Facilitation Framework (ISFF)**. This framework consolidates lessons learned from multiple stakeholders and synthesises them into a structured model that aligns with national infrastructure delivery processes. It draws from best practices, including stakeholder engagement frameworks and lifecycle mapping of infrastructure projects, to present a unified approach. This framework institutionalises and standardises Social Facilitation (SF) as a strategic and professionalised function embedded throughout the infrastructure lifecycle.

Cabinet's approval of the Infrastructure Investment Plan in May 2020, and the subsequent endorsement of a Social Facilitation Concept Note and Methodology in May 2021, laid the foundation for a nationally coordinated and community-centred approach to infrastructure delivery. The ISFF gives effect to these directives and ensures that SF is systematically applied across all infrastructure projects.

EXECUTIVE SUMMARY

The Integrated Social Facilitation Framework (ISFF) addresses the need for a cohesive approach to social facilitation in South African infrastructure projects. Social facilitation is crucial for mitigating site disruptions and conflicts, ensuring the successful delivery of social and economic infrastructure. The framework aims to standardise practices across the construction industry, making them easy to understand and adaptable to various project types. Current practices are fragmented, necessitating an Integrated Framework.

The framework synthesizes guidelines from several entities, including the DPWI, Construction Industry Development Board (CIDB), Development Bank of Southern Africa (DBSA), Independent Development Trust (IDT), South African National Roads Agency (SANRAL), Coega Development Corporation (CDC), and others. These documents emphasise community engagement, stakeholder involvement, and the inclusion of local SMMEs and labour.

The framework integrates core principles of social facilitation, emphasising organic engagement, co-creation, and co-ownership. It includes guidelines for the procurement of social facilitation services, stakeholder mapping, community profiling, and the establishment of Project Steering Committees (PSCs). There are also guidelines on the procurement of Social Facilitation services in accordance with the procurement standards of the treasury and the CIDB.

The Framework encourages continuous monitoring and regular reporting of social issues in the delivery of social facilitation. The continuous collection of data in this process leads to adaptation and continuous improvement based on feedback and lessons learned.

The Roles and Responsibilities of all major contributors to the Social Facilitation delivery are clearly defined in this framework. This includes roles for clients, implementing agents, construction project managers, social facilitators, PCSs, and contractors. There is, through this, an emphasis on collaboration and accountability.

Finally, a Risk Management Strategy is provided, which identifies potential risks such as poor stakeholder engagement, conflicts, and ineffective implementation. Mitigation strategies to address these risks are also provided.

The integrated framework aims to create infrastructure projects that are efficiently executed and deeply rooted in community needs, fostering sustainable socio-economic development and long-term trust in government

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ABBREVIATIONS

Acronym	Meaning
CIDB	Construction Industry Development Board
CDC	Coega Development Corporation (CDC)
CPG	Contract Participation Goal
CSI	Corporate Social Investment
DBSA	Development Bank of Southern Africa
DPWI	Department of Public Works and Infrastructure
ERRP	Economic Reconstruction and Recovery Plan
EXCO	Executive Committee
G1000	SANRAL's Step-by-Step Community Engagement Guide
IA	Implementing Agent
IDMS	Infrastructure Delivery Management System
IDT	Independent Development Trust
IPMP	Infrastructure Programme Management Plan
ISFF	Integrated Social Facilitation Framework
M&E	Monitoring and Evaluation
MISA	Municipal Infrastructure Support Agent
MoU	Memorandum of Understanding
NEDLAC	National Economic Development and Labour Council
O&M	Operations and Maintenance
PSC	Project Steering Committee
SACN	South African Cities Network
SACPCMP	South African Council for the Project and Construction Management Professions
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SF	Social Facilitation
SMME	Small, Medium and Micro Enterprises
TSDP	Training and Skills Development Programme

DEFINITIONS

Term	Definition
CIDB B.U.I.L.D Programme	A regulated initiative (CIDB Gazette Notice 47326 of 2020) providing for enterprise development and skills development on infrastructure projects worth R20 million and above.
Community Engagement	A structured approach to involving local communities and stakeholders in infrastructure project planning, design, and implementation to promote co-ownership and development alignment.
Community Profiling	A diagnostic and data-gathering process to understand a community's socio-economic conditions, development needs, and local dynamics.
Community Benefit Indicators	Metrics used to measure the socio-economic benefits delivered to communities through infrastructure projects (e.g., jobs created, training delivered).
Contract Participation Goal	Pre-determined targets for local labour and enterprise participation in infrastructure projects to drive economic inclusion.
Co-Creation and Co-Ownership	Principles that ensure infrastructure projects are shaped with direct community involvement and sustained by local participation and oversight.
Durban Declaration	A formal declaration from the November 2024 National Construction Summit that prioritised crime-free construction sites and mandated the development of this framework by 30 June 2025.
Implementing Agent	An entity mandated by a government department to deliver infrastructure on its behalf, ensuring alignment with project scope, standards, and policy.
Infrastructure Investment Plan	A Cabinet-approved strategic national plan (May 2020) under the ERRP aimed at unlocking public and private sector infrastructure investment.
Monitoring and Evaluation	A systematic process of tracking the performance, outputs, and outcomes of social facilitation activities across the infrastructure lifecycle.
Project Steering Committee	A multi-stakeholder oversight body established for each project to facilitate community involvement, monitor social outcomes, and resolve disputes.
Social Facilitation	A structured set of interventions and professional services aimed at mobilising, engaging, and integrating communities into the infrastructure delivery process.
Social Facilitator	A professional or entity appointed to coordinate and implement social facilitation activities, acting as the primary link between the project team and the community.
Targeted Enterprise	Local SMMEs, cooperatives, or designated businesses identified for participation in project procurement and sub-contracting.
Targeted Labour	Community-based individuals prioritised for employment and upskilling during construction, especially from historically disadvantaged or marginalised groups.

1. PROBLEM STATEMENT

Social Facilitation has increasingly become the default response to site-based disruptions and community conflicts that hinder the timely delivery of critical social and economic infrastructure. In response, various stakeholders, ranging from regulatory bodies to infrastructure delivery agents, have shown a growing commitment to embedding Social Facilitation into project planning and execution. Despite these efforts, the implementation has often been fragmented and inconsistent, leading to varying degrees of success across different projects.

Nevertheless, several success stories demonstrate the potential for Social Facilitation to be effectively applied, offering valuable lessons and best practices. These can serve as a foundation for developing a unified, integrated framework that is tailored to the needs of the South African construction sector. Such a framework should be simple to understand, adaptable to diverse project environments, and require only minimal, practical modifications for effective application.

At the core of the problem lies the inefficiency of the current public participation mechanisms within South Africa's construction industry. This systemic shortcoming creates a disconnect between project developers and the communities they aim to serve, often resulting in rejection of infrastructure initiatives, vandalism, and protests. These disruptions are rooted in inadequate stakeholder engagement and the exclusion of communities from meaningful participation in infrastructure planning and delivery processes.

The situation is further exacerbated by the presence of organised criminal networks that exploit project vulnerabilities, leading to intentional damage to infrastructure and further impeding sustainable development efforts. The consequences of these challenges are far-reaching, affecting not only communities directly impacted by the projects but also government departments and private sector entities responsible for delivering them.

These issues have been clearly documented in initiatives such as the Citizen Report Card (CRC) and the Local Government Barometer (LGB), which highlight significant flaws in the current public participation process. Key findings include fragmented planning, disrupted project implementation, delayed service delivery, inflated budgets, increased project costs, poor infrastructure quality, stalled or rejected projects, under-expenditure, and a growing trust deficit among stakeholders.

2. PURPOSE OF THIS DOCUMENT

The ISFF serves as a national guide to:

- Embed Social Facilitation as a professional service within infrastructure development.
- Ensure standardisation across departments, spheres of government, and implementing entities.
- Define roles, deliverables, and milestones for SF across all project stages.
- Establish a system for monitoring, evaluation, and continuous learning.
- Mitigate project risks through proactive and inclusive community engagement.
- Support Contract Participation Goals (CPGs), local job creation, and SMME development.

3. SCOPE APPLICATION

This framework applies mandatorily to infrastructure projects, depending on the complexity and risk assessment, including, but not limited to, those funded by:

- National/Provincial/Local Government.
- Public Entities (e.g., SANRAL, DBSA).
- Public-Private Partnerships (PPPs).
- Private sector

4. LEGISLATIVE AND POLICY MANDATE

The ISFF is underpinned by the following legislative and policy frameworks:

- **Section 146(2)(b) of the Constitution**, mandating the establishment of norms and standards to ensure uniformity across government functions.
- The **Framework for Infrastructure Delivery and Procurement Management (FIDPM)**, which promotes a lifecycle-based approach to infrastructure implementation.
- The **Cabinet Resolution of May 2021**, which endorsed the formal adoption of SF methodologies and their institutionalisation across the public sector.
- The **Durban Declaration (November 2024)**, emerging from the National Construction Summit, which commits all infrastructure actors to finalise and implement the ISFF by

30 June 2025, as a response to rising construction site disruptions and community tensions.

4.1. Policy and Legislative Context

4.1.1. Cabinet-Endorsed Social Facilitation Mechanism

Cabinet's endorsement of the Social Facilitation Concept Note (2021) provides a clear mandate for embedding SF in infrastructure delivery. It positions SF as an essential tool for co-creating infrastructure solutions with communities, fostering shared ownership, and reducing resistance.

4.1.2. Constitutional Imperatives

Section 146(2)(b) of the Constitution empowers national government to develop binding norms and standards where uniformity is essential for the effective delivery of services and economic development. The ISFF operationalises this by offering a consistent approach to stakeholder engagement and participatory development across all public infrastructure projects.

4.1.3. Policy Instruments and Guidelines

The ISFF builds on and complements the following instruments:

- **FIDPM**: Integrates SF within the structured project stages to ensure alignment with procurement, design, and implementation activities.
- **CIDB Standard for Contract Participation Goals (CPGs)**: Ensures that SF delivers on local economic development and empowerment targets.
- **DBSA, MISA, IDT, SANRAL, HDA** and **SACN guidelines**: Provide precedents and tested models of community engagement and risk mitigation, adapted into a consolidated national framework.
- **Durban Declaration (2024)**: Elevates SF from a technical function to a policy priority, tied to improved safety, local participation, and project outcomes.

Together, these instruments ensure that SF is not only an engagement tool but also a vehicle for transformation, empowerment, and development-oriented governance.

5. STRATEGIC ALIGNMENT

The ISFF supports and aligns with the following national strategies and frameworks:

- The **Economic Reconstruction and Recovery Plan (ERRP)**
- The **National Development Plan (NDP) 2030** objectives for inclusive growth and social cohesion
- The **National Infrastructure Plan 2025**
- The **Infrastructure Investment Plan**
- The **Presidential Infrastructure Coordinating Commission (PICC)** guidelines

Through this alignment, the ISFF strengthens investor confidence, promotes social stability, and ensures a people-centred infrastructure delivery model.

5.1. Strategic Rationale for Social Facilitation

5.1.1. Role in the Infrastructure Investment Plan

Social Facilitation is a foundational enabler for the successful execution of South Africa's Infrastructure Investment Plan. It ensures that projects are not only technically sound but socially accepted and supported, reducing conflict and enhancing delivery outcomes. By integrating SF into all project stages, government ensures community alignment, minimises delays, and improves the investment-readiness of projects.

5.1.2. Addressing Project Disruptions and Social Risk

Community dissatisfaction and exclusion have been leading causes of infrastructure project disruptions. SF mitigates these risks by enabling proactive engagement, conflict resolution, and structured participation, thereby reducing incidents such as vandalism, protests, and work stoppages.

5.1.3. Developmental and Economic Imperatives

Social Facilitation contributes directly to national development by:

- Enhancing local employment and procurement opportunities.
- Supporting the achievement of socio-economic targets such as CPGs.
- Empowering communities to manage and maintain infrastructure assets, promoting long-term sustainability and stewardship.

6. SUMMARY OF SOURCE DOCUMENTS

Several documents detailing Social Facilitation guidelines, policies and frameworks from various entities have been analysed. In summary, these are outlined below:

i. The DPWI guideline outlines principles, standards and concepts for improved community engagement in infrastructure projects, emphasizing co-ownership and continuous improvement.

ii. The CIDB's CPG standard defines participation goals for targeted labour and enterprises in construction contracts.

iii. The DBSA framework focuses on stakeholder engagement and community involvement in Infrastructure Delivery Division (IDD) infrastructure projects.

iv. The Housing Development Agency (HDA) terms of reference document concerns the appointment of social facilitators to enhance community consultation for human settlement development.

v. The IDT's Social facilitation is a process through which projects or programs are designed, initiated, and implemented from beginning to the end with full participation of all affected and interested key stakeholders.

vi. The SANRAL document details stakeholder and community liaison, and the inclusion of targeted labour and enterprises in road construction projects.

vii. Finally, the crucial role of the Council for the Built Environment (CBE) as it is mandated to instill good conduct within built environment professions, mobilising transformation in the built environment professions, and protecting the interest of the public. Through the Built Environment Professionalisation and Skills Development Strategy, all statutory councils in the built environment embody this strategy. This is due to the fact that the strategy enhances the competence, building capacity, ethical practices, and overall standards within the sector, while identifying and addressing any gaps to build the capacity required to enable the built environment sector to contribute to the achievement of South Africa's development objectives.

Several key stakeholder engagement strategies emerge from the sources, crucial for project success in infrastructure and development initiatives.

7. PRINCIPLES GUIDING THE FRAMEWORK

7.1. Establishing a Project Steering Committee:

SANRAL emphasises establishing a PSC for every project to facilitate communication between the contractor, targeted enterprises, and the community. The PSC serves as the official channel for communication and resolving project matters. This is echoed in the DBSA framework, which talks about establishing an inclusive PSC with representatives from various stakeholders.

7.2. Community Engagement and Social Facilitation

- Engaging communities early in the project lifecycle is crucial.
- Employing skilled social facilitators who understand the local context to interface with the community
- Using social facilitation to ensure community participation in shaping and developing their future.
- Ensuring the community and stakeholders are well-informed and engaged on project matters

7.3. Transparency and Communication:

- Maintaining open communication lines with stakeholders is essential.
- Delivering consistent key messages and adopting a one-point communication strategy.
- Providing regular project updates and clarity around project benefits to manage expectations early on.

7.4. Inclusivity and Representation:

- Ensuring that all sectors of society and a broad range of stakeholders have the opportunity to be involved.
- Establishing community steering committees with equal representation from key stakeholder groups through a democratic process.
- Confirming and documenting stakeholder demographic data such as gender, age, and people with disability for representation.

7.5. Local Capacity Maximisation

- Maximising the existing skills and resources of communities and local groups
- Prioritising local resources, localisation, and beneficiation.
- Creating sustainable jobs for targeted community members.

7.6. Conflict Management and Dispute Resolution

- Taking preventative steps to minimise the probability of conflict.
- Establishing dispute resolution mechanisms to address community matters affecting project performance.
- Constant clarification of terms and conditions of the project as well as roles and responsibilities of various stakeholders.

7.7. Skills Development and Training

- Integrating skills development for SMMEs into the project design, including workshops on managing subcontracts and business development.
- Identifying and informing the contractor of any relevant training required by the Targeted Labour.

7.8. Monitoring and Evaluation

- Actively involving communities, government, and implementing agents in continuous improvement exercises.
- Ongoing monitoring and regular reporting of social issues within projects.
- Evaluating the development facilitation efforts and social issues at project close-out.

7.9. Adaptability and Localisation

Adapting each step in the process organically, as each community is unique.

7.10. Building Strategic Partnerships

Forging alliances with government entities, opinion leaders, and other stakeholders to advance project goals.

7.11. Understanding the Community Context

Understanding the structures of power, the different stakeholder groups, the legitimacy of the ward structure, the political divides, potential gang jurisdictions, and any other ground dynamics that are important in the context of the community.

These strategies emphasize the importance of integrating social facilitation with project management to foster community ownership, manage risks, and ensure project success.

8. PROJECT TYPES AND SOCIAL FACILITATION STRATEGIES

Different frameworks and activities are used for specific types of projects, as detailed in the sources:

8.1. Infrastructure Projects

The IDT's Social Facilitation Implementation Guideline is designed for social infrastructure delivery and maintenance. Social facilitation processes and activities span the entire project lifecycle, including operationalisation and maintenance.

8.2. Construction Works Contracts

The CIDB Standard for Contract Participation Goals (CPGs) is applied to construction works contracts where CPGs are specified. This standard is not applicable to the Expanded Public Works Programme (EPWP).

8.3. IDD Construction Projects

The DBSA's IDD Framework for Development Facilitation applies to all construction projects implemented by the ID division. This framework governs project-level conflict management, stakeholder mobilisation, and institutional arrangements for community involvement.

8.4. SANRAL Projects

SANRAL projects use a structured engagement with project stakeholders and affected communities. This includes the selection, utilisation, and development of Targeted Labour and Targeted Enterprises. The framework involves establishing a PSC for every project. Community Development Projects (CDPs) are training and

skills development programmes that benefit an identified Community and Trainee Targeted Enterprises selected from the Community.

9. ALIGNMENT FOR INTEGRATED FRAMEWORK

To integrate the concepts from the sources into an Integrated Framework, it's important to synthesise the common elements, focusing on social facilitation, community engagement, and project management. At the heart of the framework should be the integration of the Social Facilitation Model's core principles which are organic, co-creation, and co-ownership. These principles should align with the Batho Pele principles, emphasizing that people are the priority. Adaptability and localisation should be prioritised, with all community engagement approaches developed based on local contextual realities.

9.1. Procurement of Social Facilitation Services

The Council for the Built Environment is a statutory umbrella body that coordinates all built environment professional councils. The CBE Act's objectives include promoting integrated development and public interest in the built environment. Professionalising social facilitation allows the SACPCMP, under the oversight of the CBE, to directly support these objectives by embedding community engagement into built environment practices and safeguarding the interests of communities during development processes.

The CBE also has a policy on the recognition of new professions, which has guided SACPCMP's journey as one of the newer councils. The experience and protocols within CBE and SAPCMP provide a clear governance route for adding social facilitators as a profession, ensuring that due diligence (like defining the scope of work and avoiding overlaps with other professions) is done in the process. Recognising social facilitators will also enable the CBE to include these practitioners in cross-profession initiatives (for example, multi-disciplinary committees or policy input processes), thereby enriching the built environment governance with community engagement expertise.

The selection and deployment of skilled Social Facilitators (SFs) are critical to bridging gaps between projects and communities. SFs should be appointed through a transparent procurement process, prioritising candidates with proven expertise in local stakeholder engagement, conflict mediation, and socio-economic development. Their roles must be

clearly defined in contracts, including deliverables such as stakeholder mapping reports, community consultation plans, and conflict resolution protocols.

To ensure accountability, SF performance should be tied to measurable KPIs. Furthermore, SFs should undergo context-specific training (e.g., understanding tribal governance structures in rural projects or urban gang dynamics in township developments) to adapt strategies to local realities. This proactive approach mitigates risks of disruptions while fostering trust and co-ownership.

Transition pathways for SF registration will be outlined in the SACPCMP registration policy.

9.1.1. Procurement Guidelines

According to the CIDB's Standard for Uniformity (SFU) in Construction Procurement and ISO 10845, the procurement of social facilitation services is a professional services appointment and must align with the overarching principles and processes delineated within both documents. Adhering to these guidelines ensures that the procurement process is conducted in a systematic and equitable manner, promoting transparency and accountability within the framework of social facilitation in infrastructure projects. This adherence not only enhances the operational effectiveness of procurement mechanisms but also fosters a collaborative environment that can facilitate stakeholder engagement and social cohesion during the delivery of infrastructure services.

9.1.2. Standard For Uniformity in Engineering and Construction Works Contracts

The Standard for Uniformity in Construction Procurement establishes requirements for procurement within the construction industry aimed at standardisation and uniformity in documentation, practices, and procedures. It specifically addresses the solicitation of tender offers for various categories, including services.

Regarding the procurement of services, the Standard outlines different procedures and evaluation methods depending on the nature of the service. Professional services in construction are addressed in Section 4.2.2. Given that social facilitation services typically necessitate specialised expertise and a deep understanding of community dynamics, they may be categorised as assignments where both methodology and community context play a crucial role. In such instances, the Standard recommends employing procedures and

methods that enable the evaluation of both the methodology and the financial proposals. This could involve:

- Proposal Procedure using the two-envelope system (PP2E), where technical and financial proposals are submitted separately, and the financial proposal is only opened if the technical proposal is acceptable. This allows for a thorough evaluation of the social facilitation approach and experience.
- Using evaluation Methods 1 and 2 with eligibility criteria framed around the attainment of a minimum quality score or quality-related requirements. This means tenderers would need to meet certain quality thresholds to be considered for financial evaluation.

The Standard also emphasises incorporating quality into procurement documents through various methods, such as:

- Clearly specifying requirements in the scope of work. This would involve detailing the expected social facilitation activities, deliverables, and outcomes.
- Introducing quality into the eligibility criteria. This could include requiring social facilitators with specific qualifications, experience in similar projects, or a demonstrated understanding of local community dynamics.

9.1.3. Infrastructure Delivery and Procurement Management (IDPM)

The Framework for Infrastructure Delivery and Procurement Management (FIDPM) provides a broader governance framework for infrastructure delivery and procurement. While it doesn't specifically detail the procurement of social facilitation services, it establishes a series of Infrastructure Procurement Gates that should be followed. The procurement of social facilitation services would need to align with these gates:

i. Procurement Gate 1 (PG1): Obtain permission to start the procurement process:

   This involves establishing the need for social facilitation services, preparing a broad scope of work, estimating the financial value, and confirming the budget.

ii. Procurement Gate 2 (PG2): Obtain approval for procurement strategies:

   This is where the appropriate procurement procedure (e.g., Open Procedure, Proposal Procedure) and evaluation method (e.g., Method 3: Financial offer and quality) would be decided, taking into account preferential procurement in line with legislation.

iii. Procurement Gate 3 (PG3): Obtain approval for procurement documents:

This involves preparing the tender documents, including the tender data, scope of work detailing the social facilitation requirements, returnable schedules, and the criteria for evaluating quality. These documents should be compatible with the approved procurement strategies. The Standard for Uniformity provides guidance on the formatting and compilation of these procurement documents.

iv. Procurement Gate 4 (PG4): Confirm sufficient cash flow:

This ensures that funds are available to meet contractual obligations for the social facilitation services.

v. Procurement Gate 5 (PG5): Solicit tender offers:

This involves inviting, receiving, recording, and safeguarding tender offers for the social facilitation services.

vi. Procurement Gate 6 (PG6): Evaluate tender offers:

This is where the technical proposals (if a two-envelope system is used) would be evaluated based on the pre-defined quality criteria, and subsequently, the financial proposals of those who meet the quality threshold would be evaluated. The evaluation should be in terms of the undertakings and parameters established in the procurement documents.

vii. Procurement Gate 7 (PG7): Award the contract:

This involves notifying successful and unsuccessful tenderers, compiling the contract document, and formally accepting the tender offer.

viii. Procurement Gate 8 (PG8): Administer the contract:

This involves managing the contract for the social facilitation services and ensuring compliance with all contractual requirements.

The specific procedure and evaluation method chosen should be justified based on the complexity and specific requirements of the social facilitation services needed for the infrastructure project.

9.2. Financial and Operational Implications

9.2.1. Budgeting and Costing of SF Activities

SF must be recognised as a core project input. Costing must be included from the pre-initiation phase and reflect professional service standards. Budget templates and costing model (linked to project stages) will be issued as supplementary guidelines to this framework.

9.2.2. Integration into Project Procurement and Cost Plans

Project procurement documents must include SF deliverables, budgets, and reporting requirements. This ensures accountability and proper resource allocation.

9.2.3. Managing Compensation and Community Expectations

Clear communication, community agreements, and transparent benefit-sharing models are essential to manage expectations around compensation, labour, and procurement opportunities.

9.3. Social Facilitation Services and Activities

9.3.1. Stakeholder Mapping and Analysis

Identify and analyse all project stakeholders, documenting their demographics and assessing their interests and influence.

9.3.2. Community Profiling and Needs Assessment

Begin with a detailed community profile to understand the unique needs and priorities of each community. This profile should inform all subsequent infrastructure and social facilitation responses. Continuously build intelligence through data collection to refine the community profile over time.

9.3.3. Community Engagement and Consultation Plan

Develop and implement a comprehensive stakeholder engagement plan. Engage communities early and consistently throughout the project lifecycle. Use skilled social facilitators to interface with the community, understanding the local context and dynamics.

9.3.4. Communication strategy

Develop a communication strategy to maintain transparency through public meetings, boards, and accessible communication channels. Communicate project benefits clearly to manage expectations.

9.3.5. Establishment of a Project Steering Committee

Establish a PSC as a key platform for project communication. Ensure the PSC includes representation from the contractor, targeted enterprises, and the community. The PSC should facilitate harmonious relationships with stakeholders and affected communities, ensuring accountability among its members.

9.3.6. Targeted Enterprise Database

Compile a database of targeted enterprises, conducting market analysis and skills audits to assess their capabilities. Provide support to these enterprises, helping them meet statutory requirements and enhance their readiness.

9.3.7. Local Maximisation Framework

Develop and implement a framework to maximise the procurement of goods and services from local communities.

9.3.8. Contract Participation Goal Planning

Develop a CPGP that details how the project intends to achieve its targets for targeted enterprises and labour in collaboration with the PSC. The CPGP should align with the Works Programme, ensuring an equal and continuous distribution of work opportunities. The plan should detail how the project intends to achieve its targets for targeted enterprises and labour in collaboration with the PSC. The CPGP should align with the Build Programme (the project's phased construction schedule and procurement milestones), ensuring an equal and continuous distribution of work opportunities. For example:

- The Build Programme's work packages (e.g., earthworks, structural phases) should reserve specific subcontracting opportunities for targeted enterprises, matched to their capabilities.
- Training and skills development programmes should be timed to align with the Build Programme's labour-intensive phases.

- Progress tracking should compare CPG achievements (e.g., local SMME utilization) against Build Programme milestones.

9.3.9. Training and Skills Development Programme

Compile a Training and Skills Development Programme aligned with CIDB standards and in collaboration with the PSC. This programme should detail the training methods and execution, correlating with the Works Programme.

9.3.10. Legal and Policy Alignment

Ensure the programmes, plans, and frameworks align with relevant legislation and policies, such as the Constitution of the Republic of South Africa, the Municipal Systems Act, Labour Relations Act, and CIDB standards.

9.3.11. Implementation Programme

Develop an Implementation Programme to be integrated into the project delivery programme in consultation with PSC. Implement process flows and phases of CPGP and Training and Skills Development Programme. This should be piloted and calibrated based on lessons learned. Make adjustments to the implementation programme in consultation with the PSC.

9.3.12. Conflict Management and Ensuring Site Security Plan

Establish and implement dispute resolution mechanisms to address community concerns. Take proactive measures to manage conflict, especially in hostile environments. Engage with local authorities or law enforcement agencies (e.g., SAPS) and establish a site disruption response team.

Conflict resolution protocols (e.g., mediation frameworks, SAPS engagement, etc.) shall be detailed in the Implementation Guide.

9.3.13. Operations and Maintenance scheme

Operations and maintenance opportunities should utilise different SMMEs who were developed through the project on a rotating basis to increase the reach of opportunities and for fairness, and this can be conceptualised during the initial project phase. A detailed database of these contractors and their competencies/expertise will be kept and handed over with the maintenance plan.

9.3.14. Extended Empowerment Scheme

SMMEs who have delivered a project package and have gained the necessary experience should be assisted to upgrade to the next CIDB grade. This should enable them to apply for further work.

9.4. Social Facilitation in Project Delivery

Drawing from various frameworks, the social facilitation activities undertaken vary based on the stage and type of project. This will be taken into account in developing the scope of services for professionalisation, or for the creation of a new specified category within the ambit of registered professionals to be regulated under the SACPCMP, which has been identified by the DPWI as the appropriate statutory body for this purpose.

PROJECT STAGES	DESCRIPTION	SOCIAL FACILITATION ACTIVITIES	DELIVERABLES	RESPONSIBLE PERSON
0	**Pre-Initiation Stage**	• Recognition of Social Facilitation as a professional service. • Provision of the budget.	Social Facilitation included in the Procurement Instruction/IPMP • Project list • Budget allocation	• Client/User Department • Employer or Implementing Agent (IA)
1	**Project Initiation and Briefing**	• Appointment of a professional team, inclusive of a Social Facilitation Entity • Scoping of the project, in alignment with the Employer/IA's Preferential Procurement and Development Policies, the CIDB's Standards on Skills Development and Contractor Participation Goals, etc. • The scope will include the following, among others: i. Stakeholder Mapping and	• Social Facilitation Entity appointed • Concept Document and Scope of service • Stakeholder Map & Analysis Report (aligned with Stakeholder Profiling and Analysis Template from Annexure B). • Community Profile & Needs Assessment Report (including socio-economic data, priorities, and challenges per Community Profile Process in	• Client/User Department • Employer or Implementing Agent (IA) • Social Facilitator

PROJECT STAGES	DESCRIPTION	SOCIAL FACILITATION ACTIVITIES	DELIVERABLES	RESPONSIBLE PERSON
		Analysis ii. Community Profiling and Needs Assessment iii. Development of Community Engagement Plan • Development of Communication strategy	Annexure A). • Community Engagement Plan (co-creation framework, feedback mechanisms, and conflict resolution protocols (Annexure B's Table 2). • Communication Strategy Document (channels, messaging, and IAP2 Spectrum methods like informing/listening).	
2	**Feasibility**	• Non-technical feasibility assessments, using either desktop studies or direct community research. • Establishment of a Project Steering Committee (PSC) • Community Engagement	• Detailed community profiles and databases (local suppliers, skilled/unskilled labour, SMMEs, designated groups, leadership structures, business forums, etc.). • PSC Establishment Report (committee structure, roles, and terms of reference). • Community Engagement Feedback Summary (capturing input on project feasibility and priorities).	• Construction Project Manager • Social Facilitator • Technical Team
3	**Design Development**	• Community consultation for co-creation and co-ownership, ensuring community priorities and needs are	• Local authority engagement report • Co-Design Documentation (incorporating	• Construction Project Manager • Chief Engineer/Architect

PROJECT STAGES	DESCRIPTION	SOCIAL FACILITATION ACTIVITIES	DELIVERABLES	RESPONSIBLE PERSON
		considered. • Engagement with local authorities to introduce the project for proper project landing. • Community mapping (Mapping of local community assets for organic development). • Local labour analysis • Skills gap analysis	community input into design plans). • Community Priorities Integration Report (alignment of design with socio-economic needs from Community Profile Process). • Stakeholder Engagement Strategy (Annexure A's Continuous Engagement Process). • Report on the available local materials and suppliers. • Stakeholders' engagement report • Database of local labourers	• Social Facilitator
4	**Tender Documentation and Procurement**	• Targeted Enterprise Database • Integrate Contract Participation Goal Plan (CPGP) into the tender document. • Integrate Local Maximisation Framework into the tender documents.	• Targeted Enterprise Database (list of local businesses and contractors). • Approved CPGP (ensuring agreed % local participation in procurement). • Local Maximisation Framework Document (guidelines for economic empowerment and skills transfer).	• Client Construction Manager • Principal Contractor • Social Facilitator
5	**Construction Documentation and Management**	• Employment of local labour and use of the verified SMME	• Finalised Implementation Programme	• Client Construction Manager

PROJECT STAGES	DESCRIPTION	SOCIAL FACILITATION ACTIVITIES	DELIVERABLES	RESPONSIBLE PERSON
		database. • Rollout of training and skills development programmes. • Execution of the community engagement strategy. • Ongoing stakeholder management, conflict resolution, and site security. • Active monitoring and management of community benefit indicators.	(timeline with community participation milestones). • Continuous report on: -Job creation report -Training -SMME/Cooperative support • Updated Communication Strategy (revised based on Build Intelligence Process). • Training Materials and Schedule (for local workforce upskilling). • Site Security Plan (conflict resolution protocols and safety measures)	• Principal Contractor and subcontractors
6	**Project Close Out**	Preparing the closeout report on: i. Communication Strategy ii. Operations and Maintenance scheme iii. Extended Empowerment Scheme iv. Dissolving of PSC v. SF Programme evaluation report	• Consolidated closeout report: Final Communication Report (summary of engagement outcomes and lessons learned). • Operations & Maintenance (O&M) Manual (community-focused guidelines for infrastructure upkeep). • Extended Empowerment Report (long-term	• Construction Project Manager • Client/Facilities Manager • Social Facilitator

PROJECT STAGES	DESCRIPTION	SOCIAL FACILITATION ACTIVITIES	DELIVERABLES	RESPONSIBLE PERSON
			economic impact analysis). • PLC Dissolution Report (closure documentation and handover to local authorities). • Social Facilitation Programme Evaluation Report (based on Monitoring & Evaluation Process in Annexure A	

In summary, specific frameworks and activities are tailored to the project type and its stage of development, ensuring that stakeholder engagement, community involvement, and developmental goals are effectively integrated.

9.5. Monitoring, Evaluation, and Reporting

9.5.1. Operational Measurement Tracking

Implement a system for monitoring and evaluating the social facilitation process. Social Facilitation reports must track KPIs aligned with deliverables in the project stages table.

9.5.2. Citizen Satisfaction

Use a citizen satisfaction scoring system to gauge the effectiveness of the social facilitation efforts.

9.5.3. Regular Reporting

Ensure ongoing monitoring and regular reporting of social issues within projects. Document lessons learned to inform future development facilitation efforts.

9.5.4. Adaptation and Continuous Improvement

Build in mechanisms for calibration and adaptation after each phase of the Social Facilitation Model. Use feedback and lessons learned to continuously improve the system, enabling intelligent service delivery.

9.5.5. Roles and Responsibilities

i. Client body/ Department / Funder

- Ensure the Recognition of Social Facilitation as a professional service.
- Ensure the Provision of the budget for Social Facilitation
- Ensure that Social Facilitation included in the Procurement Instruction/IPMP on Project lists and Budget allocation

ii. Implementing Agents (IA) / Employer

- Procurement – based on IA's Procurement instructions allocation for SF services.
- Provide resources for Social Facilitation.
- Establish Social Facilitation capability within project implementation structures, integrating it into project delivery approaches.
- Set strategic direction and priorities for Social Facilitation.
- Oversee and influence social facilitation efforts within the project governance structure.
- Ensure accountability for Social Facilitation outcomes.
- Provide policies, frameworks, and guidelines for Social Facilitation according to governance and institutional structures.
- Facilitate the procurement of SF services. Monitor the performance and deliverables of SF service providers.
- Establish and facilitate the Project Steering Committee.
- Define target areas and groups. The employer is involved in identifying the project's target and project areas from which targeted labour and enterprises

can be employed and subcontracted, respectively. The employer also defines the target groups for inclusion in tender documents.

- Set the strategic context for contract participation goals.
- Undertake initial community engagement and induction of Social Facilitator.
- Facilitate the establishment of community representative structures
- Seek agreement with the community on key social aspects
- Provide input and oversight in social facilitation processes
- Take cognisance of social facilitation tools and processes
- Hold its staff accountable for social facilitation deliverables
- Consult on stakeholder representation in the PSC
- Define the principles for project liaison.
- Ensure community engagement from project conceptualisation.

iii. Construction Project Manager

- Ensures integration of Social Facilitation programmes into Project Programme and implementation thereof.
- Ensures that there are the necessary budgetary and resource allocations for the successful delivery of the integrated programme.
- Contribute to preliminary studies and concept development
- Contribute to the development of strategic plans and provide solutions based on their expertise.
- Participate in the development of social engagement facilitation and stakeholder engagement works programmes.
- Is co-responsible for successful project Stakeholder and Community liaison as a party to the PSC.
- Plays a supporting role to the Contractor in implementing Targeted Labour and Enterprise goals.
- During the design phase, must ensure that the Engineer undertakes a preliminary skills and resources audit

- Involved in the acceptance of the Contractor's Contract Participation Goal Plan.
- Involved in the decision-making and quality control of the Training and Skills Development Programme (TSDP)

iv. Construction Manager

Ensures implementation of all development, procurement, and training programmes in the greater Social Facilitation Programme, while monitoring and tracking risks, performance, and quality.

v. Social Facilitators

- Develop the Social Facilitation programme and manage community stakeholder engagement and community involvement.
- Identify risks related to social facilitation according to project context.
- Social Facilitation requirements shall be scaled proportionally to project size, complexity, and community risk factors.
- Engage and coordinate all necessary activities for the social facilitation programme with affected communities.
- Ongoing social facilitation management and coordination, such as establishing communication with stakeholders, coordinating communication between them, providing a link between local community structures and the project task team, and organising community meetings.
- Provide updates and analysis on project-related actions and produce close-out reports
- Work with and interface with the community, establishing principles of engagement based on equal inclusion.
- Solicit community and key stakeholder mobilisation, buy-in, and ownership of proposed developments through continuous engagement and dialogues.
- Development of intelligence to prevent conflicts by identifying feasible intervention strategies
- Encourage communities to be active and involved in managing their development

- Build good working relationships between government, communities, stakeholders, and investors to promote trust and stability.
- Facilitate the localisation of talent and utilisation of local resources.
- Negotiate and protect the land tenure and property rights of rural communities.
- Prioritise local talent who are familiar with the community and local issues.
- Ensure coordination and linkages amongst government and various stakeholders.
- Develop strategic social engagement facilitation throughout the life cycle of a development.
- Support participatory development through community empowerment initiatives.
- They facilitate preliminary studies and concept design with informative meetings.
- Ensure information flow between communities, stakeholders, and SMMEs.
- Advise on stakeholder engagement facilitation approaches.
- Drive community awareness campaigns.
- Responsible for the overall management of social engagement facilitation, preliminary studies, and reporting.

vi. Community Liaison Officer (CLO)

The Community Liaison Officer operates within a structured Social Facilitation framework, to ensure communication and collaboration between the construction works activities and the community. Part of the responsibilities include:

a) Attend all site meetings
b) coordinating community activities with respect to construction works activities;
c) arranging and attending meetings with the community;
d) facilitating labour, community and contractor concerns; and
e) providing daily feedback regarding community concerns to the contractor.
f) Liaise between principal contractor and labour regarding wages and conditions of employment.
g) Communicate daily with the principal contractor on labour related issues such as numbers and skills.

h) Inform local labour of their conditions of temporary employment, to ensure their timeous availability and to inform them timeously of when they will be relieved.

i) Ensure that all labour involved in activities when tasks have been set, are fully informed thereof.

j) Attend disciplinary proceedings to ensure that hearings are fair and reasonable.

k) Assist in maintaining an up-to-date record of potential employees within the community and provide the contractor with copies of this information.

l) Any other duties that may become necessary as the works progress.

vii. Project Steering Committee

Established to facilitate and obtain agreement on community participation. The roles and responsibilities of all stakeholders within the PSC are defined through a comprehensive Terms of Reference with rules of engagement. The PSC will also be bound to a Memorandum of Understanding, which will govern its powers and engagement with the employer. The key roles and responsibilities of the PSC are as follows:

a) Liaison/Communication Channel

- Act as a bridge between the project team and key stakeholders (e.g., community members, government bodies, businesses).
- Ensure clear, transparent, and timely communication on project progress, challenges, and decisions.

b) Advisory Body

- Provide feedback, suggestions, and local knowledge to support informed decision-making.
- Help identify and mitigate potential risks or community concerns early on.

c) Monitoring and Oversight

- Track project milestones, timelines, and adherence to agreed goals.
- Ensure that community and stakeholder interests are being considered throughout the project lifecycle.

d) Conflict Resolution

- Serve as a forum for addressing issues or concerns raised by stakeholders.
- Mediate disputes between the project team and affected groups if necessary.

e) Community Engagement

- Organize or facilitate public meetings, surveys, or outreach initiatives.
- Ensure inclusive participation, especially from marginalized or underrepresented groups.

f) Reporting

- Regularly report to stakeholders on project status, community feedback, and committee activities.

viii. Contractor Obligations

The contractor's responsibilities are regarding targeted labour recruitment, enterprise selection, and risk management. Contractors have several key roles and responsibilities in social facilitation within infrastructure projects. These can be broadly categorised as follows:

a) Appoint the Community Liaison Officer

b) Participation in Communication and Liaison Structures:

- Contractors are required to participate in PSCs established by the employer to create a platform for project communication with stakeholders and affected communities.
- A responsible person from the contractor's site personnel must be delegated to participate in the PSC and its business.
- Contractors need to provide the PSC with any assistance and information it requires to execute its duties, including training, meeting venues on site, and Target Group reports.
- The PSC serves as the official communication channel that the contractor must utilise to facilitate harmonious relationships with project stakeholders and affected communities.
- Contractors are accountable, as PSC members, to disseminate project information discussed at PSC meetings to the entities they represent.

c) Facilitating Targeted Labour and Enterprise Participation:

- Contractors are responsible for the selection, recruitment, and employment of Targeted Labour from databases compiled with the assistance of the Social Facilitator and input from the PSC. This remains the sole responsibility of the

contractor, and the Employer's requirements do not relieve the contractor of these obligations.

- Contractors need to compile a Targeted Labour Database for the Target Area(s).
- Contractors are responsible for subcontracting with Targeted Enterprises to meet CPGs. This also remains the contractor's sole responsibility.
- Contractors must develop and implement a CPG Plan detailing how they intend to achieve the CPG targets. This plan needs to be accepted by the Construction Project Manager and Client.
- This process includes activities like compiling subcontract work packages, conducting market analysis, calling for expressions of interest, establishing a Targeted Enterprise Helpdesk, compiling a preliminary database, and finalising the CPG Plan.
- Contractors are expected to enhance the readiness of Targeted Enterprises by providing guidance on statutory requirements and the tender process through the Helpdesk and tender briefing sessions.
- The contractor must conduct tender processes for Targeted Enterprise subcontracting using government principles.
- The contractor is responsible for ensuring formal contracting arrangements are in place with Targeted Enterprise Subcontractors.

d) Addressing Community Concerns and Disputes:

- Contractors should facilitate labour, community, and contractor concerns.
- They are expected to identify possible labour disputes, unrest, strikes, etc., in advance and assist in their resolution.
- Contractors should be proactive in identifying project stakeholder and affected communities' requirements, disputes, unrest, strikes, etc., and bring it to the attention of the PSC.
- They may play a facilitating role in resolving disputes between the parties to the PSC.

e) Supporting Training and Skills Development:

- Contractors are required to provide adequate training, coaching, guidance, mentoring, and assistance to Targeted Labour and Targeted Enterprises to ensure skills development within the Construction Industry.
- They need to develop a Training and Skills Development Programme.
- Contractors should identify relevant training required by the Targeted Labour.
- They must provide opportunities for structured workplace learning for Learners.

f) General Responsibilities and Obligations:

- Contractors must execute stakeholder and community engagement based on the Employer's social facilitation principles and processes.
- They are responsible for ensuring that conditions of employment and subcontracting are applied fairly and transparently.
- Contractors need to provide the PSC with necessary pre- and post-tender information related to Targeted Enterprise subcontracting.
- They have general obligations towards subcontracted Targeted Enterprises, such as assisting with quality assurance systems and providing support.
- Contractors should give reasonable warning to Targeted Enterprises for any contraventions of the subcontract agreement and assist them in rectifying the issues.
- The contractor's attention is drawn to the objective of maximising labour content in certain operations.
- Contractors may be expected to demonstrate a willingness to actively participate in corporate social investment (CSI) initiatives for local communities.
- It is important to note that while the Employer may establish structures like the PSC and provide a Social Facilitator, these actions do not relieve the Contractor of their obligations under the contract regarding social facilitation, Targeted Labour, and Targeted Enterprises.

10. RISK MANAGEMENT STRATEGY

A risk management strategy for the ISFF provides a guideline for the proactive identification, assessment, and mitigation of potential issues that could hinder effective social facilitation. This strategy highlights several key areas of risk in the implementation of the ISFF and offers strategies for their management:

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
1.	**Risk of Poor Stakeholder Engagement and Community Participation**	Fragmented processes, poor stakeholder engagement where priorities and needs are not understood, leading to mistrust from the community and service delivery protests. Lack of appreciation of stakeholder concerns and issues. Tokenistic engagement where the community has little influence. Failure to understand and address the needs of different types of engagers and non-engagers. Use of manipulative or therapeutic approaches to participation.	High	• **Implement Standardised Processes:** Utilize standardised processes with templates and SOPs, adjusted according to contextual realities, to ensure a consistent and structured approach to engagement. • **Gain Full Understanding of Community Needs:** Prioritise gaining a full understanding of community needs and priorities through active involvement of all stakeholders throughout the project lifecycle. The Community Profile process (Phases 2 and 5) aims to identify community issues, collate social and economic characteristics, conduct an inventory of the community, and develop a comprehensive profile. • **Build Trust Through Continuous Communication:** Maintain continuous communication with stakeholders to rebuild and sustain trust. Establish clear communication channels and ensure consistent messaging. • **Employ Skilled Social Facilitators:** Utilise credible and highly experienced social facilitators who understand social facilitation processes, community profiles, and how to construct communication and change interventions based on

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
				contextual realities. • **Conduct Thorough Stakeholder Analysis:** Perform comprehensive stakeholder analysis, including mapping, to understand vested interests, influence, and whether stakeholders are enabling or inhibiting project goals. Identify and analyse both engagers and non-engagers to develop effective engagement strategies for each group. • **Ensure Timely and Meaningful Engagement:** Engage communities early in the project lifecycle when they have the best chance of influencing outcomes, avoiding tokenism. • **Utilize Appropriate Engagement Methods:** Employ a variety of consultation mechanisms suitable to the level of engagement, circumstances, and stakeholders, drawing from methods like informing, listening, consulting, involving, collaborating, and empowering. • **Establish Project Steering Committees:** Create inclusive PSCs with representation from various stakeholders to serve as official communication channels and platforms for resolving project matters. Ensure clear Terms of Reference and Memoranda of Understanding for these committees. • **Activate Feedback Mechanisms:** Establish and activate feedback mechanisms to capture community input and address concerns. • **Measure Satisfaction and Calibrate Engagement:** Continuously measure the

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
				satisfaction of communities and other stakeholders with the practice of engagement and calibrate the ways and means of engagement based on lessons learned and the needs of different communities. Implement monitoring and evaluation processes throughout the project lifecycle to assess the effectiveness of engagement efforts.
2.	**Risk of Conflict and Site Disruptions**	Site disruptions and conflicts hindering project delivery. Competing interests of stakeholders leading to disagreements. Task and team conflicts arising during project activities	High	• **Proactive Conflict Management:** Take preventative steps to minimise the probability of conflict by fostering transparency, inclusivity, and open communication. • **Establish Dispute Resolution Mechanisms:** Implement clear dispute resolution mechanisms to address community matters affecting project performance in a sensible, fair, and efficient manner. Utilize conflict resolution templates as a guide. • **Upfront Clarification of Community Involvement:** Clearly articulate upfront how the community will be involved in the project. • **Activate Complaints Management Systems:** Establish and activate complaints management systems to unpack and prioritise complaints, working towards co-solution and parking of complaints appropriately. • **Understand Community Context:** Develop a deep understanding of the structures of power, stakeholder groups, political dynamics, and other ground realities within the community to anticipate

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
				potential conflict triggers. • **Engage with Local Authorities and Law Enforcement Agencies:** Engage with local authorities and law enforcement agencies (e.g., SAPS) and establish site disruption response teams to manage security risks. • **Address Emerging Concerns:** Continuously monitor for and address emerging concerns that need to be resolved.
3.	**Risk of Not Achieving Local Economic Empowerment and Skills Development Goals**	Failure to incorporate local SMMEs, Cooperatives and labour, leading to a lack of economic empowerment. This can lead to community dissatisfaction and undermine the broader developmental objectives of the projects.	Medium to high	○ **Prioritise Local Resources and Beneficiation:** Maximise the existing skills and resources of communities and local groups by prioritising local resources, localisation, and beneficiation. ○ **Integrate Skills Development and Training:** Integrate skills development for SMMEs, Cooperatives and targeted labour into the project design, aligned with the Works Programme. • **Develop Contract Participation Goal Plans:** Develop CPGPs detailing how the project intends to achieve targets for targeted enterprises and labour in collaboration with the PSC, ensuring an equal and continuous distribution of work opportunities. • **Compile Targeted Enterprise Databases:** Create and maintain databases of targeted enterprises, conducting market analysis and skills audits to

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
				assess their capabilities. • **Provide Support to Local Enterprises:** Offer guidance to targeted enterprises on statutory requirements and the tender process through helpdesks and briefing sessions. • **Promote Extended Empowerment:** Assist SMMEs/Cooperatives who have successfully delivered project packages to upgrade their CIDB grading to enable them to apply for further work. • **Facilitate Localisation of Talent:** Social Facilitators should actively facilitate the localisation of talent and the utilisation of local resources.
4.	**Risk of Ineffective Implementation of Social Facilitation**	Haphazard and fragmented implementation of Social Facilitation initiatives. Social facilitation being perceived as a "soft skill" leading to poor management of relationships.	Medium	• **Adopt the Integrated Framework:** Implement the integrated framework consistently across all relevant projects and programmes to ensure a uniform standard. • **Clearly Define Roles and Responsibilities:** Clearly define the roles and responsibilities of all stakeholders involved in social facilitation, including the client body, implementing agents, construction project managers, social facilitators, the PSC, and contractors. • **Ensure Adequate Resources:** Provide the necessary budgetary and resource allocations for the successful delivery of the integrated social facilitation programme. • **Monitor Social Facilitator Performance:** Monitor the performance and deliverables of social

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
				facilitator service providers, potentially tying performance to measurable KPIs. • **Build Social Facilitation Capability:** Establish social facilitation capability within project implementation structures, integrating it into project delivery approaches.
5.	**Risk of Poor Communication and Information Management**	Poor service delivery due to a lack of standardisation and poor stakeholder engagement where priorities and needs are not understood.	Medium	• **Develop and Implement Communication Strategies:** Develop comprehensive communication strategies that ensure open and transparent information flow between the project team and all stakeholders, using accessible channels. • **Maintain a Data Centre:** Establish data centres to store intelligence gathered through the Social Facilitation processes, ensuring data is uploaded, quality-checked, and used to inform subsequent phases. • **Provide Regular Project Updates:** Ensure regular project updates are provided to the community and stakeholders to manage expectations and maintain transparency. • **Utilise the PSC as a Communication Channel:** The PSC should act as a primary bridge between the project team and key stakeholders, ensuring clear and timely communication.
6.	**Risk of Lack of Adaptability and Contextual Understanding**	Forcing a “one-size-fits-all” process that assumes all community profiles and needs are the same.	Medium	• **Embrace Adaptability and Localisation:** Adapt each step in the social facilitation process organically, recognising that each community is

No.	Identified Risk	Identified Risk Description	Inherit risk Rating	Mitigation Strategies
				unique and has specific contextual realities and priorities. Community profiles should inform all engagement approaches. • **Calibrate Social Facilitation Plans:** Continuously calibrate social facilitation plans based on lessons learned, feedback, and the evolving needs of different communities.

11. CONCLUSION

The ISFF aims to standardise and enhance community engagement practices in South African infrastructure projects. The framework combines best practices to guide stakeholder management, conflict resolution, and local economic empowerment. It emphasises early community involvement, transparent communication, and the use of local resources. With a focus on adaptability and continuous improvement, it aims to build trust and ensure infrastructure projects meet the socio-economic needs of communities.

12. LIST OF SOURCE DOCUMENTS

- DPWI Social Facilitation Guideline for Infrastructure Delivery
- CIDB Standard for Contract Participation Goals
- DBSA IDD Framework for Development Facilitation
- MISA Social Facilitation Report
- SANRAL Stakeholder and Community Liaison and Targeted Labour and Targeted Enterprises Utilisation and Development
- South African Cities Network (SACN) Guidelines for Including Local SMMEs and Managing Unlawful Site Disruptions
- IDT - Integrated Social Facilitation Implementation Guide
- HDA TORS for Appointment of a Social Facilitator / Community Liaison Officer
- Durban Declaration of Crime Free Construction Sites
- Framework for Infrastructure Delivery and Procurement Management
- CIDB Standard for Uniformity in Construction Procurement
- Cabinet-approval Note on Social Facilitation – May 2021
- Costing Model Annexure compiled on the current status quo of DPWI/IDT/ASEFSA work