

Summary of Results from Interview Transcripts

Annexure B1

Question 1: Range of Construction Procurement Strategies Selected by Clients

Strategy	Option	Totals	Respondent										
			R 1	R 2	R 3	R 4	R 5	R 6	R 7	R 8	R 9	R 10	
Packaging	Work packages grouped together under a single contract (framework agreement)	0											
	Projects grouped together under a single contract	1								1			
	Work packages from different projects grouped together according to discipline & let as single contracts	1						1					
	Work packaged according to discipline	1		1									
	Work packages grouped & let as a single contract	1									1		
	Work packages from different projects grouped together under a single contract	2					1						1
	Projects divided into work packages & let out as number of contracts	4	1		1	1				1			
Contracting	Develop & construct	0											
	Design & construct	0											
	Construction management	0											
	Management contracting	0											
	Other	0											
	Design by employer	10	1	1	1	1	1	1	1	1	1	1	1
Pricing	Cost-plus pricing	0											
	Target final cost pricing	0											
	Other	0											
	Prices obtained using activity schedules (lump sum)	1	1										
	Prices obtained using bills of quantities	9	0	1	1	1	1	1	1	1	1	1	1
Targeting	Female-owned firms &/or suppliers targeted	0											
	Youth involvement targeted	0											
	Other	0											
	Small local suppliers &/or contractors targeted	1								1			
	Experienced large contractors	1		1									
	Local suppliers &/or local contractors targeted	3					1				1		1
	No specific targeting	5	1		1	1			1			1	
Procurement Method	Negotiated with contractor	0											
	Other	0											
	Pre-selected contractors (quotations)	1					1						
	Public tender	9	1	1	1	1	0	1	1	1	1	1	1
Form of Contract	JBCC	0											
	NEC	0											
	COLTO	0											
	Other	0											
	FIDIC	1		1									
	GCC	10	1	1	1	1	1	1	1	1	1	1	1

Respondent No	R1	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Client wanted to build the VIPs over five-year period at a rate of 10 000 units per financial year; Packaged 2 000 to 3 000 units per municipal ward; Decision influenced by politics (per ward); create more work opportunities; spread risk over several contracts & client had sufficient resources internally to manage the contracts; 	<ul style="list-style-type: none"> Budgetary constraints; Political influence; Create more work opportunities; Risk management; Client had sufficient resources; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Rate of delivery; Risk management; Ease of management;
			<i>External factors:</i> <ul style="list-style-type: none"> Create jobs; Political influence;
Contracting strategy	<ul style="list-style-type: none"> Designs were simple & could be done in-house; Client wanted to be in control of design, to comply with funder (DWS) guidelines; Contractor was given standard details/drawings & specifications to construct; 	<ul style="list-style-type: none"> Client in control of design; Client had design capacity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design; End-user satisfaction;
			<i>External factors:</i> <ul style="list-style-type: none"> Nil
Pricing strategy	<ul style="list-style-type: none"> Lump sum prices were obtained per VIP (lined or unlined pit, slab, top structure & toilet); This was done for ease of management; client only paid for completed units; Client did have adequate resources for contract administration; Forced contractor to complete units & not have incomplete units for long periods of time; 	<ul style="list-style-type: none"> Client could achieve price certainty; Client had resource constraints for contract admin; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Ease of management; Price certainty;
			<i>External factors:</i> <ul style="list-style-type: none"> Nil
Targeting strategy	<ul style="list-style-type: none"> Did not want to have too many contractors on site simultaneously as this would have been difficult to manage; Local unskilled labour to be used by contractors; 	<ul style="list-style-type: none"> Client had resource constraints for contract admin; Promoted the use of local unskilled labour; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Ease of management;
			<i>External factors:</i> <ul style="list-style-type: none"> Create jobs;
Procurement method	<ul style="list-style-type: none"> Normal client practice & in accordance with client SCM policy & rules; Process is viewed as transparent & client will not be accused of corruption; Will result in competitive tendering, with keener pricing by contractors; 	<ul style="list-style-type: none"> Competitive public bidding will lead to lower prices; Followed client policy & rules; Preferred an open & transparent process; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Competitive prices;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Transparency;
Standard form of contract	<ul style="list-style-type: none"> As this was a civil engineering project, GCC was used; Client is familiar with GCC form of contract; 	<ul style="list-style-type: none"> Form of contract chosen on basis of project type (civil engineering project); All parties familiar with form of contract used; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Project type;
			<i>External factors:</i> <ul style="list-style-type: none"> Known by parties;

Respondent	R2	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Project packaged by discipline: <ul style="list-style-type: none"> ➢ Bulk earthworks; ➢ Civil works & buildings; & ➢ Mechanical, electrical & instrumentation; Client wanted to manage the price risk by not, for instance, asking civil engineering contractors to price for mechanical, electrical & instrumentation works; 	<ul style="list-style-type: none"> Packaged according to discipline; Price risk management; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Packaged by discipline; Level of specialisation required of contractors; Risk management; <i>External factors:</i> <ul style="list-style-type: none"> Nil;
Contracting strategy	<ul style="list-style-type: none"> Client wanted to be in control of design; has preferences what is built into the works & for ease of operation & maintenance (staff familiar with certain products); Could have selected design & construct but was not sure of end-product; 	<ul style="list-style-type: none"> Client in control of design; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design; End-user satisfaction; <i>External factors:</i> <ul style="list-style-type: none"> Nil
Pricing strategy	<ul style="list-style-type: none"> Easy to compare financial offers as all contractors will price on (exactly) same scope; Easy to manage changes in quantities & scope; Only pay for what is built into the works; 	<ul style="list-style-type: none"> Ease of financial management; Value for money; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Ease of management; Value for money; <i>External factors:</i> <ul style="list-style-type: none"> Nil
Targeting strategy	<ul style="list-style-type: none"> Targeted large contractors (9CE & (9ME) because project technically complex; Local unskilled labour to be used by contractors; 	<ul style="list-style-type: none"> Technically complex; Promoted the use of local unskilled labour; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Technical complexity; <i>External factors:</i> <ul style="list-style-type: none"> Create jobs;
Procurement method	<ul style="list-style-type: none"> Public entity; required by law to go out to public tender; Hoped to attract competent contractors; Obtain value in terms of financial offers & technology; 	<ul style="list-style-type: none"> Competitive public bidding will lead to lower prices; More technology options may be received; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Competitive prices; Technical offers; <i>External factors:</i> <ul style="list-style-type: none"> Nil;
Standard form of contract	<ul style="list-style-type: none"> For civil works GCC was used; SA contract for SA context; For M&E FIDIC Yellow Book used; wanted an internationally used contract for M&E plant & equipment; deals well with commissioning of the works; 	<ul style="list-style-type: none"> Form of contract chosen on basis of project type; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Project type; <i>External factors:</i> <ul style="list-style-type: none"> Nil;

Respondent	R3	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Multi-year phased project to suit budget; Mixed packaging strategy: <ul style="list-style-type: none"> ➤ Major bulk pipelines let as 2No large contracts; ➤ Secondary bulks, reservoirs & reticulation let as smaller contracts; Smaller contracts for enable smaller black contractors to participate in the project; 	<ul style="list-style-type: none"> Packaged to suit budget; Packaged according to size; Packaged according to technical complexity; More technically complex work let to big contractors; Smaller value contracts to enable small contractors to participate; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Rate of delivery; Technical complexity; Level of specialisation required of contractors; Size; Risk management; <i>External factors:</i> <ul style="list-style-type: none"> Create jobs;
Contracting strategy	<ul style="list-style-type: none"> Selection dictated by client policy & rules; That's how it's always done; not familiar with other strategies; Standard practice in consulting practice; Tested strategy; worked before; 	<ul style="list-style-type: none"> Client in control of design; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy; Always done in this way; Worked before; No knowledge of other strategies;
Pricing strategy	<ul style="list-style-type: none"> Followed CIDB guidelines; Simple way of doing this kind of work; The strategy was a given; 	<ul style="list-style-type: none"> CIDB guidelines; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done this way;
Targeting strategy	<ul style="list-style-type: none"> Targeted local suppliers & contractors; No real policy or targeting; 	<ul style="list-style-type: none"> Local suppliers & local contactors targeted; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Create jobs;
Procurement method	<ul style="list-style-type: none"> Dictated by client policy; Followed CIDB guidelines; Process is viewed as transparent & client cannot be accused of corruption; 	<ul style="list-style-type: none"> CIDB guidelines; 	<i>Project factors:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Transparency;
Standard form of contract	<ul style="list-style-type: none"> Chosen because all parties familiar with the form of contract; Established form of contract; 	<ul style="list-style-type: none"> Form of contract chosen on basis of familiarity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Default option; Known by parties;

Respondent	R4	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Phased project to suit budget; Client only wanted a single contractor on site at a times; Create jobs through the project; Political pressure to create jobs through the project; 	<ul style="list-style-type: none"> Packaged to suit budget; Create jobs; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Rate of delivery;
			<i>External factors:</i> <ul style="list-style-type: none"> Create jobs; Political influence;
Contracting strategy	<ul style="list-style-type: none"> Client wanted to be in control of design; That's how it's always done; Standard practice in consulting practice; Strategy worked before; 	<ul style="list-style-type: none"> Client in control of design; Done this way before & it worked; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done in this way; Worked before;
Pricing strategy	<ul style="list-style-type: none"> Easy to compare financial offers as all contractors priced on (exactly) same scope; Standard way of working; all parties (client, consultant & contractor) are familiar with the strategy; Easy to manage/control changes in quantities & scope; Only pay for what is built into the works (value for money); 	<ul style="list-style-type: none"> Historical way of working; Familiar with strategy; Ease of management; Value for money; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Ease of management; Value for money;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done this way; All parties familiar with strategy;
Targeting strategy	<ul style="list-style-type: none"> Civil works set aside for local contractors; Local economic development; Tanks & M&E procured in open market (not available within district); 	<ul style="list-style-type: none"> Nature of work; specialised works separated from general civil works; Local economic development; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Discipline; Type of project;
			<i>External factors:</i> <ul style="list-style-type: none"> Create jobs;
Procurement method	<ul style="list-style-type: none"> Public sector therefore no other option is available; Dictated by client policy; This is the accepted norm; 	<ul style="list-style-type: none"> Client policy; 	<i>Project factors:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Standard practice;
Standard form of contract	<ul style="list-style-type: none"> Chosen because all parties familiar with the form of contract; Form of contract generally used for civil works; Consultant never used any other form of contract; 	<ul style="list-style-type: none"> Type of project; Form of contract chosen on basis of familiarity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Type of project;
			<i>External factors:</i> <ul style="list-style-type: none"> Default option; Known by parties;

Respondent	R5	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Civil works packaged as small contracts to create work opportunities; Packaged for ease of management; specialist work (elevated tanks) was let as a single contract; Also, tanks package ensured value for money; 	<ul style="list-style-type: none"> Value for money; Infrastructure component type; Create jobs; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Type of project; Value for money; <i>External factors:</i> <ul style="list-style-type: none"> Create jobs;
Contracting strategy	<ul style="list-style-type: none"> Client wanted to be in control of design; That's how it's always done; Adherence to client standards; 	<ul style="list-style-type: none"> Client in control of design; Done this way before & it worked; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design; End user satisfaction; <i>External factors:</i> <ul style="list-style-type: none"> Always done in this way;
Pricing strategy	<ul style="list-style-type: none"> Easy to compare financial offers as all contractors priced on (exactly) same scope; All parties (client, consultant & contractor) are familiar with the strategy; Normal way of working for consultant; Avoid legal claims as the basis for payment is clear; easy to manage changes in quantities & scope; 	<ul style="list-style-type: none"> Historical way of working; Familiar with strategy; Ease of management; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Ease of management; <i>External factors:</i> <ul style="list-style-type: none"> Always done this way; All parties familiar with strategy;
Targeting strategy	<ul style="list-style-type: none"> No specific targeting; contractor to only use local unskilled labour; Dictated by client policy; Political pressure to create local jobs; 	<ul style="list-style-type: none"> Client policy; Local unskilled labour targeted; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Create jobs;
Procurement method	<ul style="list-style-type: none"> Public sector therefore no other option is available; Dictated by client policy; Process is viewed as transparent & client cannot be accused of corruption; Will get value for money through competitive bidding; 	<ul style="list-style-type: none"> Client policy; 	<i>Project factors:</i> <ul style="list-style-type: none"> Value for money; <i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Transparency;
Standard form of contract	<ul style="list-style-type: none"> Chosen because all parties familiar with the form of contract; Form of contract covered all aspects of project; Followed CIDB guidelines; Chosen because it is a local form of contract; Consultant always used GCC; do not understand FIDCI & NEC forms of contracts; 	<ul style="list-style-type: none"> Type of project; Form of contract chosen on basis of familiarity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Type of project; <i>External factors:</i> <ul style="list-style-type: none"> Default option; Known by parties;

Respondent	R6	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Work packaged per discipline (civils & M&E); One contract each for civils & M&E works; Ease of management; client deals with few contractors; Packaged for cost effectiveness; contractors' establishment costs not unnecessarily duplicated; 	<ul style="list-style-type: none"> Type of project; Value for money; Ease of management; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Type of project; Value for money; Ease of management; <i>External factors:</i> <ul style="list-style-type: none"> Nil;
Contracting strategy	<ul style="list-style-type: none"> Client wanted to be in control of design; That's how it's always done; Client did not want/prefer other contracting arrangements (turnkey); 	<ul style="list-style-type: none"> Client in control of design; Historically done this way; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design; <i>External factors:</i> <ul style="list-style-type: none"> Always done in this way;
Pricing strategy	<ul style="list-style-type: none"> Only pay for what is built into the works (value for money); Normal way of working for client; Client does not understand other ways of pricing; 	<ul style="list-style-type: none"> Historical way of working; Familiar with strategy; Value for money; Not familiar with other ways; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Value for money; <i>External factors:</i> <ul style="list-style-type: none"> Always done this way;
Targeting strategy	<ul style="list-style-type: none"> No specific targeting other than price & B-BBEE in terms of PPPFA; Contractor to only use local unskilled labour; 	<ul style="list-style-type: none"> Legislation; Local unskilled labour targeted; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Legislation; Create jobs;
Procurement method	<ul style="list-style-type: none"> Dictated by client policy; Dictated by MFMA; This is a standard practice for local government; 	<ul style="list-style-type: none"> Client policy; 	<i>Project factors:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Standard practice;
Standard form of contract	<ul style="list-style-type: none"> Chosen because all parties (client, consultant & contractor) familiar with the form of contract; Client standard; 	<ul style="list-style-type: none"> Form of contract chosen on basis of familiarity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Client standard; Known by parties;

Respondent	R7	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Client required that project be packaged into 8No contracts to create work opportunities; Consultant (& client) did not have capacity to manage contracts; 	<ul style="list-style-type: none"> Client requirement; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client requirement;
Contracting strategy	<ul style="list-style-type: none"> Client wanted to be in control of design & flexibility to make design & scope changes; Client wanted to control type of materials built into works; 	<ul style="list-style-type: none"> Client in control of design; Historically done this way; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> In control of design; End-user satisfaction;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done in this way;
Pricing strategy	<ul style="list-style-type: none"> Ease of financial control; can control expenditure Client happy to take financial risk & price uncertainty; This is what the client & consultant always do; 	<ul style="list-style-type: none"> In control of finances; Client takes price risk; Historical way of working; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Financial control & flexibility; Risk management;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done this way;
Targeting strategy	<ul style="list-style-type: none"> Targeted contractors from region; Following client policy; Contractor to only use local unskilled labour; 	<ul style="list-style-type: none"> Dictated by client policy; Local contractors targeted; Local unskilled labour targeted; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Create local jobs;
Procurement method	<ul style="list-style-type: none"> Dictated by client policy; This is a standard practice for local government; Process is considered transparent; Able to reach contractors throughout region; 	<ul style="list-style-type: none"> Client policy; Reach larger number contractors; Value for money; Standard practice; 	<i>Project factors:</i> <ul style="list-style-type: none"> Value for money;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Transparency; Competitive bidding; Standard practice;
Standard form of contract	<ul style="list-style-type: none"> Consultant familiar with form of contract & easy to use; Only form of contract used by consultant; 	<ul style="list-style-type: none"> Form of contract chosen on basis of familiarity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Consultant standard;

Respondent	R8	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Client requirement to let project as single contract; Ease of management (client & consultant), dealing with a single contractor; 	<ul style="list-style-type: none"> Ease of management; Client requirement; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Ease of management; <i>External factors:</i> <ul style="list-style-type: none"> Client requirement;
Contracting strategy	<ul style="list-style-type: none"> Believed that design risk can be managed better if client did designs; The client usually does the design; this is how it's usually done; 	<ul style="list-style-type: none"> Client in control of design; Historically done this way; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design; <i>External factors:</i> <ul style="list-style-type: none"> Always done in this way;
Pricing strategy	<ul style="list-style-type: none"> Client is in control of budget; has flexibility to adjust scope; Conventional work involved; Only pay for what is constructed; Client happy to take financial risk & price uncertainty; This is what the client & consultant always do; 	<ul style="list-style-type: none"> In control of finances & flexibility to make changes; Client takes price risk; Historical way of working; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Financial control & flexibility; Risk management; <i>External factors:</i> <ul style="list-style-type: none"> Always done this way;
Targeting strategy	<ul style="list-style-type: none"> Targeted contractors (CPG Partners) through principal contractors; Following client policy; 	<ul style="list-style-type: none"> Dictated by client policy; Targeted CPG contractors; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Create local jobs;
Procurement method	<ul style="list-style-type: none"> Process is considered transparent; no room for objections & disputes; 	<ul style="list-style-type: none"> Transparency; 	<i>Project factors:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Transparency;
Standard form of contract	<ul style="list-style-type: none"> All parties (client, consultant & contractor) familiar with form of contract; Consultant familiar with form of contract & always uses it; 	<ul style="list-style-type: none"> Form of contract chosen on basis of familiarity; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil; <i>External factors:</i> <ul style="list-style-type: none"> Known by parties; Consultant standard;

Respondent	R9	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> Small project allowed for a single contract; Packages were near each other; Ease of management (client & consultant), dealing with a single contractor; Technically simple project; 	<ul style="list-style-type: none"> Project size; Work package proximity to each other; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Size; Locality; Ease of management; Complexity;
			<i>External factors:</i> <ul style="list-style-type: none"> Nil;
Contracting strategy	<ul style="list-style-type: none"> Historically this is how the client & consultant deal with this aspect; Client & consultant do not do this any other way; 	<ul style="list-style-type: none"> Client in control of design; Historically done this way; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Client in control of design;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done in this way;
Pricing strategy	<ul style="list-style-type: none"> Historically this is how the client & consultant deal with this aspect; Client & consultant do not do this any other way; It worked successfully before; 	<ul style="list-style-type: none"> Historical way of working; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Always done this way;
Targeting strategy	<ul style="list-style-type: none"> No specific targeting except for price & preferences in terms of PPPFA (client policy); No other targeting considered; 	<ul style="list-style-type: none"> Dictated by client policy; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules;
Procurement method	<ul style="list-style-type: none"> Consultant & client did not discuss this; This is how it's usually done; consultant knew this having worked with the client previously; Dictated by client policy; 	<ul style="list-style-type: none"> Historically done this way; Dictated by client policy; 	<i>Project factors:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Client policy & rules; Always done this way;
Standard form of contract	<ul style="list-style-type: none"> Historically done this way; no reasons considered; Did not discuss with client; no requirement for discussion having worked with the client previously; 	<ul style="list-style-type: none"> Historically done this way; No other options considered; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> Default option; Always done this way;

Respondent	R10	Interview Transcript	
Question 2: Factors influencing the selection of construction procurement strategies			
Strategy	Content	Unitising	Coding
Packaging	<ul style="list-style-type: none"> • Packaged according to regions; • One principal contractor appointed per region; • PC to appoint several contractors from client contractor development programme; • Ease of management (client & consultant), dealing with a single contractor; 	<ul style="list-style-type: none"> • Packaged according to locality; • Ease of management; • Create work opportunities; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> • Locality; • Ease of management;
			<i>External factors:</i> <ul style="list-style-type: none"> • Create jobs;
Contracting strategy	<ul style="list-style-type: none"> • Retain control of design to ensure requirements considered in design (including materials, master planning); • Historically this is how the client & consultant deal with this aspect; • Do not want to change from what they've been always doing; 	<ul style="list-style-type: none"> • Client in control of design; • Historically done this way; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> • Client in control of design; • End-user satisfaction;
			<i>External factors:</i> <ul style="list-style-type: none"> • Always done in this way;
Pricing strategy	<ul style="list-style-type: none"> • Historically this is how the client & consultant deal with this aspect; conventional way; • Client & consultant understand how to manage this strategy; 	<ul style="list-style-type: none"> • Historical way of working; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> • Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> • Always done this way; • Understand this way;
Targeting strategy	<ul style="list-style-type: none"> • Dictated by client policy; • Create local jobs through appointment of contractors from client contractor development programme; 	<ul style="list-style-type: none"> • Dictated by client policy; • Create local jobs; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> • Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> • Client policy & rules; • Create jobs;
Procurement method	<ul style="list-style-type: none"> • Dictated by client policy; • Process is considered transparent; avoiding conflict; (no comebacks); 	<ul style="list-style-type: none"> • Dictated by client policy; • Transparent process; 	<i>Project factors:</i> <ul style="list-style-type: none"> • Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> • Client policy & rules; • Transparency;
Standard form of contract	<ul style="list-style-type: none"> • Client always uses selected form of contract; • Client familiar with form of contract; 	<ul style="list-style-type: none"> • Historically done this way; • Familiar with form of contract; 	<i>Project characteristics:</i> <ul style="list-style-type: none"> • Nil;
			<i>External factors:</i> <ul style="list-style-type: none"> • Client standard; • Known by parties;