

INAUGURATION OF OUR 5TH TERM COUNCIL

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



Taking Giant Steps

Welcoming our new President

& what is next for the
outgoing President
and Registrar

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OUR NEW PRESIDENT

The SACPCMP is set to benefit from the wealth of knowledge that the newly elected President, Mr Isaac Mzumara Nkosi, will bring to the Council. Nkosi was the past Vice President and he has sound knowledge of the workings of the SACPCMP and its challenges.

He has been in the Built Environment for 26 years. After obtaining his Diploma in Civil Engineering at the University of Malawi in 1992, Nkosi commenced his career as a trainee Structural Engineering Technician for a few months in 1992.

"Then I decided to pursue my studies in Construction and Project Management from 1993 to 2001. After my studies at the University of Pretoria, I embarked on my career in Construction Project Management with SIP Project Managers where I worked until 2001. In 2002, I joined Diagonal Projects where I worked until 2004. I have been running my own Project and Construction Management firm, IN and Associates Project Managers and later IN-TPM Project Managers, since 2004," indicates Nkosi.

His wealth of experience in the industry as well as his knowledge gleaned from the perspective of an entrepreneur will stand him in good stead for such a role. His knowledge and experience are multi-faceted. Some of these include, but are not restricted to:

- President: South African Council for the Project and Construction Management Professions – Current;
- Chairperson of the Council: Council for the Built Environment – 2014 to 2018;
- Vice President: South African Council for the Project and Construction Management Professions – 2014 to 2018.

His experience includes governance; executive management; development management and major project management. The later includes work on multi-disciplinary projects such as shopping malls and retail outlets; entertainment and casino facilities; office buildings; stadiums and related sports facilities and housing, to name but a few.

He has been associated with the SACPCMP for almost



a decade, starting his association as an assessor and moderator before assuming the role of Vice President, a position he held as part of the 4th Term Council for a period of four years before being elected President. His institutional knowledge will give Nkosi the edge in steering the SACPCMP to greater heights.

"During the 9 years of my involvement with SACPCMP, I have witnessed the growth of the Council especially in terms of Construction Health and Safety (CHS) registration categories, culminating in an exponential growth of registered persons and candidates. This rapid growth also saw the need for the SACPCMP to realign its operations structure and systems and to employ additional staff members. This led to the staff complement growing from 9 to 35. The registration of Building Inspectors is now on the radar, heralding further growth and development for the SACPCMP," says Nkosi.

In an era where corruption, mismanagement and poor work ethics dominate news headlines, Nkosi's outlook on leadership is refreshing. He states unequivocally that good governance and responsible leadership are priorities that will define his term as President.

"I view my role as providing leadership in the governance of the SACPCMP in line with the prescriptions of the SACPCMP Act 48 of 2000; the Public Finance Management Act; the King IV Code of Good Governance Principles; the Companies Act 2008 (as amended) and other legislation and government policy which governs the SACPCMP. I must state that I am a firm believer in



collective leadership and participatory decision-making. In this regard, I cannot fulfil this role on my own. I will need the support and participation of my colleagues in the Council and the Executive Management of the SACPCMP led by the Registrar. I also believe in harnessing the wisdom of my colleagues in decision-making in the best interests of the SACPCMP," says Nkosi.

Some of his priorities in terms of good governance are creating an ethical culture within the SACPCMP as well as ensuring efficient controls, performance management and accountability. Clearly, this can only be a recipe for success, growth and development. All it takes is a visionary like Nkosi to drive success and propel the SACPCMP to new heights. And a visionary he is too!

"My vision for the SACPCMP is to see the organization become a nationally and internationally recognized and respected regulator of Built Environment Management professions. The mission and goals of the SACPCMP set the tone for the organization to start realizing its vision. The key focus of the 5th Term Council will be to ensure that the mission is effectively accomplished for the vision to be realised," he says.

Mr Nkosi indicates that the following will be areas of priority for the SACPCMP 5th Term Council and the Executive Management of the SACPCMP:

- Expediting the processes of progression of Candidates into Professionals by effective implementation of the Structured Candidacy Programme;
- Growth of the Student Chapter;
- Increasing the pace of transformation of the Built Environment Management professions through the adoption and implementation of the CBE's Transformation Model;
- Increasing the number of women registering as Construction Project Managers and Construction Managers as well as CHS professionals;
- Eradicating the backlogs in the registration of Construction Health and Safety professionals;
- Establishing the necessary structures, systems and processes required for the registration of Building Inspectors;
- Commencing with the process of formalising and standardising the education requirements for registration of Construction Health and Safety professionals;
- Finalising the consultation processes for the publication of the Guideline Tariff of Fees and provide the necessary input required by the CBE in concluding the policy on Identification of Work (IDOW);
- Maintaining good relations with our stakeholders


and deriving value therefrom for the fulfilment of our mandate;

- Accomplishing the SACPCMP's mission and realizing its vision;
- Maintaining good governance practices and improving the operational efficiencies in registration, continuing professional development and regulation of the Built Environment Management professions.

"I thank Minister Nxesi for affording me the opportunity to serve, yet again, as a Councillor in the 5th Term Council. I thank my Council colleagues for granting me the opportunity to serve as President of the SACPCMP and their confidence in my leadership," concludes Nkosi.

In an era where responsible leadership is dwindling rapidly, Nkosi's vision is truly inspirational. The debate rages on as to whether management and leadership can be used interchangeably. The words of author Peter Drucker offers a measure of clarity when he says:

“ Management is doing things right; leadership is doing the right things. ”

Mr Nkosi's vision is clearly inclined toward the latter. His judicious leadership at the helm of the SACPCMP is bound to yield infinite success for this emerging Council. 

President

Isaac Mzumara Nkosi



CONFERENCE EDITION

This edition has a distinct focus on Presidents: The incoming President of the SACPCMP, the outgoing President of the SACPCMP, and the Construction Project Manager who oversaw the construction of the Nelson Mandela statue at Nelson Mandela Square in Sandton.

A heart-warming story is that of Nontobeko Mwelase who is the first beneficiary of the SACPCMP-LG Seta programme who was able to achieve professional registration. This was made possible because of the funding from LG Seta and her mentor, Antony Robson.

Dr Claire Deacon started her career as a nurse and gradually progressed to becoming a leading figure in the Construction Health and Safety (CHS) space.

Thousands of persons visited Saio's impressive exhibition stand at A-OSH Expo 2018 to find out more about the services offered by South Africa's leading Occupational Health and Safety professional body. This Conference is outlined in this edition and makes for exciting reading.

Read about the induction of the SACPCMP 5th term Council. This new Council, headed by the President, Mr Isaac Nkosi, will continue efforts to propel the SACPCMP to new heights.

This edition also features a farewell message for the outgoing Registrar, Ms Nomvula Rakolote and she outlines her journey at the SACPCMP.



The publication has been well received and upon, conducting a survey, the feedback was largely positive. I invite you to submit your comments and suggestions to me on stakeholderrelations@sacpcmp.org.za.

Editor

Yuwen Gounden



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ACPM YOUNG PROFESSIONALS

IMPACTING YOUNG MINDS TO ADVANCE THE ESTEEMED AND VALUED DISCIPLINE OF CONSTRUCTION PROJECT MANAGEMENT

The Association of Construction Project Managers (ACPM) launched the Young Professionals forum on the 24th of October 2018 with Sanlam as a partnering organization. The programme was a pilot of what will be rolled out at various provinces together with the Construction Management Departments at the accredited Institutions of Higher Learning. The aim for this forum is to develop and promote the Construction Project Management Profession as well as finding strategic partners to support the new entrants holistically looking both at the business and technical acumen. In addition, it serves a vehicle to ensure a seamless integrated strategy of taking the student on a guided route from being a learner, student, graduate, Candidate and ultimately a Professional. It is in this vain that the strategic partners have been approached in order to come up with an integrated strategy in capacitating the youth accordingly.

The focus is to equip learners from grade eight (8) to twelve (12), student at accredited Institution of Higher Learning registered in line with the ACPM Student Membership rules, Construction Management graduates and Candidates registered in accordance with the South African Council for the Project and Construction Management (SACPCMP) requirements.

The central focus of the Association is to develop the Project and Construction Management Profession and to lure students to what seemingly are the more attractive professions. As a Voluntary Association of the SACPCMP, we share a vested interest and work in harmony with each other in realizing common goals and visions.

This forum will assist young and upcoming professionals to get integrated into the profession through guided interventions and assistance. There is also a bursary

scheme that will assist the young professionals which is based on availability of funds and student needs that are being assessed by a committee and offer bursaries to the deserving students. Our newly appointed CEO, Ms Nomvula Rakolote, who was the Registrar of the SACPCMP is the most suitable person to lead both the ACPM and make a success of this new initiative. We know we will get the job done with her leadership," said Mr Tim White; ACPM -President.

The Project and Construction Management Professions is in dire need of transformation in terms of both race and gender. The transformation process is also hampered by the fact that there is a scant presence of youth in this sphere and this needs to change. It is in this vain that most of our Individual and Corporate Members are actively involved in mentoring the candidates and offering bursaries were possible.

"A case in point is Mr Khensane Kwala a registered Candidate Construction Project Manager(CCPM). He was mentored by one of our the ACPM Corporates; SIP Project Managers for a period of two (2) years to gain exposure to all knowledge areas in terms of the scope of services of the Pr. CPM. He is now back to the department and I hope is ready to upgrade soon to the Professional Status," said Ms Rakolote; ACPM - CEO.

The ACPM is looking forward to having many qualifying students enrolling to become part of the ACPM Young Professionals. Through partnership and support of the Individual and Corporate Members where possible the youth will be equipped with the necessary practical skills. This initiative is part of the efforts aimed at re-igniting the Association and being an industry leader in the transformation of the industry towards a highly skilled, competent, efficient and inclusive Construction Project Management Profession.



UP CLOSE & PERSONAL

WITH THE FIRST NEWLY APPOINTED ACPM CEO, SINCE ITS ESTABLISHMENT

SPEAKING OF DIVINE INTERVENTIONS AND STRATEGIC PARTNERSHIPS

BY YUVEN GOUNDEN: EDITOR

Nomvula Rakolote started working at the SACPCMP as Registrar in December 2009 under the leadership and guidance of the 3rd Term Council led by a credible and decisive leader, Prof. N Nkado. The entity had grown significantly both in terms of revenue and staff which was from a seven (7) member-staff to a thirty-five (35) member strong team during her tenure. There is no doubt that this growth was extremely hard work, given the limited budget that the organization had. But this did not deter Rakolote who credits her phenomenal success to two factors: her ability to forge sustainable partnership and her firm faith in God.

“There has been tremendous growth in collaborative efforts with various stakeholders and partners under my leadership that has enabled Council to deliver on its mandated programmes. The partnerships forged have ensured that we found some comfort which contributed towards projects that could be fully implemented and monitored. The secret is to ask God to do what you cannot do. I like how John Maxwell unpacks it. He calls it God’s room because he says that when we have done the very best we can do are we at the ceiling of our best potential. Our ceiling is only the floor in God’s room. He further emphasizes this through a scripture which has become my second life verse, ‘Now unto Him that is able to do exceeding abundantly above all that we ask or think, according to the power that worketh in us’ (Ephesians 3:20).

Therefore for the next decade, God knows my heart’s desires, I leave that securely in God’s hand but I believe that He will direct my path and will do more than I could ever imagine because of the divine intervention I have witnessed throughout my life and how He just placed me in places I could never have thought of,” says Rakolote. The SACPCMP is the proverbial “new kid on the block” yet, through Rakolote’s decisive leadership it has grown in stature to be a key player in the industry. Any entity will encounter challenges and obstacles and the SACPCMP is by no means an exception. However, what makes the cut is strong and responsible leadership coupled with a vision for growth and development. This is where Rakolote has made her mark.

“The successes and accolades of an organization hinges upon the formation of strategic and sustainable partnerships. Council has in the past eight (8) years seen phenomenal growth and a widening range of partnerships that have proved to be successful in the rapid evolution of Council. Various partnerships have been established and the engagements have yielded amongst others successful joint programmes as indicated below:

1. 1st – 7 th Construction Management Summit in collaboration with various stakeholders, over five years which led to the establishment of the HOD forum for the built environment.
2. 1st – 5th Project and Construction Management Professions Conference over five years which led



Above: Ms Nomvula Ethel Rakolote

3. Accreditation of Project and Construction Management programmes at thirteen Institutions of higher learning in South Africa.
4. Establishment of the Voluntary Associations Presidential Forum, an industry-wide multi-disciplinary team that is charged with transformation activities of the industry to ensure integration across all professional streams and statutory councils across the build environment. Participation at various

“ The processes of developing and implementing registration of additional disciplines, mentors and construction health and safety professionals—were eye-openers that also taught me great lessons that will stand me in good stead going forward ”

- Annual General Meetings of Voluntary Associations (VA'S).
5. Strategic partnership for between the SACPCMP and NHBRC resulting in the signing of a Memorandum of Agreement to ensure professionalization of the building inspectors discipline which will contribute to much needed monitoring and evaluation mechanism of the industry to ensure compliance across all applicable legislation.
 6. Construction Mentorship Seminar in collaboration with CIDB and the University of Pretoria which resulted of the establishment of the new category for professional registration to ensure that emerging constructors are developed and mentored accordingly," indicates Rakolote.

Obstacles and challenges appear to be tests of resilience and they coincide with Rakolote's faith in God. This came when the Department of Labour requested the SACPCMP to register Construction Health and Safety (CHS) professionals, coinciding with the promulgation of the Construction regulations of 2014. When an entity gets in what is loosely termed a "comfort zone", then there is a paradigm shift. This move was designed to ensure the reduction of injuries and fatalities on construction sites. This was the most challenging task as it required one to elucidate the negative view with which such regulations were being received in some quarters of the industry. This had to be handled with a high level of professionalism, foresight, and ability to balance the interest of the industry and those of government to the greater good of the public. Once again, Rakolote handled this challenge, tackling it head on, which is characteristic of her nature.

"The processes of developing and implementing registration of additional disciplines mentors and construction health and safety professionals—were eye-openers that also taught me great lessons that will stand me in good stead going forward, especially in terms of stakeholder engagement, parliamentary and government liaison, as well as to make do with less resources to achieve nation-building initiatives.

My skills in influencing the positive outcome of engagements is evident from the registration of the professionals within health and safety fraternity and processing of over 15 000 applications since this was gazetted for implementation. The approach and methodology will serve as a blue print across various sectors who need to establish professional recognition for any discipline," states Rakolote.

Rakolote has now joined the Association of Construction and Project Managers (ACPM) as its Chief Executive Officer (CEO). The ACPM is a Voluntary Association (VA) of the SACPCMP.

"The ACPM is a voluntary association that was initiated in 1998 as per the need identified by SAPOA and PROCSA. All preparatory work was completed and the launch was in 2000, the year in which Parliament enacted all the Built Environment Councils. I must emphasise that the ACPM was instrumental and played a significant role in the establishment of the SACPCMP that began its operations in March 2002. The ACPM had representation on Council and spearheaded the development of the scope of services for the Construction Project Manager," says Rakolote.

"As the ACPM Exco we wish her the best with her new responsibilities and she has our undivided support to make the ACPM a world-class organization on matters pertaining to promoting excellence in the Construction Project Management Discipline" said Mr Tim White, President of the ACPM. He further indicated that there are already various activities that Rakolote has implemented and they are looking forward to working with her in the new capacity as the CEO of the Association. All the EXCO members share the same sentiments and Jedd Grimbeek, an Exco Member further describes her as a real mover and shaker, who is transforming the construction project management world.

Nomvula's appointment coincided with the twenty (20) year celebration of the association since its establishment in 1998.

When she is not strategizing and managing crises, she enjoys listening to music, writing poetry, motivational quotations and reading. She has her sights set on writing a book of motivational thoughts. When she was a Grade 8 learner the principal of her school, Mr Qwemesha, gave her several books in the school library when it was being revamped. That is when she started her home library and then the reading bug bit her hard.

"This however did not keep me away from the local book bin in town for the nicer books, sweet dreams, Mills and Boon, Nancy Drew series I still have one but obviously enriched with all different books, I must say the best money can buy. I have read many books and the best I can think of , amongst others of course are Mother to Mother by Sindiwe Mangona, One day my

soul just opened up by Lyanla Vanzart and The Alchemist by Paulo Coelho, to name but a few,” she says.

She also has a passion for South African cultural heritage because she also worked in this environment.

“I have always had an interest in South African heritage and I have worked for more than three years in the sector getting more exposure on the rich cultural heritage. What I love most about my country is the rich landscape and diversity. I have contributed significantly to the identification of heritage sites especially within the Northern and Western Cape. I was also an editor of two heritage sites identified, being mainly the 1952 Mayibuye uprisings and Gore Browne Teachers College in Kimberley, Northern Cape. Other projects developed was a documentary for the Kimberley 1952 Mayibuye uprisings, Wall of Remembrance at the Northern Cape Legislature, Gugulethu Seven Memorial in the Western Cape and Freedom Park projects amongst others,” says a proudly South African Rakolote.

Whilst Rakolote has God at the centre of her life, she values the lessons imparted to her by her late Grandmother, Ms Nontobeko Matross, fondly called “Mambele”. This simple soul imparted to Rakolote valuable tenets and principles that she holds dear today and clearly has navigated her on her path to success.

“This is one of the people who loved me unconditionally and taught me to soldier on no matter the circumstances. Most of all she taught me confidence, humility and forgiveness. What I have come to realise with time is that I have become the person I am today, not because of what she left for me but rather what she left in me. It is because of her I have grown to be the best version of myself,” says Rakolote.

She is ever grateful first and foremost to God and of course her, family and associates.

Rakolote indicates that her son Mohau is her cheerleader and can also be the worst critic sometimes. Mohau speaks fondly about his mother “The great strides my mom has taken in her life is by no means a coincidence but is a consequence of great vision and planning. Her gift of motivating not only herself, but her children and co-workers, speaks volumes of this dynamo of energy and enthusiasm” he continued by saying what he admires most is that her mom continues to strive to become not only the best but the best version of



herself.

“First and foremost, I would like to say that all things are possible through Him that strengthens us. My sincere gratitude goes to the 3rd and 4th Term council of the SACPCMP for the guidance and support. President of the 4th Term Council, Mr Eric Manchidi, the Deputy President Mr Isaac Nkosi and other Council members for their unwavering support and guidance while I was at the helm of the day to day running of this institution with all its challenges and successes. I am indebted to the strong leadership and vision of the SACPCMP Council. Lastly, I extend my appreciation to all the staff members, past presidents, Committee members, assessors and VAs who played significant roles in growing the SACPCMP from my appointment to date.

I take this opportunity to wish the SACPCMP well under the new leadership of the 5th Term Council,”

Her closing remark will provide a clue to the book that she is planning to write. 📖

“ It is said that a legacy is a story about you yet to be written but the pen is held by you”. ”

Juliet Funt

Outgoing Registra and new CEO of ACPM

Nomwula Ethel Rakolote

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CONSTRUCTING PROJECTS BUILDING THE NATION

SEKHUKHUNE IS ONE OF THE 5 DISTRICTS OF THE LIMPOPO PROVINCE OF SOUTH AFRICA. THE SEAT OF SEKHUKHUNE IS GROBLERSDAL. OUT OF THIS RURAL ENVIRONMENT EMERGED A HIGHLY SKILLED AND EXPERIENCED CONSTRUCTION PROJECT MANAGER WHO IS REGISTERED WITH THE SOUTH AFRICAN COUNCIL FOR PROJECT AND CONSTRUCTION MANAGEMENT PROFESSIONS(SACPCMP) AND SERVED AS ITS IMMEDIATE PAST PRESIDENT. UNDER HIS ABLE LEADERSHIP THE COUNCIL HAS GROWN IN LEAPS AND BOUNDS.

BY YUVEN GOUNDEN: EDITOR

Tjiamogale Eric Manchidi started his career with Grinaker Properties and Projects (Pty) Ltd, a Construction Project Management and Property Development Company, in December 1994 where he was employed as a construction site engineer. He later joined Blue Circle Cement as Business Development Consultant before moving to McDonalds SA as Construction Project Manager.

In August 1998, he joined the National Department of Public Works as a Director of Asset Procurement and Operating Partnership Systems (APOPS), a public private partnership programme. Currently he is the founder and Chief Executive Officer of Procurement Dynamics (Pty) Ltd, also known as PD Consulting. The company focuses on engineering design, feasibility studies, research ,project and programme management, construction policy, planning and delivery management support; and economic development as well as delivery management support.

He obtained his BSc (Building) and MSc (Building) from the University of the Witwatersrand in Johannesburg. The journey from the private sector to the public sector and eventually to entrepreneur was by no means a proverbial walk in the park. The journey, although exciting, was fraught with challenges and the transition

from one space to another was daunting at times. "When I look back, I reflect on some of the highlights of my career and I realise how my mindset has radically changed my radically my mind set had changed after moving from the private sector to the public sector. This culminated in me me in taking responsible for the very first successful Bricks and Mortar public-private partnership which focused on construction in South African prisons. It was an initiative of the Department of Public Works (DPW), which I spearheaded," explains Manchidi.

Whilst most professionals focus on the construction side of the built environment, Manchidi offers the industry a far wider and more comprehensive perspective. It is this missing dimension that separates the men from the boys, so to speak.

"It would be myopic to focus on the construction component alone and not give sufficient thought to the social and economic aspects. These are critical aspects and must be factored in so that serving the built environment does not happen in a vacuum. We live in a society that still has vast socio-economic gaps and in order to add meaningfully to any construction within the built environment, these elements must be a part of the suite of construction components. This ensures that construction is not seen as an



Above: Mr Tjamogale Eric Manchidi

isolated activity, but is viewed in a far wider and more meaningful perspective. The industry needs this type of mind shift," he adds.

After serving in the public sector for three years, Manchidi decided to enter the world of business and PD Consulting was born in 2001. Initially, he entered the business world with two partners who later decided that they would not partner with him after all. This left the young Manchidi to traverse the arduous road alone. However, he was able to soldier on as he believed in himself and his acquired skills. His belief in his skills

and in himself drove him on. Today his firm boasts 22 employees and it is still growing in stature.

"My focus as the CEO of PD Consulting is to incorporate other built environment disciplines into the firm so that we become a one-stop multi-disciplinary business, serving the industry with pride. Whilst I am now an entrepreneur, I still keep my finger on the pulse in terms of the public sector and my involvement with the SACPCMP and the CIDB Construction Industry Development Board offers me the broad view that I desire," says Manchidi.

Whilst many professionals in the industry are keen on being awarded tenders and earning sizeable incomes, Manchidi is not bent on “money chasing”. He has a passion for youth development and nation building. As a seasoned professional, he is strongly principled, especially as far as ethical and responsible leadership are concerned.

“I am deeply involved in community issues, especially youth development, and this is not confined to construction. I focus on social and entrepreneurial development of our youth. The youth of today lack strong role models and this gap needs to be filled. I use sport such as soccer to lure vulnerable youths away from substance abuse in the Sekhukhune area where I grew up. I can see the results of soccer offering our youth unifying social cohesion, offering them a compass in life. It is gratifying to see my efforts yielding tangible results. And I do this with no intention of moving into politics,” he quips.

The evolving youth and their survival in a fast-paced world is mirrored in the way Manchidi views his role as a parent. It is clear that the access to information on the information highway is infinite and it is any parent’s concern that his or her children are not affected negatively by the plethora of influences in our metropole environment. Manchidi considers his role as a parent and the consequent responsibilities to be life changing for him.

“I am a father to two young men aged 12 and 14 as well as a growing young lady aged 5. Each of them is unique, with his or her own unique needs as well. They keep me busy. When I see them I think of the sacrifices my humble parents made so that I could get to where I am today. I too will ensure that my children receive a good education and that I am able to direct them along the right path,” he indicates.

A strong believer in Ubuntu, Manchidi is adamant that this is not restricted to respecting people, but also resources. He respects the late struggle stalwart, Steve Biko and admires his philosophies and teachings.

“Steve Biko offers me a better sense of myself. One needs to be critical of oneself and there is a need to be driven by a sense of identity. The Steve Biko perspective offers me a perspective on how people complement each other. I would have loved to have met him and engaged him in conversation.

“ I am deeply involved in community issues, especially youth development, and this is not confined to construction. I focus on social and entrepreneurial development of our youth ”

I am proudly South African and the new democracy, although still evolving, offers us a platform to maintain our identities and to enjoy a shared respect for each other,” says Manchidi.

When he is not pondering issues in the industry or in the country for that matter, Manchidi enjoys spending tranquil time in the bush. He also enjoys reading, especially books dealing with business change. After reading *Four Legs of a Table* by Raymond Ackerman, he was impressed by the lessons that he learnt.

His message to youngsters who are keen on pursuing a career in the Construction industry is simple, yet powerful.

“It is important to understand how to contribute to sustainability and the challenges we face. We must be practical and sensitive to responding to sustainability. Councils in the built environment also need to take a strong leadership stance by ensuring that all training, academic and industry-related, is meaningful and can add value to the industry. I would like to get more involved in enticing the youth to the industry, thereby ensuring a sustainable pipeline of young people who work in the built environment professions,” he concludes.

The words of Vivek Wadhwa, a prominent Indian businessman, rings true of Tjiamogale Eric Manchidi. Corporate executives and business owners need to realize that there can be no compromise when it comes to ethics, and there are no easy shortcuts to success. Ethics need to be carefully sown into the fabric of their companies. [S](#)

SAIOSH SHINES

AT A-OSH EXPO 2018

The South African Institute of Occupational Safety and Health (SaioSh) is recognised by the South African Qualifications Authority (SAQA) as the professional body to register Occupational Health and Safety practitioners in South Africa in terms of the NQF Act, Act 67 of 2008. With 11 000 members SaioSh is the leading source of information and networking opportunities within the Occupational Health and Safety profession in South Africa.

Thousands of persons visited SaioSh's impressive exhibition stand at A-OSH Expo 2018 to find out more about the services offered by South Africa's leading Occupational Health and Safety professional body. SaioSh also used this opportunity to host its international Occupational Health and Safety conference alongside the A-OSH Expo at the Gallagher Convention Centre for the 8th year. The conference and exhibition is the largest of its kind in Africa.

PROFESSIONAL REGISTRATION

SaioSh has three professional Health and Safety designations that are registered with SAQA in terms of the NQF Act. SaioSh is recognised by SAQA as the Occupational Health and Safety professional body to register members on one of its three registered designations. These are Technical Member (TechSaioSh), Graduate Member (GradSaioSh) and Chartered Member (CMSaioSh).

HEALTH AND SAFETY WORKSHOPS

SaioSh annually hosts ten provincial CPD OHS Workshops. Members attend for free. Two rounds of workshops are held in Johannesburg, Cape Town, Durban, Port Elizabeth and Bloemfontein. The workshops are webinar recorded and a link to the recordings is sent to all members.

SHEQ MANAGEMENT

The SHEQ Management Magazine is South Africa's leading SHEQ Magazine and is the official journal of SaioSh. Members get free subscription to the magazine.

E-LEARNING

SaioSh offers a 20 module Construction Health and Safety e-learning programme. Members have free access



to the programme and earn CPD points for completing the modules.

LEGAL UPDATES

Members have free access to the updates on all OHS related legislation. Members receive the update notice as well as the actual wordings of the old text before amendments and the new text as approved in legislation.

LEGAL ADVICE

Members have free access to the SaioSh OHS Legal Advice Forum. This is a platform for members to post OHS related legal queries and to receive a professional opinion from a seasoned OHS Advocate.

BURSARIES

SaioSh has identified the scarcity of skills in the Occupational Health and Safety field and the challenges that some prospective candidates have in accessing the funds to pay for their skills development. To this end SaioSh annually make bursaries available for qualifying members.

AWARDS

SaioSh makes several awards annually, including a Person and Student of the Year Awards, with financial rewards. The awards were made at the prestigious dinner and awards function held on 22 May 2017 at Gallagher Estate in Midrand. The 2018 Student of the Year was Tinashe Kamupira and the Person of the Year was Jason Norval.

To find out more about SaioSh visit www.saioSh.co.za 

IMMORTALISING A LEGEND

WHAT DO CONSTRUCTION PROJECT MANAGERS DO? IT IS AN INTRICATE ROLE, REQUIRING METICULOUS ATTENTION TO DETAIL ACROSS VARIOUS FIELDS. PUT SIMPLY, THEY PLAN AND COORDINATE ALL ASPECTS OF THE CONSTRUCTION PROCESS, INCLUDING HIRING CONTRACTORS AND WORKING WITH ENGINEERS, ARCHITECTS AND VENDORS. A SINGLE MANAGER MIGHT OVERSEE AN ENTIRE CONSTRUCTION PROJECT, OR MULTIPLE MANAGERS MIGHT OVERSEE SPECIFIC ASPECTS OF A LARGER PROJECT.

USUALLY THEIR WORK RELATES TO THE COMPLETION OF A PROJECT AT A CONSTRUCTION SITE.

BY YUVEN GOUNDEN: EDITOR

Rob Newberry of Newberry Developments has been registered with the SACPCMP since its inception in 2003. He was one of the first people to be registered as a Construction Project Manager. Newberry was also appointed as one of the first Council members of the 1st Term Council in 2003.

He was entrusted with a project like no other when he was appointed as Professional Construction Project Manager responsible to oversee the construction project of the imposing statue of the late Nelson Mandela in Sandton Square, later renamed to Nelson Mandela Square in March 2004.

The statue is regarded as the world's first public statue of the legendary struggle icon. At the time of its unveiling it was also the largest statue of him in Africa. Now is a good time to be reminded of this impressive achievement as the world celebrates the centenary of the birth of this much revered statesman in 2018.

Newberry oversaw the successful completion of the entire project, from conception through to hand over which included the unveiling and close out.

As Sweden is a close ally of South Africa, it came as no surprise that a group of Swedish businessmen undertook

this project as a means of paying tribute to Madiba, as he is affectionately known. These details are listed on the accompanying plaque on the statue.

Although this construction project deviated from the norms of construction projects in some respects, the six life cycle stages of development remained almost the same as with any other similar development projects.

Newberry had to work alongside local renowned sculptors, Jacob Maponyane and Kobus Hattingh who created this much larger than life sized statue. Together they chose the famous dance pose, better known as the Madiba jive. Initially a life-size statue was created from clay and fiberglass with Madiba wearing his signature Madiba shirt. The Nelson Mandela Foundation, the custodian of the Nelson Mandela brand, approved three life-sized statues, one of which can now be viewed at the entrance of the Nelson Mandela Foundation.

After an extensive search, a local bronzing foundry was found just outside Johannesburg where the statue was cast. After lengthy negotiations, the mix of the bronze metal alloy was concluded: a combination of metal alloys of copper with tin, zinc and lead was used. The three statues were cast in the foundry. The sponsors then decided to create a single large statue of exactly three



times Madiba's height. This was done using computer-generated graphics.

The statue stands 6 metres (20 ft) high and measures 2.3 metres (7 ft 7 in) from elbow to elbow. It weighs 2.5 tons and has been described as "towering", "imposing", and a "focal point" for the entire area. The statue attracts thousands of visitors, both locally and from abroad. Since the statue had been erected, foot traffic increased from 750 000 to more than 1 500 000, comprising mainly tourists and school children.

To ensure structural stability and the strength and positioning of the statue, two 25 mm tensile stainless steel lifting rods were built into the structure. These two rods were also used as the holding down bolts for the statue. The statue was cast in 42 separate pieces and then welded together. At that time of manufacture, one of the artists' wives placed a copy of the Lord's Prayer inside the 6 metre statue for posterity.

A veil of secrecy was cast over the casting and manufacturing process. A tracking device was also installed for added security. The transport of the statue took place during the early hours of one cold morning. The launch and unveiling was a resounding success and the story made the front page of Time Magazine in April 2004.



Above: Mr Rob Newberry

One evening The Nelson Mandela Square was closed briefly to allow a solitary car in. When the back window opened, Nelson Mandela was able to view the statue of himself.

But the project did not come without some serious challenges. The initial challenge was deciding on the final location for the statue. It was suggested that Ghandi Square in Marshalltown be a possible location. However, after incidents of vandalism of the statue of Ghandi this option was not further explored.

Another challenge identified once the location was agreed upon, was the pigeons found in the venue. This has subsequently been resolved through trade secrets. Then came the issue of who would complete the unveiling ceremony. Initially Madiba had requested that his son have this honour. However, a week before the ceremony he was too sick to perform this task and Madiba requested that his eldest grandchild perform this task.

The statue was unveiled by his eldest granddaughter, Ndileka Mandela, who said of the statue: "While we honour Nelson Mandela in this statue, we are also

honouring South Africa. He's not just a grandfather to us, but to the whole nation".

Basetsana Kumalo, the Master of ceremonies at the statue's unveiling, said that it was "a very happy statue. The dancing stance pays tribute to the spirit of joy and celebration inherent in the people of South Africa – this is the Madiba jive".

We have been advised that replica of one metre in height is scheduled to be unveiled next to the statue in Nelson Mandela Square in the near future to cater for the visually impaired.

Thanks to Rob Newberry who played a critical role in immortalizing the legend!

2018 Update: Rob noted that in celebration of Nelson Mandela's centenary, the iMadiba Project was launched in Nelson Mandela Square. This project is a global interactive art project creating conversations for change through the creation of art installations. A bench outlining the size of his cell has been set up on the Square. Six vertical metal bars in the exact size of the cell's window complete the display. [📍](#)

SACPCMP AND LG SETA PARTNERSHIP LAUDED

WHEN 37-YEAR OLD NONTOBENKO MWELASE FAILED TO ACHIEVE PROFESSIONAL REGISTRATION WITH THE SACPCMP, SHE FOUND HER DREAMS FLYING OUT THE WINDOW. SHE WAS DETERMINED TO RE-THINK HER JOURNEY TO HER DESIRED DESTINATION.

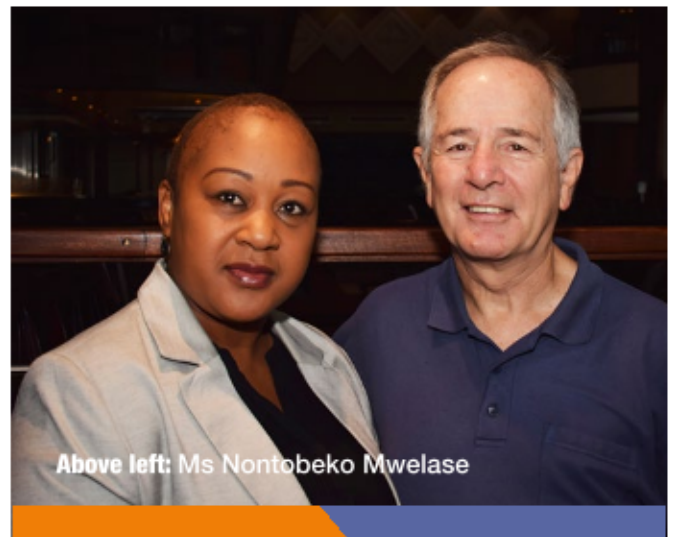
BY YUVEN GOUNDEN: EDITOR

As Deputy Head: Projects at the Ethekwini Municipality, Mwelase had to find alternative means to reach her goals.

"It has been my vision to become a Professional Construction Project Manager since graduation day for my B-Tech degree in Quantity Surveying in 2005. I then enquired through the website, submitted my application and was admitted as a Candidate Construction Project Manager in 2008. I started recording my work experiences on log books and did my application for PrCPM in 2011. I was invited for an interview on 25 August 2012 but the result was unfavorable. It left me feeling uncertain about my work principles and ethics. On the recommendations made by Council which I attended training initiatives and gained vast knowledge and skills on the gaps that were identified by Council to improve my professional experience.

At a number of SACPCMP conferences it was raised that candidates were lacking guidance on preparation and readiness for the professional registration interviews. In 2015 the LGSETA Mentorship Programme was introduced by Council. It was of great help as it ensured clear guidance in terms of work ethics and principles of project management. This led to my new status of PrCPM which was my vision since 2005. I have achieved it eight years later," says Mwelase.

Mwelase had her sights set on a technical vocation after she excelled in mathematics. She attended Ogwini Comprehensive Technical College. She first targeted the medical profession, but she experienced challenges in entering the very limited cohort of students destined for this profession. She read about engineering and then about quantity surveying and decided on the latter route. She attended the then ML Sultan Technikon where she completed her Diploma. She subsequently completed her B-Tech degree at the newly inducted Durban Institute of Technology (DUT).



Above left: Ms Nontobeko Mwelase

Mentorship has been a problem and the SACPCMP is now addressing this through workshops to encourage a larger pool of mentors within its ranks. Mwelase has been a candidate for ten years, but she was only mentored for two years.

"Structured Candidacy is a phenomenal programme that is structured in a manner that improves the way in which a candidate plans, implements, monitors, reviews and records all of the work we do on a daily basis. It gives you a sequential way of undertaking your work and coaches you not to be impulsive and reactive on decision-making. It is a true road map to professionalism," she adds.

The LG Seta Programme provided Mwelase with the tools that she needed to succeed and achieve her goals.

"I had problems with meeting deadlines for submission of tasks and logbooks, but I always had a summary report that I would do and present to my Mentor and re-submit all work within three days.

SACPCMP has always been there from day one; providing guidance in terms of the required training to enhance and grow my skills. The conferences I attended over the years also increased my knowledge on latest trends and the tools and technology that can be used within Project Management.

LGSETA has been my funder and also ensured that our annual membership fees were paid

I have been with the SACPCMP since I was a Junior Project Manager and I received a lot of guidance through their conferences and also through their website to grow my skills and knowledge on Project Management. It has been a great experience working with them, especially the staff associated with the LG Seta Mentorship Programme who are always there to help clarify issues," says Mwelase. Mwelase had humble beginnings, but she is a powerful role model to other young women who are keen to pursue a career in Project and Construction Management. Her journey and her consequent progress were remarkable indeed.

"I started working as an Intern at Group 5 TransAfrica in 2001, working mostly on site and responsible for subcontractor measurements on low-cost housing projects in Hammersdale.

I moved to uKhozi Construction in 2002 where I was a Junior Quantity Surveyor and Site Manager responsible for a number of projects, including uShaka Marine World; King Edward Hospital and King George Hospital. I left the company in 2006 and joined PG Mavundla Projects where I spent a year working full time on site as a Project Manager for KwaMashu Hostels, ICC Arena and Zwelethu Station. I left the company in 2007.

I then joined a Quantity Surveying Company, Felix & Msomi QS, where I also did a number of projects ranging from schools to hospitals.

In 2008, I joined the KZN Department of Health as a Project Manager responsible for the Hospital Revitalization Programme for three years and had hospitals within the Empangeni and Durban areas. In 2011, I joined Delca Systems as a Senior Project Manager responsible for delivery of schools within all KZN districts implemented through IDT. I left the company in 2012.

In 2012, I joined uMvoti Municipality as Head of Engineering, but I only spent a year there as most work was not project-related. I then joined Coega Development Corporation as a Project Manager and spent a year there.

In 2014, I moved to eThekweni Municipality as a Senior Manager for the Projects Section within the Human Settlements Unit. I was responsible for the delivery of low-cost houses within the western region. I later submitted my application for a Deputy Manager position and was appointed in May 2017. I am currently responsible for three regions with three Senior Project Managers, five Project Planners and fifteen Project Managers. I have to ensure that all project management processes are followed accordingly and in a chronological manner," says Mwelase.

Mwelase has her sights set on acquiring her PhD and to become a Professor so that she can mentor and guide future generations of Project Managers. Her passion for the profession is clearly evident.

Mwelase derives her inspiration from her mother and her family. Her father passed away when she was very small. She would have loved to have known him. Her mother, Ruby and her sister, Nosipho are close to her.


"I am married to wonderful husband, Trevor, and have three daughters: Yoliswa, Yandisa and Yikhokonke. I also have my big family from my Mom's side where I grew up at Chesterville. I also have my in-laws, the Mwelase's," she adds.

Her message to youngsters who are keen to pursue a career in this profession is unequivocal.

"This is an adventurous domain full of exciting and challenging experiences. If one wants to be part of this journey, one must have some of the following attributes: being goal-orientated; self-motivated; a team player; self-disciplined; resilient; and many more to enjoy and survive this journey. It is a sensational domain and everyone is invited," she says enthusiastically.

Mwelase's mentor, Antony Robson is impressed with her progress.

"Nontobeko is nice to talk to, she listens attentively, she is willing to learn and she commits to what she promises to do. This is why she was so successful. I enjoyed mentoring her," says Robson.

The SACPCMP is proud of its first beneficiary who has gleaned so much knowledge and benefits from this programme and cherishes the hope that more funders and more candidates can grow this vibrant profession exponentially. People like Tony Robson are also valued for their knowledge and, more importantly, for their selfless dedication and commitment to the profession. 

SACPCMP INAUGURATES 5TH TERM COUNCIL

THE MINISTER OF PUBLIC WORKS HAS APPOINTED THE SACPCMP 5TH TERM COUNCIL. THE NEW COUNCIL MEMBERS WERE INAUGURATED AT AN EVENT ON 25 JUNE 2018.

DURING THE SACPCMP CONSTRUCTION MANAGEMENT SUMMIT GALA DINNER, OUTGOING COUNCIL MEMBERS WERE HONOURED AND NEW COUNCIL MEMBERS WERE WELCOMED BY THE REGISTRAR TOGETHER WITH THE PAST PRESIDENTS OF THE SACPCMP.

THE 5TH TERM COUNCIL HAS A VAST ARRAY OF SKILLS WHICH WILL ENSURE THAT THE SACPCMP WILL GROW IN STATURE.

ABRIDGED RESUME OF ISAAC MZUMARA NKOSI (PRESIDENT)

Mr. Isaac Mzumara Nkosi is a Registered Professional Construction Project Manager and a Member of the Association of Construction Project Managers of South Africa. Mr. Nkosi is the President of the South African Council for the Project and Construction Management Professions (SACPCMP). He is the outgoing Chairman of the Council for the Built Environment (CBE). He holds a Master of Science in Project Management (University of Pretoria), a Bachelor of Science in Construction Management (University of Pretoria) and a Diploma in Civil Engineering (University of Malawi). He has also undertaken courses in Financial Management, Strategic Management, Economics and Corporate Governance.

Mr. Nkosi is currently Team Leader on a number of large-scale, mixed-used developments and student accommodation projects within the SADC Region. Mr. Nkosi has gained extensive experience in corporate governance and leadership in private and public entities, both as a member and chairperson of Boards of Directors where he is currently serving. He has also gained experience in strategic management as CEO of a large-scale black-owned construction firm. As CEO, he contributed to the growth of the company, establishing a functional structure, providing leadership in operations, commercial, finance and human resources aspects of the company.

Mr. Nkosi has also acquired vast experience in project and construction management on various projects including urban and rural infrastructure; office buildings; retail complexes; housing developments; and casino and entertainment developments. He has been involved in a number of urban renewal projects as a project manager. He has been involved in



a number of projects for planning, establishment and capacity building of project management offices/units for public sector clients. He has a very good understanding of government policy and the legislative framework at National, Provincial and Local government levels in so far as infrastructure planning and delivery. Mr. Nkosi also worked for SIP Project Managers and Diagonal Projects Africa as a Project and Construction Manager on a number of retail, casino and office development projects with very tight budgets and deadlines.

ABRIDGED RESUME OF BAFIKILE BONKE SIMELANE (VICE PRESIDENT)

Bonke possesses a rich breadth and depth of experience as well as an intimate knowledge and understanding of the Built Environment acquired in over 20 years in a variety of senior management and leadership roles as a committed, diligent, conscientious and passionate Built Environment Practitioner who believes in authentic, intentional, collaborative partnerships based on professionalism, trust, integrity and mutual respect.

He holds a National Diploma in Building from the Cape Peninsula University of Technology (CPUT) and a Construction Management Degree from the University of Johannesburg (UJ).

He has completed post-graduate studies like the Construction Management Programme (CMP) at Stellenbosch University as well as a Post-Graduate Certificate in Project Management for Built Environment Professionals with the University of Pretoria. He is registered with the South African Council for the Project and Construction Management Professions (SACPCMP) as a Professional Construction Project Manager. He is also Vice-President of the SACPCMP and its Construction Management Champion to raise the profile, professionalism and prestige of the Construction Management Profession in South Africa.

He is a member of Industry Advisory Boards at the University of Pretoria and at the University of Cape Town. He is a firm and strong believer in active professional engagement to promote ethical leadership, good governance, best practice, excellence and transformation in the Built Environment.

Bonke was the first Black President of Master Builders South Africa (MBSA) and authored MBSA's Transformation Declaration. He initiated Thought Leadership through his monthly 'President's Comment' column in SA Builder, MBSA's official journal. He is a strong proponent of transformation through SMME Development interventions like Mentoring, Coaching and Incubation initiatives which he spearheaded during his time at the erstwhile NMC Construction Group. He wrote the BBBEE and Transformation Policy for this business with special emphasis on diversity and inclusion through his HR Value Proposition of "Igniting Passion, Unleashing Potential and Nurturing Talent". He played a leading role in its implementation.

Career and professional development highlights include being Technical Assistant (TA) on the Infrastructure Delivery Improvement Programme (IDIP) where he was involved in the conceptualization, initiation and implementation of the Accelerated School Infrastructure Delivery Initiative (ASIDI) through the Infrastructure Delivery Management System (IDMS) which evolved into the Standard for Infrastructure Procurement and Delivery Management (SIPDM)



including the roll-out, implementation, institutionalization and mainstreaming into National, Provincial and Local Government Departments. This is now also being used by some SOCs.

Other career highlights include working as Project Leader on some prominent flagship TOD (Transit Oriented Projects) and related infrastructure projects in preparation for the FIFA 2009 Confederations Cup as well as the FIFA 2010 World Cup. He was also Programme Manager for the City of Tshwane's Township Regeneration Project under the auspices of National Treasury's Neighbourhood Development Partnership Grant where he also wrote Project Plans and Business Plans for various catalytic projects for Mamelodi, Soshanguve, Mabopane, Saulsville and Ga-Rankuwa Townships some of which have been and are being implemented. He also worked on the Domestic Terminal Expansion Project at OR Tambo International Airport.

Bonke is a highly skilled and competent professional who adds tremendous value through his track-record and experience in construction project management, mainstream contracting, business strategy advisory, strategic marketing, customer relationship management, problem-solving, optioneering, compliance monitoring, change management, transformation as well as stakeholder engagement.

He is highly driven, resilient, energetic and passionate about building legacies as well as making a positive contribution and lasting impact in all his endeavours through his inherent attributes of leadership, empathy and emotional intelligence amongst others.

DR CLAIRE DEACON

Claire Deacon is the Managing Member of OCCUMED cc, also trading as claire deacon and associates (cd&a). Claire has practiced as an Occupational Health Practitioner [OHNP] since 1982, with OCCUMED cc formed in 1994, and trading as cd&a since 2008. cd&a is an Associate of Coalition Trading 517 cc (t/a Construction Research Education and Training Enterprises (CREATE)) with Professor John Smallwood of Nelson Mandela University [NMU]. Claire is a Professional Construction Health and Safety Agent (PrCHSA), no: CHSA 010/2013.

Claire's career commenced with a General Nursing Diploma at Groote Schuur Hospital, she qualified in Occupational Health at the University of Stellenbosch. Other post graduate training include a B.Tech in Occupational Health at Peninsula Technikon; a BSc Med [Honours] in Biomedical Engineering/Ergonomics at the University of Cape Town, and a Masters in Nursing [MCur] [by research] at the then University of Port Elizabeth (now NMU) that considered the Health Status of Construction Workers. Claire was admitted to the prestigious Research Capacity Initiative [RCI] with the South African Netherlands Partnership for Alternative Development [SANPAD], which was completed cum laude. Claire obtained her PhD (Construction Management) at NMU in 2016. Claire currently presents the H&S modules on the MSc Construction H&S programme at the NMU and publishes on construction H&S issues in the South African context. Work from her Masters (Occupational Health) has been used by the Green Building Council as part of their Social Responsibility points, and currently being considered by the Construction Industry Development Board (cidb) for a standard in primary health care.

Claire currently has dual registration with SA Council for Project and Construction Management Professions [SACPCMP], and the South African Nursing Council [SANC]. Claire has just completed a term on the 4th term council and has been re-

appointed to serve on the 5th term council until 2022. Roles within the SACPCMP have included: EXCO Committee, CPD, and HR Chair, and Registrations and Programme Accreditation Committees, and CHS Committee. Other roles include examiner



and moderator for the CHS officer and manager categories, as well as any other roles and representations required in the duties of the Council.

Claire is a member of a number of Voluntary Associations that includes: President of the Section 21 voluntary association [VA], the Association of Construction Health and Safety Management [ACHASM]; the SA Society of Occupational Health Nurses [SASOHN]; the Chartered Institute of Building [CIOB]; the Institute of Safety and Health (IOSH) in the UK, and the Ergonomics Society of South Africa [ESSA] (General Board Member).

Claire has worked as a CHSA since 2004, on projects ranging in value from R500 thousand to R4billion.

Her present interests are mentoring other, research and development in Health and Safety. Many research papers have been presented and published nationally and internationally. Over and above all that, Claire attempts to balance work and life, enjoying good food and wine with family and friends, and mountain biking.

HAZEL NOLUTHANDO MOLAO

Noluthando is an Associate Director at Turner & Townsend responsible for Business Development in the Public Property and Infrastructure Sectors and has been involved in the built environment for 15 years. She is extensively involved in the Built Environment where she is a 5th Term Board Councillor on the South Africa Council for Project and Construction Management Professions (SACPCMP), is the current Finance Committee Chairperson and served as a co-opted Finance Committee member on the SACPCMP for a period of 3 years. She serves as a Board Member (NED) Johannesburg Social Housing Company (JOSHCO). She is a professional Construction Project Manager registered with the (SACPCMP) and have successfully planned and delivered projects in the various sectors including Infrastructure and Property projects. She has successfully implemented high value capital



infrastructure projects; had the privilege to work on some of South African iconic projects such as the construction of the New Orlando Stadium and recently the Gautrain Station Platform Extensions at OR Tambo International Airport.

In recognition of her work over the past ten years, she was awarded the Women in Construction Pioneer of Innovation Award 2016, Women in Property Network Professional of the Year (Private Sector) 2016 and the South African Construction Awards Women in Construction 2016. Her technical abilities are founded on extensive work experience with qualifications in a BSc Quantity Surveying (honours), Postgraduate Diploma in Economics, Property Development and Management

and is currently finalising her research report for an MBA qualification.

She has served as a Body Corporate Chairperson for the Greenwood Board of Trustees for 2 years and is currently an Independent Non-Executive Trustee on the Arup Education Trust.

She is passionate about education and skills development; she has been appointed as a mentor by the Council for the Built Environment for a 3-year period ending in 2021 and is a Facilitator for Gordon Institute of Business Science as an industry expert.

GEORGE MBUTHIA

George Mbuthia is the General Manager at Procurement Dynamics (PD) Consulting, a multi-disciplinary consulting firm that focusing on the planning, and delivery of infrastructure and economic development projects and programmes. A construction project manager by profession, George has long been interested in the advancement of the profession and the industry in general. George started his career as a construction manager and quantity surveyor and has over 23 years' experience in the field. He has also lectured to undergraduate and postgraduate students on project management at the University of KwaZulu Natal, UNISA and the Tshwane University of Technology.

Currently, he heads a team that provides research and advisory on project and programme management, infrastructure planning and development, as well as Public Private Partnerships. George has also researched and published on infrastructure, project management and construction industry issues. He is passionate about understanding and driving the evolution of the construction management professions and their role in economic development of the African continent.



George holds a BA in Building Economics, a MSc (Construction Economics and Management) and a Master's in Business Administration (MBA).

TJAMOGALE ERIC MANCHIDI

Tjiamogale Eric Manchidi is a construction project manager registered with the South African Council for Project and Construction Management Professions, where he has also served as the 4th term council's president. He also serves on the Board of Directors of the Construction Industry Development Board of South Africa.

He is the CEO of Procurement Dynamics (Pty) Ltd, a Pretoria based built environment consulting company. During his vast career, he has held several directorship positions both in the public and private sector, including serving as a Director: APOPS for the Department of Public Works. Eric brings 22 years of interdisciplinary skills and experience in construction policy.



ITUMELENG MOLOSI

Itumeleng Molosi matriculated at Orlando West High School in Soweto, Johannesburg in 1977.

As a bursary holder of LTA Ltd he obtained a National Certificate in Engineering at Technikon SA (currently UNISA) in 1982 and in 1987 he obtained National Higher Diploma in Building Survey (QS) at Natal Technikon (currently Durban University of Technology - DUT).

He is registered with SACPCMP as a Professional Construction Project Manager (Pr CPM). Since 1987 he has worked as a Site Contract Quantity Surveyor (QS) in major Construction companies namely LTA Ltd and Murray and Roberts Civil on large scale contracts – N3 Toll Concessionaires in Warden – Freestate as well as Inanda Dam to Wiggins Viaduct and Tunnel in KZN.

His work as a Project Manager started at Engen Petroleum Ltd from 1994 where managed a construction of several greenfield and retrofit Service Stations in Gauteng, Mpumalanga and Limpopo.

In 2004 he joined the Department of Public Works as a Senior Project Manager, a position he held until he was promoted to a



position of Director of Projects in 2011, a position he currently holds. As a Director of Projects, he manages a team of Project Managers as well as built environment professionals in various disciplines to deliver on Infrastructure Projects. Also, as a Director of Projects he manages the implementation of the Expanded Public Works Programme (EPWP).

INDRASEN SIVEN NAIDOO

Siven's career in Health and Safety began in 1997 when he joined JT Ross & Son Construction. After 9 years with them he joined Stefanutti and Bressan now Stefanutti Stocks Building KZN where he currently serves as their Divisional SHEQ Manager.

Siven has served on various committees over the years some of which include; The Master Builders KZN OHS Committee, The Institute of Safety Management KZN Branch Committee and is a founder member of and currently serves on the Council of Saioosh.



ADVOCATE ROSHAN RAI DEHAL

Advocate Dehal boasts over 38 years of legal experience. He practiced as an attorney and is currently a practicing Advocate.

His experience as an attorney spans thirty years, involving mainly human rights issues, which had an impact on the liberation of the country.

He has served on various Boards and has great knowledge on public sector institutions. He is an authority on corporate governance. His legal expertise is wide and encompasses area such as maritime law, administrative law, Planning law, constitutional law, tax law, company law, competition law, to name but a few.



BETWEEN THE DEVIL AND THE DEEP BLUE SEA

BY YUVEN GOUNDEN: EDITOR

When one looks at the life of Mr Tseliso Makhetha, one would think that God was testing his resolve. Of course, one would be blind not to see that he has passed with flying colours! Not many individuals can boast that they had faced as many challenges and succeeded.

Makhetha, the Principal/CEO of BPPM Chartered Quantity Surveyors, Construction Project Managers and Construction Mentors, has had a rewarding and fulfilling career journey; certainly not one for the faint hearted.

"My journey to registering as professional in the Built Environment began some forty-six years ago when I was offered employment as a Trainee Quantity Surveyor by my employer, RIBCO, the then subsidiary of Roberts Construction Company. Although my employer was willing to sponsor my university studies at the then Natal University, which had accepted my application to enrol me to undertake studies for the BSC Quantity Surveying degree, the Government of the day thought otherwise. So I had to proceed with my studies through Professional Institutions in the United Kingdom; namely the IQS (Institute of Quantity Surveying), the CSI (Construction Surveyor's Institute/the Architecture and Surveying Institute), which amalgamated with both the CIOB (Chartered Institute of Building) and RICS (Royal Institute of Chartered Surveyors)," explains Makhetha.

A very deep recession occurred in the mid-eighties, culminating in massive retrenchments in the Built Environment. During this period construction professionals scrambled in all directions to make ends meet.

"My survival came via setting up a construction company that undertook work on a small scale, doing renovations and alterations in the townships. This enterprise became active for about four years and came to a halt during the civil unrest that enveloped the townships in the eighties. It would have been suicidal to continue with that type of business.

After several years of practice in the construction industry I was offered an opportunity by the South African Housing Trust to assist in the development of Black Learner Contractors in the Vaal complex," indicates Makhetha.

Promotion in the work environment has always been laced with politics of the day. And Makhetha learnt this the hard way. What is amazing, however, is that this did not deter him, nor did it steer him on another path. He remained steadfast as usual.

"Whilst in regular employment I discovered that progression into senior and management positions was heavily clothed in racial undertones in those days, whilst outside it was a combination of race and clan. Since the advent of the BBBEE scorecard, the divisions between technical expertise and compliance became substantially blurred in progression to senior posts, especially in large corporates. For instance, in the 1980s, I assisted a trainee with the provision of text books and mentoring to pass and obtain a technikon diploma in quantity surveying and office practice. A week after he passed his exams he was promoted over me, despite having a lesser qualification and experience. The promotion scorecard would often favour a candidate with lesser qualifications over several well-qualified and more experienced staff and partners.," says Makhetha.

This anomalous situation made him realise his predicament: that of being hurled between the devil and the deep blue sea! The only way to overcome this was by engaging in self-improvement via relevant continuous professional development endeavours that enable one to be independent.

"I persevered with sheer continuous hard work. One has to step out of one's comfort zone and continuously seek to improve oneself in various directions. I engaged in professional studies in finance, management, various alternative dispute resolution studies and practice, over and above professional registrations," he says.

In life, your destiny is sometimes modelled on your role models and mentors. They help one navigating a meaningful pathway and offer one motivation and guidance. It comes as no surprise that one of Makhetha's role models is the legendary boxer Muhammad Ali. Like Ali, Makhetha too was a resilient and strategic fighter who always came out on top of his game. He is also a fond admirer of The Bard, William Shakespeare.

"William Shakespeare. He had an astonishing gift of narrating human behaviour and exploits. He also had an exceptional skill in interpreting human behaviour without calling it philosophy or psychology," says Makhetha.

"My Mentor was Mr. R. T. Glanvil, Managing Director at RIBCO, Roberts Industrialised Building Company, a division of the then Roberts Construction and latterly Murray and Roberts. He was a very fortunate man. Colour was not his yardstick. Ability and performance were his criteria of measurement," states Makhetha.

Makhetha equates age with a number. His contributions to the industry span many years and he is not planning on retiring soon. His passion and drive continue to spur him on to greater success.

"I would like to be a practitioner in the Alternative Dispute Resolution arena in the Built Environment. As it is, I have undertaken further studies in Adjudication and Mediation and am registered as a Dispute Resolver with the RICS and CI Arb," he says.

He is clearly a great believer in the concept of lifelong learning! When he is not busy with construction and mentoring, he enjoys reading. He also has an inclination towards farming and horticulture.

"I used to read virtually everything and everyone, from James Hadley Chase to Leo Tolstoy. The authors that stand out in my memory are George Orwell, Aldous Huxley, Alvin Toffler, Desmond Morris and particularly Ayn Rand, to whose Letter I ended up subscribing.

Of late there is so little time between work commitments and leisure that I am kept on my toes with continuous professional development requirements. I read mostly technical text books and journals from various Professional Institutions of which I am a member," indicates Makhetha.

He enjoys spending quality time with his family. "I am married with three children; two girls and a boy. The eldest and the youngest are doing a good job assisting me in the practice.



Above: Mr Tseliso Makhetha

The eldest studied accounting and is considering switching to the built environment. The youngest one is undertaking architectural studies whilst the one in the middle is undertaking management/administration studies. Their mother, having reached pensionable age, is looking after her three grandchildren," says a proud Makhetha.

Maketha, a seasoned professional and mentor, is an exemplary role model. He offers wise words of advice to youngsters who are keep to traverse this path in the industry. "Success doesn't come easily. Embrace any available opportunity with both hands, especially if it has a management/administration component. The PCM domain, when underpinned by relevant and post graduate studies, offers a sound base from which to launch a career. Relevant Continuous Professional Development helps to enhance and expand your core knowledge and skills. Keep at it continuously, with your feet on the ground," says an enthusiastic and passionate Makhetha.

It is apt to use the words of legendary heavyweight boxer, Muhammad Ali, to encapsulate the spirit and resilience of Mr Makhetha.

“ He who is not courageous enough to take risks will accomplish nothing in life ”

Muhammad Ali

STREAMLINING HEALTH AND SAFETY WITHOUT COMPROMISE

BY YUVEN GOUNDEN: EDITOR

Mark Adams had what most of all desire - a lucky break! This thirty-something father of two young children always focused on growth and development; this provided the impetus for his success, culminating in him taking the bold step to start his own business.

However, although his road to success was punctuated by many obstacles, it was Adams' perseverance and his faith in God that drove him relentlessly to success.

"My crowning moment came when I started my own new health and safety consultants company, Adams Safety Consultants Pty Ltd, in May 2016. But starting a company in the real world is tough because every second person is a health and safety consultant. I overcame that by giving my clients personalized and quality service so that they remain loyal, ensuring the sustainability of the business" says an enthusiastic Adams.

But where did it all start? Were there obstacles and challenges? Adams explains that there were challenges and the journey was not easy by any means. But if one has the will to succeed and a vision, everything simply falls into place.

"I started my career in construction with Power Construction in 2005. They sent me to Tjeka at Boland College in Paarl for two years to do a supervisor learnership course. I was a civil trainee and had a small crew where I was the team leader. I was retrenched in December 2006. I commenced working again in March

2007, this time as a site trainee at Martin and East and LTA Grinaker. I worked there for six years, three of which as a site trainee. However, I did not feel fulfilled because I did not experience any growth and development.

After speaking to the Safety Manager, the company sent me for health and safety training at their cost. I qualified in health and safety in April 2012. I was the company's first Safety Officer, a historic achievement for the company and, of course, for me! I worked for Martin and East until June 2013 before accepting a new challenge with Group Five Coastal in July 2013. I worked there for three years as a Health and Safety Officer. I then decided to start my own Health and Safety consultant company where I can measure my own growth in the real world in May 2016. I have employed two employees and the business is progressing," says a proud Adams.

All business gurus will say that the acid test of any business is to ensure that it is sustainable. In a highly competitive era and with varying social dynamics, business survival can prove to be a challenge. However, if the business ethos is clearly defined and the terrain is mapped out, there is no reason why a business should fail.

"I have seen my company growing in stature and this will also be reflected in the growth of my staff. The company must be the first choice on my clients' minds because of the genuine and tailored service that they receive from us. My short-term goal is to sit on the CHS committee at the SACPCMP because I believe that my experience can add value to the council. I

want to streamline Health and Safety so that it can be applied seamlessly by every Contractor. It must comply with legislation, especially with the OHS Act, and all relevant regulations. Safety of the South African public is important to me and to my company.

As a Health and Safety practitioner Adams sees accidents as serious and it is always tragic when accidents also claim lives. Adams personally witnessed an accident involving a malfunction on a tower crane, resulting in a concrete bucket falling down an estimated twenty metre drop. Fortunately there were no injuries or fatalities, but he realized that lives could have been lost. Since then he prioritizes site management as a consequence of this accident. Paranoia about safety is an accepted norm in this industry! No wonder that Mark Adams' reading is usually restricted to The Bible and the OHS Act.

When Mark is not managing health and safety on site or running his business, he spends valuable time with his wife, Cindy, and his two children, Miranda (8) and Claydon (5). It comes as no surprise that education is his priority. He is also a Sunday school teacher and he ensures that his children receive 360-degree development by including their spiritual development. He enjoys watching movies and series, but prefers doing this within the confines of his home.

"I plan to lead my own church congregation when I plan on retiring one day, because I believe in God and it is this faith that has driven me to success," enthuses Mark.

Mark would like to see youngsters exploring opportunities in the construction sector and to ensure that they grow and develop.

"They must always strive to reach the top and make sacrifices to get there. They must learn as much as they can while they are still young. They can do job shadowing while they are on vacation. Research is also critical. It is important that they understand what the job entails before pursuing a career in this sector," encourages Adams.

The words of former American President Abraham Lincoln are very appropriate and capture the strength and resolve of Mark Adams.

Mark Adams, the SACPCMP is proud to be associated with you!



Above: Mr Mark Adams

“ Character is like a tree and reputation like its shadow. The shadow is what we think of it, the tree is the real thing. ”

Abraham Lincoln

OF LADIES, LAMPS AND ERGONOMICS

BY YUVEN GOUNDEN: EDITOR

Dr Claire Deacon, Managing Member of OCCUMED, faces similar challenges to many women in the construction world: that of working in a male-dominated industry. The issue is compounded by a general lack of respect for Construction Health and Safety (CHS) by the industry. However, she does not let this deter her. On the contrary, it seems to serve her as a driver for change.

"I started off in nursing, and decided I wanted to work from a preventative approach and entered into the occupational health fraternity. However, occupational health does not happen in a vacuum. I therefore added the safety aspect, followed by ergonomics, following which I decided that construction was the place to be, as poor design was in many respects the cause of difficult working conditions. Being a woman in a male dominated environment, compounded with the lack of respect for CHS by the industry (by all stakeholders) has certainly not been overcome, but it has to be actively and continuously worked on as challenges. While studying biomedical engineering (ergonomics), I realised that design issues cannot be fixed retrospectively: they have to be designed out at source. Finishing my PhD was a major challenge with moving cities and running a business. However, it was absolutely necessary in order to round off my qualifications in the construction sector and understanding the CHS issues," says Deacon.

Deacon is, by nature, a determined individual and she has no qualms about going about her business by paying attention to the minutest of detail. The CHS component is geared toward ensuring that accidents and fatalities on construction sites are minimized, if not eliminated altogether. Deacon's 30 plus years in the sector has had an impact on the industry, mainly as a result of her passion and dedication.

"Head down and focus, and not losing sight of wanting to make a difference is my motto in this demanding industry," explains Deacon.

She has rubbed shoulders with many of the influential people in this sector and they have proven to be worthy role models.



Above: Dr Claire Deacon

"I have been very privileged to have the most wonderful mentors and role models in Professors John Smallwood and Theo Haupt; also great international academic role models such as Alistair Gibb, Michael Behm, Helen Lingard and John Gambatese," she adds.

The journey has been arduous and the transition from nursing to CHS proved to be challenging yet rewarding for Deacon.

"I grew up in Cape Town, and lived in Port Elizabeth for 15 years and I am now living in Johannesburg. I have 2 sons: Ashley who is now almost 26, and Calum at 23, and 2 stepsons: Bradley who is 21 and Keagan at 18. My husband, Keith, has his own business, selling cleaning equipment and green cleaning materials."

When she is not being hawk-eyed on construction sites, she loves to read, especially sci-fi, and enjoys mountain biking with Keith. She also loves travelling and enjoying the sights of South Africa.

"My message to young South Africans, especially those who are keen to pursue a career in CHS, is to be the best you can be, and always aspire to more, in both your learning and application of knowledge," says Deacon.

Famous scientist Albert Einstein aptly encapsulates Deacon's resilience and work ethic when he says:

Life is like riding a bicycle. To keep your balance, you must keep moving.

Claire Deacon, the SACPCMP is proud to be associated with you. You are an inspiration to the industry, especially to the burgeoning number of women in the industry.



BOOK REVIEW

CONSTRUCTION CLAIMS

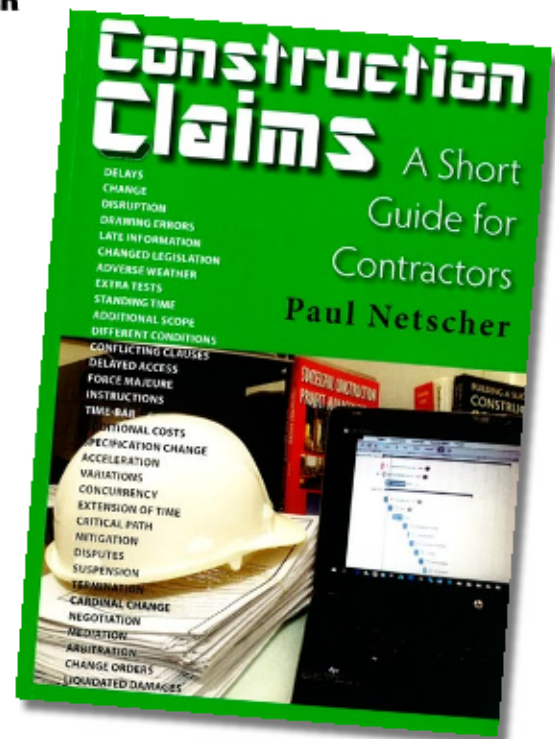
BY PAUL NETSCHER

In the course of most construction projects delays and variations are encountered which give rise to Variation Claims. These Claims can be between the employer and the contractor, or between the contractor and their subcontractors.

Construction Claims are a vast and complicated subject with differences which depend on the Contract Document and the law of the country where the Contract is administered. Often the contractor isn't granted all the time, or money, that they are entitled to, and frequently these Claims end in lengthy and expensive disputes where both parties end as losers.

It's important that contractors present their Variation Claims timeously and in a fashion that's hard to refute. In this book I've looked at Variation Claims from the contractor's view point, looking at reasons for lodging a Variation Claim, gathering the supporting documentation, what to include in the Claim, negotiating the Claim, and finally avoiding Claims. No single book can cover every form of Contract Document, or even every event leading to a Claim. Then, pursuing a Claim through the courts and legal system can sometimes yield different results between apparently similar Claims, which may be dictated by legal principals rather than understanding the events on the construction project.

Therefore, this book serves only as a guide, a starting point to developing your Claim. I've tried to present the information in an easy to read format, staying away from legal terminologies which can sometimes be confusing. Your particular Contract Document will form the basis of your Variation Claim, which will be supported by the supporting documentation, specifications and drawings and the approved Construction Schedule, together with project correspondence, Instructions and meeting minutes. Often it pays to engage professionals to provide advice on the Claim — especially on large and complicated Claims. Variation Claims shouldn't be seen as a way for the contractor to



make up for under-pricing the project, or to make up their losses due to poor project management.

Spurious Variation Claims cost time and money and divert energies from where they could be better used on the project. False Claims are seldom successful, often only irritating employers and possibly alienating them, meaning they won't use the contractor on future projects.

Unfortunately, some employers have a view that all Claims are spurious and the contractor is simply out to make money. This view often 'blinkers' the employer and they fail to see how their actions disrupt the project, often leading to animosity and disputes. Resolving Claims with these employers can often be a lengthy, time consuming and costly process for all parties, with few winners except their legal teams.

SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —

THE SOUTH AFRICAN COUNCIL FOR THE PROJECT AND CONSTRUCTION MANAGEMENT PROFESSIONS



VISION

To be a world-class regulatory body for the Built Environment Management Professions



MISSION

To create an enabling environment for the promotion, growth and transformation of Built Environment Management Professions through advocacy, research and best practice



GOALS

- Improve Operational Effectiveness and Efficiencies
- Increase and Retain Registration of Competent Persons
- Build Financial Sustainability
- Assist and monitor the completion of the IDoW
- Implement mandated programmes and align to government priorities



VALUES

- Accountability
- Integrity
- Innovation
- Transparency
- Inclusiveness

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