

ANNUAL REPORT

2017/2018

SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —



SACPCMP

The South African Council for the Project and Construction Management Professions





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Part A

General Information

“ Changing Landscapes,
Changing Perspectives. ”

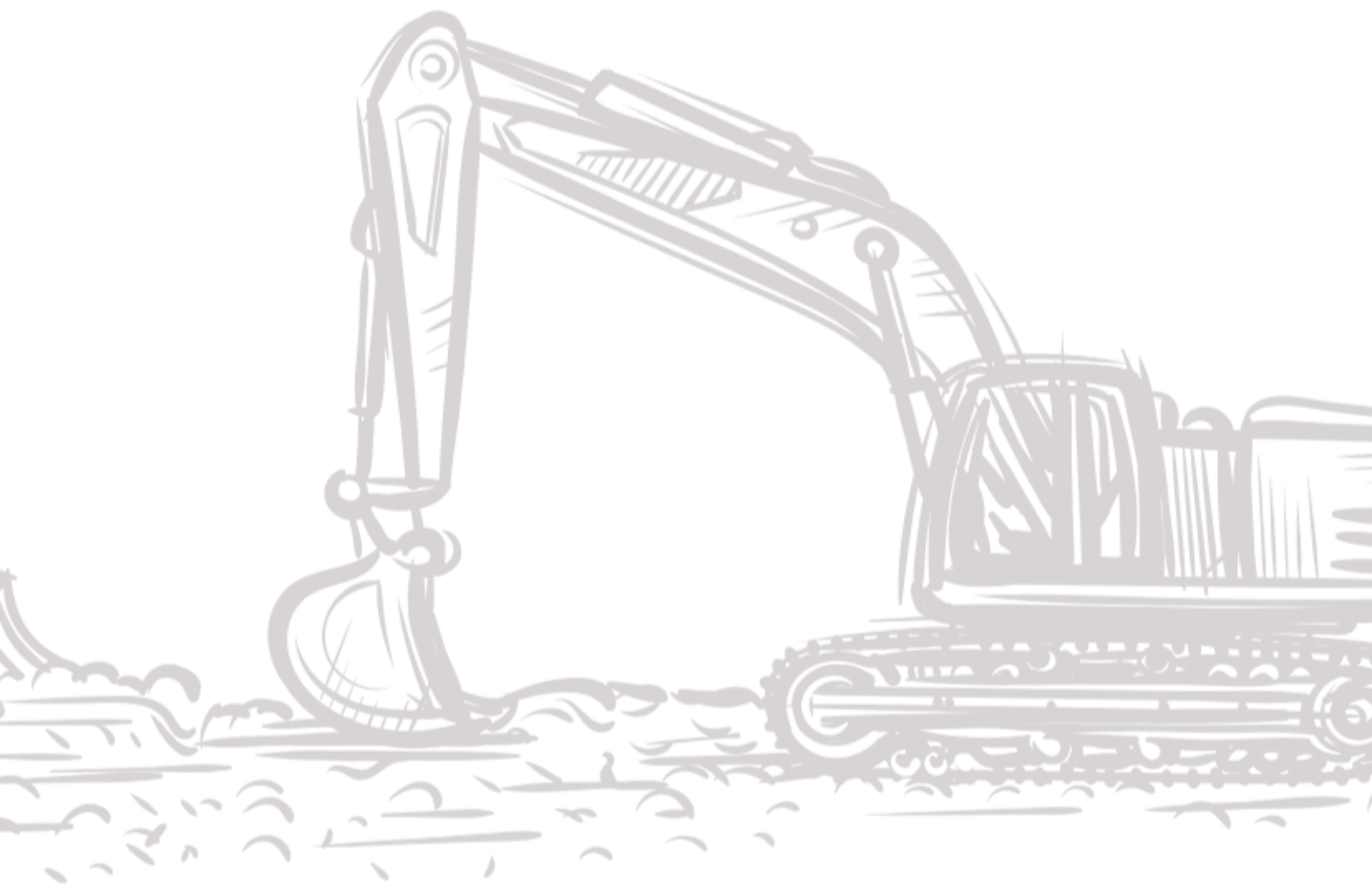
PUBLIC ENTITY'S GENERAL INFORMATION

COUNTRY OF INCORPORATION & DOMICILE:	South Africa
REGISTERED NAME:	South African Council for the Project and Construction Management Professions
REGISTERED OFFICE & BUSINESS ADDRESS:	International Business Gateway, Gateway Creek, Cnr New and 6th Roads, Midrand
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WEBSITE ADDRESS:	www.sacpcmp.org.za
EXTERNAL AUDITORS:	Kopana Incorporated A2A Auditors, 147 Marais Street, Brooklyn, Pretoria, 0181
BANKERS:	Nedbank Group Limited and Investec Bank
NATURE OF BUSINESS:	Council for the Project and Construction Management Professions
COUNCILORS:	Mr. T.E. Manchidi, Mr. I.M. Nkosi, Dr. C.H. Deacon, Mr. D. Michell, Mr. T.W. Makhetha, Mr. B.B. Simelane, Mr. I.H. Molosi, Mr. M. Phaladi, Mr. R.M. Crowie
REGISTRAR:	Ms. N.E. Rakolote

LIST OF ABBREVIATIONS/ACRONYMS

ACHASM	Association of Construction Health and Safety Management
ACPM	Association of Construction Project Managers
APP	Annual Performance Plan
ASAQS	Association of South African Quantity Surveyors
BEPEC	Built Environment Professions Export Council
BE	Built Environment
CBE	Council for the Built Environment
CBEP	Council for the Built Environment Professions
CPD	Continuing Professional Development
CESA	Consulting Engineers South Africa
CETA	Construction Education Training Authority
CIDB	Construction Industry Development Board
CIOB	Chartered Institute of Building
CHE	Council on Higher Education
CHS	Construction Health & Safety
CHSM	Construction Health and Safety Manager
CHSO	Construction Health and Safety Officer
CMentor	Construction Mentor
CCM	Candidate Construction Manager
CCPM	Candidate Construction Project Manager
CCHSO	Candidate Construction Health and Safety Officer
CCHSM	Candidate Construction Health and Safety Manager
CCHSA	Candidate Construction Health and Safety Agent
CPD	Continuing Professional Development
DoL	Department of Labour
DPW	Department of Public Works
ECSA	Engineering Council of South Africa
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
HR	Human Resources
ICT	Information and Communication Technology
IHL	Institutions of Higher Learning
IDoW	Identification of Work
IoSM	The Institute of Safety Management
ISO	International Standards Organisation
LGSETA	Local Government Sector Education Training Authority
MBA FS	Master Builders Association Free State
MBA KZN	Master Builders Association KwaZulu-Natal
MBA North	Master Builders Association North
MBSA	Master Builders South Africa
MoU	Memorandum of Understanding
NHBRC	National Home Builders Registration Council
NQF	National Qualifications Framework
PCM	Project and Construction Management
PFMA	Public Finance Management Act
PMSA	Project Management South Africa
PMTE	Property Management Trading Entity
PR	Public Relations
PrCHSA	Professional Construction Health and Safety Agent
PrCM	Professional Construction Manager
PrCMentor	Professional Construction Mentor
PrCPM	Professional Construction Project Manager
QCTO	Quality Council for Trades and Occupations

RSA	Republic of South Africa
REGCOM	Registrations and Education Committee
RICS	Royal Institution of Chartered Surveyors
RPL	Recognition of Prior Learning
SACAP	South African Council for the Architectural Profession
SACLAP	South African Council for the Landscape Architectural Profession
SACPCMP	South African Council for the Project and Construction Management Professions
SACPVP	South African Council for the Property Valuers Profession
SACQSP	South African Council for the Quantity Surveying Profession
SAFCEC	South African Federation of Civil Engineering Contractors
SAIOSH	The South African Institute for Occupational Health and Safety
SAIA	South African Institute of Architects
SAICE	South African Institute of Civil Engineers
SAQA	South African Qualifications Authority
SETA	Sector Education and Training Authority
SGB	Standards Generating Body
SOEs	State-Owned Entities
VAs	Voluntary Associations
YM	Your Membership Management System



FROM THE PRESIDENT

Mr. Tjiamogale Eric Manchidi

Changing Landscapes, Changing Perspectives

The South African built environment professions are regulated primarily because the safety of the public is of paramount importance. As outgoing President of the SACPCMP, I am proud to be associated with an entity that has made gigantic strides in the development, growth and transformation of the project and construction management professions. The strong foundation that has been laid by the predecessors will enable the incoming 5th term Council to take over the reign in driving the SACPCMP to new heights. It should be noted that the SACPCMP has experienced dynamic growth which further necessitated enhancement and strengthen efficiencies and governance.

It is in this vein that the leadership of the 4th term Council deemed it fit to further enhance the business operations which led to, amongst others, the establishment of key governance structures including Audit and Risk Committee, Human Resource Committee as well as ICT Committee to monitor internal controls. I am pleased to indicate that these governance enhancements were operationalised which resulted in the establishment of the internal audit function which led to improvement in the control environment.

As President of the 4th Term Council, I take delight in recording progressive strides which are amongst others, establishment of the Presidential Forum, which will generate synergies especially relating to transformation. In addition, harnessing funding from the Services SETA, CETA and LGSeta to accelerate the pipeline of professional registration. The SACPCMP has been provided with grant funding to embark upon an internship programme for 100 learners by the Services SETA for a period of one (1) year. The funding for this programme amounts to R3.6 million. The Construction SETA (CETA) also provided grant funding to support 250 learners for a period of one year and across three programmes. The funding for these programmes amounted to R10.2 million. The total grant funding is R13.8 million. The SACPCMP is proud to showcase the first successful beneficiary of the joint venture between the Local Government SETA (LGSeta) and the SACPCMP.

The slow pace of transformation still remains a serious concern and it must be noted that it takes concerted effort and collaborations to overcome some of the challenges. Transformation is not a matter to be taken lightly. The 4th Term Council of the SACPCMP has prioritised and implemented various initiatives which are gradually addressing the transformation agenda. Forging partnerships and having a clearly defined roadmap are certainly prerequisites to a successful transformation strategy - and this is hard work. A task we are geared to tackle!

In addressing the transformation agenda, Council has established a Transformation Committee and launched the Presidential Forum, where Presidents of the Voluntary Associations (VAs) have committed to collaborate on transformation programmes for greater impact.

Focus areas such as transformation can sometimes be side-tracked by obstacles that have to be addressed before the transformation machinery can continue with its journey. However, this can be negatively impacted by those who choose to advance their own personal interest at the expense of the safety of the general public by engaging in unethical practices.

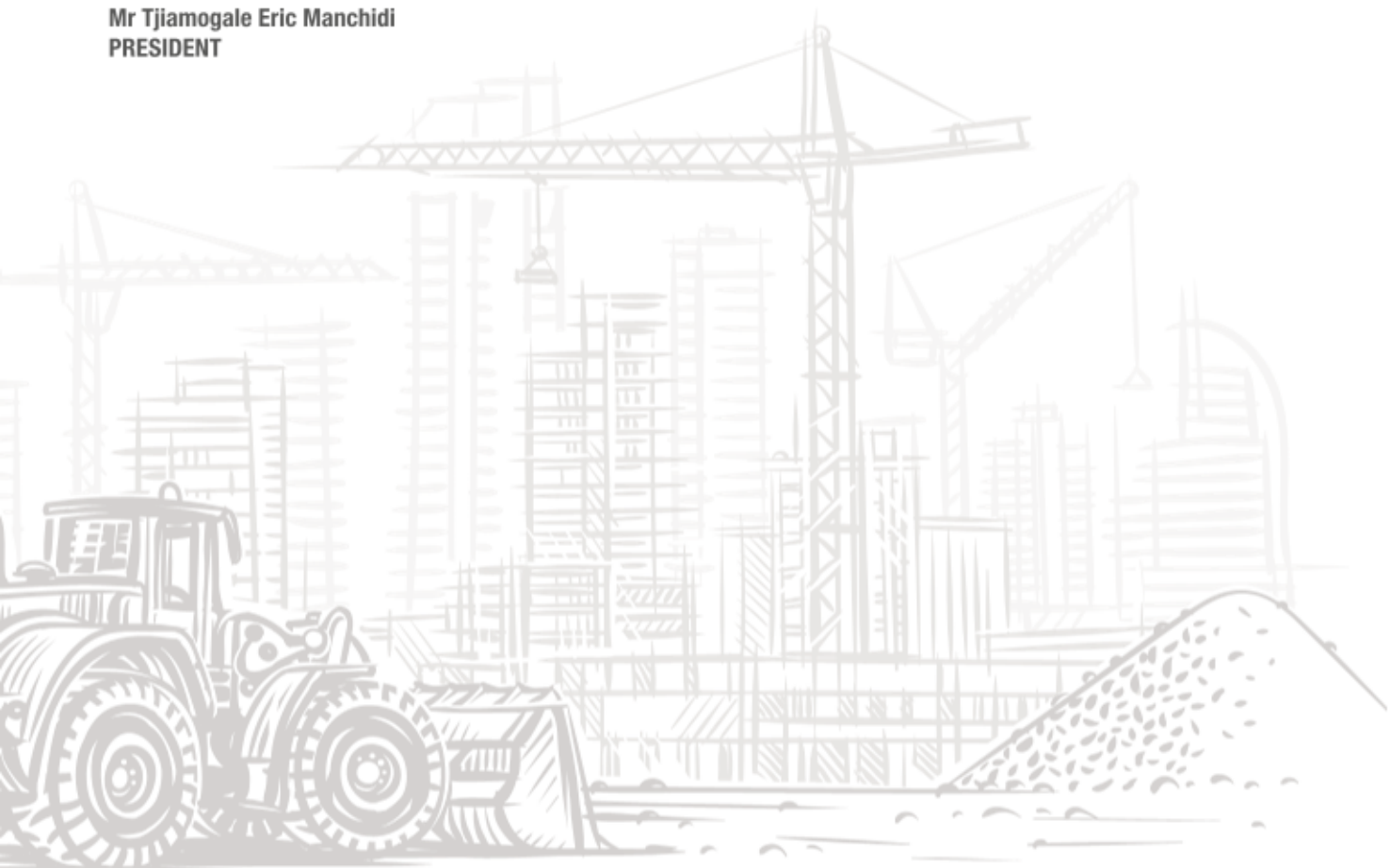
The 4th Term Council viewed some of the undesirable developments for the year under review at the SACPCMP with heavy hearts and decided on a decisive course of action: a forensic audit. It is concerning that, whilst Council is busy examining the proverbial bigger picture and aspiring to create equilibrium in an industry that is lagging in terms of transformation, these efforts are thwarted by self-serving interest which work against the effective implementation of the mandate. Council has therefore taken the necessary steps with assistance through the core Committees to ensure it reinvents itself in terms of review of key policies and alignment with applicable prescripts. This will ensure that the Council processes are continually reviewed and are responsive to best practices in order to maintain creditability and reputation of Registered Persons. Council saw it necessary to ring fence funds which resulted in expenditure being incurred to enhance internal

controls and efficiencies. This has in the process enabled Council to build in-house capacity both in the human resource area and operational systems.

The Council remains sensitive to the economic conditions of the country which is evident from amongst others the increase in bad debts for both the annual and other related fees. Council further increased the grace period by a further six (6) months to ensure Registered Persons are given an opportunity to comply so as to be in good standing. The above-mentioned are the main contributors to the R3,1 million deficit reported in our annual financial statement.

I therefore want to take this opportunity to appreciate the unstinting support of the Ministers and Deputy Minister of Public Works, as well as the Department. In addition, the contribution and support of the CBE and strategic partners have made it possible for Council to advance the Project and Construction Management Professions. All this would not have been possible without the 4th Term Council members' commitment in undertaking the work with the utmost integrity to ensure public safety. The contribution and commitment of the staff cannot be ignored in improving Council operations and efficiencies which will enable the incoming 5th Term Council to take Council to greater heights.

Mr Tjiamogale Eric Manchidi
PRESIDENT



REGISTRAR'S MESSAGE

Ms Nomvula Ethel Rakolote

The SACPCMP has been operating for exactly fifteen (15) years since it began its operations in March 2002. Over this period, the Council has experienced challenges, successes and growing pains due to dynamic and rapid growth. It has taken the lead within the built environment when it comes to the professionalisation of specified categories in ensuring that policy guidelines and vigorous processes are followed to verify the competence of practitioners within the industry. To date, registration of five (5) additional specified categories and a further three candidature ones, which gives a total of eight (8), has been fully implemented.

While construction health and safety (CHS) has seen tremendous growth and development, it has been hampered by the lack of accredited qualifications available to the profession from some of the institutions of higher learning. To this end, plans are afoot to start a CHS qualifications development framework aimed at the accreditation of CHS qualifications—some of which are already recognised for the purpose of professional registration.

A sub-committee which is representative and inclusive of academia, registered persons and other affected stakeholders, has been appointed by Council and has already commenced its work. The main purpose of the sub-committee is to conduct paper-based assessment and accreditation of CHS qualifications. It is anticipated that this committee will conduct workshops in the next financial year to raise awareness and guide institutions through the CHS accreditation process. Parallel to this, a process of developing skills modules to build capacity in the industry for CHS is at an advanced stage and should be concluded in the next financial year, subject to the availability of funds.

The Council prides itself on the great strides made with regard to accreditation of project and construction management qualifications at institutions of higher learning for the first accreditation cycle that started on 1 April 2012 and ended on 31 March 2017. In the year under review, Council has commenced the second five (5)-year cycle of accreditation at all thirteen (13) construction departments in accredited institutions of higher learning. All accreditation visits were conducted between April 2017 and October 2017. Council was pleased, not only with the preparedness of institutions for the visits,

but also the significant improvements observed in implementing Council's recommendations based on the accreditation reports and annual reports submitted by institutions. I would be remiss if I fail to mention the major milestone achieved by those institutions of higher learning that have already commenced with new qualifications, and whose first cohort of graduates will complete their qualifications in the year 2022. Council is committed to walk this path with these institutions.

Council has achieved an immense milestone with regard to the implementation of continuing professional development (CPD), a mandated programme that commenced on 1 April 2012 and ended on 31 March 2017. It was quite easy for Council to implement the CPD training activities in the first five (5)-year cycle, as Voluntary Associations (VAs) played a significant role in availing their existing CPD activities—those that have undergone rigorous assessment for endorsement by Council. This collaborative process ensured that Council promotes CPD activities that are relevant to its registered persons, and was also of great assistance to those who have dual registrations with other built environment councils.

The second CPD cycle that commenced on 1 April 2017 and will end on 31 March 2022, will be implemented with ease as streamlined processes are now in place, including innovative ways that will aid registered persons to access online CPD activities from Council and those VAs that have implemented these online CPD programmes. Given the fact that Council has dual registration, we have reviewed the CPD policy to accommodate reciprocity on CPD activities and to fully integrate those activities relevant to specified categories that Council may prescribe from time to time in line with its mandate.

In order to improve operational efficiencies, the ICT environment has been upgraded and equipped with the latest ICT technologies—work that is ongoing.

The SACPCMP found it necessary to develop controls and refine security measures that will ensure effective enforcement and implementation processes. These included:

- The establishment of a dedicated ICT Committee and the immediate appointment of a senior ICT officer.
- Development and implementation of ICT policies to ensure adequate control and business continuity.
- Internal audit processes that were undertaken to assess the adequacy and effectiveness of internal controls surrounding the ICT processes.

The SACPCMP has implemented a secure digital certification process to streamline the real-time issuing of certificates through a double verification method. Council only issues digital certificates and letters of good standing to fully compliant registered persons. The turnaround time for issue of certificates has been reduced and can be accessed by registered persons wherever they find themselves in the world. Council is using the patented PrivySeal digital certificate, which is issued real time. This has also enabled registered persons easily to access the approved revised code of conduct gazetted for implementation from 1 August 2017 before each digital certificate is issued.

The Transformation Committee has been instrumental in the development of a transformation strategy, a guideline for Council in implementing various activities outlined therein. In addition, this committee will interface with the Presidential Forum, the VA Forum and the youth activation programme on the implementation of its strategy and roadmap. The latter is expected to be rolled out in the near future. This multi-skilled committee will also monitor transformation in the industry and report on the latest developments and statistics.

We are on the threshold of embarking on a youth activation programme, an activity identified within the transformation strategy together with experts in this field. HDI youth marketeers, who are skilled in all aspects of youth research and development, have been engaged to conduct youth activations in five (5) accredited institutions of higher learning in the next financial year. The youth activation programme will encourage students who are studying at the schools of built environment to register as members of the SACPCMP's student chapter. Part of the youth activation programme will be to build a youth portal that the SACPCMP will populate with relevant content.

The rebranding of the magazine, which also had a name change to Shape Shifter and was launched in October 2017. The quarterly digital magazine has grown in popularity, is gaining traction and is being embraced by the industry as a popular publication. It contains numerous industry-related articles, news and profiles. I thank all the contributors and advertisers for their support to this publication.

As we bid farewell to our 4th Term Council, I thank them for their unwavering and splendid efforts in leading and supporting the SACPCMP, while allowing for judicious management of resources and yielding optimal return on investment. Their efforts have been key in enabling the entity to develop and grow. I also welcome the new 5th Term Council and take this opportunity to wish them well in ensuring that Council grows from strength to strength.

I also thank all our valued partners and stakeholders, who have given their time and resources to Council over this period of reporting. Without their commitment, steady support and measurable contributions to all the committees of Council, as well as the Department of Public Works, the Council of the Built Environment, the voluntary associations, the various institutions of higher learning and all other strategic partners, we would not have realised the full implementation of the previous financial year's goals. I thank them for the sterling efforts that have taken us to the highly-improved levels that will undoubtedly enable the 5th Term Council swiftly to continue delivering on its legislative mandate.

Lastly, I bid farewell to SACPCMP family. My tenure as Registrar of the SACPCMP that commenced on 1 December 2009, was a journey that contributed, not only to the growth of the Council from a seven (7) member-staffed organisation to a thirty-five (35) member strong team, but also to my own personal growth. I have served two (2) councils of the SACPCMP over this period, namely the 3rd and 4th Term Councils.

The processes of developing and implementing registration of additional discipline 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 making do with fewer resources to achieve nation-building initiatives. I need to add that all the initiatives that have been undertaken to streamline Council processes will yield even greater results in improving efficiencies and building financial sustainability.

The impending registration of building inspectors will be in good hands. During my stay at the SACPCMP, I contributed to the appointment of competent executives that could drive this process to its logical conclusion. All the preparatory work in this regard has been completed and the transfer of funds from the NHBRC should ensure that this process commences with speed, given its full financial support.

My sincere gratitude goes to the President of the 4th Term Council, the Vice President 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. 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.

Ms Nomvula Ethel Rakolote
REGISTRAR

HIGHLIGHTS

Using PrivySeal to streamline registration and certification

The introduction of PrivySeal also saw the SACPCMP informing stakeholders about this new process, using graphics and step-by-step guideline documents. This was communicated on social media platforms and via bulk mailers. Information leaflets and pamphlets were also produced, together with banners. Council explored a strategy to streamline the application process and the issue of certificates to prevent a re-occurrence of previously-reported irregularities within the registration process. The partnership with PrivySeal was initiated with this objective in mind.

The patented PrivySeal® process requires users to validate their email and mobile numbers. The system then checks different qualification databases, using these and other verified data points, to determine whether a person or institution has any qualifications, licences, or other verified credentials. Once the applicant has been identified as a potential registrant, the data sources are also checked to determine whether they are in 'good standing' and if so, a PrivySeal® certificate is issued.

The PrivySeal® Briefcase prevents document fraud—replacing ineffective paper-based methods—by allowing PrivySeal® holders digitally to sign documents with their PrivySeal® digital signature, prove their authorship of validated documents in their professional capacity and securely share validated documents with appropriate third parties without risk of their signatures being changed or otherwise manipulated.

The PrivySeal process also reflects a new branded certificate, as well as a letter of good standing. The latter is an indication that the registered person has paid his/her annual fees and that he/she is CPD compliant.

ICONOGRAPHIC SUMMARY



Activating youth: 'Game of Thrones'

HDI youth marketers have been engaged to conduct youth activations in five provinces in April 2018. The programme is designed to have professional actors taking over lectures for the last ten minutes of a lecture in order to raise awareness through the use of a 'Game of Thrones' theme to raise awareness and promote the construction management professions. The youth portal (Y2P.org) will be accessible to students: there, they will have access to career information, guidelines as well as profiles of young professionals in the industry.

For the year under review leading up to the next financial year and due to budgetary constraints, only five (5) accredited universities were selected for this activity: University of Pretoria; University of the Free State; Mangosuthu University of Technology; Cape Peninsula University of Technology and Walter Sisulu University.



Schools outreach: Youth on the radar

As part of the schools' outreach programme, Council offers exhibits and presentations on various platforms for optimal reach. The SACPCMP has developed a career guide to assist learners in making a career choice and to encourage them to consider a career in the project and construction management industries. The guide also provides fun facts and debunks myths that exist in the industry.

The guide will be posted on the SACPCMP youth portal (www.Y2P.org) and information will be updated regularly.

Accelerating the registration pipeline: Developing candidates

The SACPCMP has been provided with grant funding to embark upon an internship programme for a hundred (100) learners by the Services SETA for a period of one (1) year. The funding for this programme amounts to R3.6 million. The Construction SETA (CETA) also provided grant funding to support 250 learners for a period of one year and across three programmes. The funding for these programmes amount to R10.2 million. The total grant funding is R13.8 million.

The grant funding is essentially for work-integrated learning for those students who are unemployed and have already obtained qualifications ranging from a national diploma to an honours degree in the built environment field of study. They get practical hands-on experience by being placed in an actual environment within the construction sector in different localities throughout the country.

The SACPCMP is proud to showcase the first successful beneficiary of the joint venture between the LG Seta and the SACPCMP. When 37-year old Nontobeko Mwelase failed to achieve professional registration with the SACPCMP, she found her dreams flying out of the window. As Deputy Head: Projects at the Ethekwini Municipality, Mwelase had to find alternative means to reach her goals. Her mentor, Anthony Robson, also a registered Pr CPM, assisted Mwelase to register as a professional.



Manipulating Shapes

The 5th Project and Construction Management Conference was held at the Birchwood Hotel and Conference Centre on 18 to 20 October 2017. The thought-provoking topics included among others cyber laundering, contractor development, teaching of project and construction management and the scope of services for construction health and safety. The highlight was the launch of the new SACPCMP magazine, Shape Shifter, at the Gala Dinner on 19 October 2017. The digital magazine will be published quarterly.



Putting Heads together

The 2nd Heads of Department Forum was held on 14 June 2017 at the Master Builders Association KZN, Durban after the end of proceedings of the 6th Construction Management Summit. It was attended by programme accreditation committee members, council members and heads of department from accredited institutions of higher learning (IHLs). The discussions in this forum were geared towards evaluating the accreditation processes and strategies of Council. In addition, this strategic partnership assists in ensuring that the relationship and collaboration with IHLs is strengthened in order to ensure the development and promotion of project and construction management qualifications. A Council position paper was discussed that forms the initial guideline and explores the development of policy guidelines to name new qualifications. A draft has been developed to guide accredited institutions in naming new qualifications, and this proposed draft standard for naming conventions for new qualifications was presented, discussed and adopted.

STRATEGIC OVERVIEW



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.



Values

- Accountability
- Integrity
- Innovation
- Transparency
- Inclusiveness



Goals

- Improve operational effectiveness and efficiencies
- Increase and retain registration of competent persons
- Build financial stability
- Assist and monitor the completion of the IDoW
- Implement mandated programmes and align to government priorities

Value Proposition

Headline statement:

The SACPCMP is a statutory body that regulates the built environment management professions and is committed to skills development and transforming the landscape of the sector.

Develop - Develop the built environment management professions

Grow - Facilitate a seamless registration process so that Registered Persons have a designation and a 'home' to enable them to grow

Prosper - Transform the professions through professionalisation of the disciplines within the built environment management professions, so that marginalised people such as women and historically disadvantaged individuals have access to opportunities in the built environment sector.

Strap line:

Constructing new perspectives

LEGISLATIVE AND OTHER MANDATES

Constitutional mandates

Section 22 of the Constitution of the Republic of South Africa (Act No. 108 of 1996), provides that 'every citizen has a right to choose their trade, occupation and profession freely'. This section gives the basis for the existence of the South African Council for the Project and Construction Management Professions (SACPCMP) through Act No. 48 of 2000.

Legislative Revision

No legislative revisions have been made to date. However, the Department of Public Works has solicited comments and inputs on policy review and proposed amendments to the statutory regulatory framework of Councils for Built Environment Professionals (CBEPs) from the industry on the CBEPs.

Legislative Mandate

The South African Council for the Project and Construction Management Professions (SACPCMP) is a juristic person established by Section 2 of the Project and Construction Management Professions Act (Act No.48 of 2000) 'to regulate Project and Construction Management Professionals to protect the public'.

The SACPCMP fulfils the statutory mandate by:

- Registering professionals and maintaining a national register of professionals;
- Identifying the type and scope of work for the project and construction management professions;
- Determining registration criteria for professionals;
- Conducting examinations for the purpose of registration of the project and construction management professions;
- Developing a code of conduct for registered professionals;
- Consulting with the South African Qualifications Authority (SAQA) or any other body established by it, and the VAs to determine competency standards for the purpose of registration;
- Conducting accreditation programmes for construction management and construction project management offered at tertiary educational institutions in consultation with SAQA and the Council on Higher Education (CHE);
- Giving advice or rendering assistance to any educational institution, VA or examining body with regard to education facilities for the training and education of Registered Persons and prospective Registered Persons;
- Entering into an agreement with any person or body of persons within or outside the Republic of South Africa (RSA) with regard to recognition of any examination or qualification for project and construction management professionals;
- Determining, after consultation with the VAs and Registered Persons, conditions relating to the nature and extent of continuing professional development (CPD);
- Establishing a standards generating body (SGB) and
- Recognising VAs.

Part B

Performance Information

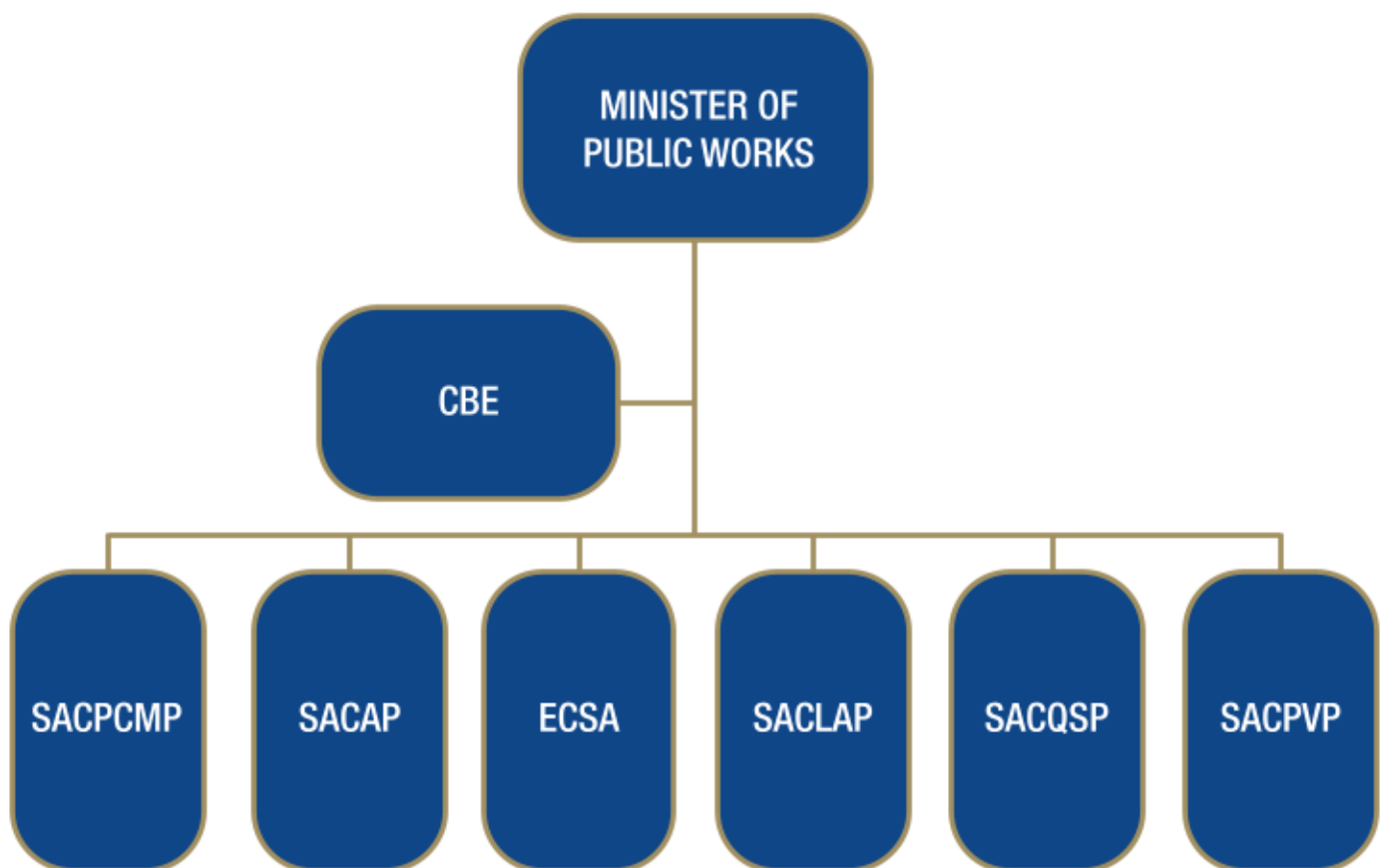
“ Highest number recorded
since inception. ”

PERFORMANCE ENVIRONMENT

The Minister of Public Works is the executive authority of the SACPCMP and communicates with the Council through the Council for the Built Environment (CBE), the over-arching body that co-ordinates the activities of all the built environment councils. The built environment refers to the functional area which Registered Persons practice. The built environment includes all structures that are planned and/or erected above or underground, as well as the land utilised for the purpose of and to support infrastructure.

The SACPCMP operates in the built environment alongside five other councils. The other councils are:

- **SACAP:** The South African Council for the Architectural Profession
- **ECSA:** The Engineering Council of South Africa
- **SACLAP:** The South African Council for the Landscape Architectural Profession
- **SACQSP:** The South African Council for the Quantity Surveying Profession
- **SACPVP:** The South African Council for the Property Valuers Profession



PERFORMANCE BY MANDATED PROGRAMME/ACTIVITY

This annual report focuses on the legislative imperatives in the following areas:

- Programme accreditation
- Continuing professional development
- Registrations statistics
- Disciplinary and code of conduct
- Professional guideline fees
- Recognition of prior learning
- Identification of Work (IDoW) in line with the Competition Act (Act No. 89 of 1998)
- Recognition of Voluntary Associations (VAs).

Programme Accreditation:

Policy review

The programme accreditation policy has been reviewed primarily to overhaul the existing accreditation policy of Council to incorporate newly accredited programmes, remove ambiguities in the existing policy, align it to accord with best practice as well as the Council for Higher Education Policy framework and draw from lessons learnt in the first accreditation cycle that ended on the 31 March 2017. The review involved extensive engagements and consultations with Voluntary Associations and heads of departments whose programmes are accredited by Council. The reviewed policy will be fine-tuned before it is published for public comments in the 2018/19 financial year.

Heads of Department Forum

Council continues with hosting the annual Heads of Department forum meeting and for this reporting period this was held in Durban on the 14 June 2017. This happens to be an annual event in the calendar of activities of the SACPCMP and it serves the purpose of supporting institutions of higher learning in having a uniform understanding of the accreditation criteria. Further to this, this is meant to establish possible partnerships with the institutions in developing new programmes such as the one mooted for Construction Health and Safety. Over and above this, it is also hoped that going forward there would be broad consensus in adopting a uniform naming convention which is in the interests of both Council and the institutions themselves.

Second Cycle Accreditation Visits (1 April 2017 to 31 March 2022)

The second 5 -year Programme Accreditation Cycle of Council which is for the period 1 April 2017 to 31 March 2022 was undertaken from April 2017 up to October 2017. This was to the same Institutions of Higher Learning that were accredited in the first cycle that ended on the 31 March 2017 and it was observed that there was a marked improvement which is attributed to the feedback given in the first cycle. Some of the institutions submitted their new qualifications that they had since introduced, and this have since been endorsed by Council and will form the first cohorts of graduates that will have to be accredited in the 3rd Programme Accreditation cycle that will be for the period commencing from the 1 April 2022. It is worth mentioning that the approach of Council when carrying out accreditation visits is for this to be developmental in nature, in that the panelists are not only limited to industry practitioners but it also encompasses academia for purposes of a peer review mechanism. Arising from this, the list of accredited programmes is as hereunder.

LIST OF ACCREDITED PROGRAMMES

ITEM	INSTITUTION	ACCREDITED PROGRAMMES
1.	University of the Witwatersrand (WITS)	<ul style="list-style-type: none">• Bachelor of Science: Construction Studies• Bachelor of Science: (Hons) Construction Management• Master of Science: Project Management in Construction
2.	University of Johannesburg (UJ)	<ul style="list-style-type: none">• National Diploma: Building• Bachelor of Technology: Construction Management
3.	University of Pretoria (UP)	<ul style="list-style-type: none">• Bachelor of Science: Construction Management• Bachelor of Science: (Hons) Construction Management• Master of Science (Project Management)

ITEM	INSTITUTION	ACCREDITED PROGRAMMES
4.	Tshwane University of Technology (TUT)	<ul style="list-style-type: none"> • National Diploma: Building • Bachelor of Technology: Construction Management
5.	University of the Free State (UFS)	<ul style="list-style-type: none"> • Bachelor of Science: Construction Management • Bachelor of Science: (Hons) Construction Management • Masters of Land and Property Management (MLPM)
6.	Nelson Mandela University (NMU) - Building & Human Settlements Department	<ul style="list-style-type: none"> • National Diploma: Building • Bachelor of Technology: Construction Management
7.	Nelson Mandela University (NMU) - Construction Management	<ul style="list-style-type: none"> • Baccalaureus Scientiae in Construction Studies—BSc (Construction Studies) • Baccalaureus Scientiae in Construction Management—BSc (Hons) (Construction Management) • Magister Scientiae in Built Environment, Construction Management Specialisation • Magister Scientiae in Built Environment, Construction Health and Safety Management specialisation • Magister Scientiae in Built Environment, Project Management specialisation
8.	Walter Sisulu University (WSU)	<ul style="list-style-type: none"> • National Diploma: Building
9.	University of Cape Town (UCT)	<ul style="list-style-type: none"> • Bachelor of Science: Construction Studies • Bachelor of Science: (Hons) Construction Management
10.	Cape Peninsula University of Technology (CPUT)	<ul style="list-style-type: none"> • National Diploma: Building • Bachelor of Technology: Construction Management
11.	Mangosuthu University of Technology (MUT)	<ul style="list-style-type: none"> • National Diploma: Building
12.	Durban University of Technology (DUT)	<ul style="list-style-type: none"> • National Diploma: Building • Bachelor of Technology: Construction Management
13.	Central University of Technology	<ul style="list-style-type: none"> • National Diploma • Bachelor of Technology: Construction Management

Submission of annual reports

The Council continues to monitor as well as evaluate the accredited programmes of the institutions and this is done by them submitting at the end of each financial year the annual reports which are then subjected to an assessment. These reports cover pivotal areas such as student enrolment, staff movement, programme changes etc. The outcome of the assessments is then provided to the institutions and should there be issues that come to the fore, Council will then decide on what interventions are necessary.

CHS Accreditation

Considering the lack of specific accredited CHS training opportunities, the establishment of a clear educational path within the construction health and safety environment remains a challenge. The accreditation committee resolved that, since most of the qualifications in health and safety are generic and not specifically inclined to construction, Council needs to come up with an approach to support the institutions that offer health and safety qualifications for the purpose of accrediting their qualifications.

An accreditation CHS sub-committee was established to investigate defined educational entry criteria incorporating a clear path for development in collaboration with the Department of Higher Education and Training as well as such structures as the CETA and QCTO. In a similar vein, the CHS capacity for programme accreditation has also been increased, and this will not be restricted solely to tertiary institutions.

In addition, the sub-committee will be involved in the paper-based assessment and accreditation of the CHS qualification and will raise awareness by approaching institutions offering health and safety qualifications to conduct workshops regarding the accreditation of qualifications.

The sub-committee was constituted to ensure nominated individuals include representatives from academics and Registered Persons to work on the related aspects and in the future form part of the accreditation panel. Additional representative stakeholders will be added to the task team in the next financial year.

Construction Health and Safety Experts:

No	NAME(S) AND SURNAME
1.	Prof. John Smallwood
2.	Prof. Theo Haupt
3.	Dr Justus Agumba
4.	Dr Franco Geminiani
5.	Dr Claire Deacon
6.	Mr William Du Toit
7.	Mr John Marney
8.	Ms Prascilla Valentyn
9.	Mr Neil Enslin
10.	Mr Marthinus Joubert
11.	Mr Leighton Bennet

An induction workshop was convened for these pools of experts on the 14 March 2018 for them to be familiarised with the revised Programme Accreditation Policy.

Continuing Professional Development (CPD)

Registered Persons are encouraged to upload their documents online. The second CPD cycle of the SACPCMP ended on 31 March 2018, and there has been a high increase of professionals uploading their CPD activities to their online profiles compared to first CPD cycle that ended on 31 March 2017. Council is still open to receiving annual CPD reports through e-mail and post from Registered Persons, excluding candidates with evidence that they have been engaging with CPD activities. Once the documents are uploaded online, the online profile of Registered Persons will be reviewed and updated to provide comprehensive CPD reports for data quality purposes.

Council continued to send automated CPD statements to encourage and remind Registered Persons about their CPD professional needs. These statements are sent to all the Registered Persons with a breakdown of the number of hours accumulated on all the three categories (Category A: Core and Non-Core Knowledge, Category B: Mentorship and Development and Category C: Ongoing Practice). This initiative has worked efficiently to raise awareness among Registered Persons about the importance of CPD.

In order to encourage compliance, Council has continuously embarked upon compliance campaigns through e-mail, telephone, website, cell-phone USSD, bulk mail and targeted provincial contact sessions with Registered Persons. They are also assisted to comply with the CPD requirements through the utilisation of the CPD bundles. The online CPD videos are deemed an affordable way for Registered Persons to undertake their CPD. The administration of the videos is done internally through the system to ensure a faster turnaround time to issue access to the videos.

Updated statistics are:

Total CPD registered persons	4 967
Percentage compliance	18.08%
Total registered persons complied	898
Total registered persons filed not complied	691
Total filings	1 589
Number of no filings	3 378

Registered persons cycle ending 31/03/2018	
Total CPD registered persons	1 681
Percentage compliance	43.66%
Total registered persons complied	734
Total registered persons filed not complied	280
Total filings	1 014
Number of no filings	667

Review of the CPD Policy Framework

To renew professional registration before the date of expiry as stipulated on the registered person's registration certificate, a registered person should have achieved the minimum CPD hours required over a five (5) year cycle.

Board Notice 189 of 2016 was published on 9 December 2016 in Government Gazette No 40480 for public comments. No comments were received, and at its 30th meeting held on 21 November 2017, the CPD committee proposed that this policy should be submitted to Council for approval. After being approved by Council it will be then be gazetted for implementation during the 2018/19 financial year. The new CPD policy adopted a new formula for the conversion of CPD points into CPD hours and strengthened the CPD evidence requirements for categories A, B and C. The requirements listed in the CPD policy are directly linked with PrivySeal. For a registered person to obtain their certificate, they must comply with CPD requirements at the end of their five-year CPD cycle.

Registrations Statistics

The number of Registered Persons increased across all categories of registration, except for Professional Construction Project Manager (nominal decrease of 1) from 6403 in the 2016/17 financial year to 7785 in the 2017/18 financial year: an incremental increase of 21.5%. This indicates that the industry as well as entities in both government and private sectors seek Registered Persons who have demonstrated their competence through standards as set by Council in the field of project and construction management. The increase in numbers is also attributable to the continuous awareness campaigns through tailor-made presentations. Going forward this will be broadened through other initiatives being devised.

During the 2017/18 financial year a total of 58 candidates (51 CCPMs and 7 CCMs) underwent interviews for consideration of their upgrading to professional status. The 37 CCPMs (73%) were approved for registration as PrCPMs, and all the CCMs (100%) were approved for registration as PrCMs. In total, 44 of the candidates representing approximately 76% were approved for registration to professional status.



This is indeed very encouraging. It happens to be the highest number recorded since the inception of Council and is in part attributable to internal monitoring of the submissions of logbooks on an annual basis. This allows for the assessment of the logbooks, for which feedback is then provided to the candidates on their areas of shortcomings and on which they need to improve. We also have structured candidacy programmes. This was made possible through grant funding provided by the LGSeta. This is a candidacy phase support programme, whereby it is mandatory for candidates to report to a registered person (mentor) concerning the experience being acquired. It is thus a programme of training and experience that builds on the formal qualifications to develop the competencies that are required for registration. We will continue to seek such grant funding as an aid to increasing the throughput of candidates upgrading to professional status — something which remains a concern.

31 March of each year	08-Sep	09-Oct	10-Nov	11-Dec	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Professional Construction Manager	809	750	750	735	673	689	679	725	835	872
Candidate Construction Manager	241	179	181	185	172	186	233	256	394	447
Professional Construction Project Manager	1699	1593	1584	1543	1505	1505	1531	1585	1694	1693
Candidate Construction Project Manager	669	538	610	679	847	969	1197	1219	1608	1646
Professional Construction Mentor	N/A	6	11	12	12	14	20	21	22	26
Construction Mentor	N/A	N/A	N/A	N/A	2	1	2	2	2	6
Professional Construction Health and Safety Agent	N/A	N/A	N/A	N/A	N/A	13	17	27	54	77
Candidate Construction Health and Safety Agent	N/A	N/A	N/A	N/A	N/A	0	8	25	53	112
Construction Health and Safety Manager	N/A	N/A	N/A	N/A	N/A	10	30	113	328	508
Candidate Construction Health and Safety Manager	N/A	N/A	N/A	N/A	N/A	0	1	5	25	44
Construction Health and Safety Officer	N/A	N/A	N/A	N/A	N/A	0	18	320	1001	1636
Candidate Construction Health and Safety Officer	N/A	N/A	N/A	N/A	N/A	0	2	66	387	718
Total	3 418	3 066	3 136	3 154	3 211	3 387	3 738	4 364	6 403	7785

Applications for registration in the CHS categories have decreased slightly to an average of 250 per month as compared to the average of 300 per month in the first and second quarter of this reporting period. This is however not a concern, as it is consistent with the trend that has been experienced since 2015 where applications show a downward movement over the same reporting period.



The improved efficiencies and continued streamlining and automation of the registration process has resulted in an increase of applications that have been turned to actual registrations. Registrations in all CHS categories increased by 1143 during the reporting period, contributing to 37% of registrations across all categories from inception of registrations in 2013.

SACPCMP held a CHS assessor workshop between 29 and 30 January 2018 at the SACPCMP office, with the aim of increasing the pool of registered and competent assessors for CHS to have a positive influence on the number of applications awaiting assessment. A total of 28 Registered Persons in the PrCHSA and CHSM categories attended the workshop that increased the number of assessors from 77 to 105.



A total of 65 applicants in the PrCHSA category were interviewed, with 23 who progressed to registration. This constitutes an increase of 32% in the number of registrations in this category. CHS exams in the CHSO and CHSM categories were conducted nationally at all the major centres, with 1445 applicants attending the examinations at 73 sessions during the reporting period.

Considering the lack of specific accredited CHS relevant training, skills modules are in the process of development in co-operation with three (3) institutions of higher learning to provide affordable and accessible CHS-specific training. These skills modules have as their priority to contribute to an improved knowledge base on PrCHSA level, with later expansion to CHSO and CHSM levels. The development and implementation are, however, hampered by financial constraints and a phased approach are currently being negotiated with the service providers.

Disciplinary and Code of Conduct

Complaints of improper conduct lodged by members of the public or incidents related to project and construction management-related work activities that would indicate improper conduct by Registered Persons are subject to investigations. The complaints are submitted by way of an affidavit, and investigations are overseen by the Disciplinary and Code of Conduct Committee duly appointed by Council. The committee obtains evidence to determine whether a case has been made for the transgression or breach of any sections of the code of conduct and if so, it then lays a charge or charges of improper conduct against the registered person. Any sanction applied against a registered person found guilty of improper conduct is intended to enhance public safety, safeguarding the image, reputation and standing of the project and construction management profession and maintain professional standards. The prevention of improper conduct and the subsequent enhancement of the profession happens to be a high priority of the SACPCMP.

Council has since approved an Advisory Note: Guide to the SACPCMP Disciplinary Procedures to be placed on our website for general information. It is also to be issued in addition to the complaint affidavit by those persons wishing to lay a complaint of improper conduct against Registered Persons. The advisory note has been devised for the purpose of providing guidance and outlining in succinct details the processes and procedures to be followed. It does not in any way replace the prescripts of the Act, but rather supplements it with pertinent and relevant information. Since its purpose is only advisory, it is therefore not intended as specific professional advice, legal or otherwise.

Registered Persons charged with improper conduct will see the SACPCMP convene a disciplinary tribunal to adjudicate the charges of improper conduct. If the individual is found guilty, a sanction of suspension will be imposed. An appeals process may also be followed.

The nature of complaints of improper conduct are as indicated in the table below.

Number of complaints received and their nature	Completed	What is the average time from date of lodging to date of finalisation?	In progress
Three (3) of improper conduct by registered CHSOs, one (1) of improper conduct by a registered PrCHSA and one (1) of improper conduct by a registered CCHSA			
5	1	60 days	4
Number of complaints withdrawn	0		
Complaints finalised within stipulated time period	1		

Professional Guideline Fees

Following consultation with the voluntary associations (VAs), and in accordance with Section 34 of the Project and Construction Management Act No 48 of 2000, the SACPCMP is required to formulate and publish recommended guideline fees. Section 34(2) of the same Act also requires the SACPCMP annually to review these fees and thereafter to publish these fees, which become applicable from 1 January until 31 December each year.

Council took the decision from the beginning of 2013 not to publish the fees arising from the advice tendered by the Competition Commission that the publication of the fees in their format were deemed by them as an anti-competitive measure. On this basis, an exemption application was made to the Competition Commission, and this has been rejected. It is expected that this would now form the basis of an appeal by the CBE on behalf of all the BEP Councils.

Council has since given a mandate to the Council for the Built Environment to apply for a declaratory order to the appropriate high court or tribunal to publish guideline fees on an annual basis.

Recognition of Prior Learning (RPL)

The SACPCMP has an RPL Policy in place that specifically applies to applicants who do not have the relevant formal qualifications recognised for registration, but nonetheless have substantial knowledge and experience spanning more than ten (10) years in either Construction Project Management or Construction Management. Such applicants are required to document their portfolio of work over the ten years and are therefore provided with an opportunity to be equally Registered Persons. They are primarily considered for registration based on their demonstration of having the requisite competencies. It therefore rightfully recognizes their acquired experience, knowledge and competencies outside the formal qualification sphere to bolster the professional skills base—recognising that learning can take place through several mediums that can either be formal or informal.



The table below indicates the number of persons who have paid to pursue registration through the RPL route and the status of their applications.

Number of professionals registered through RPL	1 PrCPM, 3 CCM (following deferment from either an oral assessment or professional interview) and 1 PrCM.
Percentage of registered professionals through RPL	0.05% of registered PrCPMs, 0.67% of registered CCMs and 0.11% of registered PrCMs.
Number of people who paid to pursue registration through RPL	22
Number of RPL applications in process	6 whose portfolios are undergoing assessment
Number of RPL applications that had been rejected	0



Identification of Work (IDoW) in line with Competition Act

Following consultation with VAs, Section 26 of the Project and Construction Management Act No 48 of 2000 mandates the SACPCMP, any person, body or industry to submit recommendations to the Council for the Built Environment (CBE) regarding the type of project and construction management work which may be performed by persons registered in any of the categories referred to in section 18 of the Act. This extends to work that may fall within the scope of any other profession regulated by the Professions Act referred to in the CBE Act (Act No 43 of 2000).

The IDoW contemplated by SACPCMP has been submitted to and approved by the CBE. IDoW overlaps with other BEP councils have also been more or less agreed to, and this will delineate the boundaries among the entire family of the CBE professions by distinguishing one profession from the other. In accordance with the CBE Act, the CBE is required to consult with the Competition Commission before the finalisation of the IDoW. An application for the IDoW exemption that was submitted along with those of the other CBEP councils to the Competition Commission has since been rejected.

It is on this basis that we are fully supportive of lodging an appeal process jointly with other CBEP councils through the CBE against the rejection. We have since been directed by the CBE that, upon lodging the appeal, the Commission advised that it is permissible to re-submit the application. This time it will be done through advocacy, i.e. a consultative process as opposed to an investigative process. This was primarily reliant on the Competition Commission providing detailed reports advancing reasons behind the rejection, and to date nothing has been provided. The outcome of the advocacy process is also not guaranteed and we are therefore supportive of the CBE now seeking a declaratory order that in all likelihood would compel the Competition Commission to embark on a consultative process.

Recognition of Voluntary Associations (VAs)

The SACPCMP Voluntary Association Forum is a platform whereby policy, procedures and activities held across the built environment by different organisations are discussed to ensure that all are informed. Cross pollination of the knowledge base can occur, ensuring that best practice principles are utilised wherever possible. Some of the benefits of being a SACPCMP VA Forum member are listed below:

- Partnerships with VAs (whereby 10 courses related to the professions were validated for CPD points at no charge, for a period of 3 years);

- The cost of validating these courses;
- The costs of assessors reviewing material provided;
- The costs of CPD panel review meetings to approve CPD allocation;
- Representation at different stakeholder meetings, (committees, Council, and other platforms) whereby representatives can comment on policy review and provide valuable input on different topical issues;
- Council charged the minimum fee to VAs when validating events/courses based on the duration of the event, and this was much less than the fee charged to independent service providers.

Recognised Voluntary Associations (VAs)

Accredited VAs

- Association of South African Quantity Surveyors (ASAQS)
- Association of Construction Project Managers (ACPM)
- South African Federation of Civil Engineering Contractors (SAFCEC)
- Consulting Engineers South Africa (CESA)
- Masters Builders South Africa (MBSA)
- Master Builders Association: Free State (MBA FS)
- Master Builders Association: North (MBA North)
- The Chartered Institute for Building (CIOB)
- South African Roads Federation (SARF)
- Master Builders Association: Kwa-Zulu Natal (MBA KZN)
- The Association of Construction Health and Safety Management (ACHASM)
- South African Institute of Civil Engineering (SAICE)
- The South African Institute for Occupational Health and Safety (SAIOSH)

Non - Accredited VAs

- Royal Institute of Chartered Surveyors (RICS)
- The Institute of Safety Management (IoSM)
- South African Institute of Architects (SAIA)

The SACPCMP works closely with its VAs. This includes regular VA Forum meetings as well as the initiation of the Presidential Forum. The Presidential Forum saw the development of a detailed strategy framework.

The Presidential Forum includes presidents of all the participating VAs. The deliberations are largely around generating synergy relating to transformation in the built environment. Invited stakeholders also include the CBE, DPW, CIDB and DHET and the SETAs. Focus areas include legislation, mentorship, the student chapter, transformation and sustainability. A planned panel discussion at the 2018 SACPCMP Annual Conference will feature the Presidential Forum members.

Communication and Stakeholder Relations

Engaging and Communicating with Stakeholders

“The South African Council for the Project and Construction Management Professions (SACPCMP) is a juristic person established by Section 2 of the Project and Construction Management Professions Act (Act 48 of 2000) to regulate Project and Construction Management professionals in order to protect the public.”

Council has embarked on a communication and stakeholder relations exercise. This campaign involves communicating critical information to members of the general public, as well as showcasing best practice, latest trends and developments, and profiles of Registered Persons. The SACPCMP focuses on innovative communication platforms and channels to communicate key messages to its stakeholders. In order to achieve optimal reach, the following platforms and channels are explored, and these are by no means static:

- Streamlining communication
- Hosting the National Press Club
- Being receptive to stakeholders
- Shape Shifter magazine
- Campaigns
- Policies and guidelines
- Animating the SACPCMP
- Internal communication
- Engaging industry experts.

Streamlining communication

Registered Persons are the key stakeholders for the SACPCMP. The SACPCMP is looking at innovative ways of communicating with stakeholders and the launch of Shape Shifter Magazine is a start to create dialogue among stakeholders.

As the world moves to social media and reading from multiple screens, the SACPCMP has responded by engaging stakeholders on social media platforms as well as through bulk mailers.

The SACPCMP Events Application (App) keeps our Registered Persons updated on events. We also encourage dialogue by engaging our stakeholders through surveys and questionnaires. A customer satisfaction survey is planned for all SACPCMP stakeholders.

Hosting the National Press Club

The SACPCMP hosted the National Press Club on 24 May 2017 at the Court Classique Hotel in Pretoria. As the host, the SACPCMP donated a Nespresso coffee machine and this was won by Elizabeth Kruger, a long-standing journalist at the club. In addition, the National Press Club was further engaged in hosting a media briefing in August 2017, when the entity had to initiate a forensic audit following the discovery of isolated cases of irregularities within the registration system.



Being receptive to stakeholders

The SACPCMP reception area has been redesigned to service walk-in clients. The area has been equipped with information leaflets and work stations to educate walk-in clients on how to use their online profiles to access all information needed regarding their registration. Employee identification badges, will enable clients to easily follow up with the employee who is assisting them with any of the various matters that may come up from time to time.

Pay it Forward Campaign

A campaign titled Pay it Forward was initiated with the aim of informing Registered Persons and other stakeholders about mentorship and its benefits to candidates. Profiling success stories using video, social media, banners and block mounts is part of the campaign.

The rationale of the campaign is that 'when something good is done to you, respond by doing good for somebody else'.

How do we get good mentors and a more involved industry so that we are able to boast a diverse and vibrant industry? The answer is of course growth, development and transformation: Pay it Forward! If an individual in the project and construction management industry has been successful through the support, mentorship, or guidance of another person, he/she should 'pay it forward' by doing something good for an up and coming professional or a student. The focus, of course, should not be on remuneration, as this would defeat the purpose.

We shall profile stalwarts in the industry who are currently doing a great job of devoting their time and skills to mentoring and coaching up-and-coming professionals and students. We will also profile beneficiaries of a Pay it Forward initiative, such as students or recent graduates. Interventions will include:

- Articles in Shape Shifter and on website
- Profiles on social media platforms
- Press release writing and dissemination
- Videos on YouTube
- Presentations at youth activation events
- Youth portal.

Shape Shifter

The SACPCMP magazine Shape Shifter was launched at the Annual Conference on 19 October 2017. The digital issue magazine is a quarterly publication circulated through various media platforms. The self-sustained magazine includes a mix of editorial and advertising and is largely supported by advertisers, and marketed vigorously to them. Readership and click-throughs are monitored, and this information is relayed to advertisers.

Coinciding with the two flagship events, the Annual Construction Management Summit and the Project and Construction Management Professions Conference, this digital magazine will also be printed and distributed to delegates.

Regular features include a feature from the Minister's office and profiles of key individuals in the industry. It also has snippets on events, VA Forum activity, CPD-accredited courses, academic profiles, news and developments.

Animating the SACPCMP

The SACPCMP produced a corporate video which details the suite of activities and services offered by the entity. The use of animation proved to be popular. This video was first screened when the SACPCMP hosted the National Press Club and subsequently at various exhibitions and events, including its own flagship events.

Internal Communication

Internal communication is guided by policies and guidelines to mitigate risk, protect reputation and maintain brand consistency. The following policies and guidelines were implemented in year under review:

- Media policy and guidelines;
- Publication policy and guidelines;
- Internal communication policy; and
- Crisis communication policy and guidelines.

Staff members are key stakeholders and they also act as brand ambassadors for the SACPCMP. As part of information dissemination, the Communication department organises interactive learning opportunities for staff members. This included amongst others the following topics :

- Insurance: short and long term—Sanlam and Peak Risk Management
- Water saving—Rand Water
- Buying a car—Ford Fury
- Keeping Fit—Virgin Active



Active Participation in Industry Forums:

Through the strategic partnerships that have been forged, synergies were generated and resulted in these collaborated activities:

- CBE Communication Forum, which involves sister councils in the CBEP environment.
- The newly-established DPW Communicators Forum, where DPW officials in all provinces work with entities for a collaborative approach to communication, managing events and general support.
- Industry platforms including but not limited to universities, VA programmes, government activities, and company-specific presentations.

Transformation

It is still a major concern that most Registered Persons (both professionals and candidates) are predominantly male. For this reporting period, Council is still concerned about the number of registered candidates is less than the professionals whilst mentorship continues to be a challenge.

This is a contributing factor leading to the inability of candidates to upgrade to professional status at record time. There have, however, continued to be significant increases in the candidature registration across all our registration streams since implementation of various strategy initiatives. Nevertheless, the throughput of those upgrading to professional status is relatively small. This is a source of concern as it will, among others, impact on transformation within the construction sector. It is in this vein that Council has sourced funding for a structured candidature programme through SETA funding as part of its transformation agenda. Additional funding for this programme could accelerate transformation across all registration categories. Concerted effort and programmes targeting women should be embarked upon to achieve an equitable gender balance. As for this reporting period, the total demographical breakdown of registered professionals is depicted in the statistical analysis report.

Strategic interventions developed to overcome barriers

The Transformation Committee has drafted and finalised the Transformation Strategy. A roadmap of interventions has been developed and an implementation plan will be finalised and rolled out. The Presidential Forum will be an essential part of this process and the student chapter component will be addressed through the channel of youth activations.



This work-integrated learning (WIL) programme is a critical intervention and forms part of the students' curriculum. The chasm from an academic environment to a hands-on work environment can be somewhat intimidating and the WIL has been designed with this in mind. Therefore, strategies and collaboration are necessary in order to ensure that we have enough graduates, to allow for new entrants and also to build critical skills in the construction sector.

The grant funding allows, among others, for the provision of mentors, development of relevant training material, development and management of workplace-based learning programmes, attendance at relevant courses/seminars/conferences and general administration. This has the potential of ensuring that candidates upgrade to professional status within their stipulated candidature period.

Council Flagship Events

6th Construction Management Summit

The SACPCMP held its Construction Management Summit in Durban on 12 to 13 June 2017. This was the first time that the summit was held outside of Gauteng. The theme of the summit was Driving Sustainable Development.

Seasoned experts in the construction industry discussed and responded to the following topics:

- Transformation within economic infrastructure development
- Corruption in the construction industry
- How the CIDB intends developing lower-graded contractors
- Trends and developments in non-standard construction materials and processes
- Employer expectations of the construction management graduates
- Transforming the construction industry
- The shortage of artisans within the South African construction industry
- Sustaining construction management through using ICTs to deliver on improved service offerings
- Mentoring construction management professionals.

The summit provides a forum where construction management professionals and candidates, students, academics, civil society and government officials can talk to each other on issues critical to construction management, and how the construction management profession can drive a sustainable built environment. More importantly, it provides a platform for stakeholders in the construction management profession freely to exchange ideas and openly discuss, debate and share their experiences as well as concerns on matters that affect the profession. The Minister of Public Works, Nkosinathi Nhleko, delivered the opening address and addressed a media briefing.

The key issues discussed at the summit were:

- Getting employers, regulatory and support bodies to realise the critical role and importance of the construction management profession.
- Increasing visibility with student groups at tertiary schools and construction management schools.
- Increase throughput in the candidacy process and retaining young professionals for the discipline.
- Encouraging close collaboration and sharing of successful practices in academic institutions.
- Offering increased support to tertiary institutions in order to encourage the uptake of Construction Management degrees.
- Driving Construction Management development as a priority area in the South African construction industry.
- Improving the image of the profession.
- Encouraging registration amongst the Construction Management professions.
- Driving research, education and skills development to take the profession to the next level.

The feedback received from the delegates with regard to the 6th Construction Management Summit was welcomed and discussed by the Construction Management Development Committee (CMDC). The feedback is valuable in refining the offerings at the summits and ensuring that they are aligned with the needs of the profession.



The main reasons for attending the summit were personal growth, networking and to gain CPD points. Contributing to key industry issues and learning more about the topics were also cited as important reasons.

The 5th Project and Construction Management Conference

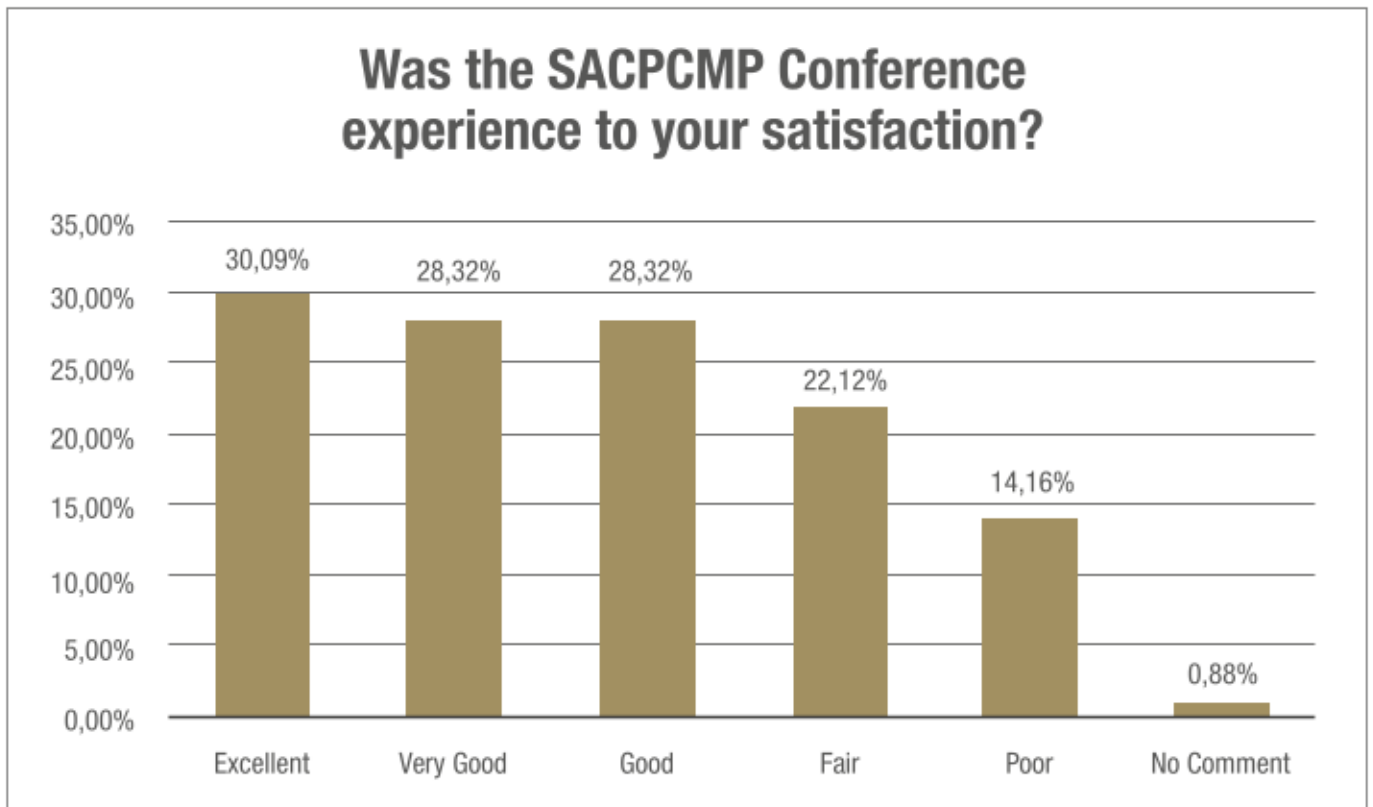
The 5th Project and Construction Management Conference was held at the Birchwood Hotel and Conference Centre on 18 to 20 October 2017. Topics covered were thought-provoking and included topics such as cyber laundering, contractor development, as well as the teaching of the scope of services for construction health and safety, among others.



The prestigious Gala Dinner was held on 19 October and among others saw the launch of the new SACPCMP quarterly digital magazine Shape Shifter.



Delegate responses are depicted below:



The 2017 Project and Construction Conference resolutions were intended to address the following challenges:

- Arresting perpetual candidacy by Blacks and females so that they can upgrade to professional status in a record time through the use of registered professionals to mentor candidates;
- Providing entry into the Construction Health and Safety disciplines for those that lack the required experience, but are eager to undergo relevant training to qualify for professional registration;
- Realising contractor development through the use of registered Professional Construction Mentors and Construction Mentors by clients and contractors, and further to assist contractors to deliver world-class infrastructure on time, within budget and to an acceptable and agreed quality level;
- Attracting the youth into the professions and
- Promoting the use of the professions in the public and private sector to ensure delivery of world-class projects on time, within budget and to acceptable and agreed levels in a safe environment.



The conference also saw increased media activity, which commenced just before the conference began. Social media activity also featured prominently.

Youth Activations - Youth on the radar

HDI youth marketeers have been engaged to conduct youth activations in five provinces in April 2018. The objective was to create an engaging support system thread that informs, adds value to and motivates students to finish strong, thus completing their journey towards qualifying as construction project managers and construction managers and register with the SACPCMP.

Professional actors will take over lectures for the last ten minutes at five (5) SACPCMP-accredited universities: University of Pretoria; University of the Free State; Mangosuthu University of Technology; Cape Peninsula University of Technology and Walter Sisulu University. The actors will introduce the SACPCMP to students using a 'Game of Thrones' theme. Thereafter, students can engage Registered Persons and the HDI team in the information dissemination area and register for the SACPCMP Student Chapter. The HDI team will also design a youth portal where students can access valuable information.

Empowering women

As part of its transformation initiative dialogues such as this one offers the SACPCMP an opportunity to engage key stakeholders and to mobilise women with a view to changing the profile of the profession. Such initiatives also mirror key speaking platforms at the SACPCMP events: The Construction Management Summit as well as the Project and Construction Management Professions Conference.



OPERATIONS AND ORGANISATIONAL MANAGEMENT

MANAGING HUMAN CAPITAL GROWTH AND DEVELOPMENT

This section narrates all operations in the following order: operations; office systems and procedures; controls, processes and accountability.

The Council recognises the key roles played by its employees in ensuring delivery against its mandate and other strategic imperatives. In terms of Section 8 (1) of the SACPCMP Act 48 of 2000, Council appoints the Registrar who reports directly to it and has a responsibility of driving its mandate through providing strategic leadership towards the achievement of the organisational vision, mission, strategic plan and annual performance plan as well as the overall objectives.

The section below highlights the human resource management function within the SACPCMP, thereby bringing into light the efficiencies driven by business units with the support for the human resource department.

During the period under review, a number of human resource management projects were successfully delivered some of which are the following:

- Completion of organisational design project which was followed by job profiling and evaluation project.
- Legally vetting of all human resource policies and ensuring that all employment contracts are crafted in line with the new vetted policies.
- Performance management processes have been developed and implemented, thus making it easier for management to monitor and evaluate staff performance.
- The design of a remuneration and reward system was successfully reviewed and implemented.

Operations and organisational management.

It is in this context that the Registrar's role is accepted as being paramount in ensuring that deployment of human resources is effective and efficient.

Among the projects that the Council drove through its human resources department, the following will continue to be prioritised:

- Development of tools to assess human capital readiness to drive the mandate of the Council.
- Continual refinements of the organisational architecture have been undertaken to ensure adaptability to Council's ever-evolving and dynamic nature.
- Capacity building to ensure the human resources department provides effective support to all business units.

In addressing some of the challenges in the area of human resource management, skills audits were conducted to identify the skills gaps and to improve employees' skills levels. All areas of weaknesses identified in the audit will be given priority in the next financial year.

Job Evaluation

In the interest of ensuring that jobs of relative worth or value are compared and graded accordingly, Council has adopted a Paterson job evaluation system, which enabled the remuneration and reward system to be linked to job grades and bands.

Management of Human Resources

Human capital management function in the organisation is a primary responsibility of line management with full support from the human resource department. With the rapid growth in staff compliment, it became crucial that HR systems that are fit for purpose needed to be introduced to further empower line managers so that they are effective and efficient in managing their human resources.

At the back of all our endeavours to be recognised as an "Employer of Choice", we are guided by global human resource management best practices as well as our Employee Value Proposition (EVP).

Human Capital Acquisition

In responding to the need to drive operational efficiencies, the SACPCMP embarked on a recruitment exercise which resulted in appointments of interns and employees on fixed-term contracts, which resulted in the following number of employees being appointed:

	African	Indian	White	Coloured	TOTAL
MALE	4	1	0	0	5
FEMALE	5	0	1	0	6
GRAND TOTAL	9	1	1	0	11

With exception to two (2) staff members who were employed during the period under review, all the other nine (9) employees were acquired through the use of internal resources and as such, the council's efforts to manage or reduce spending was realised.

The cost of recruiting staff in the year under review was R190 168 and this amount relates to both advertising and placement fees. Based on a simple calculation of the placement fees that could have been paid if the staff acquisition project was outsourced, the council could have paid more.

Staff Compliment

At the close of the period under review, the SACPCMP had both permanent employees and those on Fixed-Term Contracts of employment. These categories of employees are occupationally distributed as follows:

DESCRIPTION	NUMBER
Permanent employees	7
Employees on Fixed Term Contracts	29
TOTAL	36

Our organisational architecture, as expected, paints a picture of how our different roles and programmes are organised into business units that have specific roles and responsibilities. To give additional insight into how human capital is structured, a further breakdown of the organisational architecture is as follows:

i) Permanent Employees:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0	0	0
Middle management, experienced and professionally-qualified specialists	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically-qualified workers, supervisors and superintendents	0	0	0	0	1	0	0	0	0	0	1
Administrators, clerks and discretionary decision-making personnel	0	0	0	0	3	0	0	1	0	0	4
Unskilled and/or defined decision making	0	0	0	0	0	0	0	0	0	0	0
Employees with disabilities	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	0	0	0	5	0	0	1	0	0	7

ii) Fixed Term Contract Employees:

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	1	1	1	0	0	0	1	0	4
Middle management, experienced and professionally-qualified specialists	2	0	0	0	0	0	0	0	0	0	2
Skilled technical and academically-qualified workers, supervisors and superintendents	1	0	0	0	2	0	0	0	0	0	3
Administrators, clerks and discretionary decision-making personnel	5	0	1	0	9	0	0	4	0	0	19
Unskilled and/or defined decision making	0	0	0	0	1	0	0	0	0	0	1
Employees with disabilities	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	8	0	2	1	13	0	0	4	1	0	29

Employment equity

SACPCMP's vision includes a transformation agenda for the industry that it regulates. The kind of transformation that it seeks to achieve must also be reflected in its administrative corridors. As such, an internal review of staff demographics per job levels was conducted and it revealed that there is under-representation in certain areas of the organisation in terms of gender and racial spread. Priorities and measures to address the identified skewed racial and gender representations have been made and will be implemented in the next financial year.

Staff Attrition

During the period under review, the SACPCMC experienced staff attrition for various reasons as indicated below.

REASON FOR LEAVING	PROGRAMME									TOTAL
	REG	CHS	CRM	CSR	FIN	HR	ICT	PA&CPD	PCM	
Resignation	-	-	-	-	-	-	-	1	-	1
Contract Expiry	-	1	-	1	2	-	-	2	1	7
Dismissal	-	2	-	-	-	-	1	-	-	3
Retirement	-	-	-	-	-	-	-	-	-	0
Retrenchment	-	-	-	-	-	-	-	-	-	0
									TOTAL	11

Human Capital Development

Training has always been a central feature in the skills development area. To achieve its commitment towards staff development and capacity building programmes, Council spent an amount of R184 690, which is an equivalent of 1.55% of the organisation's total wage bill for the year under review. To build capacity of its employees, the following training interventions that include short learning programmes and seminars were introduced:

Training Programme	Training Expenditure	Number of Employees trained
POPI Training: Document warehouse 31 March 2017	R 20 171	23 (18 Females, 5 Males)
Customer Care: CBM Training 29 March 2017	R26 910	27 (22 Females, 5 Males)
Power Point: PMI Africa 8 March 2017/11 August 2017	R39 105	On 8 March 2017: 9 (5 Females, 4 Males) On 11 August 2017: 9 (6 Females, 3 Males)
King IV Corporate Governance: IODSA (Institute of Directors SA) 31 January 2017	R33 370	1 (May 2017 – February 2018)
Capacity building programmes	R58 649	March 2018

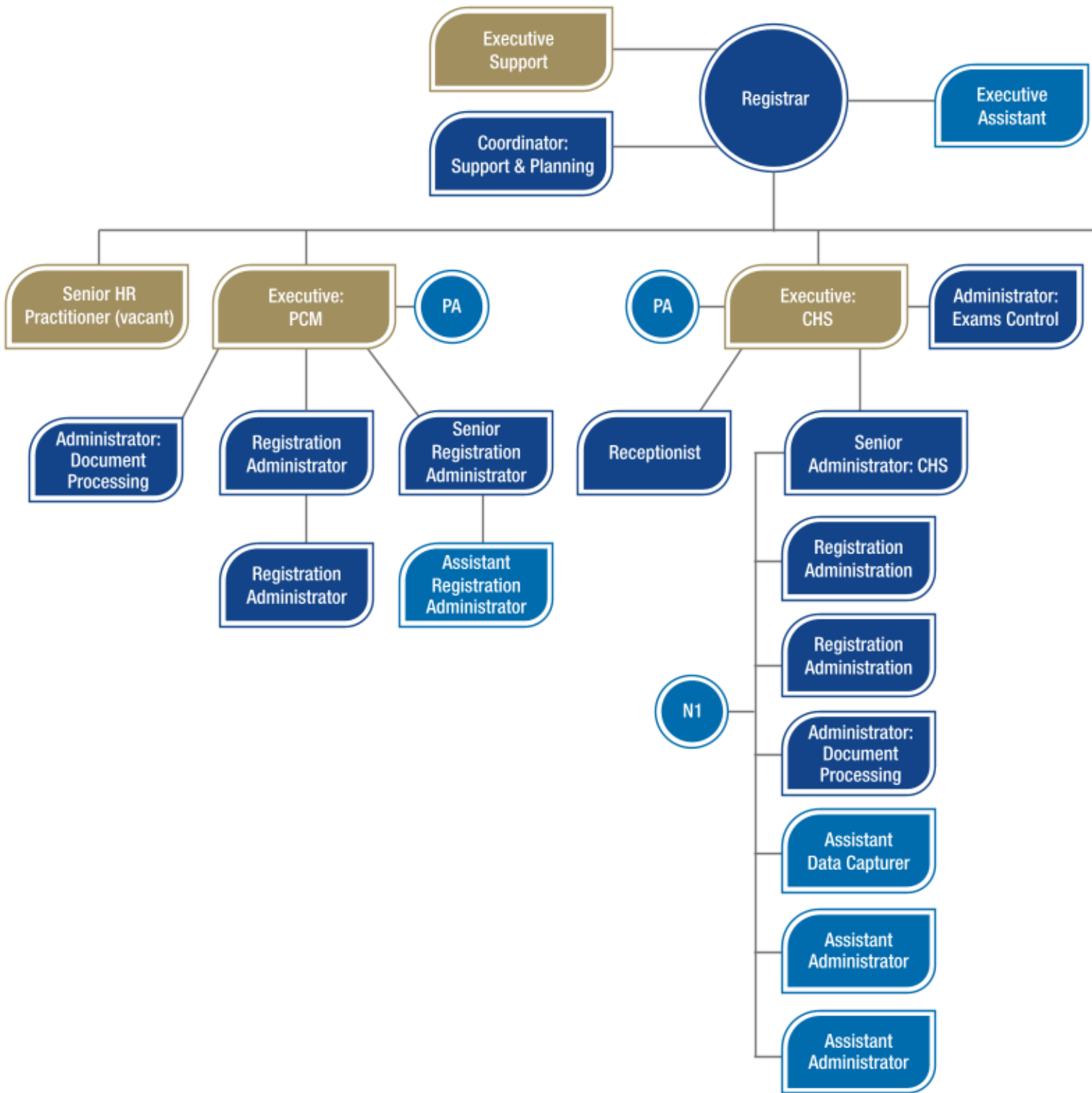
Employee Relations and staff discipline

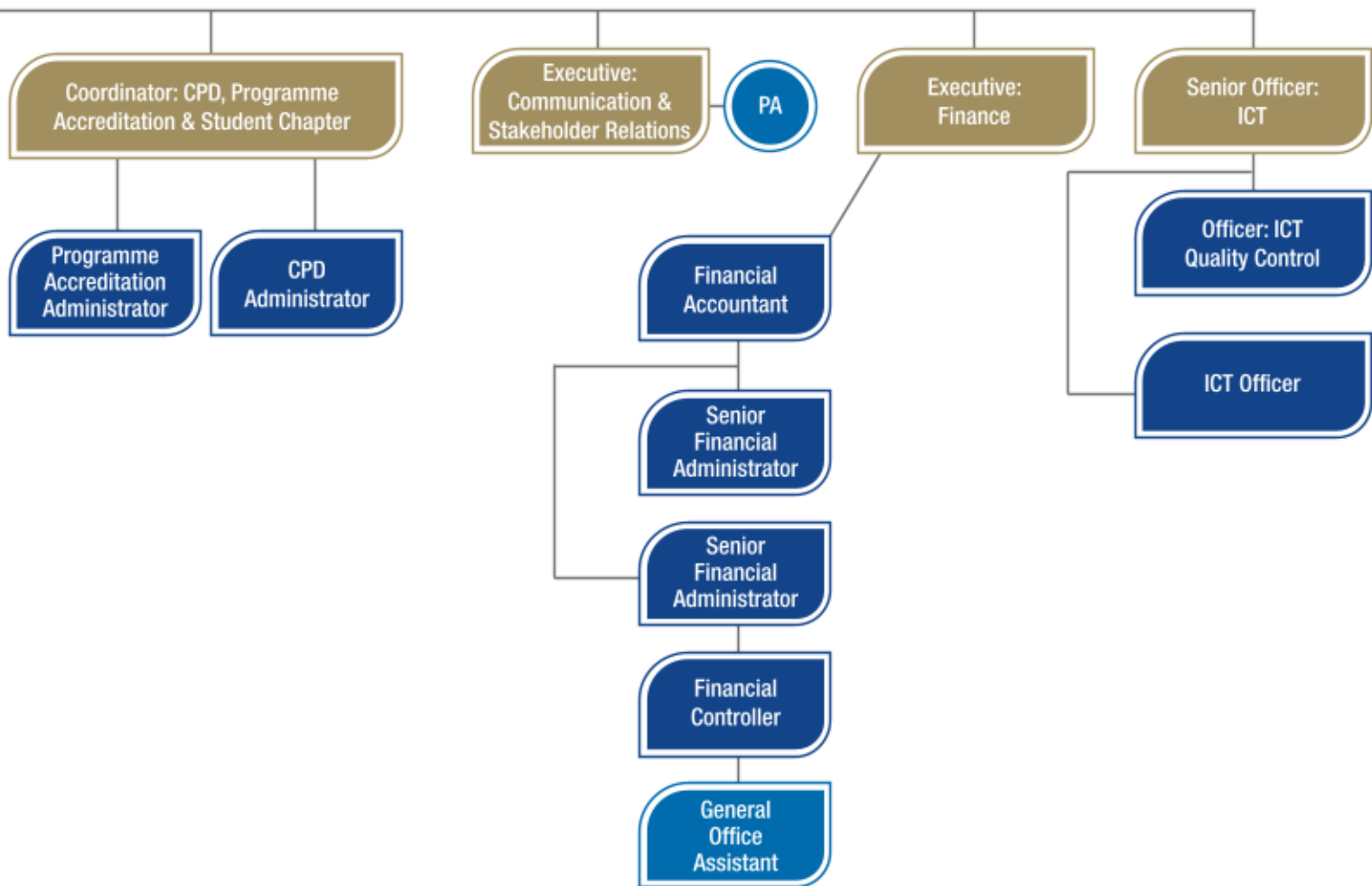
SACPCMP enjoys a relatively balanced employer-employee relationship, which makes it easier to identify any element of ill-discipline that may weaken or strain the good working relationship. During the period under review, the Council dealt with disciplinary issues as follows:

Sanctions	Number
1st and 2nd Written Warnings	2
Final Written Warnings	0
Precautionary Suspensions	3
Demotions	0
Dismissals	2
Summary Dismissal	1
TOTAL	8



ORGANOGRAM





Information Communication Technology

ICT Operations

Several ICT initiatives have been implemented to address challenges faced by operations. Upgrades took place of the security access control system, surveillance management system, finance and payroll management system to improve on the performance and delivery of services to stakeholders. The firewall management solution was implemented to ensure full-proof security within ICT operations. Also streamlined was the process of attending to incidents to address the customer relationship services by implementation of a customer service desk solution.

ICT Infrastructure

Implementation of virtualization infrastructure for the server environment and upgrade of the Windows server operating system, as well as the upgrade and optimisation of network infrastructure ensure quality of service, management of network and monitoring. Re-cabling was undertaken to ensure a physical move from Cat5 to Cat6 and standardisation. There was also a telephone infrastructure move from the old system to a Voice Over Internet Protocol (VOIP) telephone management system, including a broadband upgrade from a 10MB line to a 25MB line.

ICT Applications

The introduction of PrivySeal digital encrypted certificates help to improve the issuing and management of certificates for Registered Persons.

There was also the upgrade of the website and provision of updated content that is more relevant to stakeholders. Seamless integration between Pastel Evolution and Your Membership (YM) minimises human intervention and YM hosting services moved to Amazon Web Services for more secured and high availability, which includes data security and monitoring. In addition, there was implementation of a plagiarism management solution and integrating it with the YM system. A customer relationship management system has been implemented to ensure incident call logging and management for all Council stakeholders.



OLD CANDIDATE REGISTRATION
EXPIRED 31 OCTOBER 2017



NEW CANDIDATE REGISTRATION
EFFECTIVE 4 DECEMBER 2017

**NEW CANDIDATE
CERTIFICATE**

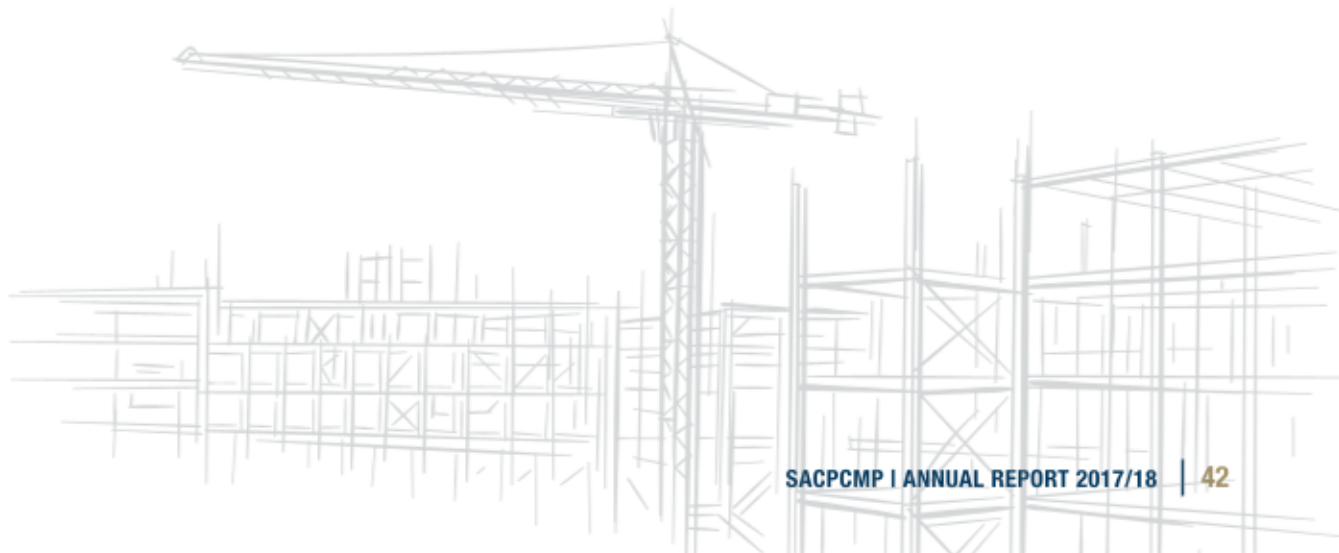
NEW DIGITAL CERTIFICATE
EFFECTIVE 4 DECEMBER 2017

**NEW DIGITAL
CERTIFICATE**

OLD CERTIFICATE
EXPIRED 31 OCTOBER 2017



NEW CERTIFICATE
NEVER ISSUED TO REGISTERED PERSONS



ICT Governance and policies

The establishment of an ICT Steering Committee ensures oversight regarding governance, strategy and operations. There has also been the development and implementation of the ICT strategy and aligning it to the overall business strategy, as well as ICT security in line with prescripts of applicable Acts, frameworks, standards and practices.

ICT business continuity

Implementation of ICT backup management systems ensures that data is protected and can be recovered in the case of disaster. The overall business continuity strategy is underway, which will dovetail with the systems disaster backup management.

Digital Certification

The patented PrivySeal® process requires users to validate their e-mail and mobile numbers and then checks different qualification databases, using these and other verified data points to determine whether a person or institution has any qualifications, licences, or other verified credentials. Once the applicant has been identified as a potential registrant, the data sources are also checked to determine whether they are in 'good standing' and if affirmative, a PrivySeal® is issued.

Registered Persons were asked to document their experiences, and these were collated. A further bulk mailer was issued to address problem areas such as the use of PrivySeal in e-mail signatures.

The PrivySeal® Briefcase prevents document fraud, replacing ineffective paper-based methods, by allowing PrivySeal® holders to digitally sign documents with their PrivySeal® Digital Signature, prove their authorship of validated documents in their professional capacity and securely share validated documents with appropriate third parties without risk of them being changed or otherwise manipulated.

PrivySeal SACPCMP Member Status Report	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
OVERALL	Jan. 2018	June 2018	July 2018	Aug. 2018
Member profiles	7491	8181	8501	8965
Eligible profiles	5388	4803	5316	5918
PRIVYSEAL / CERTIFICATES ISSUED				
One PrivySeal issued	1602	2144	2593	3075
Two PrivySeals issued (dual registration)	18	17	23	32
Three PrivySeals issued (triple registration)	1	1	1	2

Council Certification; conversion of paper-based certificates to electronic certificates

Council resolved to issue new digital certificates with enhanced security features having a double verification process. In addition, the digital platform allows the public at large to view the registration status and verify good standing of Registered Persons in real time. The amendments in the registration certificates for Registered Persons were gazetted accordingly.

The certificate for registered professionals were amended as follows:

Amendments to Board Notice published in the Government Gazette Board 41224 of 3 November 2017 with regard to the Professional Registration Certificate in terms of Section 11 (c) (iii) of the Projects and Construction Management Act (Act No 48 of 2000). This was amended in terms of the Board Notice published in the Government Gazette Board 41298 of 4 December 2017 with regard to the Professional Registration Certificate in terms of Section 11 (c) (iii) of the Projects and Construction Management Act (Act No 48 of 2000).

The certificates for registered candidates were amended as follows:

Amendments to Board Notice published in the Government Gazette Board 35329 of 10 May 2012 with regard to the Candidate Registration letter in terms of Section 11 (c) (iii) of the Projects and Construction Management Act (Act No 48 of 2000). This was amended in terms of the Board Notice 41298 of 4 December 2017 with regard to the Candidate Registration letter in terms of Section 11 (c) (iii) of the Projects and Construction Management Act (Act No 48 of 2000)

Internal Control Review

Controlled, processes and accountability

The SACPCMP continues to strive to be fully aligned to its vision and mission. In the quest continually to keep up with the ever-changing environment where exposure to fraud and operational requirement are becoming an immediate threat to most organisations, the Council assessed its position and developed controls to respond to the risks as identified.

To ensure that these are embedded in the day to day operations, the Council embarked on a process of developing the Delegation of Authority (DoA) for implementation in the beginning of the new financial year. The DoA will promote accountability amongst the executive team, while enhancing the controls that will drive the entity towards improved operational efficiencies. This is yet to be fully fleshed out for all the standards and processes of the SACPCMP.

Controls play a vital role in ensuring credibility of data and accuracy of reporting, while enabling consistent and efficient methods to process transactions. This was further demonstrated by the SACPCMP review of its registration processes that has led to the registration process within the project management stream moving to a paperless platform that is going fully on-line. It is envisaged that this will transform the built environment procession, as it drives the increase in numbers while reducing the registration timeframes.

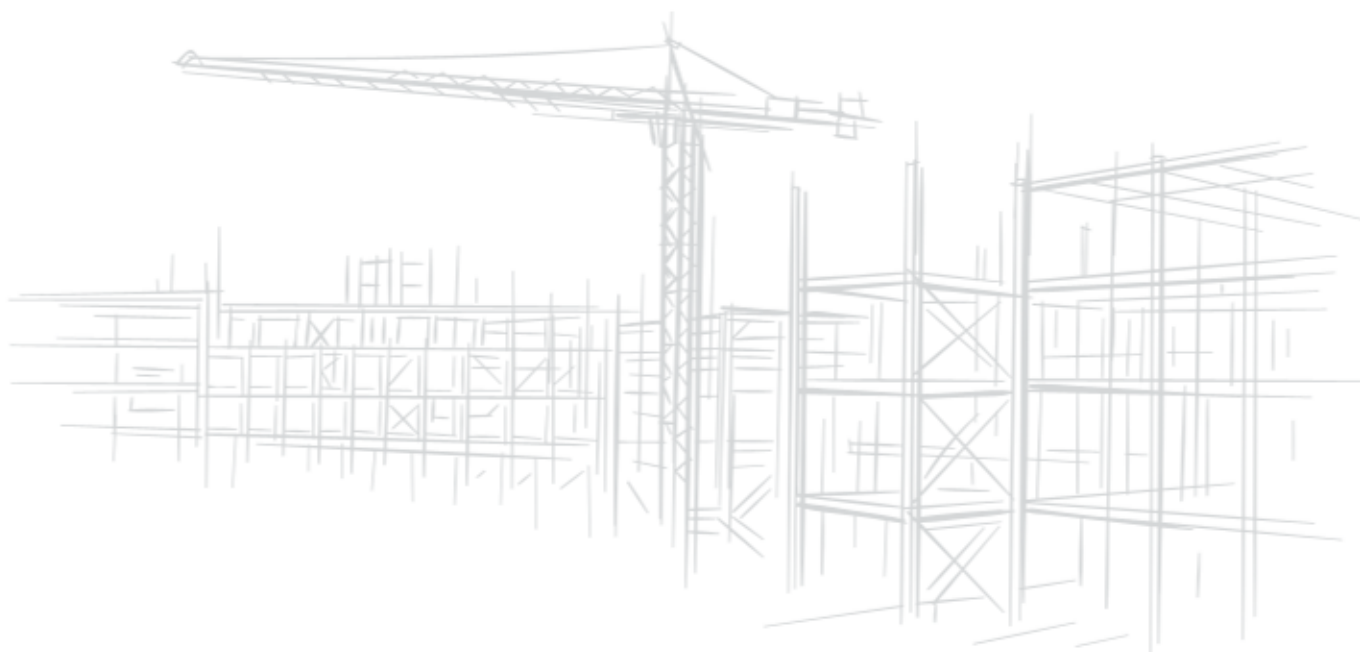
The complete digitization of the registration process will also be included into the full integration of YM and accounting systems. The above improvements are aimed at improving operational efficiencies, reducing cost and driving the revenue management.

The Council's appointed internal auditors are tasked with the responsibility of reviewing the effectiveness of the controls. The Audit and Risk Committee evaluates reports on the effectiveness of internal controls, Council's financial performance, as well adherence to accounting principles and other relevant issues. These reports are also tabled at the Finance Committee for further review prior to final approval by the Council.

Records management

Given the process of documenting all activities as a Council and the recent transition to the new document management processes with Document Warehouse, the SACPCMP has a huge source of information that will assist the organisation to grow, develop and contribute to the transformation of the built management professions.

There is a further need to develop policies and procedures in order to ensure that record keeping and management practices comply with the requirements of the National Archives and Records Services of South Africa Act, Act 43 of 1996. This will ensure that Council effectively manages the records throughout its life cycle to meet operational business needs and accountability requirements.



Part C

Governance

“ High standards of governance are maintained. ”

4th TERM COUNCIL MEMBERS (APRIL 2014–MARCH 2018)

Mr Eric Manchidi
SACPCMP President

Mr Isaac Nkosi
SACPCMP Vice President

Mr Doug Michell
Council Member

Mr Itumeleng Harry Molosi
Council Member

Mr Makgati Phaladi
Council Member

Dr Claire Deacon
Council Member

Mr Tseliso Makhetha
Council Member

Mr Rowan Crowie
Council Member

Mr Bonke Simelane
Council Member

Introduction

This chapter highlights the structure of Council and how it is directed and controlled through a sustained, sound corporate governance culture. This governance structure is further broken down into the decision-making processes and committee structures. The chapter also shows meeting attendances by the various committee members and the remuneration structures for the Council members.

Appointment of members of Council

The SACPCMP Council is constituted in terms of section 3 of the Project and Construction Management Professions Act, 48 of 2000. It consists of ten (10) members appointed by the Minister of Public Works in his capacity as the executive authority taking into account, amongst others, the principle of representivity.

The 4th Term Council was appointed in April 2014 but was inaugurated on 23 June 2014 by the Minister of Public Works, Mr T.W. Nxesi. It commenced operations from July 2014. The legislative restriction of ten (10) Council members imposes a substantial workload on individual members who are expected to serve on several Council committees. There is a need to consider increasing the number of councillors, given the extension of Council's scope of work to include registration of other disciplines.

TABLE1: APPOINTED 4th TERM COUNCIL (April 2014–March 2018)

NO	Statutory Category	Appointed Member
1	Section3 (a): Professionals	Mr T.E. Manchidi
2	Six (6) Registered Persons as per categories of the Act, excluding candidates, of whom at least four must actively practice in the professions and be nominated by voluntary associations and any Registered Persons.	Mr I.M. Nkosi
3		Dr C.H. Deacon
4		Mr D. Michell
5		Mr T.W. Makhetha
6		Mr B.B. Simelane
7		Section 3 (b): State
8	Two (2) professionals in the service of the State, nominated by any sphere of government, of whom at least one must be nominated by the Department of Public Works.	Mr I.H. Molosi
9	Section 3 (c): Public	Mr. R.M Crowie
10	Two (2) members of the public nominated through an open process of public participation.	Vacant. Appointment was not finalised during the year under review

Decision-making structure

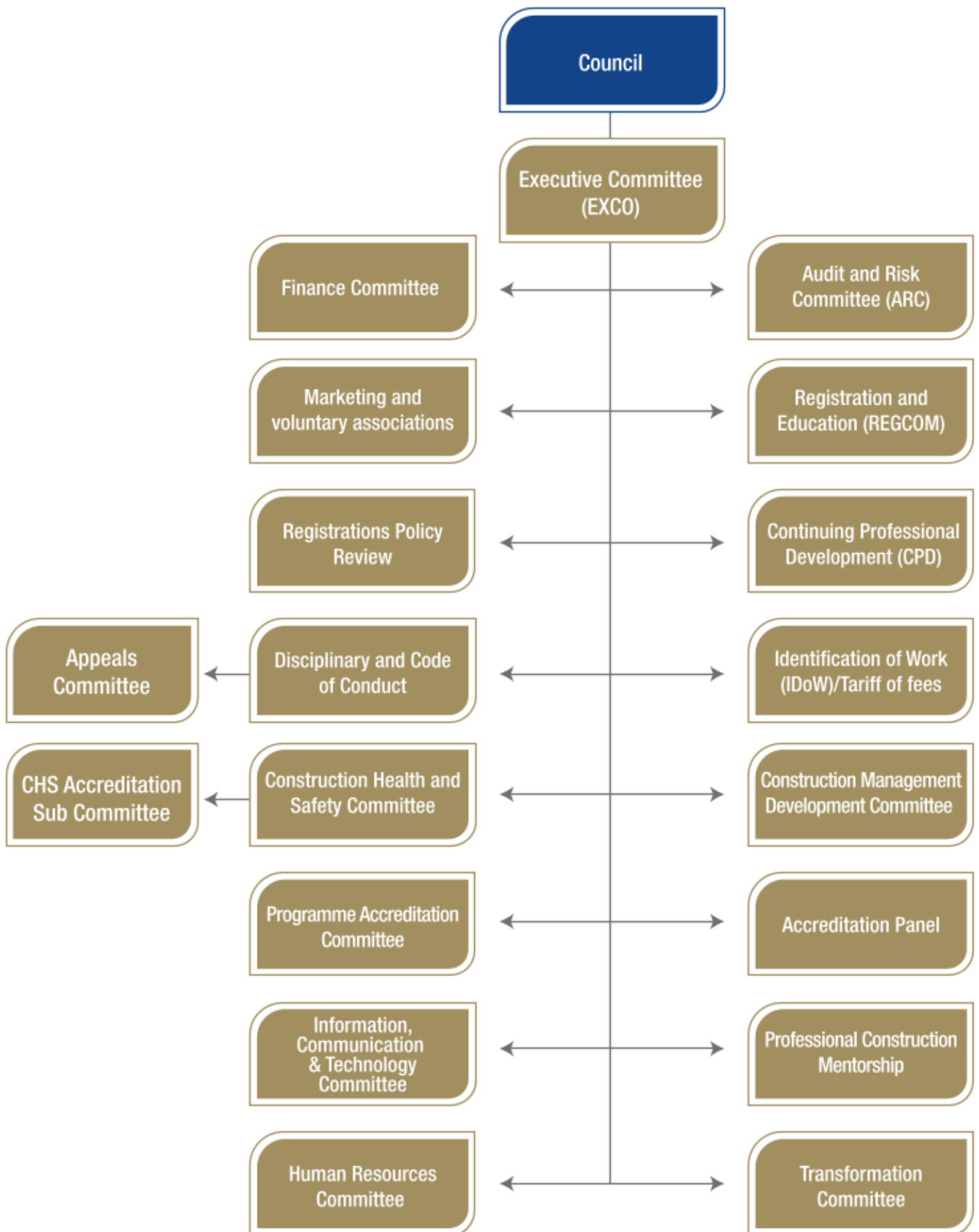
The Council is under the leadership of a President, who is assisted by a Vice President, both of whom are elected to office during the first Council meeting. The term of office of all Councillors is four (4) years, but members continue in office until the succeeding Council is duly constituted. Council carries out its oversight responsibilities through different committees that are constituted to manage and oversee the business of Council for which they have the delegated authority as per their respective approved terms of reference. Essentially, these clarify the role, purpose and responsibilities given to the committees.

The committees form an integral part of the Council's corporate governance framework. They also play a pivotal role in achieving and maintaining expected standards in the Council's governance and ethical standards. They ensure that the Council's activities are subjected, at all times, to in-depth scrutiny to ensure that high standards of governance are maintained.

In line with improving governance structures and operations the Council undertook a board appraisal exercise of Council, its core committees and management.

There is also a provision for co-opting Registered Persons to serve in the various committees. These need not necessarily be members of Council. The individuals' expertise and aptness for the task at hand are taken into account when making appointments to serve on committees.

The committees and sub-committees of Council are indicated below.



Governance structures

Audit and Risk

The audit committee assisted Council in implementing key controls not only in the areas of finance but on the overall operations of the organisation. This was further elevated by the implementation of the internal audit function during the year under review.

The following are a summary of the key initiatives undertaken during the year under review:

- Approved the establishment of the internal audit function
- Approved the risk-based internal audit plan for the financial year
- Reviewed and approved the internal audit reports as presented
- Approved the external audit plan for the year and monitored the feedback and reports presented
- Approved external audit fees
- Development of a strategic risk register, which was reviewed continually
- Reviewed risk analysis as well as the reports as presented
- Monitored compliance with SACPCMP policies and applicable legislation
- Provided recommendations to Council on key control matters.

The significant achievement of the ARC added to the above-mentioned has been the strengthening of IT governance, which led to the establishment of the ICT Committee and resulted in a review of processes and policies. In addition, a review of the organisational compliance and its applicable legislations has led to a approved policy universe that is monitored accordingly. The appraisal of Council and its core committees was another milestone introduced by the Committee, and it outlines the strategic interventions that are required to strengthen the governance structures.

Internal Audit

The SACPCMP recently implemented its internal audit function, which is outsourced and performed by Nexia SAB-T.

In consultation with the internal auditors, the ARC developed an audit that which is used as a guide to the internal audit approach. The ARC further reviewed a risk-based audit plan for the year under review. The progress on the plan and detailed findings were presented to the audit committee. The plan focused on the following areas that required immediate review:

- Management of the core operations of Council
- Review of predetermined objectives
- Financial management
- Information technology
- Supply chain management

Further to the above, the internal auditors assisted management to assess its strategic risk and develop a response register to manage identified risks. A review of the compliance environment was also provided to management to assess its applicable environment.

As the internal audit becomes entrenched within the organisation operations, the ARC as well as the Council will evaluate the assurance standards expected from the internal audit.

Legislative and regulatory framework

The SACPCMP exists as a regulatory body for the project and construction management professions, as well as for those other specified categories it deems appropriate to introduce from time to time. It is also equally empowered to render advice to government and other relevant stakeholders on the necessary steps to be taken for the protection of the public interest, health and safety, continuous improvement on the standards of the professions it regulates, protection of the environment etc. With this in mind, the Act requires and mandates the SACPCMP also to perform the below-listed legislative and regulatory functions.

Legislation covering the following aspects:

- Accreditation of programmes offered by educational institutions leading to the awarding of construction management and project management qualifications (Section 13)
- General matters including public health and safety, research, protection of the public in their dealing with Registered Persons, protection of the environment and improving the standards of services rendered by Registered Persons (Section 14)
- Financial matters (Section 15)
- Reporting to the Council for the Built Environment (Section 16)

- Appointment of committees (Section 17)
- Enacting of rules through notices in the Government Gazette (Section 36)
- Registration of persons (Sections 11,18,19, 20, 21, 22, 23, 24 and 37)
- Recognition of voluntary associations (Sections 14 d and 25)
- Identification of work to be performed by Registered Persons
- Professional conduct and disciplinary hearings (Sections 27, 28, 29, 30, 31, 32, 33, 35 and 41)
- Recommendation of fees for professional services (Section 34)

MEETING ATTENDANCE 1 April 2017 to 31 March 2018

Meeting Attendance

Council

The Council is constituted in terms of Section 3 of the SACPCMP Act, (Act 48 of 2000). The Council takes ultimate responsibility for its decisions, as well as the decisions and recommendations of its sub-committees in all areas of responsibility mandated by the Act.

The Council is committed to the principles of openness, transparency, integrity and accountability as advocated in the King IV Report on Corporate Governance for South Africa 2016 (King IV). The Council met five times this annum.

Council Members

Attendance of Council Meetings

Name	Total Number of Meetings	Meetings Attended by a Member
T.E. Manchidi (Chairperson)	5	5
I.M. Nkosi	5	5
B.B. Simelane	5	2
C.H. Deacon	5	5
D. Michell	5	5
I.H. Molosi	5	4
M. Phaladi	5	1
T.W. Makhetha	5	0
R. Crowie	5	2

Executive Committee

The Executive Committee (EXCO) is constituted in terms of section 17 of the SACPCMP Act, Act 48 of 2000. The committee meets monthly and assists the Council in the execution of its legislative duties in all strategic and operational business matters. The decisions of EXCO are subject to ratification by Council in plenary meetings.

EXCO Members

Attendance of EXCO Meetings

Name	Total Number of Meetings	Meetings Attended by a Member
T.E. Manchidi (Chairperson)	5	5
I.M. Nkosi	5	5
C.H. Deacon	5	4

Finance Committee

The Finance Committee is constituted in terms of section 17(1)(a) of the SACPCMP Act, Act 48 of 2000. This committee assists the Council in the execution of its legislative duties in terms of Section 15 (1) of the SACPCMP Act regarding financial and operational business matters.

Finance Members

Attendance of Finance Committee

Name	Total Number of Meetings	Meetings Attended by a Member
I.M. Nkosi (Chairperson)	9	9
X. Mnyani	9	8
I.H. Molosi	9	6
G.T. Ramphaka	9	6

Audit and Risk Committee

The Audit and Risk Committee (ARC) is constituted in line with the recommendations of the King IV Report as an oversight committee of the Council in respect of all other duties assigned to it by the Council, including those normally performed by an audit and risk committee.

The primary objective of the committee is to assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, the risk management process and the organisation's process for monitoring compliance with laws and regulations and the code of conduct.

ARC Members: Attendance of ARC

Name	Total Number of Meetings	Meetings Attended by a Member
S. Daniel (Chairperson)	7	7
C. Jamela	7	6
R. Govender	7	7



TABLE 5: COUNCIL MEMBERS REMUNERATION

1 April 2016 to 31 March 2017

Name of the Councillor	Committee Meetings Allowance	Chairperson's allowance	Honorarium & cell phone	Accreditation Gratuity Costs	Total
T.E. Manchidi	6,300	6,500	52,320	4,500	69,620
I.M. Nkosi	12,800	11,700			24,500
B.B. Simelane	4,800	2,600			7,400
C.H. Deacon	6,300	5,200			11,500
D. Michell	7,200	-			7,200
I.H. Molosi	-	-			0
M. Phaladi	-	-			0
R. Crowie	3,000	-			3,000
T.W. Makhetha	-	-			0
Total	40,400	26,000	52,320	4,500	116,020



Part D

Financial Information

“ Reasonable and prudent judgements and estimates.”

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000)

Annual financial Statements for the year ended 31 March 2018

The South African Council for the Project and Construction Management Professions

Annual Financial Statement for the year ended 31 March 2018

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Council for the Project and Construction Management Professions
Councillors	Mr T.E. Manchidi (President) Mr I.M. Nkosi (Vice President) Dr C.H. Deacon (Council Member) Mr D. Mitchell (Council Member) Mr T.W. Makhetha (Council Member) Mr R.M. Crowie (Council Member) Mr B.B. Simelane (Council Member) Mr I.H. Molosi (Council Member) Mr M.J. Phaladi (Council Member)
Registered office	International Business Gateway Gateway Creek Corner New and 6th Roads Midrand 1685
Business address	International Business Gateway Gateway Creek Corner New and 6th Roads Midrand 1685
Postal address	PO Box 6286 Halfway House 1685
Bankers	Nedbank Limited Investec Bank Limited
Auditors	A2A Kopano Incorporated Chartered Accountants (S.A.) Registered Auditors
Secretary	Company secretary is not required in terms of the Project and Construction Management Act 48 of 2000
Preparer	SACPCMP Management

The South African Council for the Project and Construction Management Professions

Annual Financial Statement for the year ended 31 March 2018

Index

The reports and statements set out below comprise the annual financial statement presented by the council members

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Statement of Changes in Equity	66
Statement of Cash Flow	67
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INDEPENDENT AUDITOR'S REPORT

To the Councillors of South African Council for Project and Construction Management Professions

Report on the Financial Statements

We have audited the financial statements of South African Council for Project and Construction Management Professions (SACPCMP) set out on pages 62 to 80, which comprise the statement of financial position as at 31 March 2018, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes, comprising a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of SACPCMP at 31 March 2018, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard and the requirements of the Project and Construction Management Professions Act No. 48 of 2000.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion. We are independent of the company in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B).

Other Information

The Councillors are responsible for the other information. The other information comprises the Councillors Report as required by the Project and Construction Management Professions Act No. 48 of 2000 and the Councillors' Responsibilities and Approval and the unaudited schedules. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

As part of our audit of the annual financial statements for the year ended 31 March 2018, we have read the Councillors report for the purpose of identifying whether there are material inconsistencies between that report and the audited annual financial statements. The Councillors report is the responsibility of the Council. Based on reading that report we have not identified material inconsistencies between it and the audited annual financial statements.

Responsibilities of the Councillors for the Financial Statements

The councillors are responsible for the preparation and fair presentation of these financial statements in accordance with the International Financial Reporting Standard and the requirements of the Project and Construction Managements Professions Act No. 48 of 2000, and for such internal control as the councillors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Councillors either intend to liquidate the Council or to cease operations, or have no realistic alternative but to do so.

Auditors Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the councillors.
- Conclude on the appropriateness of the councillors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A2A KOPANO INCORPORATED
Director: Yaseen Jeewa
Registered Auditor
Pretoria
30 August 2018

The South African Council for the Project and Construction Management Professions Annual Financial Statement for the year ended 31 March 2018

Council's Responsibilities and Approval

The councillors are required in terms of the Project and Construction Management Professions Act No. 48 of 2000 to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the Council as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The councillors acknowledge that they are ultimately responsible for the system of internal financial control established by the Council and place considerable importance on maintaining a strong control environment. To enable the councillors to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Council and all employees are required to maintain the highest ethical standards in ensuring the Council's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Council is on identifying, assessing, managing and monitoring all known forms of risk across the Council. While operating risk cannot be fully eliminated, the Council endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The councillors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The councillors have reviewed the Council's budget for the year to 31 March 2019 and, in light of this review and the current financial position, they are satisfied that the Council has or had access to adequate resources to continue in operational existence for the foreseeable future.

The annual financial statements set out, which have been prepared on the going concern basis, were approved by the councillors and were signed on their behalf by:

Approval of financial statements

Mr T.E. Manchidi
President

Mr I.M. Nkosi
Vice President

Ms N.E. Rakolote
Registrar

The South African Council for the Project and Construction Management Professions

Annual Financial Statement for the year ended 31 March 2018

Council's Report

The councillors have pleasure in submitting their report on the annual financial statements of The South African Council for the Project and Construction Management Professions for the year ended 31 March 2018

1. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Project and Construction Management Professions Act No. 48 of 2000. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the Council are set out in these annual financial statements.

2. Councillors

The councillors in office at the date of this report are as follows

Councillors

Mr. T.E. Manchid
Mr. I.M. Nkosi

Dr C.H. Deacon (Council Member)
Mr D. Mitchell (Council Member)
Mr T.W. Makhetha (Council Member)
Mr R.M. Crowie (Council Member)
Mr B.B. Simelane (Council Member)
Mr I.H. Molosi (Council Member)
Mr M.J. Phaladi (Council Member)

Ms N.E. Rakolote

Office

President
Vice President and Finance Chair

Registrar

3. Events after the reporting period

The councillors are not aware of any material event which occurred after the reporting date and up to the date of this report.

4. Going concern

The councillors believe that the Council has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The councillors have satisfied themselves that the Council is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The councillors are not aware of any new material changes that may adversely impact the Council. The councillors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the Council.

5. Auditors

A2A Kopano Incorporated continued as external auditors for the Council for 2018.

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Statement of Financial Position as at 31 March 2018

Figures in Rand	Note(s)	2018	2017 Restated
Assets			
Non-Current Assets			
Property Plant and Equipment	3	1 520 204	621 431
Current Assets			
Trade and other receivables	4	12 149 379	14 202 971
Operating Lease Asset	5	-	75 342
Cash and cash Equivalents	6	6 381 583	3 961 644
		18 530 962	18 239 957
Total Assets		20 051 166	18 861 388
Reserves and Liabilities			
Equity			
Accumulated Surplus		(1 294 692)	1 780 409
Liabilities			
Non-Current Liabilities			
Finance lease Obligation	13	711 252	-
Current Liabilities			
Trade and other Payables	7	20 295 374	17 080 979
Finance lease Obligation	13	267 442	-
Operating Lease liability	5	71 789	-
		-	-
		21 345 857	17 080 979
Total Equity and Liabilities		20 051 166	18 861 388

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Statement of Comprehensive Income

Figures in Rand	Note(s)	2018	2017
Revenue	8	30 614 406	26 931 496
Operating Expenses		(33 699 725)	(26 940 368)
Operating surplus (deficit)		(3 085 319)	(8 863)
Investment Income	9	105 595	91 028
Finance Costs	10	(140 656)	(55 377)
Surplus (Deficit) for the year		(3 120 380)	26 779
Other comprehensive surplus		-	-
Total comprehensive surplus (deficit) for the year		(3 120 380)	26 779

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Annual Financial Statement for the year ended 31 March 2018

Statement of Changes in Equity

Figures in Rand	Note(s)	Accumulated Surplus	Total Equity
Balance as at 01 April 2016		2 351 398	2 351 398
Surplus (Deficit) for the year		26 779	26 779
Other comprehensive surplus		-	-
Total changes		26 779	26 779
Re-assessment of useful lives		70 950	70 950
Prior Period Error		(668 718)	(668 718)
Restated Balance at 31 March 2017		1 780 409	1 780 409
Surplus (Deficit) for the year		(3 120 380)	(3 120 380)
Total changes		(3 120 380)	(3 120 380)
Re-assessment of useful lives		45 279	45 279
Balance at 31 March 2018		(1 294 692)	(1 294 692)

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Statement of Cash Flows

Figures in Rand	Note(s)	2018	2017
Cash flows from operating activities			
Cash generated from operations		2 843 138	(178 605)
Finance Costs		(140 656)	(55 377)
Net Cash from operating activities		2 702 482	(233 982)
Cash flows from investing activities			
Purchase of Property, plant and equipment		(244 410)	(363 444)
Investment Income		105 595	91 028
Net cash from investing activities		(138 815)	(272 416)
Cashflows from Financing activities			
Finance lease Obligations		(143 728)	-
Net cashflows from financing activities		(143 728)	-
Total cash movement for the year		2 419 939	(506 398)
Cash at the beginning of the year		3 961 644	4 468 042
Total cash at the end of the year		6 381 583	3 961 644

The South African Council for the Project and Construction Management Professions

Annual Financial Statement for the year ended 31 March 2018

Notes to the Annual Financial Statements

1. Significant accounting policies

The principal accounting policies applied in the preparation of these annual financial statements are set out below.

1.1 Basis of Preparation and Presentation

The Annual Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and the Project and Construction Management Professions Act No. 48 of 2000 of South Africa including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The Annual Financial Statements have been prepared on an accrual basis of accounting and are in accordance with the historical cost convention unless specified otherwise.

Presentation Currency: These annual financial statements are presented in South African Rand, which is the functional currency of the Council.

Going Concern: These annual financial statements have been prepared on the assumption that the Council will continue to operate as a going concern for at least the next 12 months.

Comparative Information: When the presentation or classification of items in the annual financial statements is amended, prior period comparative amounts are restated. The nature and reason for the reclassification is disclosed. Where accounting errors have been identified in the current year, the correction is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly where material. Where the error is immaterial, the full effect of the error is accounted for in the current year. Where there has been a change in accounting policy in the current year, the adjustment is made retrospectively as far as is practicable, and the prior year comparatives are restated accordingly.

1.2 Significant judgements and sources of estimation uncertainty

In preparing the Annual Financial Statements in conformity with IFRS, management is required to use professional judgment, estimates and assumptions that affect the amounts represented in the Annual Financial Statements and related disclosures. Use of available information and the application of judgment is inherent in the formation of estimates. Future actual results could differ from these estimates which may be material to the Annual Financial Statements. These estimates and underlying assumptions are reviewed on an ongoing basis. Effect of changes in estimates are accounted for on a prospective basis in the statement of financial performance.

1.3 Impairment of property, plant and equipment

The Council assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the Council then estimates the recoverable service amount of the asset.

The recoverable amounts of cash-generating units and individual assets are determined based on the higher of value in use and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the fair value assumption may change, which may have an impact on estimations and may then require a material adjustment to the carrying value of cash-generating units and individual assets. The excess of the carrying amounts over the recoverable amount is recognised as impairment loss in the statement of financial performance.

1.4 Provisions

Management's judgment is required when recognising and measuring provisions. Provisions are raised based on current information available to management. A provision is recognised when the Council has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and the amount of the obligation can be reliably estimated. Provisions are measured at management's best estimate of the expenditure required to settle the obligation at the reporting date, and are discounted to present value where the effect is material.

The South African Council for the Project and Construction Management Professions Annual Financial Statement for the year ended 31 March 2018

1.5 Impairment of receivables

Impairment of receivables represent management's best estimate based on an assessment of the extent to which debtors have defaulted on payments due and their ability to make payments. This is performed on each category of debtors across all debtor classes.

1.6 Useful life of PPE

The useful life of assets are based on management's estimates. Management considers the impact of technology, service requirements and the required return on assets to determine the optimum useful life expectation, where appropriate. The estimated residual value of assets is also based on management's judgment which takes into account the condition of assets at the end of their useful lives.

1.7 Property, plant and equipment

Definition

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

Recognition

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the Council; and
- the cost of the item can be measured reliably.
- Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted from the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment and also depreciated separately.

Asset Class	Model of Measurement	Depreciation Method	Useful Life
Furniture and Fixtures	Cost	Straight line	5 Years
Office Equipment	Cost	Straight line	5 Years
IT Equipment	Cost	Straight line	3 Years
Finance Leased Equipment	Cost	Straight line	3 - 5 Years (lower of lease term and expected useful life)
Leasehold improvements	Cost	Straight line	Based on lease term

PPE are shown at cost less accumulated depreciation and any accumulated impairment.

Assets held under finance leases are depreciated based on the lower of lease term or expected useful life. When it is reasonably certain that ownership will be transferred to the lessee at end of lease term, the leased asset will be depreciated over the useful life of the asset. Depreciation is recognised in the statement of financial performance.

Subsequent expenditure is included in the cost of the asset when incurred, if it is probable that such expenditure will result in future economic benefits associated with the item flowing to the Council and the cost can be measured reliably.

The Council assesses at each reporting date whether there is any indication that its expectation about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such exists, the Council will revise the expected useful life and/or residual value accordingly. The change will be accounted for as a change in an accounting estimate in accordance with the relevant IFRS

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standard. In assessing whether there is any indication that the expected useful life of an asset has changed, the Council considers the composition of the asset change during the reporting period and the factors influencing the change in the use of the asset. In assessing any indications pertaining to the residual value, the Council considers any changes regarding the expected timing of disposal of the asset.

The Council shall assess at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, it shall estimate the recoverable service amount of the asset.

Derecognition

The gain or loss arising from the disposal or retirement of an item of property, plant and equipment is the difference between the sales proceeds and the carrying value, and is recognised in the statement of financial performance.

The Council derecognises property, plant and equipment on disposal, or when no future economic benefits or service potential are expected from its use or disposal. The gain or loss arising from derecognition of property, plant and equipment is the difference between the net disposal proceeds, if any, and the carrying amount of the property, plant and equipment. Such difference is recognised in the statement of financial performance.

1.8 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

Financial Assets

A financial asset is a) cash; b) a residual interest of another entity; or (c) a contractual right to:

- (i) Receive cash or another financial asset from another entity; or
- (ii) Exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity

Financial assets consist of cash and cash equivalent, deposits, and receivables.

Financial assets other than those at fair value are assessed for indicators of impairment at the end of each reporting period. Impairment is considered when there is objective evidence that is as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred and the Council has transferred substantially all risks and rewards of ownership, or when the enterprise loses control of contractual rights that comprise the assets.

To the extent that a financial asset has a maturity period of longer than 12 months, the value of these instruments will be reflected as a non-current asset.

The classification of financial assets depends on their nature and purpose, and is determined at the time of initial recognition (trade date).

1.9 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded at fair value.

1.10 Trade and other Receivables

Receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in the statement of financial performance when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the receivable are impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The South African Council for the Project and Construction Management Professions

Annual Financial Statement for the year ended 31 March 2018

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the deficit is recognised in the statement of financial performance under operating expenses. When receivables are uncollectible, it is written off against the allowance account for receivables once council approval is obtained. Subsequent recoveries of amounts previously written off are credited in the statement of financial performance.

All receivables are on accrual basis, except for VAT which is on a cash basis.

1.11 Trade and other Payables

Trade and other payables are initially recognised at fair value and subsequently measured at amortised cost, using the effective interest rate method.

1.12 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership.

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessee

The Council recognises assets and liabilities acquired under finance leases as assets and the associated obligation as liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments.

The finance lease assets are depreciated at the same rates as owned property unless the Council will not obtain ownership. Where there is no reasonable certainty that Council will obtain ownership by the end of lease term, the leased assets are depreciated over the shorter of the lease term and its useful life.

Minimum lease payments are apportioned between the finance charge and the outstanding capital portion, using the effective interest rate method.

The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of return on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessee

Operating lease payments are recognised as an expense on the straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.13 Provisions

Provisions are recognised when the Council has a present obligation (legal or constructive) as a result of a past event and:

- It is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- A reliable estimate can be made of the obligation. The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Expense relating to provisions is presented in the statement of financial performance.

Where the effect of the time value of money is material, the amount of the provision is discounted to present value at the discount rate, which is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the Council settles the obligation.

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Annual Financial Statement for the year ended 31 March 2018

The reimbursement is treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating deficits.

Contingent assets and liabilities are not recognised. Contingencies are disclosed in note 14.

1.15 Revenue

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in increases in net assets, other than increases relating to contributions from owners.

Revenue is recognised at fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- The Council has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- The Council retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the council; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied.

- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the council;
- The stage of completion of the transaction at the reporting date can be measured reliably; and
- The costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date.

Service fees included in the price of the product are recognised as revenue over the period during which the service is performed.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When the specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

Annual Fees

Annual fees are recognised on a straight line basis over the period of the membership.

The South African Council for the Project and Construction Management Professions

Annual Financial Statement for the year ended 31 March 2018

1.16 Investment income

Investment income comprises interest income on funds invested.

Investment income is recognised on a time-proportion basis using the effective interest method.

1.17 Grants

Grants are recognised as revenue when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the Council,
- the amount of the revenue can be measured reliably, and
- to the extent that there has been compliance with any restrictions associated with the grant.

1.18 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Management is considered a related party, and comprises of Council members, The President, the Registrar and Executives.

Close family members of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the Council.

Related party relationships where control exists are disclosed. The Council discloses the nature of the related party relationship as well as information about those transactions and outstanding balances as a note to the financial statements.

1.19 Events after reporting date

Events after the reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

Reporting date means the last day of the reporting period to which the financial statements relate. The council adjusts the amounts recognised in its financial statements to reflect adjusting events after the reporting date.

The council does not adjust the amounts recognised in its financial statements to reflect non-adjusting events after the reporting date.

The council will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The Council will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

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Annual Financial Statement for the year ended 31 March 2018

Notes to the Annual Financial Statements

Figures in Rand	Note(s)	2018	2017
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3. Property, Plant and Equipment

	2018			2017		
	Cost	Accumulated Depreciation	Carrying Value	Cost	Accumulated Depreciation	Carrying Value
Furniture and Fixtures	435 268	(286 536)	148 733	461 292	(250 915)	210 377
Office Equipment	336 148	(150 689)	185 459	305 014	(101 542)	203 472
IT Equipment	1 676 901	(590 039)	1 086 862	511 109	(303 527)	207 582
Leasehold Improvements	102 396	(3 245)	99 151	-	-	-
Total	2 550 714	(1 030 509)	1 520 204	1 277 415	(655 984)	621 431

Reconciliation of Property, Plant and Equipment - 2018

	Opening Balance	Additions	Disposal	Re-assessment of useful lives	Depreciation	Total
Furniture and Fixtures	210 377	13 856	(8 613)	4 247	(71 134)	148 732
Office Equipment	203 472	31 134		12 024	(61 172)	185 458
IT Equipment	207 582	1 219 447		29 008	(369 174)	1 086 863
Leasehold Improvements	-	102 396		-	(3 245)	99 151
	621 431	1 366 833	(8 613)	45 279	(504 726)	1 520 204

Reconciliation of Property, Plant and Equipment - 2017

	Opening Balance	Additions	Re-assessment of useful lives	Depreciation	Total
Furniture and Fixtures	68 044	163 722	34 353	(55 742)	210 377
Office Equipment	155 339	94 842	6 372	(53 081)	203 472
IT Equipment	192 963	104 880	30 225	(120 486)	207 582
	416 346	363 444	70 950	(229 309)	621 431

The following leased assets are included in Property, Plant and Equipment listed above

	2018			2017		
	Cost	Accumulated Depreciation	Carrying Value	Cost	Accumulated Depreciation	Carrying Value
IT Equipment	2 299 873	(902 562)	1 397 312	-	-	-
Total	2 299 873	(902 562)	1 397 312	-	-	-

Pledged as security

No Asset pledged as security.

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Notes to the Annual Financial Statements

Figures in Rand	Note(s)	2018	2017 Restated
4. Trade and Other Receivables			
Trade Receivables		15 003 750	14 178 124
Allowances for Impairment		(3 085 681)	
Salary Advances		53 661	24 847
Prepayments		149 649	
Stipend Advance		28 000	
		12 149 379	14 202 971

Trade and other receivables impaired

As of 31 March 2018, trade and other receivables of R15 003 750 were impaired and provided for. The amount of the provision was R3 085 681.

5. Operating lease asset

Current Asset			75 342
Current Liability		71 789	

Operating lease payments are recognised as an expense on a straight line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payment are recognised as an operating lease assets/(liability).

6. Cash and cash equivalent

Cash and cash equivalents consist of:

Cash on hand		1 214	461
Bank		2 003 155	3 961 183
Investments		4 377 214	
		6 381 583	3 961 644

7. Trade and other payable

Trade payables		340 202	250 029
Deferred Income		15 353 395	13 174 586
VAT		2 633 993	2 197 354
Other payables		1 302 994	1 139 936
Consultants/Allowance		111 343	63 874
PAYE, SDL and UIF		290 619	255 200
Accrued Expense		69 360	
Leave Provision		193 468	
		20 295 374	17 080 979

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Notes to the Annual Financial Statements

Figures in Rand	Note(s)	2018	2017
8. Revenue			
Accreditation Visits		480 000	347 686
Continuous Professional Development		1 215 287	1 196 662
Fees Revenue		25 064 034	20 853 588
Grant Revenue		306 000	1 353 000
Other Revenue		54 193	-
Penalty Income		1 398 972	260 974
Recognition of Prior learning fees		369 404	554 099
Summit and Conference Income		1 726 516	2 365 487
		30 614 406	26 931 496
9. Investment Income			
Interest Income			
Bank and other cash		105 595	91 028
10. Finance Cost			
Interest on late payments: SARS		33 401	55 377
Finance Lease Finance Charge		107 255	-
		140 656	55 377
11. Cash (Utilised/Generated from operations)			
Operating Surplus		(3 120 380)	26 779
Adjustments for:			
Depreciation and Amortisation		504 726	229 309
Loss on disposal of assets		8 612	-
Interest Income		(105 595)	(91 028)
Finance Costs		140 656	55 377
Movement in operating lease assets and accruals		147 132	(116 467)
Movements in provisions		-	-
Changes in working capital		-	-
Trade and other receivables		2 053 592	(7 187 284)
Trade and other payables		3 214 395	6 904 709
		2 843 138	(178 605)

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Notes to the Annual Financial Statements

Figures in Rand	Note(s)	2018	2017
12. Related Parties			
Relationships			
Co-ordinating body of council activities	Council for Built Environment		
Members of key management	Mr T.E. Manchidi (President)		
	Mr I.M. Nkosi (Vice President)		
	Ms N.E. Rakolote (Registrar)		
	Dr C.H. Deacon (Council Member)		
	Mr D. Mitchell (Council Member)		
	Mr T.W. Makhetha (Council Member)		
	Mr R.M. Crowie (Council Member)		
	Mr B.B. Simelane (Council Member)		
	Mr I.H. Molosi (Council Member)		
	Mr M.J. Phaladi (Council Member)		
Related Party Balances			
Amounts included in trade payable regarding related parties			
Council for Built Environment (Levies)		(168 132)	(75 423)
Related party transactions			
Honorarium paid to related party			
Mr T.E. Manchidi		47 520	47 520
Council Member Remuneration (Non Executive)			
Mr T.E. Manchidi (President)		17 600	22 600
Mr I.M. Nkosi (Vice President)		28 600	33 700
Dr C.H. Deacon (Council Member)		12 700	29 900
Mr D. Mitchell (Council Member)		7 200	7 750
Mr T.W. Makhetha (Council Member)		-	1 700
Mr R.M. Crowie (Council Member)		3 000	1 450
Mr B.B. Simelane (Council Member)		8 900	10 600
Mr I.H. Molosi (Council Member)		-	-
Mr M.J. Phaladi (Council Member)		-	-

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Notes to the Annual Financial Statements

Figures in Rand	Note(s)	2018	2017
13. Commitments			
Operating Leases - as a lessee			
Minimum Lease payments due			
Within one year		1 128 677	177 047
In second to fifth year		2 553 327	-
Later than five years		-	-
		3 682 003	177 047

MOWANA

Operating lease payments represents rentals payables by the company for premises. Leases are negotiated for an average term of three years and rentals have an escalation of 8.5% per annum

Finance lease - as a lessee
Minimum lease payments due

	2018		
	Gross lease payments	Future finance charges	Present value
Within one year	410 192	(142 750)	267 442
In second to fifth year inclusive	865 388	(154 136)	711 252
Later than five years	-	-	-
	1 275 580	(296 886)	978 694

SUNLYN

The Finance Lease liabilities relate to desktop computers and laptops with lease terms of three years. There are no renewal or purchase options and no restrictions imposed by the lease agreements.

The Finance Lease liabilities relate to the server with lease term of five years. There are no renewal or purchase options and no restrictions imposed by the lease agreements.

ENOVATIVE TECHNOLOGIES

The Finance Lease liabilities relate to the firewall with lease terms of three years. There are no renewal or purchase options and no restrictions imposed by the lease agreements.

The carrying values of the finance-leased assets are included under other property, plant and equipment.

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Figures in Rand	Note(s)	2018	2017
14. Registrar's Emoluments			
Remuneration of the Registrar			
Annual Remuneration		1 676 427	1 023 674
Bonus		-	144 979
Retirement Annuity		77 792	67 984
Subsistence and travel allowance		10 415	16 857
Medical Aid		68 940	62 304
Other Benefits		55 636	41 936
		1 889 210	1 357 734

15. Contingencies

Litigation is in process against council. Management estimate of the financial exposure (inclusive of costs and disbursements) of R1 000 000. The lawyers of the council consider the likelihood of the action against council being successful as unlikely.

16. Prior Period Error

The correction of the error(s) result in the restatement of comparative figures as follows:

Statement of Financial Position

	As previously reported	Correction of Errors	Restated
Trade and other payables	16 412 261	668 715	17 080 976
Statement of changes in Equity			
Accumulated Surplus	2 449 127	(688 715)	1 760 412

Trade and other payables - VAT Payable

The error is a result of VAT input claim previously denied by SARS. The amount is no longer refundable.

17. Comparative Information

Comparative information is not consistent with prior year. Prior period comparative amounts were restated for Retained Earning as well as Trade and other payables.

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Detailed Income Statement

Figures in Rand	Note(s)	2018	2017
Revenue			
Accreditation Visits		480 000	347 686
Continuous Professional Development		1 215 287	1 196 662
Fees Revenue		25 064 034	20 853 588
Grant Revenue		306 000	1 353 000
Other Revenue		54 193	-
Penalty Income		1 398 972	260 974
Recognition of prior learning fees		369 404	554 099
Summit and Conference Income		1 726 516	2 365 487
	8	30 614 406	26 931 496
Expenses (Refer to page 81)		(33 699 725)	(26 940 368)
Operating (deficit)/Surplus		(3 085 319)	(8 863)
Investment Income		105 595	91 028
Finance Cost		(140 656)	(55 377)
Surplus for the year		(3 120 380)	26 779

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Notes to the Annual Financial Statements

Figures in Rand	Note(s)	2018	2017
Other Operating Expenses			
Accreditation Costs - Gratuity		295 500	150 000
Accreditation Costs - Other		-	-
Advertisement		-	94 182
Annual Report (Design and Printing)		196 824	106 970
Allowances (Council and Committee)		244 700	165 568
Appeals		3 000	171 324
Assessment of Applications		1 412 716	1 674 326
Auditors Remuneration		98 068	84 981
Bad Debts		5 108 931	1 868 422
Bank Charges		170 325	131 080
CHS Expenditure		-	760
CHS Expenses		-	117 012
CPD Expenses		-	-
Cleaning		18 055	3 236
Conference Fees		1 440 717	1 573 363
Construction Summit		643 103	441 557
Consulting Fees - Accounting		172 150	4 774
Consulting Fees - Other		1 449 876	800 343
CPD Expenses		-	-
Depreciation		504 726	229 309
Employee Costs		11 928 886	11 579 104
Entertainment		24 667	15 668
Examination		70 342	-
Exemptions		136 434	-
General Expenses		95 418	112 422
Government Gazette Publications		877	-
Grant Expenditure (LG SETA) 'CPD Expenses'		584 374	576 118
Insurance		180 026	93 976
Internal Audit Fees		192 295	-
Interviews		548 592	576 081
IT Expenses		1 307 377	889 194
Lease rentals on operating lease		324 268	237 254
Legal Fees		226 083	65 600
Low Value Assets/IT Accessories		15 424	-
Marketing and Communication		558 998	375 823
Meetings and Workshops		202 790	139 512
Rental - Building		1 256 321	1 332 288
Office Refurbishment		-	47 248

The South African Council for the Project and Construction Management Professions
Annual Financial Statement for the year ended 31 March 2018

Figures in Rand	Note(s)	2018	2017
Penalties		128 195	340 055
Postage and Courier		51 084	87 504
Printing and Stationery		236 933	216 767
Recruitment		190 168	66 845
Refreshment		62 765	50 611
Registry Expenses		60 994	14 989
Security		306 591	206 709
Staff Welfare		86 448	59 856
Telecommunication		567 262	478 913
Training and Development		184 690	137 238
Travel and accommodation		1 727 334	1 397 319
Subscriptions		-	225 158
Water and Electricity		302 860	-
Transformation Programme Expenses		373 926	-
Debt Collection		-	909
Loss on disposal of assets		8 614	
		33 699 725	26 940 368

Part E

Breakdown of Statistics

“ A task we are geared to
tackle! ”

TOTAL NUMBER OF REGISTERED PROFESSIONALS BY CATEGORY

Professional construction managers	Gender	African	White	Indian	Coloured	Total
	Male	102	702	33	26	863
	Female	6	3	0	0	9
Total		108	705	33	26	872
Professional construction project managers	Gender	African	White	Indian	Coloured	Total
	Male	408	1026	106	60	1600
	Female	55	26	6	6	93
Total		463	1052	112	66	1693
Professional construction mentors	Gender	African	White	Indian	Coloured	Total
	Male	8	12	3	3	26
	Female	0	0	0	0	0
Total		8	12	3	3	26
Professional construction health and safety agents	Gender	African	White	Indian	Coloured	Total
	Male	8	46	3	10	67
	Female	5	5	0	0	10
Total		13	51	3	10	77



TOTAL NUMBER OF REGISTERED PERSONS OTHER THAN PROFESSIONALS BY CATEGORY

Construction mentors	Gender	African	White	Indian	Coloured	Total
	Male	3	3	0	0	6
	Female	0	0	0	0	0
Total		3	3	0	0	6
Construction health and safety managers	Gender	African	White	Indian	Coloured	Total
	Male	74	268	30	39	411
	Female	42	41	4	10	97
Total		116	309	34	49	508
Construction health and safety officers	Gender	African	White	Indian	Coloured	Total
	Male	622	409	58	149	1238
	Female	235	121	12	30	398
Total		857	530	70	179	1636



TOTAL NUMBER OF REGISTERED CANDIDATES BY CATEGORY

Candidate construction managers	Gender	African	White	Indian	Coloured	Total
	Male	149	178	22	28	377
	Female	62	6	1	1	70
Total		211	184	23	29	447
Candidate construction project managers	Gender	African	White	Indian	Coloured	Total
	Male	857	169	55	45	1126
	Female	482	24	10	4	520
Total		1339	193	65	49	1646
Candidate construction health and safety agents	Gender	African	White	Indian	Coloured	Total
	Male	36	36	10	3	85
	Female	15	9	1	2	27
Total		51	45	11	5	112
Candidate construction health and safety Managers	Gender	African	White	Indian	Coloured	Total
	Male	7	16	0	3	26
	Female	9	6	1	2	18
Total		16	22	1	5	44
Candidate construction health and safety officers	Gender	African	White	Indian	Coloured	Total
	Male	306	90	9	43	448
	Female	198	46	7	19	270
Total		504	136	16	62	718



SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —

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