





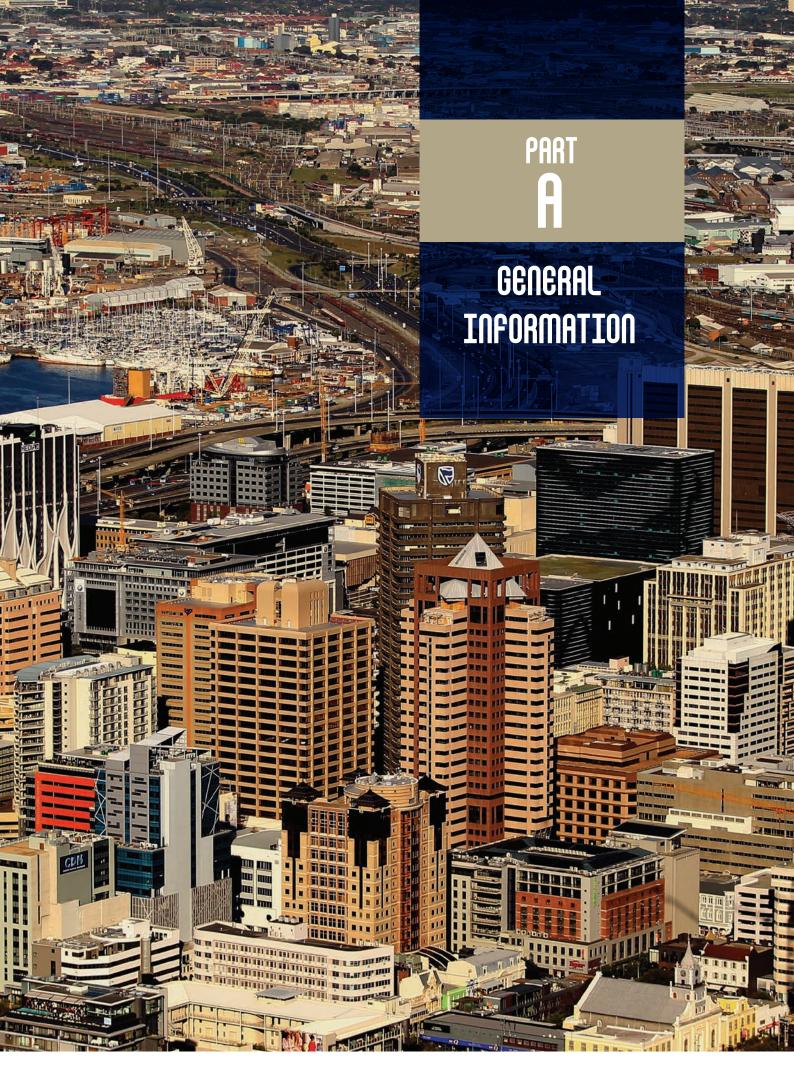
TABLE OF CONTENTS

PA	RT A: GENERAL INFORMATION
1.	GENERAL INFORMATION
2.	LIST OF ABBREVIATIONS/ACRONYMS
3.	FOREWORD BY THE PRESIDENT
4.	MESSAGE FROM THE REGISTRAR 1
5.	STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY 1
6.	STRATEGIC OVERVIEW 1
7.	LEGISLATIVE AND OTHER MANDATES1
8.	SACPCMP ORGANISATIONAL STRUCTURE 1
PA	RT B: PERFORMANCE INFORMATION 1
1.	SITUATIONAL ANALYSIS 1
	1.1 Service Delivery Environment 1
	1.2 Organisational Environment
	1.3 Legislative and Policy Mandates
	1.4 Strategic Outcome-Oriented Goals
2.	PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES
	2.1 Institutional Programme Performance Information
	2.1.1 PROGRAMME 1
	2.1.2 PROGRAMME 2
	2.1.3 PROGRAMME 3
	2.1.4 PROGRAMME 4
	2.2 REPORTING ON THE INSTITUTIONAL RESPONSE TO THE COVID-19 PANDEMIC
	2.3 LINKING PERFORMANCE WITH BUDGETS
	2.4 REVENUE COLLECTION
	2.5 CAPITAL INVESTMENT
PA	RT C: GOVERNANCE
1.	INTRODUCTION
2.	PORTFOLIO OF COMMITTEES
3.	EXECUTIVE AUTHORITY

1



4.	THE COUNCIL	55	
	4.1 Responsibilities of the Council	56	
	4.2 The Role of Council Members	56	
	4.3 Remuneration of Council Members	57	
	4.4 Fifth-Term Council Remuneration	57	
	4.5 Council Charter	57	
5.	RISK MANAGEMENT	63	
6.	INTERNAL CONTROL UNIT		
7.	INTERNAL AUDIT AND AUDIT COMMITTEES	64	
8.	COMPLIANCE WITH LAWS AND REGULATIONS	65	
9.	FRAUD AND CORRUPTION	66	
10.	MINIMISING CONFLICT OF INTEREST	66	
11.	CODE OF CONDUCT	66	
12.			
13.	COMPANY SECRETARY		
14.	SOCIAL RESPONSIBILITY		
15.	. REPORT OF THE AUDIT RISK COMMITTEE		
DAG		70	
	RT D: HUMAN RESOURCE MANAGEMENT	-	
1.	INTRODUCTION		
	1.1 Human Resources Priorities		
	1.2 Employee Performance Management Workforce Planning		
	····		
	1.5. Key Human Resources Highlights and Achievements 1.6. Challenges Experienced by the SACPCMP		
0	1.6. Challenges Experienced by the SACPCMP HUMAN RESOURCE OVERSIGHT STATISTICS		
2.	HUMAN RESOURCE OVERSIGHT STATISTICS	74	
PAF	RT E: FINANCIAL INFORMATION	77	
1.	INDEPENDENT AUDITORS REPORT		
2.	ANNUAL FINANCIAL STATEMENTS		
		•	
PAF	RT F: REGISTRATION STATISTICS	108	





GENERAL INFORMATION

REGISTERED NAME	The South African Council for the Project and Construction Management Professions
REGISTRATION	Incorporated under the Project and Construction Management Professions Act No. 48 of 2000
PHYSICAL ADDRESS	International Business Gateway Gateway Creek Corner of New Road and 6th Road Midrand 1685
POSTAL ADDRESS	PO Box 6286 Halfway House Midrand 1685
TELEPHONE NUMBERS	+27 (0)11 318 3402 / 3 / 4
EMAIL ADDRESS	eatoregistrar@sacpcmp.org.za
WEBSITE ADDRESS	www.sacpcmp.org.za
EXTERNAL AUDITORS	Ngubane & Co Chartered Accountants Ngubane House 1 Superior Road, off 16th Road Midrand 1685
BANKERS	Nedbank Limited Investec Bank
COUNCIL SECRETARY	IKB Secretaries

<

2

LIST OF ABBREUIATIONS / ACRONYMS

ACHASM	Association of Construction Health and Safety Management
ACPM	Association of Construction Project Managers
APP	Annual Performance Plan
ARC	Audit and Risk Committee
ASAQS	Association of South African Quantity Surveyors
B-BBEE	Broad-Based Black Economic Empowerment
BCP	Business Continuity Plan
BE	Built Environment
BI	Building Inspectors
CanCHSA	Candidate Construction Health and Safety Agent
CanCHSM	Candidate Construction Health and Safety Manager
CanCHSO	Candidate Construction Health and Safety Officer
CBE	Council for the Built Environment
CBEP	Council for the Built Environment Professions
CC	Competition Commission
CBInsp	Certified Building Inspector
ССМ	Candidate Construction Manager
ССРМ	Candidate Construction Project Manager
CESA	Consulting Engineers South Africa
CETA	Construction Education and Training Authority
CHE	Council on Higher Education
CHS	Construction Health & Safety
CHSM	Construction Health and Safety Manager
CHSM CHSO	Construction Health and Safety Manager Construction Health and Safety Officer

CMentor	Construction Mentor
CPD	Continuing Professional Development
DCCC	Disciplinary and Code of Conduct Committee
DoE&L	Department of Employment and Labour
DPWI	Department of Public Works and Infrastructure
DRP	Disaster Recovery Plan
ECSA	Engineering Council of South Africa
EDMS	Electronic Document Management System
EPWP	Expanded Public Works Programme
ESS	Employee Self Service
EXCO	Executive Committee
GIAMA	Government Immovable Asset Management Act
HDI	Historically Disadvantaged Individuals
HR	Human Resources
HRDC	Human Resources Development Council
HSE CP	HSE Connection Point
ICT	Information and Communication Technology
IDoW	Identification of Work
IHL	Institutions of Higher Learning
IoSM	The Institute of Safety Management
ISO	International Standards Organisation
ITIL	Information Technology Infrastructure Library
LGSETA	Local Government Sector Education Training Authority
MANCO	Management Committee
MARKOR	Market Orientation (Scale)
MBA KZN	Master Builders Association KwaZulu-Natal
MBA North	Master Builders Association North
MBA WC	Master Builders Western Cape

LIST OF ABBREUIATIONS / ACRONYMS (CONTINUED)

....

. . .

~

MBSA	Master Builders South Africa
MC&SRM	Marketing, Communication and Stakeholder Relations Management
MM	My Management (system)
МоА	Memorandum of Agreement
MoU	Memorandum of Understanding
MSP	Master Systems Plan
MTEF	Medium-Term Expenditure Framework
NCPD	National Council of People of/with Disabilities
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
PPPFA	Preferential Procurement Policy Framework Act
PR	Public Relations
PrBInsp	Professional Building Inspectors
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
REGCOM	Registrations and Education Committee
RICS	Royal Institution of Chartered Surveyors
RPL	Recognition of Prior Learning
RSA	Republic of South Africa
SACAP	South African Council for the Architectural Profession

SACLAP	South African Council for the Landscape Architectural Profession
SACPCMP	The 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 Forum of Civil Engineering Contractors
SAIA	South African Institute of Architects
SAICE	South African Institution of Civil Engineering
SAIOSH	South African Institute for Occupational Health and Safety
SAN	Storage Area Network
SAQA	South African Qualifications Authority
SARF	South African Road Federation
SCM	Supply Chain Management
SDLC	Systems Development Life Cycle
SETA	Sector Education and Training Authority
SGB	Standards Generating Body
SLA	Service-Level Agreement
SOEs	State-Owned Entities
SRC	Stakeholder Relations and Communications
SWOT	Strengths, Weaknesses, Opportunities and Threats
VA	Voluntary Association
YM	Your Membership (programme)
VOIP	Voice Over Internet Protocol
VPN	Virtual Private Network
Y2P	Youth to Professional

N V

FOREWORD BY THE PRESIDENT

3



Dedicated, hopeful, relentlessly determined, resilient and agile – These are just a few of the words that characterised the actions of our SACPCMP team as they waded through a year that was fraught with challenges that impacted on, not only our economy and families, but the very lifestyle norms we were accustomed to.

The 2020/2021 financial year was unprecedented, as a result of the COVID-19 global pandemic. Numerous countries across the globe were forced into lockdown to stem the rapid spread of a virtually unknown and devastating virus. While these lockdown measures, albeit at different precautionary levels, seemed to positively restrain infection rates, they wreaked havoc with the social and economic framework for a great majority of nations. The South African economy and its Built Environment were by no means an exception.

In the period since March 2020, we witnessed not only a halt in built environment activity during the country's 'hard lockdown' periods, but also an increase in job losses and delayed

(or no) payments, thereby bringing an already embattled Built Environment to its proverbial knees. A 2020 study by the Construction Industry Development Board (CIDB) noted that the top three short-term concerns for contractors were job losses for construction workers; loss of income/revenue for their companies; late or non-payment for goods and services by employers; and unprecedented retrenchments. These concerns extended equally to professional service providers in the entire Built Environment. Notwithstanding the business relief packages that government was extending to buoy many businesses from going under, medium-term impact experiences included potential bankruptcy of contractors, loss of revenue and the inability to pay staff, suppliers and other service providers. Long-term issues were noted as contractual disputes and claims related to contractual scheduling; litigation over delays; labour disruptions; and interruptions to the delivery of critical infrastructure.

It is within this context that the SACPCMP reflects on a year marked by severe national and global challenges that still impact the Built Environment to this day. On the discharge by His Excellency, President Cyril Ramaphosa, of the Disaster Management Act of 2000 to place the country under lockdown in March 2020, the implications for business as usual were enormous. Under the capable leadership of the Council and its Registrar, the SACPCMP swiftly mobilised itself to commence offsite functionality in the first quarter of the 2020/21 financial year with the aim of continuing all operations and discharging its legislated mandate with minimal disruption.

A sustainability strategy was put in place to manage the entity's finances under the strenuous circumstances brought on by the pandemic and resultant national lockdowns. While the economic environment impacted heavily on the delivery of projects in the Council's Annual Performance Plan (APP) during the year under review, it did bring about a renewed tenacity that resulted in the entity pushing through its leanest months to emerge positively into the third quarter of the year.

Despite the challenges faced, the Council's revised strategy – which was carefully crafted to ensure strategic, financial and operational longevity to achieve the SACPCMP's vision of being "a world-class regulatory body for the Built Environment Management Professions" – maintained its overall and steady course. Budgetary and other resource constraints saw only 25 percent of the actual APP being implemented

FOREWORD BY THE PRESIDENT (CONTINUED)

and achieved, but the SACPCMP nevertheless managed to lay the groundwork for projects that will continue into the next financial year.

Given that the SA economy shrunk by seven percent in 2020, the SACPCMP is mindful of the importance of the National Infrastructure Plan and its pertinent role in economic recovery and reconstruction. Furthermore, as a Regulator, the SACPCMP is committed to supporting the state's infrastructure-led economic growth and the implementation of the National Infrastructure Plan. This entails increased demand for registered built environment management professionals, thus placing increased responsibility on the SACPCMP to meet that demand. We are strategically and operationally positioned to fulfill our 13 legislated mandates despite the anticipated increase in demand for such registered professionals.

In its Strategic Plan 2020-2025, four programmatic and key areas form the basis of the work of SACPCMP. These are mandate compliance, institutional governance, administration and sustainability which are driving the work of the SACPCMP in its attempt to addressing each of the SACPCMP's 13 legislated mandates through a resource-led strategy to realise our corporate objectives. In doing so, it is important to take note of our imperative as the SACPCMP to align ourselves with the country's focus on infrastructure-led economic growth and the national priorities of the National Development Plan (NDP) and Medium-Term Strategic Framework (MTSF), namely:

- 1. A capable, ethical and developmental state
- 2. Economic transformation and job creation
- 3. Education, skills and health
- Consolidating the social wage through reliable and quality basic services
- 5. Spatial integration, human settlements and local government
- 6. Social cohesion and safe communities, and
- 7. A better Africa and World.

In being guided by these national imperatives, the SACPCMP strategy, in keeping with a strong commitment on executing its 13 mandates, the SACPCMP embarked on several initiatives during the year under review. Two such initiatives

Ħ

were the benchmarking of competency standards and revising the guidelines on tariff of fees. Once completed, it is envisioned that these will provide clear guidelines to the sector while also supporting not only financial management within the construction sector, but also providing safety, qualification and competency frameworks.

Furthermore, in its efforts to continuously move towards the NDP's target of a transformed Built Environment enabling job creation, economic transformation, zero discrimination as well as increased ownership and participation by historically disadvantaged individuals, the Council conducted investigations to establish where improvements were needed in order to support the construction sector.

The SACPCMP also moved forward in developing an enhanced ICT infrastructural environment with an improved registration platform to better secure data privacy and security, good governance and to improve registration functionality for the SACPCMP as a regulatory body for the built environment management professions. Enhancing its ICT infrastructure also meant that the SACPCMP was wellpositioned to conduct its business remotely with minimal, if any, disruption during the national lockdown periods. It is therefore in this context that I look forward to the SACPCMP taking advantage of its digital preparedness in exploring opportunities and opening up more stakeholder engagement platforms for enhanced communication and partnerships both nationally and globally.

As part of its introspective exercise during the year under review, the SACPCMP also undertook an extensive governance audit to review, inter alia, the way in which the Council and its committees were constituted. The outcome of the audit will see the SACPCMP review its committees so as to ensure that these provide the necessary support to the entity and the stakeholders it serves, while providing its primary duties of ensuring strategic leadership and oversight.

Council will renew efforts to align with the NDP's objectives in transformation of the economy involving the active participation and empowerment of women as well as recognising that disability must be integrated into all facets of planning in recognition of the fact that there is no "onesize-fits-all" approach.

FOREWORD BY THE PRESIDENT (CONTINUED)

I am excited about the prospect of a bright future ... enhanced versatility of the Council's services, including online examinations and CPD opportunities, improved business processes, benchmarked guidelines regarding competency standards and tariff of fees ... these are just some of the many initiatives that the SACPCMP will engage in over the next 24 months to deliver on its value proposition and mandates.

On behalf of the SACPCMP, I would like to thank our government stakeholders, the Department of Public Works and Infrastructure (DPWI), the Council for the Built Environment (CBE), our Voluntary Associations, as well as our members and registered professionals, for standing with us in such trying times. My sincere appreciation also goes to my fellow Council Members and the Management and Staff of the SACPCMP who have been persistently resilient in the face of an onslaught of Titanic proportions!

The past year has seen an unprecedented pandemic force us into a new way of working and living – a new normal! We have been weakened by an alien virus, but we have also been strengthened by the incredible resilience and ability the human race has demonstrated to adapt and rally together towards preserving human life and its common ecosystem. As a Council, we mourn the loss of the many Built Environment professionals and leaders in South Africa who succumbed to the coronavirus. We applaud the many efforts at mitigating

the risks associated with this virus and the new normal. We have manoeuvered home schooling and panic buying. We have reviewed business plans and processes, often from the comfort of our homes. We have mastered independent, remote working. And of course, we have learnt to properly engage the mute button on our various virtual meeting platforms.

Let us not forget these victories as we begin to mould the new normal.

May we be ever mindful of our past challenges so that these can fuel progression and development going forward with lessons that we may not have otherwise learnt. As every day brings another opportunity to protect the public we serve, let us remember the privilege we have in constructing new perspectives within this blessed country.

Isaac Mzumara Nkosi President: The South African Council for the Project and Construction Management Professions (SACPCMP)

MESSAGE FROM THE REGISTRAR

3



A year ago, I envisaged that my message this year would be different, spoken from a post-COVID-19 point of view. Yet, one year later the South African economy, like the global economy at large, continues to be ravaged by the COVID-19 pandemic and has forced us to rethink what we do and how we do it. Above all, it has taught us to appreciate the value of life.

On this note, I start by paying tribute to the many South Africans who have fallen as a result of COVID-19. A substantive proportion of them were professionals in the construction industry; colleagues we worked with, sideby-side, to ensure the industry grows and is regulated in a manner required to make conducive the environment for South Africa's infrastructural development plan. The loss suffered as a country and in the Built Environment cannot be quantified in numbers. Soon, history will chronicle the muchneeded skills this pandemic has robbed us of.

The impetus for economic recovery is even greater. The need for the SACPCMP alongside the other Built Environment

Ш

Professional Councils to play a more defining role in levelling the playing field for public infrastructure delivery and construction sector vigour in the South African economy has become even more critical. We continue to be guided by the National Development Plan (NDP). The foresight of the NDP is in its recognition of the role that infrastructure plays in enabling the economy to grow faster and become more productive through contributing to raising competitiveness and exports, and lowering the cost of doing business. Equally critical are the wide range of proposals that the NDP makes for robust infrastructure delivery and growth of the construction industry. As the SACPCMP, we have drawn our contextual basis for delivering on our legislative mandate from the directive of the NDP. Witnessing the vacillating growth in the public sector and the private sector becoming the biggest stakeholder in the construction industry, for the first time in a long time, regulating the professions required to drive industry growth becomes even more imperative.

The operating environment for the period under review commenced under strict lockdown levels (Level 5) occasioned by the COVID-19 pandemic. Owing to the financial strains on the economy as a whole and its Registered Persons, the Council was mindful in its institution of penalties on outstanding annual fees and CPD deregistrations. These penalty-actions were both postponed until the new financial year, to allow a grace period for Registered Persons who were struggling to make ends meet.

Due to the country's economy and construction industry being weakened, management had to make difficult decisions to ensure business continuity and financial liquidity during this period, culminating in the development of the Sustainability Strategy. While in the 2020/2021 financial year revenue performance outperformed the worst-case scenario projections represented in the Sustainability Strategy, reduced budgets and the Council having to operate at 60 to 66% staff capacity as a result of staff who could not be utilised during the lockdown for most of the 2020/2021 financial year, only 25% of the planned work as per the approved Annual Performance Plan was delivered. As a result of the stringent sustainability measures that were instituted, however, the Council recorded a surplus of R1 302 589 in the 2020/21 financial year; an increase in revenue of 14% compared to the 2019/20 financial year.

Notwithstanding the challenges faced in the 2020/21 financial year, I am pleased to highlight some of the achievements

MESSAGE FROM THE REGISTRAR (CONTINUED)

made by the SACPCMP as it manoeuvred through a revised strategy, a renewed focus on the Council's mandate, an upgraded registration platform, and a dramatically improved ICT environment. In 2020, the Council was also instrumental in providing input into the President's Infrastructure Investment Plan, urging comprehensive inclusiveness of all the constituent parts of the Built Environment value chain to ensure effective delivery of benefits towards an infrastructure-led economic recovery. The SACPCMP noted that interventions would not be a onesize-fits-all approach, but stimulating development of the Built Environment had to be guided by the assumptions that the Infrastructure Investment Plan would stimulate economic activity in the broader economy through spend in infrastructure; ensure labourers received pay cheques to sustain their livelihoods; ensure firms had the required cashflow to relieve the liquidity crunch in the real economy; and support the financial system to avoid the health crisis becoming a financial crisis.

In early 2020, the Council commenced its journey into the 2020-2025 SACPCMP Strategy with the intent of moving towards better understanding our role in the industry, effectively performing on our legislative mandates, streamlining operations, creating cost-effective processes and expanding on revenue-generating opportunities. The 2020-2025 SACPCMP Strategic plan is therefore a core road map for the SACPCMP to provide authority for key regulatory functions.

The implementation of the strategy was buttressed by key audits undertaken in an effort to clean up the operating environment, ensuring that strategic changes are not built on faulty foundations. The special audits undertaken in this financial year looked primarily at the areas of Corporate Governance, ICT and Registration. We are now working towards fixing the shortcomings which were uncovered, necessitating an overhaul of flawed processes in some instances.

Consequently, we have realised that the effective actioning of the strategy could only be done within a framework of developed policies, standards, procedures and business processes. The development of these, I am happy to confirm, is underway, although targets for their finalisation were impaired in the 2020/2021 financial year by the pandemic and budget-related restrictions. Regardless, we look forward to the actualisation of these in the new financial period and are confident they will underpin further professionalisation of the entity and Built Environment at large.

Continuing with the theme of 'making the SACPCMP work', the Council has stepped up its strategic effort with renewed focus on its 13 mandates which inform why the entity exists. Summarily they have been clustered into four work areas, these being:

Registration

- (a) Registration
 - Education
- (b) Accreditation
- (c) Continuing Professional Development (CPD)
- (d) Recognition of Prior Learning (RPL)
- (e) Standards Generation
- (f) Competency Standards for Registration **Professions Governance**
- (g) Identification of Work
- (h) Recognition of Voluntary Associations
- (i) Recognition of new Categories and Professions
- (j) International Agreements for mutual recognition of Professions and Qualifications
- (k) Guideline for Professional Tariff of Fees Legal
- (I) Code of Conduct
- (m) Appeals

The realignment of mandates into the four groupings (Registration, Education, Professions Governance and Legal) triggered a need to re-configure the committees of Council accordingly to effect accountability and enabled the Council to properly undertake its fiduciary duties.

Additionally, our strategic focus has sought to ensure that all the legislative mandates are supported by relevant policies. This began with an assessment of available policies from the SACPCMP, including benchmarking of SACPCMP policies against the CBE Policy frameworks, and the utilisation of existing Research products informing the CBE Policy frameworks. The revised and newly developed policies will be subjected to review and oversight, in the next financial period, of newly established relevant Operations and Council committees.

The Council's System Upgrade, which saw a full revamp of the entity's electronic registration and CPD platforms surpassed key project milestones during the second and third quarters of the period. Registration and payment functionality that was initially impeded by the move from the old to new system were in full swing by September 2020. Professional interviews and examinations, which had been severely impacted upon by lockdown restrictions, also commenced during the second and third quarters respectively. The Council noted however, that the time to move towards an online offering was long overdue, and the SACPCMP expects to present secure online examinations before the end of the next financial period.

As with many of the SACPCMP's projects and targets in the period under review, transformation efforts also took a knock from the pandemic-related restrictions. Although disability awareness training for Building Inspectors continued in partnership with the National Council for People with Disabilities, lockdowns and social distancing measures impacted on school- and university-related events. This resulted in a halt to the Council's youth engagement opportunities, such as the attendance of career fairs. These projects will be reviewed going forward to see how the SACPCMP can engage safely and regularly with the youth to ensure the skills pipeline development.

My aspiration as the Registrar of this Council is that, during my tenure, we lay down the fundamental principles of leading change within the SACPCMP wherein we uphold sound values and principles in ensuring a safe Built Environment; wherein the rigour of the professional registration process is uncontaminated; wherein our office bearers, members of Council and partner stakeholders collaborate effectively towards driving positive change in the industry; and wherein we remain mindful that the baton must be passed on. The youth in our professions must be adequately trained, mentored and developed to take forward the sustainable development agenda of South Africa's National Development Goals and become key players in the global community. This journey is truly underway but could not be possible without the support of the Council's valued stakeholders - its Registered Persons, Voluntary Associations, Institutions of Higher Learning, Government and industry peers and counterparts, committee representatives, staff and most importantly, the Council members. These are the invaluable units that form a consolidated and vital part of the Built Environment which drives our country forward.

Ш

As we maintain this momentum and drive, let us be ever mindful of those who have suffered with the loss of loved ones, family members, businesses and health during the difficult months that dominated the year past. The Council was not immune to loss - we mourned the passing of Mr Cannon Noyana, who was, in addition to a Registration Committee member, a mammoth supporter of our mentorship efforts. The Council also lost Mr Dinesh Desai, a member of the SACPCMP's Finance Committee, whose kind, joyous nature and invaluable contribution will be sadly missed. We also mourned the passing of Mr Mziwonke Dlabantu, the former Director-General of the Department of Public Works and Infrastructure, who at the time of his death was the CEO of the National Home Builders Registration Council. More recently, Agrément South Africa lost its CEO, Mr Joe Odhiambo and the Construction Industry Development Board also bid farewell to its CEO, Mr Cyril Gamede. The list of those we are losing in this critical industry is growing, and we will always remember the contribution they all made to the SACPCMP and in the Built Environment.

In conclusion, allow me to continue to encourage an ever-consolidated focus towards the development and transformation of the Built Environment, with our responsibility to the protection of the public always being at the forefront of our every effort and action. This we are doing through a change in our work culture, ensuring respect for one another and upholding of ethics and good governance. Against this background and in the year ahead, the Council will focus on the priorities of business process mapping, key policy development, strengthening mandate compliance, engaging stakeholders, financial stability, leveraging on partnerships and international agreements to strengthen our business case and exploring revenue streams that will inject much needed capital in delivering on our strategic plan.

Monatule

Butcher Matutle Registrar: The South African Council for the Project and Construction Management Professions (SACPCMP)



STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

To the best of our knowledge and belief, we confirm the following:

All information and amounts disclosed in the Annual Report are consistent with the Annual Financial Statements (AFS) audited by Ngubane & Co Chartered Accountants.

The Annual Report is complete, accurate and free of material omissions.

The Annual Report has been prepared in all material instances in accordance with the Annual Report guidelines as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with international financial reporting standards applicable to the public entity.

The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The accounting authority is responsible for establishing and implementing a system of internal controls designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In our opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2021.

Yours faithfully

Mantle

Butcher Matutle Registrar: SACPCMP

Isaac Nkosi President: SACPCMP

STRATEGIC OUERUIEW

VISION

To be a progressive regulatory body for the Built Environment Management Professions.

MISSION

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

VALUES

Accountability | Integrity Innovation | Transparency | Inclusiveness

SACPCMP VALUE PROPOSITION

Our Value Proposition describes the benefits customers can expect from our products and services.

PUBLIC

6

- We provide the public with confidence that persons registered with us have the necessary level of professional expertise to render applicable services.
- We provide students with the assurance that accredited institutions offer qualifications that will sufficiently equip the students to enter their chosen professions within the Built Environment.
- We provide the public with guidelines for scope of services and recommended professional fees for services rendered by persons registered with us.
- We facilitate cross-country recognition of qualifications and registrations.
- We provide a dispute resolution mechanism to address non-commercial and contractual disputes between registered persons and members of the public.

INDUSTRY

- Professionals registered with the SACPCMP are recognised as being capable of rendering applicable services at the necessary level of expertise. This enhances their access to local and global markets.
- We provide an avenue/channel for unregistered persons to become registered professionals.
- We facilitate the development of a human resource pool of registered persons in the sector, available for recruitment by service providers.
- We give Voluntary Associations (VAs) recognition and partner with them in advancing mutual interests.
- We provide thought leadership for development of people and knowledge in our sector.

GOVERNMENT

- We fulfil our mandates in terms of the Act.
- We facilitate the development of a skills pipeline necessary to meet the infrastructure developmental needs of South Africa for professions under our jurisdiction.
- We provide support and/or advise to Government and SOEs relevant to planning and accessing services provided by professionals under our jurisdiction.

7 LEGISLATIUE 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. The practice of a trade, occupation or profession may be regulated by law".*

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 and Infrastructure (DPWI) has solicited comments and inputs on policy review and proposed amendments to the statutory regulatory framework of Councils for the Built Environment Professions (CBEPs) from the industry. It is recognised that the SACPCMP must comply with all national and provincial legislation and regulations, and all municipal by-laws, applicable to its functions.

Legislative Mandate

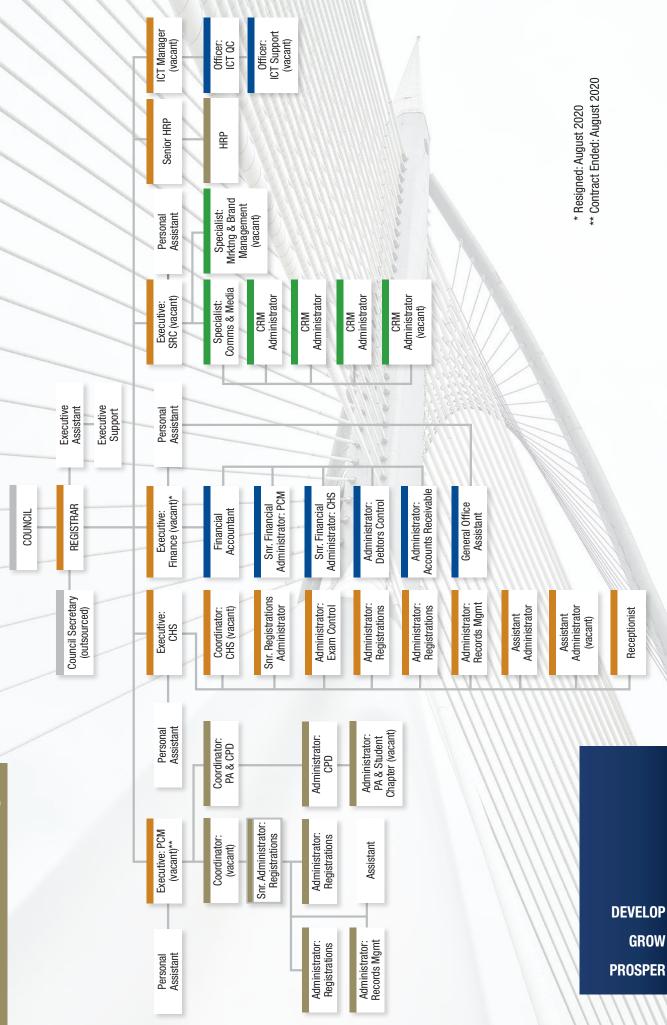
The SACPCMP is a juristic person established by Section 2 of the Project and Construction Management Professions Act, Act No. 48 of 2000 "to regulate project and construction management professionals to protect the public."

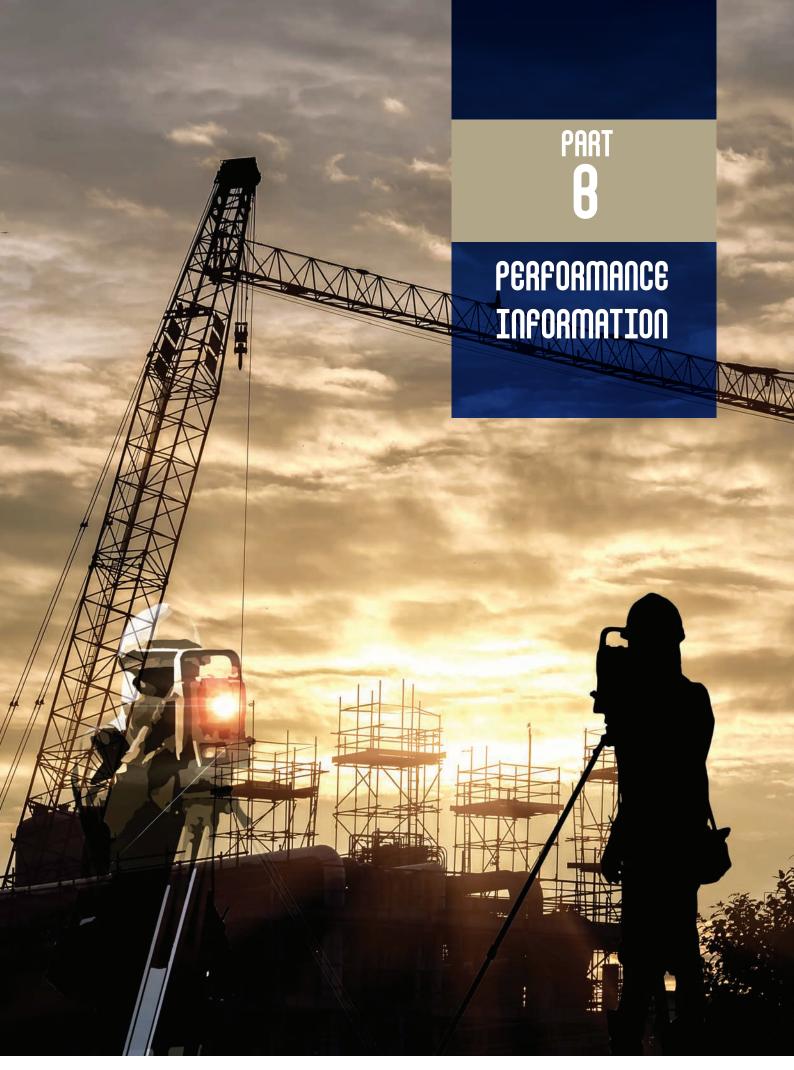
The SACPCMP fulfils the following legislative mandates:

- 1 Identification of Work
- 2 Guideline Professional Fees
- **3** Continuing Professional Development
- 4 Accreditation of Built Environment Programmes
- 5 Code of Conduct for the Professions
- 6 Professional Registration
- 7 Recognition of Voluntary Associations
- 8 Recognition of New Professions
- 9 International Agreements
- **10** Recognition of Prior Learning
- 11 Standard Generation
- 12 Appeals and Tribunals
- 13 Competency Standards for Registrations

SACPCMP ORGANISATIONAL STRUCTURG

••





1. Situational Analysis

1.1 Service Delivery Environment

The SACPCMP witnessed five key issues that impacted its service delivery environment in the 2020/2021 financial year: the global SARS-COV2 (COVID-19) pandemic, a Governance audit that culminated in the review of all Council Committees, the strategic intent to align to the Council's 13 mandates and the review of the entity's business process, a drive towards maintaining financial sustainability, the System Upgrade Project, a full review and development of the Registration and CPD platforms.

The Council recorded a surplus of R1 302 589 in the 2020/21 financial year. This comprised revenue totalling R 39 696 242 and an expenditure of R38 393 653. There was an increase in revenue of 14% compared to the 2019/20 financial year. The increase in fee revenue was a consequence of the System Upgrade that commenced in the last quarter of the previous financial year – this upgrade was the Council's single-largest development project in the past 10 years and saw an upgrade of the registration platform to improve processes, security and governance. The project commenced early in 2020, with the bulk of activity executed between March and July 2020.

Registration processes were interrupted with fewer applications being assessed during the period. Furthermore, examinations and interviews were not conducted owing to lockdown-related restrictions. Revenue was therefore deferred to the 2020/21 financial year. This was compounded by a change in the certificate validity period from calendar year to financial year which resulted in a change in revenue recognition and an increase in 2020/21 revenue.

The SACPCMP does not receive funding from the fiscus, and 80% of its revenue is generated from annual registration fees, the payment of which has come under pressure owing to the tough economic environment. Ever cognisant of challenges facing the Construction Industry, the Council reviewed annual and registration fee increases, ensuring these were kept to a minimum.

As with countless organisations worldwide, the pandemic forced the Council to establish remote-working protocols to ensure continued operability during national lockdown restrictions. While the re-designing of the Council's organisational structure was affected in 2020 to be more supportive of the mandate of the Council, the pandemic brought forth a number of negative and unintended outcomes; one of which saw the Council having to operate at 60% capacity as a result of the lockdown.

Thus, only 25% of the planned work as per the approved Annual Performance Plan could be delivered. In addition, and as part of the Council's sustainability strategy that was approved in April 2020, fixed-term contracts were not renewed, and vacant positions were left open until financial stability and sustainability could be ensured.

Regardless of the challenges faced, the Council undertook a needs analysis to identify gaps in corporate governance matters related to the Council and its Committees. The results and outcomes of the analysis will be finalised and investigated in the new financial year.

At an institutional-governance level, the Council commenced with a project to formalise its core business processes and procedures in terms of established good practices in the area of good corporate governance. The Audit and Risk Committee (ARC) completed its second year as a fully functional independent oversight structure.

The SACPCMP strengthened its efforts to align and comply with the broad principles of the PFMA, in response to the Executive Authority's request for PFMA compliance. The SACPMCP has enhanced its control environment through the introduction and approval of a suite of finance polices, which form the backbone of all key processes within finance and further translates the expectation for each member of staff on how to manage the financial resources of the organisation.

As at the end of March 2021, the number of Registered Persons decreased marginally (by 2%) when compared to the previous year. Registration was initially impaired by the System Upgrade and the COVID-19 pandemic lock-down regulations. These impacted Registered Persons' ability to pay their registration and annual fees, as well as new or in-progress applications.

By July, the upgraded system had fully integrated with the Council's financial platforms. Online registrations had also fully commenced. COVID-19 restrictions however resulted in professional interviews and examinations commencing only in September and October respectively.

CPD activity within the upgraded system commenced in the third financial quarter through a new online CPD platform within the registration system.

Transformation efforts remained strained. White Registered Professionals constituted the majority of all registered professionals with African, Indian and Coloured professionals constituting 41% of all Registered Professionals. The lowest percentages for female Registered Persons were in the categories of Professional Construction Manager and Professional Construction Project Manager.

The youth continued to face a challenge in migrating to professional status, which could be attributed to the lack of training or opportunities in the industry. Historically, the Council applied for discretionary grants for the training of Candidates, although this programme was severely impacted by the COVID-19 pandemic and other sponsor-payment related problems. In terms of youth unemployment, the NDP has stated that there is to be an expected rise of a largely youthful working-age population. As such, there should be a focus on this in relation to policy development. While the COVID-19 pandemic impacted severely on any events that support transformation (such as student development initiatives), the SACPCMP again worked with the National Council of People of/with Disabilities to encourage the awareness and education pertaining to universal design and people with disabilities. Both RPL and mentorship saw little development due to the Council's focus on other mandate areas which would later foster better growth of these initiatives.

The Council maintained strategic partnerships with the private and public sector organisations through presenting online support-sessions with companies such as Stef Stocks as well as participating in online webinars with the National Institute of Health. The year ahead will see the Council continue with the development of such partnerships, focusing on organisations such as ESKOM, Transnet, PRASA and the like to ensure that the value proposition of the SACPCMP is understood in terms of the protection of the public through professional registration.

The Accreditation and Education portfolios saw a renewed focus in terms of addressing mandate areas. A virtual Heads of Department (HOD) Forum Meeting was held in November 2020, which sought to assist HODs to understand the Council's accreditation report templates, and the best practice for the submission of these reports, as well as to allow attendees to engage in topics affecting accreditation and education. Unfortunately, the Council saw a reduction in the number of annual reports submitted by its accredited universities, and going forward, will look to developing a strategy to particularly support historically disadvantaged institutions of higher learning.



Challenges continued to be experienced in the management of complaints of improper conduct. Due to financial constraints, the Council lacked readily available internal in-house legal expertise and hence, made use of outsourced legal services in the investigation of complaints.

In terms of an *Appeals and Tribunal Policy*, this is essential to provide for a decision-making governance framework to ensure that integrity and fairness are adhered to when considering issues. As such, draft appeals and tribunal policies were formulated and provided to the CBE to advise on whether these align with their framework. These are, in part, guided by Section 40(2) of the Project and Construction Management Act that allows the Council to delegate powers to its committees, but does not permit the power to hear an appeal to be delegated.

The 2020/2021 financial year saw further engagement with other CBEP's to ensure that the content of the SACPCMP's Identification of Work policy is consistent with other councils. Engagement between CBE, CBEP's, Department of Public Works and Infrastructure and the Competition Commission was convened. Amongst other items under discussion, the meetings examined what was required for the development of the IDoW policy by respective Councils, and the role of the Competition Commission in this regard. Clarification was sought and the IDoW policy research and development will commence during the new financial year.

In terms of Professional Guideline Fees, the Council resolved that a service provider be appointed to conduct a market analysis to determine the 2021 Guideline Tariff of Fees. This will commence early in the new financial year.

1.2 Organisational Environment

The SACPCMP operates alongside five other councils for the Built Environment Professions (CBEP), namely:

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



GROW PROSPER SACPCMP derives its mandate from Section 22 of the Constitution of the Republic of South Africa, and was established to register, certify, regulate and promote specific Built Environment Management Professions. It is further tasked with the protection of public interest, which is achieved by ensuring suitably qualified and registered professionals in specific Built Environment Management Professions in South Africa are tasked with work in the Built Environment and by promoting and enforcing high standards of professional ethics and conduct within the Built Environment.

The Minister of Public Works and Infrastructure is the Executive Authority of the SACPCMP and communicates with the Council through the Council for the Built Environment (CBE). The Built Environment refers to the functional area within which Registered Persons practise and includes all structures that are planned and/or erected above or below ground, as well as the land utilised for the purpose and the supporting infrastructure.

In terms of Section 3 of the SACPCMP Act, Act No. 48 of 2000, the Council is appointed by the National Minister of the Department of Public Works and Infrastructure. The Council consists of ten members, and its composition is as follows:

 Six Registered Persons as per the categories of the Act, excluding candidates, of whom at least four must actively practise in the profession and be nominated by Voluntary Associations (VAs) and any Registered Persons;

- Two professionals in the service of the State, nominated by any sphere of government, of whom at least one must be nominated by the DPWI; and
- Two members of the public, nominated through an open process of public participation.

The organisational structure design of the SACPCMP emphasised registration, accreditation and CPD, at the expense of the remaining mandates. Going forward, the strategic intent is to change the organisational structure from a transactional structure to a functional structure fit for a regulatory body. This organisational re-design of the SACPCMP will be complemented by a review of the Council Committees to ensure top-down alignment.

In addition, the organisational culture is another important success factor for the delivery of the SACPCMP strategy. The Council's current organisational culture, as assessed, is hierarchical and inward looking. The strategic intent is to move to a more innovative, people and customer-focused culture.

The market-environment analysis of the SACPCMP, reflected in the Council's 2015-2020 Strategic Plan, was reviewed and updated as part of the 2020-2025 planning process, and focuses on the following three market segments:

Public	Public Confidence and Assurance
Industry	Professional Registration and Recognition
Government	Effective Regulation and Thought Leadership

THE REVIEW WAS GUIDED BY ASKING:

What should be prioritised in 2020-25 planning for each of these markets?

The consolidated outcomes were as follows:

Public	
Stakeholder	What should be prioritised in 2020 - 2025 planning?
Students	• Provide students with assurance that accredited institutions offer qualifications that will sufficiently equip the students to enter their chosen professions.
Registered persons	• Be recognised as capable of rendering applicable services at the necessary level of expertise. This enhances their access to local and global markets.
	• Review existing interventions to determine if the objectives and outcomes thereof are being achieved.
	• Road shows appear to be successful and should be intensified. More focus should be placed on breakfast session workshops and seminars.
Cross Country	Facilitate cross-country recognition of qualifications and registrations.
Dispute Resolutions	Provide dispute resolution of non-commercial and contractual disputes between registered persons and members of the public.

Industry	
Stakeholder What should be prioritised in 2020 - 2025 planning?	
Registered persons	• Professionals registered with us are recognised as capable of rendering applicable services at the necessary level of expertise. This enhances their access to local and global markets.
Unregistered	Provide an avenue/channel for unregistered persons to become registered persons.

Industry	
Employers	• Facilitate the development of a human resource pool of registered professionals in the sector, available for recruitment by service providers.
Voluntary Associations	Give Voluntary Associations recognition and partner with them in advancing mutual interests.
Public Interest	Protection of the public

Government	
Stakeholder	What should be prioritised in 2020 - 2025 planning?
Department of Public Works and Infrastructure	• Fulfil our mandate in terms of the Act.
State-Owned Entities	 Provide support and/or advise Government and SOEs relevant to planning and accessing services provided by professionals under our jurisdiction.
	• Engaging with SOEs to ensure that they utilise the services of registered professionals in appropriate categories.
Government departments (Policy and Regulation)	• Engagement with all spheres of government to position the role, capability and value proposition of the SACPCMP, especially in the context of the Economic Stimulus Package and Recovery Plan, the operationalisation of the PMTE and implementation of GIAMA and IDMS.
	• Engaging with government departments both provincial and national to ensure that they utilise the services of registered professionals in appropriate categories.

1.3 Legislative and Policy Mandates

The following Acts guide the SACPCMP's processes over and above the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and the Project and Construction Management Professions Act (Act No. 48 of 2000).

	1	Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	
	2	Project and Construction Management Professions Act (Act No. 48 of 2000)	
	3	Council for the Built Environment Act (Act No. 43 of 2000)	
	4	Public Finance Management Act (PFMA) (Act No. 1 of 1999)	
	5	Employment Equity Act (Act No. 55 of 1998)	
	6	Promotion of Administrative Justice Act (PAJA) (Act No. 3 of 2000)	
	7	Occupational Health and Safety (OHS) Act (Act No. 85 of 1993) which has been further supplemented by the Construction Regulations of 2014	
	8	National Archives of South Africa Act (Act No. 43 of 1996)	
	9	Promotion of Access to Information Act (PAIA) (Act No. 2 of 2000)	
	10	Protection of Personal Information Act (POPIA) (Act No. 4 of 2013)	
-	11	South African Qualifications Authority (SAQA) Act (Act No. 58 of 1995)	
-	12	Higher Education Act (Act No. 101 of 1997)	
-	13	National Qualifications Framework (NQF) Act (Act No. 67 of 2008)	
	14	Basic Conditions of Employment Act (Act No. 75 of 1997)	
-	15	Labour Relations Act (LRA) (Act No. 66 of 1995)	
-	16	Compensation for Occupational Injuries & Diseases Act (Act No. 130 of 1993)	
	17	Skills Development Act (Act No. 97 of 1998)	
-	18	Skills Development Levies Act (Act No. 9 of 1999)	
-	19	Unemployment Insurance Act (Act No. 63 of 2001)	DEVELOP
	20	Employment Equity Act (Act No. 55 of 1998)	GROW
	21	Competition Act (Act No. 89 of 1998)	PROSPER
-	22	Companies Act (Act No. 71 of 2008)	

1.4 Strategic Outcome-Oriented Goals

1.4.1. Overview

The fifth-term Council, in its second year of office, took up the challenge to craft a strategy that would not only be transformational, but respond to issues of sustainability of the SACPCMP. The Council's strategic review looked into the mandate of the organisation with the intention of including the response to the mandate in all day-to-day operations.

The Strategic Plan for the year 2020-2025 was adopted and approved by the Council, for implementation through the approved and aligned Annual Performance Plan (APP).

However, the SACPCMP did not achieve all of its targets for the 2020/21 financial year due to budget constraints. Furthermore,the Council was negatively impacted by the adverse effects of the COVID-19 pandemic and although the Council's financial position took a positive turn during the third quarter of the financial year, the implementation of the strategy could not be accelerated to ensure delivery against set targets by 31 March 2021.

During the fourth quarter of the 2021/22 financial year, management performed an analysis of the 2020-2023 Internal Audit Plan, the 2020-25 Strategy Imperatives (inclusive of 2020-21 Annual Performance Plan) and 2020-21 COVID-19 Budget (inclusive of the Sustainability Strategy Plan).

This identified the need to develop Standard Operating Procedures (SOPs) and that Programme 2 was the common thread that held the "Critical Milestone" informing the strategy components of each programme. The triangulation analysis identified the process of Standard Operating Procedure (SOP) development as the pivot that either the triggered actions/ enablers or enabled the trigger actions/enablers to obtain their stated key performance indicators (KPIs), thereby realising their respective objectives towards realising the strategy.

The Management Team also took a decision that the development of the SOPs be the resourcing focus of the limited funds and main deliverable of the strategy enabling partner. This would be managed along a syncronised and prioritised set of milestones that would hold the four programmes together in a two-staged process of development and implementation. A service provider was appointed during the last quarter of the 2020/21 financial year to focus on the development of SOPs and Governance Programme Four.

Due to this prioritisation, the Council communicated its decision to defer the implementation of the 'full' 2020/2021 APP activities as derived from the approved 2020-2025 strategic plan to the 2021/22 financial year. As a result, the SACPCMP will focus on the implementation of the 2020/21 Annual Performance Plan in the 2021/22 financial year to ensure completeness, continuity, and the successful achievement of the 2020-25 Strategic Plan.

To ensure that the Strategic Plan is essentially performance orientated and responsive to the country's strategic priorities, the SACPCMP's approach is aligned to its strategic and annual performance planning with emphasis on the outcomesoriented monitoring and evaluation approach.

1.4.2. The strategic imperatives for the SACPCMP are tabulated below:

Programmes	Goal Statement			
Programme 1: Administration	• To create the appropriate organisational design for a regulator, with the correct number of organisation layers and well-defined accountabilities and authorities to execute the SACPCMP mandate.			
(Organisation)	• To ensure that the SACPCMP has the right people in the right roles, to allow them to realise their full potential.			
	• To develop effective working relationships through effective leadership and employee engagement.			
	• To foster an organisational culture where employees work together to contribute to the SACPCMP achieving its objectives.			
Programme 2: Mandate Compliance (Business Processes)	• To ensure that the SACPCMP is capable of fulfilling its regulatory and social mandates by ensuring that the organisation follows a clearly defined set of processes, defined accountabilities and clear performance standards.			
	• To grow the intellectual capital of SACPCMP through effective document and knowledge management systems.			
Programme 3: Sustainability (Viable Funding Model)	• To ensure long-term delivery of the SACPCMP value proposition by optimising the SACPCMP business model in order to reduce operating costs, improve productivity and diversify revenue streams.			
Programme 4: Institutional Governance (Capability of administration)	• To ensure that the SACPCMP has formal business decision-making frameworks in order to ensure effective governance and operational efficiency.			

1.4.3. Strategic Objectives

ADMINISTRATION (ORGANISATION)

- This programme is a key enabler of SACPCMP organisational transformation. It consists of the following projects:
- **01** Change Organisational Culture from a hierarchy focus to a more innovative, people and customer-focused culture.
- **02** Design an organisational structure that is fit-for-purpose (for a Regulator).
- 03 Optimise employee contribution and productivity (Skills utilisation).

MANDATE COMPLIANCE (BUSINESS PROCESSES)

This programme consists of the following sub-programmes and projects:

- **BP 1** Implement "one version of the truth" regarding SACPCMP mandates.
- **BP 2** Formalise business processes for mandate compliance.
- BP 3 Implement a formal document management system.
- **BP 4** Implement a knowledge management system.

SUSTAINABILITY (VIABLE FUNDING MODEL)

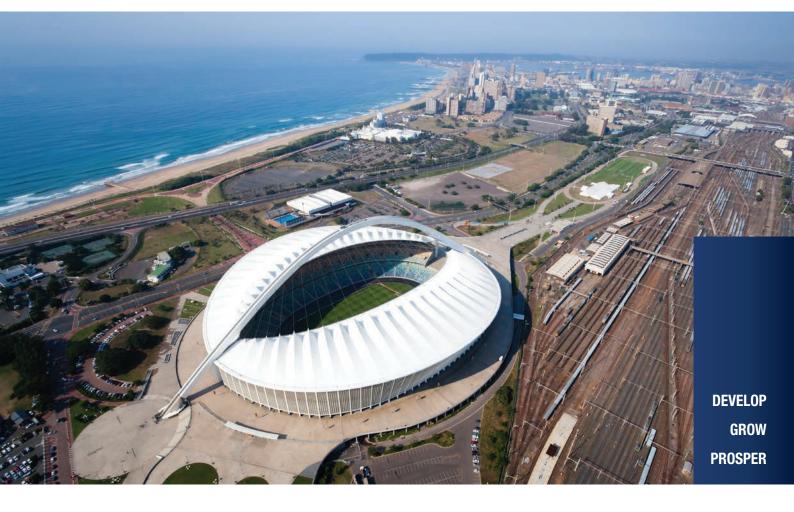
The Sustainability Programme consists of the following sub-programmes and projects:

- S1 Diversify revenue streams.
- **S2** Implement a pricing protocol that is cost reflective.
- **S3** Optimise the use of external service providers.

INSTITUTIONAL GOVERNANCE (CAPABILITY OF ADMINISTRATION)

- The Institutional Governance programme consists of the following sub-programmes and projects:
- **G1** Formalise core business processes
 - G1 a. Planning

- G1 c. Project management
- G1 b. Performance management G1 d. Risk management.
- G2 Review decision making processes and authority levels.



2. Progress towards achievement of institutional impacts and outcomes

The fifth-term Council of the SACPCMP expects to make a meaningful contribution to the vision and targeted outcomes of the Department of Public Works and Infrastructure. In early 2020, the Council developed its strategic plan by looking at its fiveyear strategy horizon and a focus on "making the SACPCMP work". The emphasis was directed towards sustainability via a resource-led strategy that would drive the Council's corporate objectives through its APP. Four fundamental focus areas that serve as the foundational corners for the Council's strategy going forward were decided as:

Mandate Compliance

Sustainability

Institutional Governance

Administration

In terms of mandate compliance, the Council has renewed its focus to addressing all 13 of its mandates which inform the very reason for the Council's existence. To successfully address all of the mandates, these were grouped into the four key areas of legal, education, registration and professions governance.

2.1 Institutional Programme Performance Information

2.1.1. Programme 1: Administration

The purpose of the Administration (Organisation) Programme is to firstly create the appropriate organisational design for a regulator, with the correct number of organisation layers and well-defined accountabilities and authorities to execute the SACPCMP mandate.

The programme also aims to ensure that the SACPCMP has the right people in the right roles to allow them to realise their full potential, both for their own satisfaction, and to contribute fully to the success of SACPCMP. Lastly, the programme will aim to develop effective working relationships through effective leadership and employee engagement, to foster an organisational culture where employees all work together to contribute to the SACPCMP's achievement of its objectives.

This programme is a key enabler of SACPCMP organisational transformation. It consists of the following projects:

- A1 Change the organisational culture from a hierarchy-focused perspective to a more innovative, people- and customerfocused culture.
- A2 Design an organisational structure that is fit-for-purpose (for a regulator).
- S3 Optimise employee contribution and productivity (skills utilisation).



ctual Achievements
Targets and A
Dutcomes, Outputs, Output Indicators, Targets and Actual Achieven
s, Outputs, Ou
2.1.1.1. Outcomes

			PROGRAMME 1: ADMINISTRATION	DMINISTRATION				
Outcome	Output	Output indicators	Audited actual performance 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021 until date of re-tabling	Deviation from planned target to actual achievement for 2020/2021	Comment on deviations	Reasons for revisions to the Output/ output indicators/ annual targets
Culture: Change the organisational culture from predominantly 'control' (Hierarchy)	Foster a culture of excellence, collabo- ration, inclusivity and flexibility;	100% Improvement in the drive to achieve the desired culture, leading to increased customer	New indicator	25% Improvement in culture survey – more customer focused.	No achievement	NA	Project was placed on hold due to the COVID-19-related National Lockdown.	Project will be deferred to the 2021/2022 financial year.
to more creative (Adhocracy) and collaborative.	Improved customer focus; Culture change implementation plan; Conduct culture survey; 25% overall	focus; present a culture campaign ('As is' and 'to be' communicated).		Have a MARKOR rating established.	In progress - MARKOR scale has been included for use in draft communica- tion strategy.	Use of the MARKOR scale not realised as yet.	Project completion was affected by dis- ruptions that resulted from the COVID-19 pandemic and ensuing National Lockdown regulations.	Project will be deferred to the 2021/2022 financial year and completed in alignment with the council's communica- tion strategy in.
	culture survey result.			Customer intervention plan developed and 25% implemented.	In progress - Draft intervention plans developed for the draft communica- tions strategy.	Intervention plans were not realised as planned.	Project completion was affected by dis- ruptions that resulted from the COVID-19 pandemic and ensuing National Lockdown regulations.	Intervention plan to be included in strategy.
Organisation Design Design an organisation structure that is fit-for-purpose (for a Regulator).	Organisational structure aligned to integrated business processes.	Draft organisational struc- tures, defined role profiles and KPI's approved by Management, T3- Approved organi- sational structures by Council; Develop HR plan; ap- proved by Management; 25% implementation of the HR plan.	New indicator	Approved and im- plemented organisa- tional structures with defined role profiles and KPI's aligned to business processes.	No achievement	M	Project was placed on hold due to the COVID-19 pandemic and ensuing National Lockdown regulations.	This project is dependent largely on the OD project, which will only be completed in the 2021/2022 financial year.
Employee Engagement: Optimise employee contribution and productivity (skills utilisation).	Contribution produc- tivity by employees; Optimal skills utilisa- tion evident in culture survey results.	% Completion of project plan to improve employee engagement, and the results of the culture survey.	New indicator	50% of Skills Utilisation Plan.	No achievement	NA	Project was placed on hold due to the COVID-19 pandemic and ensuing National Lockdown regulations.	Project will be deferred to the 2021/2022 financial year.
			Still in µ	Still in progress No ach	No achievement			

2.1.1.2. Comment on Projects Contributing to this Programme

Organisational Design & Culture Change Planning

The organisational structure of the SACPCMP has been in its current form for a long time and as result, is no longer fully supportive of the mandate of the Council. The redesigning of the organisational structure (Organisational Design Project) was not achieved due to COVID-19 related issues, one of which was restricted budgets as part of the Council's sustainability planning. In addition, all activities to address a culture change within the organisation were also placed on hold until budgets were reviewed following a confirmation of financial stability of the organisation.

In an affort to overcome areas of under performance, it is envisaged that the project of redesigning the structure of the SACPCMP will commence during the 2021/22 financial year. All the necessary planning pertaining to the projects have commenced although the appointment of the necessary service provider has yet to be finalised.

Stakeholder Relations and Communication

The COVID-19 pandemic impacted severely on the SACPCMP's stakeholder relations and communication efforts, which were strained during the 2020/2021 financial year predominantly owing to:

- 1 The implementation of a sustainability plan which impacted on Council budgets, most notably the marketing and communication budget;
- 2 The need for SACPCMP staff to work remotely, which impacted on its stakeholders' ability to receive face-toface assistance from the Council;
- 3 A reduced staff complement resulting from both remote working and sustainability planning, impacting on the Council's ability to communicate with its stakeholders.

All events were impacted by lockdown and social distancing restrictions, resulting in the postponement of the SACPCMP's annual conference as well as all school, career day and university visits.

Despite these challenges, the SACPCMP continued with weekly to monthly electronic communication via its social media, website and e-communication platforms to communicate Council-related information and to keep its Registered Persons, applicants, and industry representatives informed.

The Council also participated in regular webinars to keep stakeholders updated of industry-related news as well as COVID-19 related protocol pertaining to those working in the Built Environment.

SACPCMP Shape Shifter

The Council continued to communicate with its stakeholders via its online magazine. The publication was originally produced on a quarterly basis. However, owing to a need for additional and regular communication to stakeholders, the magazine frequency was changed to bi-monthly.

SACPCMP Industry Updates

The Council released regularly 'industry updates' via its electronic media platforms. These provided information regarding the SACPCMP's System Upgrade, registration news, gazette fees, CPD-related news and more.

Transformation

While transformation initiatives are cost intensive and a lack of investment for interventions such as bursaries rendered the transformation process slow, the SACPCMP again looked to continue in its partnership with the National Council of and for People With Disabilities (NCPD) as one of the way of addressing the issues of transformation facing those with disabilities within the Built Environment. In March 2021, the NCPD, in conjunction with the SACPCMP, continued with training, via an online platform, for Building Inspectors, which aimed to enhance the awareness of universal design. The training sessions provided training to more than 80 representatives of the NHBRC.

To overcome areas of under performance budgets for the new financial year have been reviewed to ensure that Stakeholder Relations and Communications-related projects going forward are able to proceed with the necessary funding. The allocation of necessary Council resources is hoped to alleviate restrictions on personnel that resulted in a deviation of the SRC-Department focus. In addition, the Council will look at the throughput from high schools and tertiary institutions, and investment in advocacy and awareness as key focus areas to turn around interest in the professions.

2.1.2. Programme 2: Mandate Compliance (Business Processes)

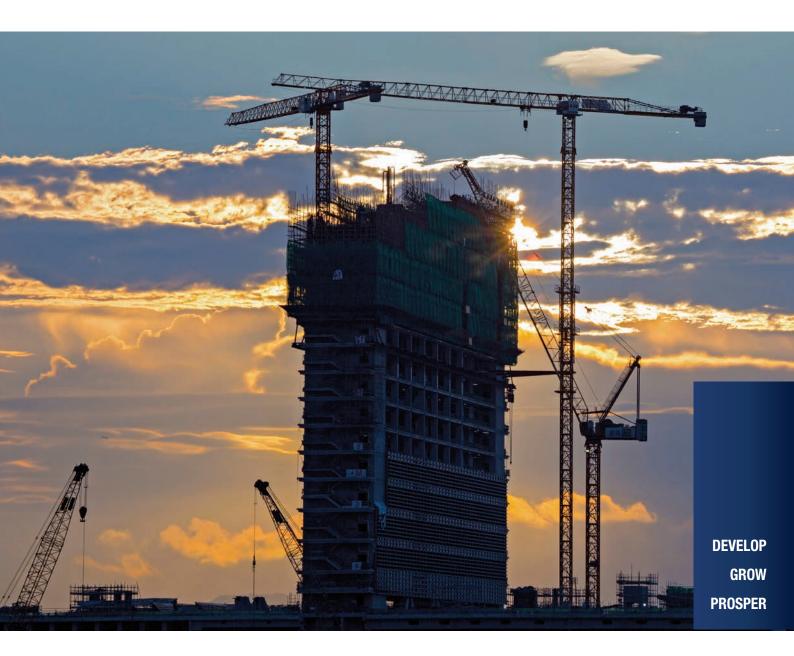
The purpose of the Business Processes Programme is to firstly ensure that the SACPCMP is capable to fulfil its regulatory and social mandates by ensuring that the organisation follows a clearly defined set of processes, defined accountabilities and clear performance standards.

Secondly, the programme aims to grow the intellectual capital of the SACPCMP through effective document and knowledge management systems. The SACPCMP will be able to play a leading role in the transformation of the Built Environment if its regulatory and social mandates are transparent and seen to advance social justice.

Programme 2 consists of the following sub-programmes and projects:

- **BP 1** Implement "one version of the truth" regarding the SACPCMP mandates.
- BP 2 Formalise business processes for mandate compliance.
- BP 3 Implement a formal document management system.
- **BP 4** Implement a knowledge management system.

In respect of the strategic objective for the formalisation of business process for mandate compliance, the target was to have as an outcome: 'documented, approved and implemented business processes for each mandate'. PROGRAMME 4 (Section 2.1.4) is closely related to BP 2 and outlines efforts supporting this sub-programme in more detail.



2.1.2.1. Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

	Reasons for revisions to the output/ Output indicators/ Annual targets	Presentation and approval of finalised mandate document planned for the 2021/22 FY.	Communication of finalised mandate docurnent planned for the 2021/22 FY.	Current and top-up budget approved in December 2020 by Council, inadequate to execute the task and require the approval of document for imple- mentation.	
	Comment on deviations	Project completion was affected by disruptions that resulted from the COVID-19 pandemic and ensuing National Lockdown regulations.	Project execution was dependent on document approval which was affected by disruptions that resulted from the COVID-19 pandemic and ensuing National Lockdown regulations.	Limitation of financial resources during the fi- nancial year in question.	
	Deviation from planned target to actual achievement for 2020/2021	Mandate document was not approved by the relevant parties.	Communication campaign dependent on approval of mandate document.	No documented and ap- proved mandates for process modelling – the current work in progress (WIP) has documented the required process to formalise business processes for mandate compliance amongst other APP strategy targets, which proposes the rationalisation of available COVID-19 budget to focus on SOPs to enable traction in the strategy Imple- mentation, due to the liquidity impairment occasioned by the health pandemic.	
IANCE	Actual achievement 2020/2021 until date of re-tabling	In progress - Unapproved design of mandate document completed.	No achievement	In progress	
ME 2: MANDATE COMPLIANCE	Planned annual target 2020/2021 One document outlining 13 mandates endorsed by Council and Management.		Communication campaign to key stakeholders.	Documented and approved and im- plemented business processes for each mandate.	
PROGRAMMI	Audited actual performance 2019/2020	New indicator		New indicator	
	Output indicator	Visible and known statement docu- ment of confirmed 13 mandates.		Documented and approved business processes for each mandate.	
	Output	Communicate SACPCMP mandates to all stakeholders. Deliver on our value proposition.		Ensure business continuity standardisation compliance.	
	Outcome	SACPCMP mandates: Implement 'one version of the truth'.		Mandate business process: Formalise business processes for mandate compliance.	

No achievement

Still in progress

(continued)

	Reasons for revisions to the output/ Output indicators/ Annual targets	Development of TORs for project need to be developed followed by project planning and execution/tendering; appropriate manpower to be allocated to the project in new financial year.	Project commence- ment to be planned in alignment with finaliastion of mandate business process / document manage- ment system projects.	
	Comment on deviations	Prerequisite, alternative ICT environment neces- sities were required to be implemented prior to the development of a DMS. In addition, a lack of suitable manpower and budget for training was available to move forward with the DMS development.	No progress made owing to dependency on other projects that did not commence (due to disruptions that resulted from the COVID-19 pandemic and ensuing National Lockdown regulations.)	
IANCE	Deviation from planned target to actual achievement for 2020/2021	Eunctional and technical specifications for DMS are yet to be developed; However, during the 2020/21 FY, alternative ICT planning and implementation was set in place to lay an adequate foundation for the develop- ment of a secure DMS.	Dependent on mandate business process/ document management system.	
	Actual achievement 2020/2021 until date of re-tabling	No achievement	No achievement	No achievement
E 2: MANDATE COMPLIANCE	Planned annual target 2020/2021	Functional specification for document management (approved by Management); Implementation project plan complete.	NA: Interdepend- ency with mandate business process / document manage- ment system.	Still in progress
PROGRAMME	Audited actual performance 2019/2020	New indicator	New indicator	
	Output indicator	SACPCMP elec- tronic document repository system.	SACPCMP Knowledge Hub.	
	Output	Secure, compliant and accessible document repository system for business continuity.	Research development; Organisational development.	
	Outcome	Document management: Implement a formal document manage- ment system.	Knowledge Management: Implement a knowledge management system.	

2.1.2.2. Comment on Projects Contributing to this Programme

Professional Registration

Registration was impaired by the upgrading of the SACPCMP registration platform (System Upgrade) which was planned for completion by the end of the March 2020. In addition, registration was further affected by the advent of the COVID-19 pandemic and the subsequent national lockdown regulations. These impacted Registered Persons' ability to pay their registration and annual fees. As such, one of the key strategic thrusts is the growth of Registered Persons that reside under the ambit of the SACPCMP during the 2020/21 financial year, was not realised across all categories of registration.

The database of Registered Persons slightly decreased from 11 663 on 31 March 2020 to 11 424 on 31 March 2021 which represents a decrease of approximately 2%.

COVID-19 restrictions prevented the Council from conducting examinations and professional interviews throughout most the year. The Council was able to resume with interviews from the beginning of September 2020, followed by the resumption of examinations on 20 October 2020. The total number of applicants interviewed were 254; the total of number of applicants who wrote the examinations from 20 October 2020 to 31 March 2021 were 674.

Breakdown of Registration Statistics

S	ACPCMP TOTAL NUM	MBER OF REGISTER	ED PROFESSIONAL	S BY RACE & GENDI	ER
Gender	African	White	Indian	Coloured	TOTAL
Male	700	1 569	165	107	2 541
Female	117	44	10	8	179
Total	817	1 613	175	115	2 720

TOTAL NUMBER OF REGISTERED PROFESSIONALS BY RACE AND GENDER

TOTAL NUMBER OF CANDIDATES BY RACE AND GENDER

	SACPCMP TOTAL N	UMBER OF REGISTE	RED CANDIDATES I	BY RACE & GENDER	
Gender	African	White	Indian	Coloured	TOTAL
Male	1 779	483	125	188	2 575
Female	1 413	253	46	66	1 778
Total	3 192	736	171	254	4 353

TOTAL NUMBER OF REGISTERED PERSONS BY CATEGORY

Professional	Gender	African	White	Indian	Coloured	Total
Construction	Male	170	652	40	37	899
Managers	Female	13	5	1	1	20
	Total	183	657	41	38	919

Professional	Gender	African	White	Indian	Coloured	Total
Construction	Male	498	861	119	61	1 539
Project Managers	Female	97	30	7	6	140
	Total	183	891	126	67	1 679

Professional	Gender	African	White	Indian	Coloured	Total
Construction Mentors	Male	7	4	0	0	11
mentors	Female	0	0	1	1	2
	Total	7	4	1	1	13

Construction	Gender	African	White	Indian	Coloured	Total
Health and Safety	Male	1 398	782	89	243	2 512
Officers	Female	615	216	29	63	923
	Total	2 013	998	118	306	3 435

Construction	Gender	African	White	Indian	Coloured	Total
Health and Safety	Male	212	424	39	42	717
Managers	Female	93	84	3	8	188
	Total	305	508	42	50	905

Professional	Gender	African	White	Indian	Coloured	Total
Construction Health and Safety	Male	25	52	5	0	82
Agents	Female	7	9	2	9	27
	Total	32	61	7	9	109

TOTAL NUMBER OF CANDIDATES BY CATEGORY

Candidate	Gender	African	White	Indian	Coloured	Total
Construction	Male	788	211	36	93	1 128
Health and Safety Officers	Female	640	121	23	42	826
	Total	1 428	332	59	135	1 954
Candidate Construction Health and Safety Managers Candidate Construction Health and Safety Agents	Gender	African	White	Indian	Coloured	Total
	Male	26	27	1	8	62
	Female	10	4	0	2	16
	Total	36	31	1	10	78
				<u>.</u>	·	
	Gender	African	White	Indian	Coloured	Total
Health and Safety	Male	58	26	6	2	92
	Female	20	9	1	3	33
	Total	78	35	7	8	125
Candidate	Gender	African	White	Indian	Coloured	Total
Construction Managers	Male	221	161	24	38	444
	Female	86	5	2	5	98
	Total	307	166	26	43	542
Candidate	Gender	African	White	Indian	Coloured	Total

Candidate	Gender	African	White	Indian	Coloured	Total
Construction	Male	834	148	64	14	1 060
Project Managers	Female	509	24	14	47	594
	Total	1 343	172	78	61	1 654

Transformation in Registration

There are few registered females in all the registration categories. In some categories such as those of Professional Construction Mentor and Construction Mentor, there are only two registered females, one of whom is registered as a Professional Construction Mentor and one is registered as a Construction Mentor.

The lowest percentages for females registered persons are in the categories of Professional Construction Manager as only 1.3% of the registered persons are female. In the category of Professional Construction Project Manager 9.24% of the total registered persons are female. On the other hand, White registered professionals constitute the majority and comprise 62% of all registered professionals with Blacks, Indians and Coloureds constituting 38% of all registered professionals which translates to less than half of the total number of registered professionals.

The Council has in the past applied for discretionary grants for the training of the Candidates. This programme was also affected by the COVID-19 pandemic and other challenges related to payments from the sponsor. See section 2.4 for additional actions taken by the Council.

STRUCTURED CANDIDATE PROGRAMME

The Council collaborated with the Construction Education and Training Authority (CETA) in a Candidacy programme which offered mentorship to Candidates registered and who are the employees of Department of Public Works and Infrastructure. The programme pays the Mentors as well as the annual fees of the Candidates. This is the second year of the programme, where 51 Candidates are enrolled. The duration of the programme is three years and Candidates will be equipped to migrate to professional status after the end of the funded candidacy period.



														ĺ		
Race	National Ratios	Gender	Professiona Health and	Professional Construction Health and Safety Agent	Construction and Safety M	ction Health etv Manager	Construct and Safe	Construction Health and Safety Officer	Candidate Construction Health	idate on Health	Candidate Health	Candidate Construction Health and Safety	Can	Candidate Construction Health	ē	Totals
									and Safety Agent	ty Agent	Ma	Manager	and Saf	and Safety Officer		
African	81%	ш	12	60,7%	93	60,0%	615	201,7%	20	222,9%	10	116,1%	788	430,1%	1 029	176,2%
		Σ	25		212		1 398		58		26		640		1 917	
Coloured	6%	L	0	14,8%	8	9,8%	63	30,7%	3	14,3%	2	32,3%	42	40,7%	114	32,7%
		Σ	6		42		243		2		8		93		432	
Indian	2%	ш	2	8,2%	с	8,3%	29	27,3%	-	20,0%	-	3,2%	23	17,8%	42	12,4%
		Σ	3		39		243		9		0		36		166	
HDIS	92%		51	83,6%	358	78,1%	2 348	259,6%	84	257,1%	47	151,6%	1 586	488,6%	4 474	221,3%
White	8%	ш	6	100,0%	84	100,0%	216	100,0%	6	100,0%	4	100,0%	121	100,0%	363	100,0%
		Σ	52		424		782		26		27		211		1 309	
White	8%		61	100%	508	100,0%	998	100,0%	35	100,0%	31	100,0%	332	100,0%	1 672	100,0%
TOTAL	100%		112	183,6%	773	78,1%	2 717	259,6%	143	257,1%	69	151,6%	1 580	488,6%	5 372	221,3%
Percentage increase required to match HDI percentage to national percentage, over 20 years	ase required tional percen	to match H Itage, over 2	DI 20 years	0,4%		0,7%		-8,4%		-8,3%		-3,0%		-19,8%		-6,5%
PROJECT CONSTRUCTION MANAGEMENT	UCTION MA	INAGEMEN	 													
Race	National Batios	Gender	Professiona Proiect	Professional Construction Protect Manager	Profession Construction M	Professional truction Manager	Profes	Professional Construction Mentor	Constructi	Construction Mentor	Candidate Proior	Candidate Construction Proiect Manager	Construct	Candidate Construction Manager	2	Totals
African	81%	ш	97	975,4%	13	36,0%	0	0,7%	0	8,6%	509	4 332,3%	86	92,5%	705	145,8%
		Σ	498		170		7		ę		834		221		1 733	
Coloured	6%	L	9	109,8%	-	7,5%	-	0,1%	0	0,0%	14	196,8%	5	13,0%	27	12,6%
		Σ	61		37		0		0		47		38		183	
Indian	2%	ш	7	206,6%	-	8,1%	0	0,1%	0	0,0%	14	251,6%	2	7,8%	24	16,3%
		Σ	119		40		-		0		64		24		248	
IDH	92%		788	1 291,8%	262	51,6%	6	0,9%	ę	8,6%	1 482	4 780,6%	376	113,3%	2 920	174,6%
White	8%	ш	30	1 460,7%	5	129,3%	0	0,4%	0	2,9%	24	554,8%	5	50,0%	64	113,1%
		Σ	861		652		4		-		148		161		1 827	
White	8%		891	1 460,7%	657	129,3%	4	0,4%	-	2,9%	172	554,8%	166	50,0%	1 891	113,1%
TOTAL	100%		1 679	2 752,5%	919	180,9%	13	1,3%	4	11,4%	1 654	5 335,5%	542	163,3%	4 811	287,7%
Percentage increase required to match HDI	ase required	to match H	IOI	-60,0%		2,0%		4,6%		4,2%		-234,4%		-1,1%		-4,1%

Transformation Targets

Percentage increase required to match HDI percentage to national percentage, over 20 years

Recognition of Prior Learning (RPL)

Recognition of Prior Learning is currently implemented as an alternative registration route for those that do not have the recognised formal qualifications for registration. Currently, this only applies to the categories of Construction Project Manager and Construction Manager. It is based on applicants' proven demonstration of competency which is accumulated from their experience of no less than ten (10) years and knowledge.

RPL Statistics for 2020/2021	Total
Number of professionals registered through RPL	Three Professional Construction Managers
Percentage of professionals registered through RPL	0.3%
Number of people who paid to pursue registration through RPL	19
Number of RPL applications in process	17
Number of RPL applications that were rejected	1
Number of RPL applicants who passed the professional interview	None
Number of RPL applicants scheduled for the professional interview	6

Continuing Professional Development (CPD)

The aim of Continuing Professional Development (CPD) is safeguarding the public, employers, registered persons and the registered persons' professional careers. It is for this reason that it is mandated by professional organisations as a personal responsibility of professionals to keep their knowledge and skills current so that they always deliver the high quality of service, thereby ensuring public safety. Through CPD, the knowledge base is kept current and improved in a systematic and continuous manner in response to changing trends, regulations and direction in the profession. During this financial year the Council strived to create an awareness amongst registered persons of: developing a deeper understanding of what it means to be a professional and having a greater appreciation of the implications and impact of their work. This will, in turn, increase public confidence in the profession.

CPD compliance cycles

Category	Cycle	Total number of Registered Persons (RPs)	RPs who submitted CPD	Registered Persons who have never submitted CPD	Compliant RPs	Non- Compliant RPs	Compliance %
Project and	1 April 2015 - 31 March 2020	101	15	86	5	96	4,95
Construction	1 April 2016 - 31 March 2021	131	15	116	1	130	0,76
Management	1 April 2017 - 31 March 2022	1 118	904	214	393	725	35,15
	1 April 2018 - 31 March 2023	291	14	277	0	291	0
	1 April 2019 - 31 March 2024	266	15	251	0	266	0
	1 April 2020 - 31 March 2025	240	20	220	1	239	0,42
	1 April 2021 - 31 March 2026	201	8	193	1	200	0,50
	1 April 2022 - 31 March 2027	129	111	18	83	46	64,34
	1 April 2023 - 31 March 2028	10	2	8	1	9	10
Construction	1 April 2015 - 31 March 2020	103	16	87	1	102	0,97
Health and	1 April 2016 - 31 March 2021	287	39	248	0	287	0
Safety	1 April 2017 - 31 March 2022	814	162	652	1	813	0,12
	1 April 2018 - 31 March 2023	815	114	701	0	815	0
Construction	1 April 2019 - 31 March 2024	1 457	168	1 289	3	1 454	0,21
Health and Safety (cont.)	1 April 2020 - 31 March 2025	1 022	47	975	3	1 019	0,29
	1 April 2021 - 31 March 2026	271	21	250	3	268	1,11
	1 April 2022 - 31 March 2027	56	39	17	6	50	10,71
	1 April 2023 - 31 March 2028	7	6	1	0	7	0
TOTAL		7 319	1 716	5 603	502	6 817	7%

Recommended Guidelines for Professional Fees

The Council approved the adoption of the CBE Policy Framework on Guideline Tariff of Fees in September 2020 in the interim until the SACPCMP develops its own policy on Guideline Tariff of Fees. The use of the CBE Framework as a guiding document commenced immediately after the approval in September 2020. The policy development is scheduled for the financial year 2021/2022.

In terms of Section 34(2) of the Project and Construction Management Professions Act, Council must annually review and determine guideline professional fees and publish these fees in the Government Gazette. For this reason, Council has also taken the decision to appoint an independent external expert, an Actuarial firm, to conduct a market analysis for the determination of the 2021 Guideline Tariff of Fees.

Identification of Work (IDoW)

Currently the SACPCMP has adopted the CBE Policy Framework on the Identification of Work (IDoW) for all Professions regulated by the SACPCMP. Towards ensuring the efficacy of IDoW in the PCM professions, engagements have been undertaken between the CBE, CBEP's, the Department of Public Works and Infrastructure and the Competition Commission on what are the fundamental requirements in the development of their scope of work under IDoW by Councils.

The CBE policy framework on IDoW requires that research be conducted on the skills, competencies and knowledge areas required for professionals to perform the scope of work under IDoW. It also requires that consultation with Government, Built Environment stakeholders and the public in general, be undertaken as a component of Council's stakeholder map in order to determine the extent to which IDoW will affect the legislation with regard to skills, competencies and knowledge areas required by professionals to perform the scope of work. This process will be undertaken by the SACPCMP in consultation with the CBE during the 2021/2022 financial year. The exercise will also include testing the market efficiency and gaps in consumer information to meet the requirements of the Competition Commission.

International Agreements

In terms of the Project and Construction Management Professions governance, work of the SACPCMP should be adequately benchmarked to international best practice. In doing so, the Council is obliged to enter into mutual international agreements with other countries and organisations or governments to assist in developing, improving and regulating the governance of Project Construction Management professions in South Africa through cooperation and collaboration. The intent of such international agreements would be for the SACPCMP to lead the recognition of the registered professions' status with the involvement and consent of other state entities.

In this regard, during the financial year under review, the SACPCMP has undertaken the international collaborative agreements, through the Memoranda of Understanding

with the Chartered Institute of Building (CIOB), in the United Kingdom.

An MoU with the CIOB was concluded in May 2020 to enhance collaboration in developing a wide range of areas of mutual benefit in the professions governance space. The MoU with the CIOB will be reviewed further in order to enhance the partnership study between the two entities. A decision was also taken to consider entering into a Memorandum of Agreement (MoA) rather than an Memorandum of Understanding (MoU) with the CIOB, because of the implication that the levels of enforceability would be greater when applied to the former than the latter instrument. In this regard, a standard MoA template was developed and has already been presented to the CIOB for their consideration.

Recognition of Voluntary Associations

In recognition of Voluntary Associations, the CBE Policy Framework on Voluntary Associations was formally adopted by Council on the 30 September 2020 until the SACPCMP is able to develop its own policy in this regard. During the Voluntary Associations Forum meeting on the 10 November 2020, the Council tabled a presentation to the Forum that existing Terms of Reference of the Voluntary Associations, that recognises the Voluntary Associations will be reviewed and aligned with the CBE Policy Framework.



Recognition of New Professions

In the year under review, two new professions, Professional Building Inspectors (PrBInsp) and Certified Building Inspector (CBInsp) categories, were recently introduced at Council. A mandate to recognise new professions has long existed as identified by the Council for the Built Environment (CBE). It, however, did not have a guiding policy in place and therefore was not operationalised as per the requirements of the CBE Act. The development of policy to regulate these new professions will commence in the 2021/ 2022 Financial Year. Due process of formally informing the CBE about the Recognition of New Professions will be followed during 2021/22 Financial Year.

Programme Accreditation

According to the Project and Construction Management Professions Act (Act No 48 of 2000), the SACPCMP is mandated to assess the quality and relevance of qualifications offered by Institutions of Higher Learning through accrediting programmes that they offer in line with the stipulation of Section 18 of the Act. Accreditation is a mechanism by which mandated professional bodies assure the quality of the upstream supply of professionals; in this case, through the relevant educational programmes. The SACPCMP is also mandated to conduct accreditation audits of all institutions of higher learning that offer these programmes. Therefore, the Council undertakes its own quality assurance primarily through monitoring and evaluation of programmes that it accredits. This is done through accreditation visits, the submission and assessment of annual reports and engagements with departmental leaders through the HOD Forum. These efforts serve to confirm that students do indeed have the requisite competencies for eventual registration and practice.

Heads of Department Forum

An HOD FORUM Meeting was held on 17th and 18th November 2020 via Microsoft Teams.

The HOD Forum transpired in an environment of great uncertainty as the country emerged from stringent restrictions which changed the education landscape forever.

The HOD Forum is an ideal platform to address these changes and to garner the support of some of the Council's education stakeholders.

Day one (1) was a training session which aimed to assist HODs to understand the Council's accreditation report templates and the best practice for the submission of these reports. Day two (2) allowed HODs to deliberate on various topics. The topics for discussion at the HOD Forum meeting encompassed the following main themes:

1 COVID-19 and its impact on accredited Institutions of Higher Learning (IHLs)

With the advent of the COVID-19 pandemic and restrictions, several IHLs have raised concern about their emergency remote learning preparation and lack of policy development regarding multi-modal teaching and assessment and remote learning at their institutions. Some requested CHE assistance for guidelines. Two of the agenda items addressed these concerns. One topic addressed guidelines for multimodal teaching and assessment, presented

and facilitated by a CHE representative and another presentation covered post-crisis planning.

2 Development of qualifications

A recurring theme in the HOD Forum meetings is the concern for the lack of development of qualifications for the other registration categories, namely, Construction Health and Safety and Building Inspection. The recent activation of the two areas of the Education Mandate, namely, competency standards for Registration and Standards Generating Body (SGB), seeks to address these concerns. There was a presentation of an overview of the Council's Competency Standards development and SGB projects.

3 Improving research output

A key programme accreditation finding and concern in annual reports is the lack of research output and National Research Foundation (NRF) rating of academic staff at accredited IHLs, especially Universities of Technology. The importance of research in the construction sector and NRF rating was presented by an NRF Representative.

HODs engaged in robust discussion and several issues were raised and noted. Many also felt that the guidance provided via the forum was quite meaningful.

SACPCMP-Accredited Tertiary Institutions

ltem	Institution	Accredited Programmes	Accreditation status as at 31 March 2021
1	University of the Witwatersrand (WITS)	 Bachelor of Science: Construction Studies Bachelor of Science: (Hons) Construction Management 	To maintain the full five (5) years of accreditation. (Provisionally approved)
		Master of Science: Building in Construction Project Management	To maintain the full five (5) years of accreditation
2	University of Johannesburg (UJ)	National Diploma: BuildingBachelor of Technology: Construction Management	To maintain the full five (5) years of accreditation
0	University of Pretoria (UP)	 Bachelor of Science: Construction Management Bachelor of Science: (Hons) Construction Management 	To maintain the full five (5) years of accreditation
3		Master of Science in Project Management	To maintain the full five (5) years of accreditation
4	Tshwane University of Technology (TUT)	National Diploma: BuildingBachelor of Technology: Construction Management	To maintain the full five (5) years of accreditation
5	University of the Free State (UFS)	 Bachelor of Science: Construction Management Bachelor of Science: (Hons) Construction Management Masters of Land and Property Management (MLPM) 	To maintain the full five (5) years of accreditation
6		BHSDNational Diploma: BuildingBachelor of Technology: Construction Management	To maintain the full five (5) years of accreditation
7	Nelson Mandela Metropolitan University (NMMU)	 CM 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 	To maintain the full five (5) years of accreditation
8	University of Cape Town (UCT)	 Bachelor of Science: Construction Studies Bachelor of Science: (Hons) Construction Management 	To maintain the full five (5) years of accreditation
9	Cape Peninsula University of Technology (CPUT)	National Diploma: BuildingBachelor of Technology: Construction Management	To maintain the full five (5) years of accreditation
10	Durban University of Technology (DUT)	National Diploma: BuildingBachelor of Technology: Construction Management	To maintain the full five (5) years of accreditation
11	Central University of Technology (CUT)	National DiplomaBachelor of Technology: Construction Management	To maintain the full five (5) years of accreditation
12	Walter Sisulu University (WSU)	National Diploma Building	One (1) year conditional accreditation

Code of Conduct for the Professions

No complaints in terms of Code of Conduct were received for the period under review.

Standard Generating

There has been no performance in this area as the Competency Standards Development project was prioritised for this financial year.

Appeals and Tribunals

No judgement on tribunals and no appeals were heard in the period under review.

Competency Standards for Registrations

The Council adopted the CBE's Policy Framework for Competency Standards while its policy on Competency Standards is being developed. The Council also approved a Competency Standards' Resolution Framework Workplan to develop interim competency standards by the end of the new financial year.

Information and Communication Technology

Although the SACPCMP did not commence with the development of a document and knowledge management system (DMS) as planned through its APP, the entity implemented a number of ICT-related actions that would lay the foundation for the future development of its DMS.

Following a system breach in late 2019, followed by a major change in key operational systems and impacts brought on by the COVID-19 pandemic, the Council was forced to review swiftly its ICT environment, risk and requirements and put immediate changes in place.

These changes included the Registrar's Office taking over responsibility of all ICT-related actions and responsibilities, and a review of the organisation's ICT landscape, including a Vulnerability Survey, to determine areas of high risk. The following areas were noted as unclear/not in place/requiring attention:

 Lack of clear definition/outline of ICT structures in place;

- ICT-related shortcomings and poor service provider management resulting in:
 - little/no system security management
 - little/no back-up and data management
 - issues with equipment and contract management;
- Little/no software optimisation and management;
- A lack of formalised processes and procedures;
- PABX/Communication system issues.

The Council also conducted a review of all (contracts and) services related to the entity's ICT environment and implemented the use of a professional ICT service provider.

As a result of the changes that were implemented, the 2020/2021 financial year saw an overall improvement in security as well as contract control in the ICT environment.

System Upgrade

The Council embarked on an upgrade of its registration platform to improve registration processes, security and governance. The upgraded registration system allowed the entity to benefit from a streamlined registration platform with increased security functions, especially with regard to certificate generation and system access. The upgraded functionality also allows applicants to apply and pay online and to also book online for their interviews and examinations.

The project (System Upgrade) commenced in early 2020. However, timelines for the project underwent revision due to operational requirements, project activities and COVID-related disruptions.

The first weeks of the project saw registration and financing activities initially impaired. However, by July, the new system had fully integrated the Council's financial platforms, and the registration of new applicants, as well as the processing of applicant-in-progress for all registration streams.

A fully automated CPD platform was also developed as part of the project. The movement of historical records into the new system resulted in an initial delay of CPD activity. This, however, commenced towards the end of 2020 and is currently fully functional.

Remote Working

Due to South Africa's national lockdown regulations following the COVID-19 pandemic, the Council was forced to ensure that its staff complement (or at least a portion thereof) was able to continue with operational requirements remotely. A 'Mission Critical' team was established and equipped with the necessary ICT tools to keep Council operations in progress during the first and second quarters of the 2020/2021 financial year.

2.1.2.3 Strategy to overcome areas of under performance

Registration

All applicants with positive outcomes other than those who applied for the candidate category are required to write the examinations or to attend professional interviews. The Council is in the process of developing a secure online interview and examination platform. The Council is investigating feasible proctoring software which will secure the integrity of examinations, prevent online cheating and leaking of examination questions/papers.

The development of online Council examinations and interviews is scheduled to be completed in the 2021/2022 financial year, and this will mean that applicants can be tested from almost anywhere; with strict national lockdown restrictions in effect from time-to-time, this will be hugely beneficial to applicants.

Programme Accreditation

The Council has provided institutions of higher learning with accreditation guidelines and reporting templates. Through engagements like the HOD Forum, institutions were assisted with compliance issues in relation to the Council's accreditation criteria.

Recommended guideline fees and IDoW

Areas of underperformance relate namely to the absence of policy which will be addressed during 2021/2022 and 2022/2023 with the development of a Policy Register to monitor the timely review of existing policies, policy lifespan and their status.

Voluntary Associations (VAs)

The review and development of Terms of Reference, Standard Operating Procedure and Criteria for the recognition of VAs will also commence in the 2021/2022 financial year.



Continuing Professional Development (CPD)

The CPD policy is currently under review. The current CPD Policy fails to address several areas of governance in terms of the Project and Construction Management Professions Act (Act 48 of 2000) and public policy priority issues.

The Council will develop and/or diversify new revenue streams and improve CPD compliance through:

- Making CPD more accessible through, amongst others, creating online activities available on its registration platform;
- Improving the quality of current online CPD bundles;
- Engaging in more communication campaigns about CPD awareness and compliance;
- More stakeholder outreach to improve CPD compliance;
- Developing CPD partnerships with different stakeholder groups to create more CPD activities for registered persons.

The biggest challenge SACPCMP faces this year also brought about by the COVID-19 Pandemic is the increase, unregulated use of Online Education platforms and distance Education Methods. This has prompted the Council to develop a policy on the accreditation of Online Education Platforms and align with the Department of Higher Education's COL guidelines as an interim measure in order to deal with the quality assurance of distance education during the COVID-19 pandemic.



Recognition of Prior Learning (RPL)

As one route of ensuring new entrants, with the requisite experience, but without the requisite qualifications, RPL should assist applicants to present the necessary portfolios of evidence, which proved to be quite challenging. This, in turn, will assist in the growth and transformation of the sector. The SACPCMP has identified some challenges that generally impede applications from registering though the RPL route, even though they would have paid the RPL fee. Some of these are:

- Inadequate support from employers;
- · Lack of clarity on the knowledge areas to be covered;
- Lack of clarity on the required registration competencies;
- Incomplete reporting and supporting documentation on experience as required through the toolkit;
- Incorrect perception that the compilation of the required Portfolio of Evidence is onerous, cumbersome and very demanding.

On the realisation that most of the applicants who pay to pursue registration through the RPL route experience difficulties in compiling the portfolio of evidence (POE), the SACPCMP intends to host RPL workshops that would guide the applicants on how to compile this as well as how they need to prepare for the oral assessment. The workshops going forward will be a regular feature in the SACPCMP calendar of activities. However, all workshops will not proceed until all COVID-19 lockdown arrangements cease and classes/courses are cleared for proceeding.

In addition to its workshop planning, as part of the Council's review of the Registration Policy, the SACPCMP will also review the existing RPL policy with the aim of having a two-tier toolkit for the professional and non-professional categories.

Information Communication Technology (ICT)

The development of TORs for the Council's Document Management System need to be developed. This will be followed by project planning and execution/tendering. In addition, the appropriate manpower will be allocated to the ICT division as well as the DMS project in new financial year.

Transformation

A review of the Transformation Strategy will need to be undertaken. Strategic partnerships will need to be established or developed. Transformation needs to feature in every aspect of the Council as well as its VAs. Marketing and communication of all strategic planning will support projects and collaboration.



The purpose of the Sustainability Programme is to ensure long-term delivery of the SACPCMP value proposition by optimising the SACPCMP business model in order to reduce operating costs, improve productivity and diversify revenue streams.

This programme comprises the following sub-programmes and projects:

- **S1** Diversify revenue streams.
- S2 Implement a pricing protocol that is cost reflective.
- **S3** Optimise use of external service providers.



2.1.3.1. Outcomes, Outputs, Output Indicators, Targets and Actual Achievements

	Reasons for revisions to the Output/output indicators/annual targets	The target will be rolled over to the next financial year.	The target will be rolled over to the next financial year.	The target will be rolled over to the next financial year.
	Reasc revisior Output indicator targ	The target will be rolled over to the financial year.	The target will be rolled over to the financial year.	The target will be rolled over to the financial year.
	Comment on deviations	The completion of this target was affected by the external audit, lack of capacity and financial constraints occasioned by the implementation of the susttainability strategy.	The completion of this target was affected by the external audit, lack of capacity and financial constraints occasioned by the implementation of the susttainability strategy.	The completion of this target was affected by the external audit, lack of capacity and financial constraints occasioned by the implementation of the susttainability strateqv.
	Deviation from planned target to actual achievement for 2020/2021	Due to financial limitations, the project only commenced during the last quarter of the financial year and affected progress of Programme 3.	Due to financial limitations, the project only commenced during the last quarter of the financial year and affected progress of Programme 3.	Due to financial limitations, the project only commenced during the last quarter of the financial year and affected progress of Programme 3.
	Actual achievement 2020/2021 until date of re-tabling	No achievement - The achievement of the achievement of the target depended on the completion of Programme 2 (documented business processes).	No achievement - The achievement of the achievement of the target depended on the completion of Programme 2 (documented business processes).	No achievement - The achievement of the target depended on the completion of Programme 2 (documented business processes).
DGRAMME 3: SUSTAINABILITY	Planned Annual target 2020/2021	Designed revenue strategy.	Diagnostic report produced. Draft Implementation plan produced and signed off by management.	Report aligning new business processes and organisation design.
PROGRAMME 3:	Audited Actual Performance 2019/2020	New indicator	New indicator	New indicator
	Output indicator	Documented SOPs – link cost and revenue per process where applicable.	Cost report per revenue stream.	Outsourcing policy and procedures document.
	Output	Focus on revenue generating mandates, education, CPD, and international programmes.	Increased profits; self-funding projects; Reduce over-reliance on annual fees to cover Council overheads.	Review registration process life cycle; mapped internal competencies; new nuggets to give intelligence of pipeline projects.
	Outcome	Revenue Diversify Revenue Streams	Pricing Protocol Implement a pricing protocol that is cost reflective	External Service Providers: optimise use of external service providers

No achievement

2.1.3.1. Comment on Projects Contributing to this Programme

Diversification of Revenue Streams

The Council will look to provide financial stability and reduce over reliance on revenue from registration by ensuring that SOPs are documented and links cost and revenue per process where applicable. Furthermore, the Council aims to diversify revenue streams and focus on all seven revenue-generating streams: Registration, CPD, international registration, appeals, programme accreditation, RPL, registration of new professions.

Pricing Protocol

The Council will look to implement a pricing protocol that is cost reflective effective to ensure that prices charged per services offered are reflective of the costs and that services/projects are self-funded. This will ensure that:

- Profits are increased;
- Projects are self-funding;
- There is a reduction on the reliance on annual fees to cover Council overheads.

External Service Providers

The Council will look to optimise the use of external service providers and map out internal competencies and ensure:

- Efficiencies are realised;
- Areas for outsourcing are identified;
- The creation of a development plan to align with critical resources;
- The development of a communication plan to highlight the SACPCMP relevance.



2.1.4. Programme 4: Governance (Capability of Administration)

The purpose of the Institutional Governance Programme is to ensure that the SACPCMP has formal business decision-making frameworks in order to ensure the effective governance and operational efficiency. It consists of the following sub-programmes and projects:

- **G1** Formalise Core Business Processes
 - G1 a. Planning
 - G1 b. Performance Management
 - G1 c. Project Management
 - G1 d. Risk Management
- **G2** Review decision making processes and authority levels





2.1.4.1. Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

	Comment on Reasons for deviations revisions to the Output/output indicators/annual targets	Operations were Due to the COVID-19 disrupted during the pandemic, most of the COVID-19 lockdown planned targets were restrictions. not achieved.	Operations were Due to the COVID-19 disrupted during the pandemic, most of the COVID-19 lockdown planned targets were
	Deviation from Co planned tar- get to actual achievement for 2020/2021	No documented and Operations approved mandates disrupted di existed for process COVID-19 Ic modelling. restrictions.	CBE Policy frame- works were adopted disrupted du owing to lack of Coun- COVID-19 lo
	Actual achieve- ment 2020/2021 until date of re-tabling	In progress: Revised policy and procedure document devel- opment underway. Council formally adopted the CBE policy frameworks.	In progress: Adoption of CBE policy frame- works.
Programme/sub-programme	Planned annual target 2020/2021	Key performance Indicator. Governance process model. Revised policy and procedure documents. Approved professions governance imple- mentation plan. Adherence to audit findings.	Develop clear TORs; Assess viability and value.
Programme/st	Audited actual performance 2019/2020	New indicator	New indicator
	Output indicator	Adherence to core business process framework.	Competing time and process efficiencies.
	Output	Documented policies and procedures ap- proved by Council.	Current delegations of authority, TORs & charters.
	Outcome	Formalise core business process: Planning performance, projects, risk	Review decision making process and authority levels

Still in progress

2.1.4.2. Comment on Projects Contributing to this Programme

The target of the strategic objective for the formalisation of business processes to ensure mandate compliance was to have, as an outcome, 'documented, approved and implemented business processes for each mandate'.

As at the end of the 2020/21 financial year, the Council had not achieved its target. This was due to the exogenous impact of the COVID-19 induced health crises which necessitated a refocus for 2020/21, guided by the reprioritisation of resources.

The reprioritisation resulted in the appointment of a service provider in the fourth quarter of 2020/21.

The process checklist revealed that only five out of the 13 mandates had formal policy documents, those being:

- 1 Identification of Work (IDoW)
- 2 Continuing Professional Development (CPD)
- 3 Accreditation
- 4 Registration
- 5 Code of Conduct

The model for developing business processes for mandate compliance required the presence of a documented policy and/or policy framework. This articulates the "how" with regard to the SACPCMP achieving the legislated 13 mandates which will feed into the development of business processes as an input. The preceding three quarters focused on closing the critical policy gaps through SACPCMP adoptation of CBE policy frameworks for guideline fees, recognition of voluntary associations, and competency standards for registration, which provides the requisite baseline for business process development for three out of the 13 mandates.

Review processes under way included CPD, registration, accreditation and recognition of prior learning (embedded within the Registration Policy) which accounted for four of the 13 mandates that were executed in the day-to-day operations of the SACPCMP.

The work completed in the period under review had a deficit of five policies namely:

- 1 Competency Standards for Registration
- 2 Appeals
- 3 Standard-generating body function
- 4 Recognition of new professions and/or categories
- 5 Recognition of Prior Learning (RPL)

The Council appointed a service provider to complete the business-process development for each mandate. Despite the backlog of five policies required to provide inputs into the business-process modeling process, the SACPCMP adopted three CBE policy frameworks, raising the number of approved policies to eight out of the required 13.



2.2 Reporting on the Institutional Response to the COVID-19 Pandemic

The prolonged COVID-19 restrictions had a negative effect on the economy and has ultimately affected Registered Persons adversely. Council was forced to operate on minimal capacity. This placed strain on the workforce and created backlogs in certain areas. The Council was forced to implement emergency remote work, with employees being equipped with tools of trade to ensure seamless operations remotely.

The Council's ICT landscape was improved and all operations,

including registrations, were moved to online processes. The Council continued to work remotely, especially as there were surges in infections, and APP targets develop a permanent remote work policy in line with its strategy. The Council explored moving interviews and examinations online. Implementation of the Council's five-year strategy was severely impacted due to limited financial resources, especially after having not received much needed funding or relief, translating to the Council being unable to fulfil some of its APP targets.

Financial Impact

At the beginning of the pandemic, the Council implemented a Sustainability Strategy; this resulted in 10% of the budget being spent on only 25% of the Council's APP targets. The Council reported more than a 25% decline in cash deposits as compared to the previous financial year. Management continued to implement tight expenditure management controls to ensure that there were no material variances that affected the liquidity of the Council funds.

The SACPCMP's COVID-19 sustainability measures were developed and implemented throughout the 2020/2021 financial year. The Sustainability Strategy's aim was to ensure that the Council was adequately geared to manage the projected adverse impact of the COVID-19 pandemic.

The Management Team established a COVID-19 task team that continually assessed and monitored developments with regard to the pandemic and its impact on the financial position of the Council.

SACPCMP Response and Mitigations Applied in terms of the COVID-19 Pandemic

Area	Implications	Response and Mitigation		
Health and safety	Suspension of physical operations at the SACPCMP offices.	The Council established a COVID-19 Task Team and appointed a COVID-19 Officer to keep employees		
	Risk of key personnel being unavailable due to COVID-19 effects.	informed regarding pandemic and lockdown-related developments.		
	Employees unable to remain productive due to technological failures and COVID-19 exposure.	IT resources were made available to support remote working and meetings.		
	Risk of COVID-19 infections amongst employees and the uncertainties of safety in the workplace.			
Financial viability assessments	Negative impact on the Council's liquidity.	Adjusted and approved budget based on the worst- case scenario.		
		Management closely monitored the cash position of the Council and implemented atight expenditure- management processes.		
		Reviewed and negotiated terms with creditors without incurring penalties.		
		Deferred recruitment of non-critical positions.		
		Grant proposal submitted for government assistance.		
	Outstanding annual fees may not be recovered from	Extended the timeframe instituting late-penalty fees.		
	Registered Persons.	Extended the timeframe for deregistration of Registered Persons.		
		Deferment of CPD non-compliance deregistration.		
	The financial year's business plan is significantly impacted.	Review of the Council's business plan.		
Stakeholder	Registered Persons and businesses experienced financial	Extended the timeframe instituting late-penalty fees.		
(Registered Persons and Construction	losses.	Extended the timeframe for deregistration of Registered Persons.		
Industry) Engagement	Physical engagement sessions with Registered Persons impacted.	Rescheduled exam and interviews. Exploring opportunities for online assessments.		
	Potential reduction in new registrations.			

The Council's COVID-19 Intervention were as follows:

- Continuous monitoring of the Council's financial health in order to ensure sustainability of the Council and ultimately save jobs.
- Updating of the registration portal/system to facilitate the ease of registration.
- Inclusion of relief measures such as the deferment of instituting late-penalty fees and deferment of deregistration of Registered Persons in the Council's Sustainability Strategy to assist Registered Persons to retain professional status, be eligible for new job opportunities and retain current jobs.
- Procurement ensuring that the Council used SMME's where possible.
- Exploring online assessments to avoid lockdown restrictions from disrupting registration processes.
- Involvement of the SACPCMP with Construction allegiance representatives which advocated for the Construction sector to slowly re-open during lockdown.

Programme/ sub- programme	Intervention	Geo- graphic location	No. of benefi- ciaries	Disaggre- gation of benefi- ciaries	Total budget allocation	Budget spent per interven- tion	Contributions to the outputs in the APP	Immediate outcomes
	All non-critical staff to take leave during the period in question. Critical staff to continue with Council operations.	South Africa	34	All staff members	N/A	None	To ensure financial sus- tainability of the SACPCMP during the COVID-19 pan- demic period.	Staff consideration: All staff received their full salaries irrespective of whether or not they were included in the Mission Critical listing.
All programmes within the SACPCMP Annual Performance Plan (APP)	Extended the timeframe instituting late penalty fees.	South Africa	All Registered Persons	N/A	N/A	None	N/A	Extension on instituting late penalty fees: Possible penalty fee loss of R787 218.42. The loss is seen as positive in light of the challenges faced by Registered Persons. Late-penalty fees were instituted in October. Loss incurred as penalty fees were not instituted in May.
	Deferment of CPD non- compliance deregistration.	South Africa	All Registered Persons	N/A	N/A	None	N/A	This approach allowed Registered Persons the opportunity to engage in CPD compliance and reduce the number of people that would have been up for deegistration due to non-compliance.
	Extended the timeframe for deregistration of Registered Persons.	South Africa	1 415 Registered Persons	N/A	N/A	None	N/A	This approach allowed Management to implement debt-collection strategies with the aim of reducing the number of Registered Persons being deregistered.

2.2.1. Progress on Institutional Response to the COVID-19 Pandemic

2.3 Linking Performance with Budget

PROGRAMME 1: ADMINISTRATION

		2019/2020			2020/2021	
Programme 1:	Budget	Actual	(Over)/under	Budget	Actual	(Over)/under
Administration	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	7 672	4 126	3 546	3 428	3 229	199
Goods and services incl. Capex	N/A	N/A	N/A	N/A	N/A	N/A
Culture	N/A	N/A	N/A	50	0	50
Organisation design	N/A	N/A	N/A	100	0	100
Employee engagement	N/A	N/A	N/A	50	0	50
Other goods and services	6 941	3 159	3 782	3 182	2 504	678
Total	4 613	7 285	7 328	6 810	5 733	1 077

**N/A* – Not available: Budgets were not structured according to the individual programme and therefore not available in this format for the 2019/20 financial year.

PROGRAMME 2: MANDATE COMPLIANCE

		2019/2020			2020/2021	
Programme 2: Mandate	Budget	Actual	(Over)/under	Budget	Actual	(Over)/under
Compliance	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	8 138	6 343	1 795	4 672	4 731	(59)
Goods and services incl. Capex	N/A	N/A	N/A	N/A	N/A	N/A
Implement one version of the truth	N/A	N/A	N/A	50	0	50
Formalise business processes for mandate compliance	N/A	N/A	N/A	100	650	(550)
Implement a formal document management system	N/A	N/A	N/A	50	0	50
Implement a knowledge management system	N/A	N/A	N/A	0	0	0
Other goods and services	7 662	2 926	4 736	3 736	3 203	533
Total	15 800	9 269	6 531	8 608	8 584	24

**N/A* – Not available: Budgets were not structured according to the individual programme and therefore not available in this format for the 2019/20 financial year.

PROGRAMME 3: SUSTAINABILITY

	2019/2020	019/2020 2020/2021				
Programme 3: Sustainability	Budget	Actual	(Over)/under	Budget	Actual	(Over)/under
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	3 130	5 740	(2 610)	3 123	3 105	(18)
Goods and services incl. Capex	N/A	N/A	N/A	N/A	N/A	N/A
Diversify revenue streams	N/A	N/A	N/A	50	0	50
Pricing protocol implementation	N/A	N/A	N/A	50	0	50
External service provider optimisation	N/A	N/A	N/A	50	0	50
Other goods and services	9 561	11 362	(1 801)	9 489	14 985	(5 496)
Total	12 691	17 102	4 411	12 762	18 090	(5 328)

*N/A – Not available: Budgets were not structured according to the individual programme and therefore not available in this format for the 2019/20 financial year.

PROGRAMME 4: GOVERNANCE

		2019/2020		2020/2021			
Programme 4: Governance	Budget	Actual	(Over)/under	Budget	Actual	(Over)/under	
	R'000	R'000	R'000	R'000	R'000	R'000	
Compensation of employees	N/A	N/A	N/A	N/A	N/A	N/A	
Goods and services incl. Capex	N/A	N/A	N/A	N/A	N/A	N/A	
Formalise Core Business processes	N/A	N/A	N/A	N/A	N/A	N/A	
Review Decision levels	N/A	N/A	N/A	N/A	N/A	N/A	
Other goods and services	728	415	N/A	728	415	N/A	
Total	728	415	Total			Total	

*N/A – Not available: Budgets were not structured according to the individual programme and therefore not available in this format for the 2019/20 financial year.

2.4 Revenue Collection

		2019/2020			2020/2021	
Sources of Revenue	Budget	Actual	(Over)/under	Budget	Actual	(Over)/under
	R'000	R'000	R'000	R'000	R'000	R'000
Fee revenue	42 390	29 962	12 428	33 241	36 779	(3 538)
Penalty income	1 394	3 013	(1 619)	921	862	53
Recognition of prior learning	154	313	(159)	104	117	(13)
Continuing professional development	1 201	882	319	20	207	(187)
Other revenue	0	42	(42)	0	0	0
Investment income	600	728	28	510	476	34
		Other operat	ting income			
Unallocated receipts write off	0	1 299	(1 299)	0	0	0
Reversal of provisions	0	703	(703)	0	0	0
Grant revenue	0	0	0	0	985	(862)
Proceeds from insurance claim	0	0	0	0	38	(38)
CBE levy waiver	0	0	0	0	218	(218)
Total	45 856	36 946	8 910	34 796	39 696	(4 900)



The SACPCMP'S operations are sustained by annual fees, paid by Registered Persons. The Council does not receive any form of funding from the fiscus and raises its revenue in terms of Section 15 (1), (2)(a) of Act number 48 of 2000, its founding legislation.

The Council included in their APP a programme of "sustainability" in which comprehensive efforts were made to diversify revenue streams.

The fee increase in the financial year took into consideration the economic challenges that faced the country.

The revenue for the year ending 31 March 2021 amounted to R39.6 million which was 6% higher than the 2019/20 reported revenue of R 36.9 million.

The increase in revenue was attributed to the following factors:

• The System Upgrade that commenced in the last quarter of the 2019/20 financial year, interrupted the registration process with fewer applications being assessed in the period, and exams and interviews not being conducted. The revenue was therefore deferred to the 2020/21 financial year.

- The Council changed the certificate validity period from calendar year to financial year, which affected the revenue recognition treatment of invoices billed in December 2019.
- The revenue reported was 13% higher than the budgeted revenue for the 2020/21 financial year which amounted to R 34.7 million.
- The Council exceeded the budget target set for the 2020/21 financial year. It should be noted that the 2020/21 financial year budget had to be rationalised and revised. This gave rise to the development and implementation of what was termed the "worst case scenario" budget which was prompted by the Council's response to the COVID-19 pandemic.
- The worst-case scenario had a negative impact on the implementation of the Council's strategic plan, which resulted in the majority of targets set for the year not being achieved.
- Although the financial position of the Council took a positive turn during the last quarter of the financial year, Management could not fast track the implementation of the business plan.



2.5 Capital Investment

	2019/20			2020/21		
Assets	Budget	Actual	(Over)/Under	Budget	Actual	(Over)/Under
	R'000	R'000	R'000	R'000	R'000	R'000
Furniture and fittings	125	8	117	0	-	0
Office equipment	10	5	5	0	7	(7)
IT equipment	963	542	421	0	85	(85)
Intangible assets	0	380	(380)	0	0	0

The Council had to ensure that employees were equipped to work remotely during COVID-19 lockdown restrictions. This necessitated the procurement of additional IT equipment.

The investment (R380 000.00) in the 'intangible assets' column reported in the previous financial year related to an investment in the upgraded registration portal.

The addition in 'assets' relates to the purchase of IT equipment during the financial year.



GOUERNANCE

1. Introduction

The SACPCMP remains committed to the highest standards of corporate governance that add value to the mandate of the Council. Transparency and accountability are the core principles on which all business-related activities are conducted. Governance extends beyond regulatory compliance, since the Executive Management team aims to create and maintain a culture of good governance.

The Council acknowledges that it is responsible for the strategy, direction, leadership, governance and performance of the SACPCMP. The scope and functioning of the organisation and its committees are governed by a Council Charter that is reviewed and updated regularly. This Charter succinctly outlines the relevant authority, responsibilities, and powers of the Council and its committees. It is a requirement of the Charter that an annual evaluation of the Council and its committees is undertaken. This process provides the opportunity to improve the SACPCMP's effectiveness in a meaningful way.

The Audit and Risk Committee (ARC) of the SACPCMP is a fully functional, independent oversight structure and has significantly improved the risk management, control and governance aspects of the Council. A number of control and improvement recommendations were

2. Portfolio Committees

The SACPCMP engages with the Council for the Built Environment (CBE), which in turn accounts to the Department of Public Works and Infrastructure (DPWI) and the Portfolio Committee on Public Works and Infrastructure. made by the committee over the years and these have consequently resulted in the appointment of an outsourced external audit function as well as the continuation of the Council's externally facilitated strategic risk assessment process.

The ARC continues to collaborate with the SACPCMP's Finance Committee in reviewing the status of the organisation's financial management and providing recommendations for enhancement. To align with good corporate governance, the Council continuously strives to improve its compliance and reporting frameworks. The SACPCMP, in its effort to align with the King V Report, approved the formation and operation of the Audit and Risk Committee as of June 2015. Further to these initiatives, the Council resolved to comply with the broad principles of the PFMA, in response to the Executive Authority's request for PFMA.

3. Executive Authority

The Executive Authority of the Council is ultimately the Minister of Public Works and Infrastructure. The SACPCMP submits its quarterly performance reports to the Executive Authority and the CBE.



4. The Council

The Council is constituted in terms of Section 3 of the Project and Construction Management Professions Act, Act No. 48 of 2000. The Council is led by a President, who is assisted by a Vice-President, both of whom are elected to office. The term of office of all councillors is four years, but members continue in office until the succeeding Council is duly constituted. The Council carries out its oversight responsibilities through various committees that are constituted to oversee the business of the Council as per their respective approved terms of reference.

The committees form an integral part of the Council's

corporate governance framework and play a pivotal role in achieving and maintaining expected standards in terms of governance and ethical standards. The committees ensure that the Council's activities are subjected, at all times, to indepth scrutiny to ensure that high standards of governance are maintained.

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



Responsibilities of the Council

- Informing themselves, on an annual basis, about the Council's business and any issue that may affect its purpose or performance;
- Appointment of staff;
- · General oversight of all aspects of the SACPCMP;
- Determining the SACPCMP's purpose, policies and values, and monitoring compliance with these;
- Determining, appraising and approving the SACPCMP Corporate Strategy and monitoring its implementation;
- Appraising and approving major management initiatives, resource allocations, capital investments and disinvestments;
- Ensuring that risk management systems and procedures are in place to protect the SACPCMP's assets and reputation;
- Approving the staff compensation strategy;
- Awareness and understanding of, and compliance with, the underlying principles of good governance;
- Ensuring ethical behaviour and compliance with relevant laws and regulations, audit and accounting principles, and the SACPCMP's own governing documents and codes of conduct;
- Reporting annually to the Minister and Parliament on all aspects of the SACPCMP's performance; and
- Reporting to the CBE as required by the Act.

The Role of Council Members

Council members are required to:

- Apply themselves individually, to the best of their ability, to the affairs of the SACPCMP at all times, and act diligently and in good faith;
- Declare any interest in respect of any dealings they may have with the SACPCMP, or any entity or person where such interest may conflict with the member's responsibility as a member of the Council of SACPCMP;
- Attend meetings of the Council and any of its committees to which they have been appointed, and notify either the chairperson or secretariat in the event of being unable to attend any meeting;
- Keep secret and confidential any matters to which they are privy by virtue of their membership of the Council of SACPCMP and, in particular, desist from making any commercial or other use of information derived by virtue of Council membership;
- Refrain from being involved in operational matters, where possible; and
- Accept personal and fiduciary accountability for the acts and omissions of the Council.

Remuneration of Council Members

On an annual basis, the Council reviews its proposed budget and allocates remuneration to its members and committees in line with available funding. Due to the current budget constraints the Council relies on the volunteerism of its members and related committees. In light of the above, the SACPCMP caters for cost of travel by its Council and committee members to address Council matters. The approved fee for the 2019/20 Council Allowance was R1 620.

Name	Council meeting allowance	Honorarium	Other reimbursements (Telephone)	Life Cover	Total
Mr IM Nkosi	R42 000.00	R48 600.00	R4 935.00	R985.00	R96 520.00
Mr BB Simelane	R20 610.00			R985.00	R21 595.00
Dr C Deacon	R4 170.00			R985.00	R5 155.00
Ms N Molao	R6 270.00			R985.00	R7 255.00
Mr E Manchidi	R1 500.00			R985.00	R2 485.00
Adv R Dehal	-			R985.00	R985.00
Mr G Mbuthia	R4 860.00			R985.00	R5 845.00
Mr I Molosi	-			-	-
Mr S Naidoo	R7 043.00			R985.00	R8 028.00
Ms G Komane	-			R985.00	R985.00

Fifth-term Council Remuneration

Council Charter

The SACPCMP carries out the prescripts of its Charter, which requires it to evaluate its performance as well as that of its committees on an annual basis. Over and above this, the Council, on an annual basis, carries out an introspection for the purposes of ensuring that it complies with the Charter.



Name	Designation (in terms of the Public Entity board structure)	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g: Audit committee / Ministerial task team)	No. of Meetings attended
Mr Isaac Nkosi (President)	Section 3A of the Act: Registered Persons.	01 June 2018	WA	 MSc (Project Management) BSc (Construction Management) National Diploma (Civil Engineering) 	• PrcPM	 President of the SACPCMP Former Chairperson of the CBE Former Vice President of the SACPCMP Internal Corporate Governance Coach Former Assessor: SACPCMP Managing Director of IN-TPM Project Managers (Pty) Ltd Board positions in Property Development and Investment companies 	 EXCO SACPCMP Presidential Forum Heads of Department Forum 	
Mr Bafikile Bonke Simelane (Vice President)		01 June 2018	N/A	 National Diploma: Building BTech: Construction Management 	• PrcPM	 Former President. Master Builders South Africa Deputy Chairperson: Development Action Group 	 REGCOM SACPCMP VA Forum SacProment Property Development Forum CIDB National Stakeholder Forum 	~
Mr Eric Manchidi		01 June 2018	N/A	BSc (Building)MSc (Building)	PrcPM	 President: SACPCMP Council (4th Term) cidb Board member 	CPD Committee	9
Dr Claire Deacon		01 June 2018	N/A	 PhD (Construction Management) Magister Curationis BSc Medicine (Honours) Biomedical Engineering BTech (Occupational Health) Certificate: Occupational Health Diploma: General Nursing 	 PrCHSA Ergonomics Occupational health Occupational health and safety 	Council for the Built Environment (CBE)	 CPD Committee HR Committee Programme Accreditation Committee EXCO 	Q
Mr Indrasen Siven Naidoo		01 June 2018	N/A	 Risk Management Certificate SAMTRAC 	• CHSM	Council Member: SAIOSH	• SAIOSH	7

Name	Designation (in terms of the Public Entity board structure)	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams (e.g: Audit committee / Ministerial task team)	No. of Meetings attended
Ms Noluthando Molao		01 June 2018	N/A	 BSc Quantity Surveying (Honours) Post Graduate Diploma in Property Development Management Project Management Programme for Built Environment Construction Management Programme 	• PrcPM	 CBE Board Member NHBRC Board Member Independent Trustee: Arup Education Trust POWA Board Member 	 Finance Committee EXCO EXE Assessor CBE Assessor BE Mentor CIDB five-year Review Panelist 	ى
Mr ftumeleng Molosi	Section 3B of the Act: State appointed directly by the Minister of DPWI	01 June 2018	N/A	 National Higher Diploma: Building Surveying Contract Law & Insurance Management Development Programme 	• PrCPM		REGCOM	ß
Ms Gugulethu Komane		01 June 2018	N/A	 National Diploma: Building Science BTech: Construction Management Management Development Programme SAMTRAC 	• CHSM		HR Committee	ى ع
Mr George Mbuthia	Section 3C of the Act: Appointed by the public	01 June 2018	M/A	 Master of Business Administration MSc Construction Management BA Building Economics (Hons) 	 Construction Project Management Policy Analysis and Formulation Construction Industry Development 	Chair: CMDC	 Communications/Marketing & Transformation Committee REGCOM 	4
Advocate Roshan Rai Dehal		01 June 2018	N/A	 BProc LLB LLB International Commercial Arbitration Certificate in Constitutional Litigation Certificate in Maritime Law 	 Attorney of High Court of SA Conveyancer Commissioner of High Court High Court 	 Chairperson: Legislation and Legal Matters and Consumer Protection Task Team Council Member: NFVF Board Member: SACAA Chairperson: SARS Council Member: AISA Vice President: Estate Agency Affairs Board Chairperson: Estate Agency Affairs Board Chairperson: Medical and Dental Council of SA 	DCC Committee	-

Council Committees and Forums

Committee	No. of meetings held	No. of members	Name of members
Stakeholder Relations, Communication, Marketing and Transformation Committee (COMMS)	Тwo	Eight	George Mbuthia Brian Dlamini Pasha Makgolane Revona Botha Vikash Narsai Manqoba Soni Brenda Ntombela Erhard Visser
Registration and Education Committee (REGCOM)	Two	Nine	Bonke Similane George Mbuthia Itumeleng Harry Molosi Mbuyiselo Cannon Noyana (Deceased) Innocent Musonda Prof. Alfred Talukhaba Dr. Franco Geminiani Itumeleng Lucas Moagi Robert William Atkinson
Identification of Work (IDoW) and Tariff of Fees Committee	None	Four	Charles Isralite Prof. Fidelis Abumere Emuze Steven Harry Kaplan Peter Dobson
Disciplinary & Code of Conduct Committee (DCCC)	One	Three	Adv. Roshan Rai Dehal Gareth Ahier Innocent Musonda
Executive Committee (EXCO)		Four	Isaac Nkosi Bonke Bafikile Simelane Noluthando Molao Dr Claire Deacon
Finance Committee	Five	Five	Noluthando Molao Coenraad Middel Gratitude Ramphaka Ulandi Exner Dino Desai (Deceased)
Audit and Risk Committee (ARC)	Six	Three and two Co-opted members	Seipati Boulton Rashid Patel Mmemeng Tsehla Gratitude Ramphaka (Co-opted) Ulandi Exner (Co-opted)
Programme Accreditation Committee	Two	Five	Dr. Claire Deacon Prof. Alfred Talukhaba Dr. Franco Geminiani Ferdinand Fester Frank Matlala
Continuing Professional Development Committee	One	Seven	Dr. Claire Deacon Prof. Alfred Talukhaba Douw Steenkamp Neil Enslin Eric Manchidi Shadrack Moseneke Steve Leach
Human Resource Committee		Three	Dr Claire Deacon Shanitha Singh Nomvula Rakolot
Information Communication and Technology Committee	Two	Four	Ulandi Exner Pule David Moiloa Sulieman Patel Sithembele Ndaba
Registration Appeals Committee	None	Five	Prof. PD Rwelamila Osman Narker Justus Ngala Agumba Kevern Ramborosa Johann Pearson
Presidential Forum	Four	One	Mr Isaac Nkosi (Chair)
VA Forum	Four	One	Mr Bonke Simelane (Chair)

VA Forum Engagements 2020/21

Performance indicator	Planned target 2020/21	Actual achievement 2020/21	Deviation from planned target to actual achievement for 2020/21	Comment on deviations
VA Forum Meeting	4	1	3	Some of the planned meetings were cancelled due to the outbreak of the COVID-19 pandemic.

Accredited Voluntary Association Members

	Organisation	Abbreviation
1	Association of Construction Health and Safety Management	ACHASM
2	Association of South African Quantity Surveyors	ASAQS
3	Master Builders Association North	MBA NORTH
4	South African Institute of Civil Engineers	SAICE
5	South African Institute of Occupational Safety and Health	SAIOSH
6	South African Federation of Civil Engineering Contractors	SAFCEC
7	Consulting Engineers South Africa	CESA
8	Master Builders South Africa	MBSA
9	Chartered Institute of Building	CIOB
10	South African Roads Federation	SARF
11	Master Builders Association KwaZulu-Natal	MBA KZN
12	Association of Construction Project Managers	ACPM
13	HSE Connection Point	HSE CP

Non-Accredited Voluntary Association Members

	Organisation	Abbreviation
1	Royal Instituted of Chartered Surveyors	RICS
2	South African Institute of Architects	SAIA
3	Master Builders Western Cape	MBA WC

Presidential Forum

The Presidential Forum meeting was held on 11 November 2020, attended by entity presidents and CEOs of the SACPCMP's Voluntary Associations. Key items presented at the meeting were the SACPCMP's adoption of the CBE's Policy Framework in Recognition of Voluntary Associations, as well as the review of the existing Terms of Reference of the Voluntary Associations for proper alignment with the CBE Policy Framework in the forthcoming months.

Performance indicator	Planned target 2020/21	Actual achievement 2020/21	Deviation from planned target to actual achievement for 2020/21	Comment on deviations	DEVELOP GROW
Presidential Forum Meeting	4	1	3	Some of the planned meetings were cancelled due to the outbreak of COVID-19 pandemic.	PROSPER

Presidential Forum Engagements 2020/21



We, the participants that constitute the Presidential Forum, hereby declare that we shall:

- Generate synergy in realising the legislative mandates of the SACPCMP;
- Participate actively in joint initiatives that ensure the SACPCMP discharges its mandated programmes for improved performance within the built environment;
- Coordinate efforts in transforming the project and construction management professions through various initiatives and actions;
- Coordinate efforts to arrest perpetual candidacy and ensure that candidates achieve professional time within the specified candidature period;
- Support the professionalisation of the CM/CHS professions in the public sector through the provision of mentoring/development of a pool of professionally registered mentors, aimed at increasing the pool of Candidate CM, CPM and CHS professionals attaining professional registration with the SACPCMP; and
- Implement a joint structured initiative aimed at locating available workplaces, stipends and supervision for experiential learning and candidacy by university students in the private and public sectors.

Presidential Forum Participants

Organisation	Abbreviation
Association of Quantity Surveyors	ASAQS
Association of Construction Project Managers	ACPM
Association for Construction Health and Safety Management	ACHASM
Construction Engineers of South Africa	CESA
Master Builders South Africa	MBSA
The Chartered Institute of Building	CIOB
South African Roads Federation	SARF
South African Institute of Architects	SAIA
Master Builders KwaZulu-Natal	MBA KZN
The South African Institution of Civil Engineering	SAICE
HSE Connection Point	HSE CP
Royal Institute of Chartered Surveyors	RICS

5. Risk Management

The SACPCMP continues to align its risk management with the Code of Corporate Governance practices as outlined in the King (V) Report. The Audit and Risk Committee has been delegated by Council to advise on the matters relating to the management of risk as well as the overall prevention of fraud within the SACPCMP.

The SACPCMP Strategic Review includes the review

Emerging risks

During the period under review, COVID-19 posed an extreme inherent risk to SACPCMP. The SACPCMP is committed to doing everything possible to limit the spread of COVID-19 and has proactively implemented preventative measures to ensure the health and safety of Registered Persons, stakeholders and staff members.

Management has established a COVID-19 Task Team that is continually assessing and monitoring developments regarding the pandemic and the Council is confident that the Council's responses, as contained in its Sustainability Plan, are adequate. Furthermore, the crisis is being monitored continuously to evaluate the constantly evolving impact of COVID-19 on the SACPCMP's operations and financial sustainability.

of the risk associated with the implementation of the planned strategy. Best practice recommends that the Council should ensure that a strategic risk assessment is performed at least annually and should set specific limits for the levels of risk the organisation is able to tolerate in the pursuit of its objectives. The SACPCMP continues to implement its Risk Management Policy and Framework as approved by the Council.

The Sustainability Plan aims to respond to the following key risks that may materialise as a direct result of the pandemic:

- Financial sustainability which is linked to the current economic activity of Registered Persons who are the main contributors to the SACPCMP funding model; and
- Operational risk due to the possible health risk to both staff members and Registered Persons.

The Council has performed an analysis regarding the potential effect of COVID-19 beyond the financial year, based on information available at the reporting date, and this will be updated depending on how the situation unfolds.

6. Internal Control Unit

The Internal Control promotes efficiency and reduces the impact and likelihood of identified risks. Significant strides continue to be made in ensuring compliance with laws and regulations by introducing preventative and corrective internal control measures to address and report non-

compliance. Further, the SACPCMP has maintained an Audit Findings Register as a tool to monitor progress and updates the Audit and Risk Committee on the status of these findings on a regular basis.



GROW PROSPER

7. Internal Audit and Audit Committees

The Audit and Risk Committee (ARC) is a fully functional independent oversight structure and has provided quarterly oversight on the review of the Council's strategic risk assessment process as well the continuation of an outsourced internal audit function. The ARC also continued to oversee the outputs of the external audit process and ensureed that Council's integrated report presented the state of affairs of Council appropriately and was of good quality. The committee continued to support the Council in fulfilling the management its ICT risk exposure and optimising the benefits of technology.

The Internal Audit Function (IAF) plays a key role in providing an objective view and continuous assessment of the adequacy and effectiveness of the internal control systems. This is based on the testing of controls observed from completing a selection of audit reviews as documented in the Annual Audit Plan. The IAF is currently outsourced to Nexia SAB-T which is responsible for:

- Assisting Management in maintaining an effective internal control environment by evaluating those controls continuously to determine whether they are adequately designed and operating efficiently and effectively, and recommending improvements; and
- Assisting the ARC and Management in monitoring the adequacy and effectiveness of the SACPCMP's risk management process.

Internal controls reviewed consist of strategic, operating, financial reporting and compliance controls relating to:

The information management environment;

- The reliability and integrity of financial and operating information;
- The safeguarding of assets; and
- The effective and efficient use of the SACPCMP's resources.

Management remains responsible for the establishment and maintenance of an effective system of internal control, risk management and governance processes.

Corporate governance best practice requires that the IAF reports functionally to the ARC. Such reporting is ensured by the ARC mandate to:

- Review and approve the Internal Audit Charter;
- Review and approve the Internal Audit Plans;
- Evaluate the effectiveness of internal controls;
- Review significant internal audit findings and the adequacy of corrective action taken;
- Assess the performance of the IAF and the adequacy of available internal audit resources;
- Review significant differences of opinion between management and the IAF; and
- Consider the appointment, dismissal or reassignment of the Internal Audit service provider.

The Charter of the IAF provides that it reports administratively to the Registrar and functionally to the ARC. The IAF has been actively operational during the 2019/20 financial year.

Name	Date appointed	Date resigned	No. of meetings attended
Seipati Boulton	31/07/2018	N/A	6
Rashid Patel	01/12/2018	13/03/2021	3
Mmemeng Tsehla	01/12/2018	N/A	6
Gratitude Ramphaka (Co-opted Member)	24/05/2019	N/A	3
Ulandi Exner (Co-opted Member)	24/05/2019	N/A	4

8. Compliance with Laws and Regulations

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 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. With this in mind, the Act requires and mandates the SACPCMP to perform the following legislative and regulatory functions.

1	Registration policy	Sections 11, 18, 19, 20, 21, 22, 23 and 24
2	 Policy on fees and charges a. Application fees b. Registration fees c. Annual fees d. Examination fees e. Education fund f. Service fee g. Appeal fees h. Ancillary fees 	Section 12 Section 12 (a) Section 12 (b) Section 12 (c) Section 12 (c) Section 12 (e) Section (f) {The Council may establish and administer an education fund for the purpose of education, training and continuing education and training of registered persons and students in the project and construction management professions Section (g) and Section 14 (c) {perform any service within its competence if it is requested by any person or body of persons, including the State} Section (h) Section (l)
3	Accreditation policy	Section 13 (a) and (b)
4	 Education matters policies a. Consult CHE on matters relevant to education in construction and project management b. Competency standards (consult with SAQA and VAs) c. Examinations d. International equivalence of professions and recognition of qualifications e. Standards Generating Bodies f. Education facilities for training and training of registered persons and prospective registered persons 	Section 13 Section 13 (c) Section 13 (d) Section 13 (g) and (h) and (j) Section 13 (e) Section 13 (f) Section 13 (l)
5	CPD policy	Section 13 (k)
6	Policy on Recognition of Voluntary Associations	Sections 14 (d) and 25
7	Health and Safety and Environmental Protection policy	Section 14 (i) and (j)
8	Registration of Professions policy	
9	IDoW policy	Section 26
10	Code of Conduct of Professions policy	Sections 14 (g) and (h) and 27
11	Policy on Professional Fees	Section 34
12	Policy on Recognition of New Professions	Section 18 (1)(c) {linked to section 19, 20 and 21 give rise to this mandate, so the Council can, in a PAJA compliant manner, administer the specification of categories prescribed by the Council.}
13	RPL policy	Sections 19 (b) iii and iv
14	Policy on Tribunals and Appeals	Sections 28, 29, 20, 31, 32, 33, 35 and 37
15	Policy on Rules and Regulations	Section 36
16	Policy on rectification of errors and exemptions	Section 38

DEVELOP GROW PROSPER

The organisation endeavours at all times to comply with applicable laws and regulations that are enforced. In addition, it encourages all its Registered Persons to abide by and adhere to applicable laws and regulations during the course of executing their work.



9. Fraud and Corruption

The SACPCMP has an approved a Risk Management Framework, Policy and Strategy, which includes a Fraud and Corruption Prevention Strategy. The framework lays the foundation for integrating effective risk management into the organisation and establishes an organisation-wide approach to risk management oversight, accountability and process execution.

The SACPCMP continues to uphold its stance on zero tolerance for fraud and corruption. This is aligned with the approved fraud and corruption frameworks and strategies.

In implementing the above policy frameworks, the SACPCMP still ensures alignment with the fraud hotline hosted by the CBE. No cases of fraud were brought to the Council for the period under review.

An investigation into a network breach that took place within the Council towards the end of 2019 was conducted in the 2020/2021 financial year. The results of the investigation are expected to be released in the new financial year.

10. Minimising Conflict of Intererst

The SACPCMP ensures that conflicts of interest are declared as protocol for all Council Committee meetings. Each of the attending committee meeting members are required to declare any conflicts of interest. A record of this is maintained by the Finance Department.

11. Code of Conduct

This regulatory function, performed in accordance with the Act, is guided by adherence to and conformance with the prescribed Code of Professional Conduct for Registered Persons. The code requires that Registered Persons must carry out their work with due care, skill, competency and integrity. This ensures the protection of the public from Registered Persons who contravene the Code of Conduct as well as the Act, thus maintaining the integrity, standing, reputation and the status of Registered Persons.

The Disciplinary and Code of Conduct (DCC) Committee is tasked by the Council to investigate and make recommendations when complaints of improper conduct are lodged against Registered Persons. These would emanate from members of the public through an affidavit under oath or by affirmation. In addition to this, the Committee is empowered to investigate any incidence of project and construction-related work activities that may indicate improper conduct on the part of a Registered Person. Essentially, the decision to take disciplinary action therefore determines a Registered Person's ability to practise, and more importantly, to present themselves with pride as a Registered Person.

Training for SACPCMP Council Members on how to conduct the appeals was conducted on 10 December 2020. This was occasioned by the need to comply with Section 40 (2) which stipulates that the Council must hear the appeals. The were no appeals processed by the Appeal Committee in the 2020/2021 financial year.

12. Health Safety and Environmental Issues

The SACPCMP strives to comply with the Occupational Health and Safety Act. The entity continues to create a safe and conducive working environment.

With the advent of COVID-19 and the global pandemic that resulted in a national lockdown being imposed on South Africa in March 2020, the Council established a COVID-19 Task Team to address risks and requirements that arose as a result of the pandemic.

The SACPCMP, being a statutory body, whose main function is registration, has a high risk (especially for frontline staff) of COVID-19 exposure. The COVID-19 Task Team investigated how operations at SACPCMP could continue amidst catastrophic disruptions caused by the COVID-19 outbreak.

Most importantly, this team was also to consider how the organisation could best educate staff about the virus and protect them from contracting it at work.

To minimise the risk of workplace transmission of COVID-19, the Council ensured the workplace facilities are suitable and safe for employees to work. Some other health and safety interventions included rotation of staff, staff COVID-19 training, provision of Personal Protective Equipment and restricting of workplace practices and minimising of interaction with the public and health and safety risk management.

13. Company Secretary

IKB Secretaries was appointed to manage the portfolio of Council Secretary for the period under review.

14. Social Responsibility

All of the Council's corporate social responsibility planning and events were put on hold owing to the budgetary restrictions put in place as part of the SACPCMP's Sustainability Strategy in response to the COVID-19 pandemic. It is hoped that the 2021/2022 financial year will see the resumption of activities that support the Council's stakeholders in terms of social responsibility.

B-BBEE Compliance Performance Information

Has the Public entity applied any relevant Code of Good Practice (B-BBEE Certificate 1-8) with regard to the following						
Criteria	Response Yes/No	Discussion				
Determining qualifications criteria for issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	The Council has an approved Supply Chain Management Policy which sets out relevant criteria.				
Developing and implementing a preferential procurement policy	Yes	This is included within the SCM Policy.				
Determining qualification criteria for the sale of state-owned enterprises?	No	The SCM and Asset Management Policy does not include a provision for qualification criteria for the sale of state-owned enterprises. The policies however do make provision for the sale of state-owned assets.				
Determining criteria for entering into partnerships with the private sector?	No	The SCM and Asset Management policies do not include a provision for criteria for entering into partnerships private sector.				
Determining criteria for awarding incentives, grants and investment schemes in support of broad-based black economic empowerment.	Yes	This is included in the SCM Policy.				

15. Report of the Audit and Risk Committee

We are pleased to present our report for the financial year ended 31 March 2021.

Background

The Audit & Risk Committee ("the Committee") as established by section 17 of the Professional Construct management Act 48 of 2000 reports that it has complied with its responsibilities arising from the Council approved terms of reference and as an entity that aspires to be PFMA compliant with Section 51(1)(a)(ii) of the Public Finance Management Act 1 of 1999 (as amended) and Treasury Regulation 27.1., the Committee has also been complied thereto.

Membership and Attendance

- The Committee comprises of independent non-executive members with extensive experience to serve in the Committee.
- The Committee met six times during the year. There were two special meetings and four ordinary meetings.
- The special meetings dealt with review and approval of financial statements and the review and endorsement of the sustainability plan.
- The names and attendance of the members serving on the Committee are detailed on page 64 under the Internal audit and Audit Commitee section of the Annual Report. One Committee member resigned during the last month of the financial year.

Audit and Risk Committee Responsibility

The Committee is satisfied that it has discharged its responsibilities in assisting the Accounting Authority with the following activities:

- The safeguarding of assets, the operation of adequate systems, control and reporting processes, and the review of financial statements in compliance with the applicable legal requirements and accounting standards;
- Overseeing the activities of, and ensuring coordination between, the activities of internal and external audit;
- Providing a forum for discussing enterprise-wide risks relating to financial, performance and regulatory exposures; and monitoring controls designed to minimise these risks;
- Reviewing the Council's quarterly financial performance information, Annual Report, including annual financial statements, and any other public reports or announcements containing financial and non-financial information;
- Receiving and dealing with any complaints concerning the accounting practices, internal and external audit or the content and audit of its financial statements and performance reports, or related matters; and
- Annually reviewing the Committee's work and charter; and making recommendations to the Accounting Authority to ensure the Committee's effectiveness.

Effectiveness of Internal Control

- The Committee considered all the reports issued by the various assurance providers e.g. internal and external auditors which identified a number of significant weaknesses.
- Management's actions were noted in addressing identified control weaknesses. The Committee wishes to express appreciation on the commitment demonstrated by management in treating all the reports with urgency and the speed with which remediation is implemented.
- The Committee reports tremendous improvement noted in the system of internal control for the period under review.

The Effectiveness of Internal Audit

The Committee approved a Risk Based, three-year rolling Strategic Internal Audit Plan and an Annual Audit Coverage Plan for the period 1 April 2020 to 31 March 2021.

The table below depicts the auditable areas considered with their resultant ratings:

Auditable Area	Opinion
Information Technology (applications Control)	Major Improvement Needed
Audit of Predetermined Objectives	Some Improvement Needed
Management of Operations	Major Improvement Needed
Financial Management	Some Improvement Needed
Governance	Major Improvement Needed

The Committee reviewed all the internal audit reports; and is satisfied with the activities of the internal audit function, including its annual work program, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.

The Audit Activity identified and reported the following areas of concern to the Committee:

- Weaknesses of vulnerability assessed in the Information Technology area coupled with the highlighted weaknesses as contained in the Forensic Investigation report;
- Segregation of Duties (SOD) and user access rights within the IT environment;
- Safeguard of fixed assets and incomplete fixed asset register;
- Inadequacies in Policies and Procedures across all certification programmes;
- Non-compliance with Corporate Governance in the constitution of Council committees;
- Conflicts of Interest noted as non-compliance with some Council committees; and

 Reliability of performance information and alignment of targets to set objectives. A new area incorporated into management processes.

Other than these significant matters that have come to our attention and the commitment demonstrated by management in the address thereof, nothing indicates any material breakdown in the functioning of controls, procedures and systems.

There has been a noticeable improvement on two areas AOPO and Financial management which were previously assessed as "major improvement needed" in the previous financial year to "some improvement needed" in the current year.

The Committee is therefore of the opinion that Internal Audit is independent, provided objective assurance activities that were designed to add value and improve the organisation's operations. Through Internal Audit the Committee intends to drive combined assurance to ensure an effective coordinated approach is applied in obtaining assurance that risks are being managed effectively.

Risk Management

- Management is responsible for the establishment and maintenance of an effective system of governance, risk management, the prevention and detection of fraud and internal controls.
- The Council's Risk Management activity reports its function to the Audit and Risk Committee.
- A risk assessment is performed annually and subsequently the risk register is updated to ensure that all the major risks including emerging risks facing the entity are effectively managed. The year under review has seen a highlight in the management of COVID-19 pandemic as an emerging risk.
- The risk appetite and tolerance levels were set and monitored throughout the year.

The Committee also provides oversight over the fraud and corruption prevention controls and mechanisms within the council. A toll-free whistle-blowing hotline operated by Advance Call through the CBE is operational, service providers and employees are encouraged to report any suspected corrupt, fraudulent, criminal or unethical practices. This process is pending a formal process to be finalised on how the reported cases are to be managed and investigated.

Management of Quarterly Financial and Performance Information

The Committee is satisfied with the content of the finance reports that have been prepared and issued during the year. In response to the threats posed by Covid 19 pandemic and national lockdown announced in March 2020, Management developed and implemented a sustainability plan. The ARC provided oversight on the implementation of the sustainability plan throughout the 2020/21 financial year. Although there was a 13% decline in cash deposits from registered persons as compared to the 2019/20 financial year, the implementation of the sustainability plan ensured that the Council operations continued uninterrupted, it should however be noted that the sustainability plan had a negative impact on the implementation of the Council 2020/21 annual performance plan.

Nonetheless, management has demonstrated diligence in the management of the Councils' finances and the continuous monitoring of the Council financial viability and sustainability.

External Audit

- The Committee has reviewed the independence and objectivity of the external auditors.
- The external auditors attended four statutory meetings of the Committee.
- The Committee had two virtual meetings with the external auditors, and we are satisfied that there are no unresolved issues of concern.
- The Committee has noted that the 2020/21 external audit review was the final review conducted by the current external auditors, thus a new process to appoint a new audit firm would have to be embarked on during the 2021/22 financial year.

Evaluation of Financial Statements

The Committee has reviewed the annual financial statements and performance information for the year ended 31 March 2021 and duly approved them for the Auditors to carry out the yearly review. Subsequent to the finalised audited financial statement, the Committee presented the audited financial statement to the Accounting Authority for approval prior to being submitted to the Executive Authority.

The Committee reviewed the Auditors' Management and Audit reports; and concurs with their conclusions. The Committee therefore accepts the audit opinion and conclusion expressed.

Our appreciation is conveyed to the entire Executive Management, Internal Audit, External audit and the Council's Accounting Authority for the relentless energy and commitment shown in addressing all matters put to their attention.

SEIPATI Y. BOULTON

CHAIRPERSON: AUDIT & RISK COMMITTEE SOUTH AFRICAN COUNCIL FOR THE PROJECT AND CONSTRUCTION MANAGEMENT PROFESSIONS (SACPCMP)

DATE: 25 AUGUST 2021



1. Introduction

The 2020/2021 financial year presented both challenges and success stories for the SACPCMP regarding the management of human resources. The COVID-19 pandemic and ensuing lockdowns resulted in many businesses having to suspend their operations. The SACPCMP was not exempt from the temporary suspension of its normal business operations. In dealing with the realities of the lockdown regulations, the Council had to mobilise its workforce within a matter of days to ensure that employees who were critical to the business continuity projects of the entity were well equipped for remote operations. This required staff being equipped with the necessary tools of trade that would enable them to work from home.

For effective control, new policies were developed as well as the updating of the existing policies to provide for the proper handling and the use of the tools of trade provided to staff. The process of developing the Telecommuting Policy required inputs from staff members as well as wider benchmarking to ensure that the policy was not only for the purpose of addressing the Covid-19 challenges but to cater as a permanent feature in the SACPCMP policy regimes.

Among the success stories, the Council approved a Sustainability Strategy that was developed by management to ensure that the Council remained afloat and continued to deliver its mandated functions to the public. From the Human Resource perspective, the approved strategy required that no new appointments be made. This included the non-renewal of fixed-term contracts that had come to come an end. This impacted the Council in a way that its operational capability was reduced, placing reliance on the staff members that remained. To ensure continuity within the functions that were handled by the staff members whose contracts were not renewed, a reassignment process whereby certain staff members would carry additional responsibilities were made in a form of enriching their roles to include certain functions that were carried out by the employees who have left the Council during the period under review.

Management addressed the challenges occasioned by the non-renewal of employment contracts where reassigned staff members, who were not subject matter experts, had to learn their new roles in a short space of time and be effective in their new roles. Other challenges manifested in a form of staff burnout which was anticipated and planned for. The strain brought by the COVID-19 pandemic saw the Council commencing with the development of a wellness policy and strategy in order to deal with staff burnout and other wellness challenges, which will be executed in the next financial period.

1.1 Human Resources Priorities

The existing organisational structure of the SACPCMP has been in its current form for a long time and as result, it has been overtaken by many events and it is no longer fully supportive of the mandate of the Council. The structure was useful at the time of its approval. However, it was found to have unintended duplications and job overlaps which are cost-intensive.

The re-designing of the organisational structure, followed by a Skills Audit, was planned to commence during for the 2020/21 financial year, with the following objectives:

- Streamlining of roles to ensure that each role adequately fulfils the mandate of the Council without competing for resources.
- 2 Aligning each role to a specific mandate(s) that the Council is required to deliver upon.
- 3 Allow for flexible staff mobility where skills and competencies are required the most.

However, the planned Organisational Design (OD) and Skills Audit were severely impacted by the COVID-19 pandemic with the planned OD project having to be deferred. Due to the implementation of the approved Sustainability Strategy of the Council, the capacitation of the employees who are critical to the sustainability mission of the Council, the budget that was initially allocated to the OD project had to be re-allocated temporarily.

This resulted in the delay in project implementation, which in turn, impacted on the Council Skills Audit project since it was planned to be conducted together with the OD project.

The national lockdown also redirected priorities in terms of equipping staff to work remotely and the development of a remote-working policy and updating of the SACPCMP's tools-of-trade policy.



1.2 Employee Performance Management

Employee performance management was negatively affected by the COVID-19 pandemic, and it resulted in more than 70% of the approved Annual Performance Plans (APP) targets of the Council for the period under review having to be deferred to the next financial year as they could not be funded.

1.3 Workforce Planning

The COVID-19 pandemic was one of the key challenges in the development of workforce plans. The deferral of the OD project which would direct management in developing the Human Resource plans that would ensure that the human resource needs of the Council are met, has likewise resulted in the assessment of the organisation's human resource needs not being undertaken.

The workflow and the identification of gaps and overlaps in the existing structure and roles will be conducted during the next financial year when the OD project is underway. To identify the staffing needs of the Council under the conditions of the COVID-19 lockdown, management assessed the available talent and designed an interim structure to ensure that the Council outlasts the pandemic with the proper Human Resource planning process having to take place once the OD project has been finalised.

1.4 Human Resource Policy Development

New Human Resource management policies are developed all the time with the new policies that have been developed during the period under review to receive final approval by the Council. The development of the policies is guided by the need to close any identified policy vacuum in the human resource management systems. People management policies continue to be developed and revised. The following policies have been developed and reviewed during the period under review:

New policies:

- Staff tools of trade policy
- Telecommuting policy
- Staff Wellness policy

Reviewed policies:

- Performance Management
- Staff Grievance Policy

The aforementioned people-management policies will be approved in the next financial year.

1.5 Key Human Resources Highlights and Achievements – Re-allocation

Despite difficulties presented by the remote working arrangement, the SACPCMP workforce managed to maintain operations during the period under review. The reassignment of staff ensured that the planned work continued, albeit with challenges. The majority of Council staff operated predominantly from 'home' during the period under review. However, a plan to ensure that the Council remained accessible during the reduced lockdown alert levels were in place with employees working from the office on a rotational basis. All of the planned meetings of the Council that could not take place during the lockdown were held after management recalibrated its corporate calendar was approved by the Council.

1.6 Challenges Experienced by the SACPCMP

As part of the sustainability strategy of the Council that was approved in April 2020, for the SACPCMP to remain afloat in the midst of the Covid-19 pandemic, the following had to be executed:

- All fixed-term contracts ending during the pandemic had to be allowed to expire without the replacement of the staff who left.
- All vacant positions had to be left open until the Council would be in a position to fill them. However, this will be deferred until the Organisational Design project is completed.

In order to address the gaps that were left when the fixed-term contracts were not renewed, Management had to reassign staff to oversee those areas that were vacated in addition to their own specific roles. Nine fixed-term contracts that expired between August and December 2020 could not be renewed thus placing additional responsibilities on the already lean staff complement. Of the expired contracts, five (5) were internship contracts. This brought down the staff complement to 41 permanent employees and 31 fixed-term employees.



Human Resource Oversight Statistics

Personnel Cost by Programme/activity/objective

Programme /activity objective	Total Expenditure	% of personnel exp to total cost	No of employees	Average personnel cost per employee
Registrar's office	5 096 831	31%	4	1 274 208
Registration	3 643 528	22%	15	242 902
Finance	2 839 773	17%	9	315 530
Education	772 282	5%	2	386 141
Customer Relation Management	1 296 215	8%	10	129 622
Stakeholder Relations and Communication	928 737	6%	2	464 369
Corporate Shared Services	1 327 608	8%	2	663 804
IT Department	548 596	3%	1	548 596
Total	16 453 571	100%	45	4 025 171

Personnel Cost by salary band

Level	Total Expenditure	% of personnel exp to total cost	No of employees	Average personnel cost per employee
Top Management	2 144 310	13%	1	2 144 310
Senior Management	4 123 762	25%	4	1 030 940
Professional Management	2 505 056	15%	5	501 011
Skilled	5 189 211	32%	7	741 316
Semi-Skilled	2 360 207	14%	18	131 123
Unskilled	131 026	1%	1	131 026
Total	16 453 571	100%	36	4 679 726

Employment changes

Salary band	Employment at beginning of period	Appointments	terminations	Employment at the end of the period
Top Management	1	0	0	1
Senior Management	3	0	2	1
Professional Management	2	0	0	2
Skilled	10	1	2	9
Semi-Skilled	29	0	12	17
Unskilled	1	0	0	1
Total	46	1	16	31



Employment and Vacancies

Programme /activity objective	2019/2020 Approved posts	2020/21 Approved posts	2020/21 vacancies	% of vacancies
Registrar's Office	4	4	1	2.13
Registration	23	22	3	6.38
Finance	10	8	4	8.51
Education	3	3	1	2.13
Customer Relations Management	4	4	1	2.13
Stakeholder Relations and Communication	4	3	1	2.13
Corporate Shared Services	2	2	1	2.13
ICT	3	1	0	0
TOTAL	53	47	12	25.54%

Programme /activity objective	2019/2020 Approved posts	2020/21 Approved posts	2020/21 Vacancies	% of Vacancies
Top Management	1	1	0	0
Senior Management	5	3	2	4.26
Professional Management	4	3	0	0
Skilled	19	18	3	6.38
Semi-Skilled	23	21	7	14.89
Unskilled	1	1	0	0
TOTAL	53	47	12	25.54%

Reasons for staff leaving

Reasons	Number	% Of total No. of staff leaving
Death	0	0%
Resignation	6	37.50%
Dismissal	1	6.25
Retirement	0	0%
III-health	0	0%
Expiry of contact	9	56.25%
Other	0	0%
Total	16	100

All the employees who resigned cited personal circumstances, and career advancement reasons as justification. Two positions vacated by the Senior Executives were temporarily filled by internal resources on an acting capacity.



Labour Relations: Misconduct and Disciplinary Actions

Nature of disciplinary action	Number
Verbal Warning	2
Written Warning	3
Final Written warning	0
Dismissal	1

Dismissals

There was one (1) dismissal during the period under review.

Equity Target and Employment Equity Status

Expiry of contracts

Department	Number
Registrations	2
Finance	1
Human Resource	1
Customer Relations Management (Interns)	5
Total	9

Level	Male								
	African		Coloured		Ind	Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target	
Top Management	1	0	0	0	0	0	0	0	
Senior Management	1	3	0	0	0	0	0	0	
Professional Management	2	4	0	0	0	0	0	1	
Skilled	2	2	0	1	0	1	0	0	
Semi-Skilled	1	0	0	0	0	0	0	0	
Unskilled	0	0	0	0	0	0	0	0	
TOTAL	7	9	0	1	0	1	0	1	

Level		Female							
	Afri	African		African Coloured		Ind	Indian		ite
	Current	Target	Current	Target	Current	Target	Current	Target	
Top Management	0	0	0	0	0	0	0	0	
Senior Management	1	2	0	0	0	0	0	1	
Professional Management	3	4	0	0	0	0	1	1	
Skilled	3	4	0	0	0	0	2	2	
Semi-Skilled	13	18	0	1	0	0	0	0	
Unskilled	1	1	0	0	0	0	0	0	
TOTAL	21	29	0	1	0	0	3	4	

Level	Disabled				
	Ma	ale	Fen	nale	
	Current	Target	Current	Target	
Top Management	0	0	0	0	
Senior Management	0	0	0	0	
Professional Management	0	0	0	0	
Skilled	0	0	0	1	
Semi-Skilled	0	0	0	0	
Total	0	0	0	1	





- CONSTRUCTING NEW PERSPECTIVES -

The South African Council for the Project and Construction Management Professions (Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

General Information

Country of incorporation and domicile	South Africa					
Nature of business and principal activities	Council for the Project and Construction Management Professions					
Directors	Mr IM Nkosi (President) Mr B Simelane (Vice-President) Dr C Deacon (Council Member) Ms N Molao (Council Member) Mr E Manchidi (Council Member) Adv R Dehal (Council Member) Mr G Mbuthia (Council Member) Mr I Molosi (Council Member) Mr S Naidoo (Council Member) Ms G Komane (Council Member) Mr MIB Matutle (Registrar)					
Registered office	International Business Gateway, 1st Floor Gateway Creek Corner New Road and 6th Road Midrand Gauteng 1685					
Business address	International Business Gateway, 1st Floor Gateway Creek Corner New Road and 6th Road Midrand Gauteng 1685					
Postal address	PO Box 6286 Halfway House Midrand Gauteng 1685					
Bankers	Nedbank Investec					
Secretary	A Company secretary is not required in terms of the Project and Construction Management Professions Act 48 of 2000					
Preparer	The financial statements were internally compiled by: SACPCMP Management					

DEVELOP GROW PROSPER

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Contents

	Page
Independent Auditor's Report	81
Councillors' Responsibilities and Approval	84
Councillors' Report	85
Statement of Financial Position	86
Statement of Profit or Loss and Other Comprehensive Income	87
Statement of Changes in Equity	88
Statement of Cash Flows	89
Accounting Policies	90-95
Detailed Income Statement	106-107

Preparer

SACPCMP Management



Independent Auditor's Report to the Councillors of the South African Council for the Project and Construction Management Professions

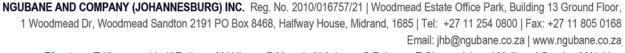
Opinion

We have audited the financial statements of the South African Council for the Project and Construction Management Professions set out on pages 86 to 107 which comprise the statement of financial position at 31 March 2021, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the South African Council for the Project and Construction Management Professions at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards 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 are independent of the Council 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 corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Directors: T Nkomozephi • K Ruiters • M Ndlovu • D Msomi • N Ashom • S Dolamo • E Chapanduka • J Mgiba • J Gondo • M Naidoo

Other Information

The Councillors are responsible for the other information. The other information comprises the information included in the document titled Annual Report and the South African Council for the Project and Construction Management Professions annual financial statements for the year ended 31 March 2021, which includes the Councillors Report as required by the Project and Construction Management Professions Act No. 48 of 2000. 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.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Councillors for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Project and Construction Management 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 council'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.

Auditor's 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 council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councilor's.

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

- Conclude on the appropriateness of the Councilor's 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 council'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 council 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.

We also provide the Councillors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

Audit Tenure

In terms of the IRBA Rule published in Government Gazette Number 39475 dated 4 December 2015, we report that Ngubane & Co. (Johannesburg) Incorporated has been the auditor of the South African Council for the Project and Construction Management Professions for 3 years.

Ngubane & Co

Ngubane & Co (JHB) Inc. M Naidoo Director Registered Auditor

1 September 2021

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Councillors' 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 financial statements and related financial information included in this Annual Report. It is their responsibility to ensure that the 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.

The 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 and ensure that the Council's business is conducted in a manner that, in all reasonable circumstances is above reproach. Management is focusing on identifying, assessing, managing, and monitoring all known forms of risk across the Council. While operating risks cannot be fully eliminated, the Council endeavours to minimise risks 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 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 2022. With this review and the current financial position, they are satisfied that the Council has or will have access to adequate resources to continue in operational existence for the foreseeable future. The budget will be reviewed in the upcoming financial year.

The independent auditor is responsible for independently auditing and reporting on the council's financial statements. The financial statements have been examined by the council's independent auditors and their report is presented on pages 81 to 83.

The financial statements set out on pages 86 to 107, which have been prepared on the going concern basis, were approved by Councillors on the 1st of September 2021 and were signed on their behalf by:

Approval of financial statements

Mr. IM Nkosi (President)

Mithatutle

Mr. MIB Matutle (Registrar)

Mr. B Simelane (Vice-President)

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Councillors' Report

The Councillors have pleasure in submitting their report on the financial statements of the South African Council for the Project and Construction Management Professions for the year ended 31 March 2021.

• Review of financial results and activities

The 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 financial statements.

Councillors

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

Councillors	Office	Designation
Mr IM Nkosi	President	Non-executive
Mr B Simelane	Vice President	Non-executive
Dr C Deacon	Council Member	Non-executive
Ms N Molao	Council Member	Non-executive
Mr E Manchidi	Council Member	Non-executive
Adv R Dehal	Council Member	Non-executive
Mr G Mbuthia	Council Member	Non-executive
Mr I Molosi	Council Member	Non-executive
Mr S Naidoo	Council Member	Non-executive
Ms G Komane	Council Member	Non-executive
Mr MIB Matutle	Registrar	Executive

Events after the reporting period

The Councillors are not aware of any material event which occurred after reporting date and up to the date of this report. The COVID-19 pandemic has no immediate impact on the going concern basis that was used to prepare these financial statements. Management is continually assessing and monitoring developments with regard to the pandemic and at the time of finalising the report, the Council is confident that our responses are adequate, and the crisis is being continuously monitored to assess the effect on the financial position of the Council.

Going concern

The Councillors believe that the Council has adequate financial resources to continue in operation for the foreseeable future and the financial statements have been prepared on the going concern basis. The Councillors have satisfied themselves that the Council is in a sound financial position. The Councillors are not aware of any material changes after the reporting date 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.

• Auditors

Ngubane & Co (Johannesburg) Inc. continued as the independent external auditors of the Council for the 2021 financial year.

DEVELOP GROW PROSPER

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Statement of Financial Position as at 31 March 2021

Figures in Rand	Note(s)	2021	2020
Assets			
Non-Current Assets			
Property and equipment	2	559 713	950 802
Right-of-use assets	3	317 503	1 941 689
Intangible assets	4	383 236	446 026
		1 260 452	3 338 517
Current Assets			
Trade and other receivables	5	276 591	1 186 088
Cash and cash equivalents	6	20 401 254	15 845 623
	_	20 677 845	17 031 711
Total Assets	_	21 938 297	20 370 228
Equity and Liabilities			
Equity			
Retained income	_	3 133 269	1 830 680
Liabilities			
Non-Current Liabilities			
Lease liabilities	3	146 459	1 810 414
Current Liabilities			
Trade and other payables	8	5 794 541	3 191 781
Lease liabilities	3	443 020	568 933
Income received in advance	7	12 421 008	12 968 420
		18 658 569	16 729 134
Total Liabilities		18 805 028	18 539 548
Total Equity and Liabilities		21 938 297	20 370 228

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Statement of Profit or Loss and Other Comprehensive Income

Figures in Rand	Note(s)	2021	2020
Revenue from contracts with registered persons	9	37 978 191	34 215 549
Other operating income	10	1 242 034	2 003 573
Other operating expenses		(38 160 603)	(33 712 138)
Operating profit		1 059 622	2 506 984
Investment income		476 017	728 779
Finance costs	11	(233 050)	(492 192)
Profit for the year		1 302 589	2 743 571

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Statement of Changes in Equity

Figures in Rand	Retained income
Balance at 01 April 2019	(1 132 036)
Profit for the year	2 743 571
Total comprehensive income for the year	2 743 571
Change in accounting policy	219 145
Total changes	219 145
Balance at 01 April 2020	1 830 680
Profit for the year	1 302 589
Balance at 31 March 2021	3 133 269

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Statement of Cash Flows

Figures in Rand	Note(s)	2021	2020
Cash flows from operating activities			
Cash generated from operations	12	6 195 827	6 065 854
Interest income		476 017	728 779
Finance costs		(233 050)	(492 192)
Net cash from operating activities		6 438 795	6 301 674
Cash flows from investing activities Purchase of property, plant and equipment Purchase of other intangible assets Net cash from investing activities	2 4	(93 310) - (93 310)	(556 138) (380 000) (936 138)
Cash flows from financing activities			
Payment on lease liabilities	_	(1 789 853)	(1 621 525)
Total cash movement for the year Cash at the beginning of the year		4 555 631 15 845 623	3 744 011 12 101 612
Total cash at end of the year	6	20 401 254	15 845 623

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Accounting Policies

15. Significant accounting policies

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

1.1 Basis of preparation

The financial statements have been prepared in accordance and in compliance with International Financial Reporting Standards (IFRS) and the Project and Construction Management Professions Act No. 48 of 2000 of South Africa including any interpretation and interpretations issued by the IFRS Interpretations Committee (IFRS IC) applicable to the Council.

The financial statements have been prepared on an accrual basis of accounting and are in accordance with the historical cost convention.

These accounting policies are consistent with the previous period.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. The basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent liabilities and commitments will occur in the ordinary course of business.

1.2 Significant judgements and sources of estimation uncertainty

The preparation of financial statements in conformity with IFRS requires management, from time-to-time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Key sources of estimation uncertainty

Useful lives of property and equipment

The Council reviews the useful lives, residual values and depreciation methods of its property and equipment at the end of the reporting period. The useful life of assets is based on management's estimates. Management considers the impact of technology 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.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

Impairment of property 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 amount of the asset. The recoverable amounts of individual assets are determined based on the higher of value in use and fair value less costs to sell. The excess of the carrying amount over the recoverable amount is recognised as an impairment loss in the statement of profit or loss and other comprehensive income.

Provisions

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 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.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

Expected credit loss

The expected credit loss represents loss allowances of trade receivables and contract assets at an amount equal to lifetime expected credit losses, which is calculated using a provision matrix. The Council has adopted the simplified model. As the Council's historical credit loss experience does not indicate significantly different loss patterns for different segments, the loss allowance is based on future expected losses. This is performed for each category of debtors across all debtors' classes.

1.3 Property and equipment

Property and equipment owned by the Council comprise leasehold improvements, furniture and fittings, office equipment and computer equipment. Buildings, computer equipment and office equipment leased by the Council are disclosed as right-of-use assets.

Property and equipment including right-of-use assets of the Council are measured at cost less accumulated depreciation and any accumulated impairment. Depreciation is determined using the straight-line method over the useful life. Depreciation for the Council's right-of-use assets is determined based on the lease term as the leased items are only used over that period. The depreciation is recognised in the profit or loss. Refer to note 3 for further information on the right-of-use assets.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Council.

The useful lives of items of property and equipment have been assessed as follows:

Item	Depreciation method	Useful life
Furniture and fixtures	Straight-line	5 to 10 years
Office equipment	Straight-line	5 to 10 years
IT equipment	Straight-line	3 to 8 years
Leasehold improvements	Straight-line	Based on lease term

The Council assesses at each reporting date, whether there is any indication that its expectation of the residual value and useful life of an asset has changed since the preceding reporting date. If any such indication 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 applicable IFRS.

The Council reviewed the useful lives and depreciation methods of its property and equipment at the end of this reporting period and concluded that no adjustments were deemed necessary.

The Council assesses at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the recoverable amount is calculated at the higher of value in use and fair value less cost to sell, and impairment is the difference between the carrying amount and the recoverable amount. Impairment losses are recognised in profit and loss.

The Council assessed property and equipment at the end of this reporting period to determine whether there was an indication that an item of property and equipment was impaired. No impairment was deemed necessary.

The gain or loss arising from the disposal or retirement of an item of property and equipment is the difference between the sales proceeds and the carrying value and is recognised in the statement of profit or loss and other comprehensive income.

Items of furniture and fittings and office equipment were disposed of during this reporting period. The items disposed of were derecognised and any gain or loss is recognised in the statement of profit or loss and other comprehensive income.

DEVELOP GROW PROSPER

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Accounting Policies

1.4 Intangible assets

Intangible assets owned by the Council comprise computer software and licences.

Intangible assets of the Council are measured at cost less accumulated amortisation and accumulated impairment.

Separately acquired licences and software are measured at historical cost. Licenses and computer software have a finite useful life and are measured at cost less accumulated amortisation and impairment. Amortisation is calculated using the straight-line method to allocate the cost of developed software and licences over their estimated useful lives of three years.

An intangible asset is regarded by the Council as having an indefinite useful life when, based on an analysis of all of the relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Intangible assets with an indefinite useful life are not amortised but are tested for impairment annually and whenever there is an indication the intangible asset may be impaired. The intangible asset's determination as having an indefinite useful life is also reviewed annually to determine whether events and circumstances continue to support the indefinite useful life assets as finite rather than indefinite is an indicator that the asset may be impaired.

The Council reviewed the useful lives of its intangible assets at the end of this reporting period and concluded that no adjustment was deemed necessary.

Board Pack software that was no longer being used was scrapped. Refer to note4. The items disposed of were de-recognised and any gain or loss from the disposals were recognised in the statement of profit or loss and other comprehensive income.

The amortisation period and the amortisation method for intangible assets are reviewed annually at year-end.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Item	Useful life
Computer software	3 years
Membership Portal licence	Indefinite

1.5 Financial instruments and Contract liabilities

Financial assets held by the Council comprise trade and other receivables and cash and cash equivalents.

Trade receivables are initially recognised when the Council becomes a party to the contractual provisions of the instrument. Trade receivables are initially measured at transaction price.

Financial assets of the Council are classified as financial assets subsequently measured at amortised cost. Council holds its trade receivable to solely collect the principal amounts plus penalty charged on these balances.

A contract liability is recognised when a registered person pays consideration or has an unconditional right to consideration before Council recognises the related revenue.

Receivables are stated at amortised cost using the effective interest method less allowance for credit losses.

Finance income and expected credit losses are recognised in the statement of profit or loss and comprehensive income. Any gain or loss on derecognition is recognised in the statement of profit or loss and comprehensive income.

Trade and other receivables

Classification

The carrying amount of the receivable is reduced through the use of an allowance account, and the amount of the deficit is recognised in the statement of profit or loss and other comprehensive income 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 profit or loss and other comprehensive income. All receivables are on accrual basis.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Accounting Policies

The Council's business model for realising the assets is collecting through cash flows, at the end of each reporting period. The Council assesses whether there is any objective evidence that a receivable or group of receivables is impaired. Impairment losses on trade and other receivables are recognised in profit or loss when there is objective evidence that an impairment loss has been incurred and are measured as the difference between the receivable's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at its original effective interest rate, i.e. the effective interest rate computed at initial recognition. The impairment loss is reversed if, in a subsequent period, the amount of the impairment loss decreases, and the decrease can be related objectively to an event occurring after the impairment was recognised.

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.

Trade and other payables

Classification

Trade payables are obligations for goods and services that have been acquired in the ordinary course of business from suppliers.

Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade and other payables are initially measured at fair value and, after initial recognition, at amortised cost, except for payables with no stated interest rate and the effect of discounting being immaterial that are measured at their original invoice amount.

1.6 Leases

Council as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Council is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Council recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lessee components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the Council uses its incremental borrowing rate.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or rightof-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 11).

DEVELOP GROW PROSPER

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Accounting Policies

Right-of-use assets

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the Council incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right- of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Council expects to exercise a purchase option, the related right-of- use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are as follows:

Item	Depreciation method	Average useful life
Buildings	Straight-line	3 to 5 years (lower of lease term and expected useful life)
Office equipment	Straight-line	3 to 5 years (lower of lease term and expected useful life)
IT equipment	Straight-line	3 to 5 years (lower of lease term and expected useful life)

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

1.7 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.

1.8 Revenue from contracts with registered persons

The Council generates revenue from rendering of services from conference and summits, annual fees, registration fees, application fees, CPD and CPD validation. Revenue is measured based on the consideration specified in a contract with a registered person and excludes amounts received on behalf of third parties, like value-added tax.

The following is a description of principal activities from which the entity generates its revenue. The entity principally generates revenue from providing professional affiliation certificates to its registered persons. The typical length of the certificate is 12 months. The entity also provides other services in the form of interviews, exams as well as assessment of logbooks to name a few.

Annual fees

The entity recognises revenue from annual fees on a straight-line basis over the period of the validity of certificate when services are rendered. The certificates are valid for a period of 12 months ending in March every year. The annual fees are for the period of 12 months.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Accounting Policies

Determining performance obligations over a period of time, Council has concluded that annual fees are to be recognised over time as the registered persons simultaneously receive and consume the benefits that Council provides by utilising the certificate for 12 months.

Application fees

The entity recognises revenue when application process requirements are met. The entity obligations are met when the application is assessed.

Exam fees

The entity recognises revenue upon providing the service relating to exams. Exams are scheduled on a weekly basis. Exams are billed upon issuing of the results from the assessment.

Registration fees

Registration fees are recognised upon acceptance of the registered person to be a member. Registrations are performed throughout the year upon completion of the relevant professional requirements. Registration fees are billed after a successful exam or interview results and assessment.

Continuous Professional Development (CPD)

Revenue is recognised when the registered member accepts the proposed Continuous Professional Development invoice as the basis of acceptance of the contract. CPD is billed throughout the year on the basis of demand.

CPD validation

Companies are expected to apply for CPD. Validation invoices are raised upon sign off of the quotation. A registered person pays the amount invoiced prior to any service being rendered. Revenue is recognised upon the Council fulfilling its obligation by assessing the training material.

Conference and Summit

The Council hosts these events on an annual basis. Revenue is recognised at a point in time when the goods are delivered to the registered person, such as the date of the event.

1.9 Interest income

Interest income is recognised as other income as it accrues using the effective interest method.

1.10 Related parties

Management is considered a related party, and comprises Council members, the President, Vice- President, the Registrar Executives and Council Committee members.

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.

1.11 Income tax

The Council is exempted from income tax in terms of section 10(1) (cA)(i)(bb) of the Income Tax Act, 1962 (Act 58 of 1962).

DEVELOP GROW PROSPER

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand 2021 2020	Figures in Pand 2001	2020
---------------------------	----------------------	------

2. Property and equipment

		2021			2020	
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	457 897	(431 008)	26 889	457 897	(385 382)	72 515
Office equipment	308 245	(276 847)	31 398	300 597	(228 806)	71 791
IT equipment	1 575 557	(1 074 131)	501 426	1 512 074	(737 251)	774 823
Leasehold improvements	-	-	-	102 396	(70 723)	31 673
Total	2 341 699	(1 781 986)	559 713	2 372 964	(1 422 162)	950 802

Reconciliation of property and equipment - 2021

	Opening balance	Additions	Disposals	Depreciation	Total
Furniture and fixtures	72 515	-	-	(45 626)	26 889
Office equipment	71 790	7 648	-	(48 040)	31 398
IT equipment	774 823	85 662	(6 452)	(352 607)	501 426
Leasehold improvements	31 674	-	(2)	(31 672)	-
	950 802	93 310	(6 454)	(477 945)	559 713

Reconciliation of property and equipment - 2020

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Furniture and fixtures	108 882	8 510	-	-	(44 877)	72 515
Office equipment	136 796	5 266	(3 800)	-	(66 471)	71 791
IT equipment	1 176 073	542 363	(3 832)	(727 338)	(212 443)	774 823
Leasehold improvements	63 348	-	-	-	(31 675)	31 673
	1 485 099	556 139	(7 632)	(727 338)	(355 466)	950 802

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand

3. Leases (company as lessee)

The Council leases several assets, including buildings and IT equipment. The average lease term is 3 to 5 years.

Details pertaining to leasing arrangements, where the company is lessee are presented below:

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are as follows:

		2021		2020		
Right-of-use assets	Cost	Accumulated	Carrying Value	Cost	Accumulated amortisation	Carrying Value
Buildings	-	-	-	2 237 068	(1 118 534)	1 118 534
Office equipment	983 985	(902 962)	81 023	591 200	(177 360)	413 840
IT equipment	591 200	(354 720)	236 480	1 618 908	(1 209 594)	409 314
	1 575 185	(1 257 682)	317 503	4 447 176	(2 505 488)	1 941 688

Reconciliation of right- of-use assets - 2021	Opening balance	Additions	Termination	Transfers	Depreciation	Total
Buildings	1 118 534	-	(2)	-	(1 118 532)	-
IT equipment	413 840	-	-	-	(177 360)	236 480
Office equipment	409 314	-	(38)	-	(328 246)	81 023
	1 941 688	-	(40)	-	(1 624 138)	317 503

Reconciliation of right- of-use assets - 2020	Opening balance	Additions	Disposals	Transfers	Accumulated depreciation	Total
Buildings	-	2 237 068	-	-	(1 118 534)	1 118 534
Office equipment	-	591 200	-	-	(177 360)	413 840
IT equipment	-	254 007	(2 683)	727 337	(569 346)	409 315
	-	3 082 275		727 337	(1 865 240)	1 941 689

Interest expense		
Interest expense on lease liabilities	233 050	492 192
Lease liabilities		
The maturity analysis of lease liabilities is as follows:		
Within one year	514 844	2 050 898
Two to five years	152 451	642 246
	667 295	2 693 144
Less finance charges component	(77 815)	(313 806)
	589 480	2 379 338
Non-current liabilities	146 459	1 810 414
Current liabilities	443 020	568 933
	589 479	2 379 347

2021

2020

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand					2021	2020
4. Intangible assets						
		2021			2020	
	Cost / Valuation	Accumulated amortisation	Carrying value	Cost / Valuation	Accumulated amortisation	Carrying value
Computer software	463 362	(80 126)	383 236	553 362	(107 336)	446 026
Reconciliation of intangible assets - 2021						
			Opening balance	Disposals	Amortisation	Total
Computer software			446 026	(35 003)	(27 787)	383 236
Reconciliation of intangible	e assets - 202	0				
		Opening balance	Additions	Disposals	Amortisation	Total
Computer software, other		357 614	380 000	(158 869)	(132 719)	446 026
Assets with indefinite lives	3					
My Membership Licence					380 000	380 000

The useful life of the My Membership licence is considered indefinite. It is not bound by any expiry period as there is no foreseeable limit to the period over which the asset is expected to generate net cash flows for the Council.

Intangible assets written off

Board Pack software that is no longer utilised was scrapped. The items disposed of were derecognised and any loss from the disposals is recognised in the statement of profit or loss.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand	2021	2020
5. Trade and other receivables		
Financial instruments:		
Trade receivables	7 608 932	3 259 431
Allowance for Impairment	(7 407 425)	(2 634 068)
Trade receivables at amortised cost	201 507	625 363
Other debtors	16 559	18 572
Consultants/Allowances	2 850	-
Non-financial instruments:		
VAT	-	360 550
Stipend advance	10 000	10 000
Salary advance	45 675	46 675
Pre-payments	-	124 928
Total trade and other receivables	276 591	1 186 088

Trade and other receivable expected credit loss

As of 31 March 2021, trade and other receivables of R7 608 932 were assessed for credit loss. The amount for the expected credit loss was R7 407 425.

Exposure to credit risk

Trade receivables inherently expose the Council to credit risk, being the risk that the Council will incur financial losses if a registered person fails to make payments as they fall due.

Trade receivables consists of registered members across the construction, health and safety related industries. Credit evaluations are performed on the financial condition of trade and other receivables on an ongoing basis. There have been no significant changes in the credit risk management policies and processes since the prior reporting period.

The carrying amount of financial assets recognised in the financial statements, which is net of impairment losses, represents the Council's maximum exposure to credit risk. A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor is deregistered. Trade receivables which have been written off are not subject to enforcement activities.

The Council applies a simplified approach when assessing credit losses as our assets do not contain a significant financing component. Under the simplified approach there is no need to monitor significant increases in credit risk and Council will be required to measure lifetime expected credit losses at all times. However, impairments will still be higher because historical provision rates will need to be adjusted to reflect relevant, reasonable and supportable information about future expectations.

Trade receivables were previously impaired only when there was objective evidence that the asset was impaired. The impairment was calculated as the difference between the carrying amount and the present value of the expected future cash flows.

The council historical credit loss experience does not show significant loss pattern differences for registered persons. The provision for credit losses is therefore based on future expected losses without disaggregating.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand	2021	2020

5. Trade and other receivables (continued from page 99)

Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade and other receivables:

Opening balance in accordance with IAS 39 Financial Instruments: Recognition and Measurement	2 634 068	3 026 785
Opening balance in accordance with IFRS 9	(2 634 068)	(3 026 785)
Provisions raised/reversed on trade receivables	(4 773 356)	392 717
Closing balance	(7 407 425)	(2 634 068)

Trade receivables of R3 675 465 - were written off.

6. Cash and cash equivalents

Cash and cash equivalents at fair-value consist of:

Cash on hand	1 440	159
Bank balances	1 834 201	2 454 718
Short-term deposits	18 565 613	13 390 746
	20 401 254	15 845 623

7. Income received in advance

The Council recognises revenue from annual fees on a straight-line basis over the period of the validity of certificates. The fees are billed on an annual basis for a period of 12 months which is aligned to the financial year.

A contract liability is recognised when a registered person pays consideration or has an unconditional right to consideration before Council recognises the related revenue.

Income received in advance	12 421 008	12 968 420
8. Trade and other payables		
Financial instruments		
Trade payables	1 402 413	755 877
Debtors with credit balances	3 105 215	1 935 215
Non-financial instruments:		
Leave Provision	601 670	500 689
VAT	685 242	-
	5 794 541	3 191 781

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand	2021	2020
9. Revenue		
Revenue from contracts with registered persons		
Fees revenue	36 778 882	29 962 722
Penalty income	862 995	3 013 875
Accreditation visits	11 361	-
Recognition of prior learning fees	117 704	313 878
Other revenue	-	42 700
Continuing Professional Development	207 249	882 374
	37 978 191	34 215 549
10. Other operating income		
Proceeds from insurance claim	38 152	-
Unallocated receipts write off	-	1 299 945
Reversal of provisions	-	703 628
CBE Levy waiver	218 673	-
Government grants	985 209	-
	1 242 034	2 003 573

Government Grant

The government grant recognised in the current financial year relates to a discretionary grant application by the SACPCMP to the Local Government Sector Education and Training Authority (LGSETA). The Council collaborated with the Local Government Construction Education and Training Authority (LGCETA) in a Candidacy programme which offer mentorship to Candidates registered who are the employees of Department of Public Works and Infrastructure.

CBE levy waiver

The Council for the Built Environment waivered 100% of CBE levies payable by the Council to CBE for the 2020/21 financial year.

11. Finance costs		
Finance leases	233 050	492 192
12. Cash generated from operations		
Profit	1 302 589	2 743 571
Adjustments for:		
Depreciation and amortisation	2 129 915	2 353 428
Loss on disposal of assets	41 446	169 183
Interest income	(476 017)	(728 779)
Finance costs	233 050	492 192
Movements in operating lease assets and accruals	-	(219 144)
Movements in provisions	-	3 501 258
Unallocated receipts write-off	-	(725 796)
Reversal of provisions	-	(716 157)
Changes in working capital:		
Trade and other receivables	909 497	(954 702)
Trade and other payables	2 594 820	292 636
Income received in advance	(547 412)	400 700
	6 195 827	6 065 854

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

		2021	2020
13. Contingencies			
There are no material continge	ncies that require disclosure.		
14. Related parties			
Relationships			
Members of Council	Mr IM Nkosi (President)		
	Mr BB Simelane (Vice- President)		
	Dr C Deacon		
	Ms N Molao		
	Mr E Manchidi		
	Adv. R Dehal		
	Mr G Mbuthia		
	Mr I Molosi		
	Ms G Komane		
	Mr S Naidoo		
Related party transactions			
Honoraruim and telephone al	lowance paid to related parties		
Mr IM Nkosi		48 600	47 520
Mr IM Nkosi - Telephone allowa	ance	4 935	4 800
Council Members- Life Cover		-	8 861
Council members allowances p	aid		
Mr IM Nkosi (President)		42 985	36 960
Mr BB Simelane (Vice- Preside	nt)	21 595	25 830
Dr C Deacon		5 155	17 532
Ms N Molao		7 255	19 005
Mr E Manchidi		2 485	3 150
Adv R Dehal		958	1 365
Mr G Mbuthia		5 845	14 425
Mr I Molosi		-	1 575
Mr S Naidoo		8 028	-
Ms G Komane		958	-
Compensation to directors an	nd other key management		
Honorarium paid to Mr IM Nkos	si (President)	48 600	47 520

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand			2021	2020
15. Registrar's emoluments				
Executive				
2021				
	Emoluments	Subsistence and travel allowance	Other benefits	Total
Registrar	1 986 281	150 000	8 059	2 144 340
	Emoluments	Subsistence and travel allowance	Other benefits	Total
Registrar	1 914 205	125 000	45 144	2 084 349

Other benefits relates to the risk cover premiums.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand	2021	2020

16. Financial instruments and risk management

Financial risk management

Overview

Effective financial risk management is imperative to the Council. The realisation of the Council's objectives depends on the sound management of financial risks which enable the Council to anticipate and respond to changes in the market environment and informed decisions under conditions of uncertainty.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. The Council only deposits cash with major banks with high quality credit standing and limits exposure to a single counter party. Trade receivables comprise amounts owed by registered persons.

Credit loss allowances for expected credit losses are recognised for all financial instruments, excluding those measured at fair value through profit or loss.

The maximum exposure to credit risk is presented in the table below:

	2021			2020		
	Gross carrying amount	Credit loss allowance	Amortised cost / Fair value	Gross carrying amount	Credit loss allowance	Amortised cost / Fair value
Trade and other receivables 5	7 608 932	(7 407 425)	201 507	3 259 431	(2 634 068)	625 363
Cash and cash equivalents 6	20 401 254	-	20 401 254	15 845 623	-	15 845 623
	28 010 186	(7 407 425)	20 602 761	19 105 054	(2 634 068)	16 470 986
	Gross carrying	Credit loss		Gross carrying	Credit	
Financial assets at fair value	amount	allowance	Fair value	amount	allowance	Fair value
Cash and cash equivalents (Note 6)	20 401 254	-	20 401 254	15 845 623	-	15 845 623

Liquidity risk

Liquidity risk, in this instance, refers to the risk that the Council may not meet its short-term obligations when they fall due. Management of liquidity risk is particularly important as it ensures that capital and operating expenditure is met. The Council manages liquidity risk through an ongoing review of future commitments and current cash investments.

2021

	Less than 1 year	1 to 2 years	Total
Current liabilities			
Trade and other payables (Note 8)	(5 794 541)	-	(5 794 541)
Lease liabilities (Note 3)	(443 020)	(146 459)	(589 479)

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Notes to the Financial Statements

Figures in Rand		2021	2020
16. Financial instruments and risk management (continued f	from page 104)		
2020			
	Less than 1 year	1 to 2 years	Total

Current liabilities			
Trade and other payables (Note 8)	8	(2 691 087)	(2 691 087)
Lease liabilities (Note 3)		(2 050 898) (642 246)	(2 693 144)

Interest rate risk

Fluctuations in interest rates impact on the value of investments and financing activities, giving rise to interest rate risk.

The Council policy with regard to financial assets, is to invest cash at fixed rates of interest and to maintain cash reserves in short-term investments in order to maintain liquidity.

17. Going concern

The councillors believe that the Council has adequate financial resources to continue in operation for the foreseeable future. They have satisfied themselves that the Council is in a sound financial position and will meet its foreseeable cash requirements.

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. The basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

18. Events after the reporting period

There were no material events after reporting date.

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Detailed Income Statement

Figures in Rand	Note(s)	2021	2020
Revenue	9	37 978 191	34 215 549
Other operating income	10	1 242 034	2 003 573
Expenses	_	(38 160 603)	(33 712 138)
Operating profit		1 059 622	2 506 984
Investment income		476 017	728 779
Finance costs	11	(233 050)	(492 192)
Profit for the year		1 302 589	2 743 571

(Incorporated under the Project and Construction Management Professions Act No.48 of 2000) Financial Statements for the year ended 31 March 2021

Detailed Income Statement

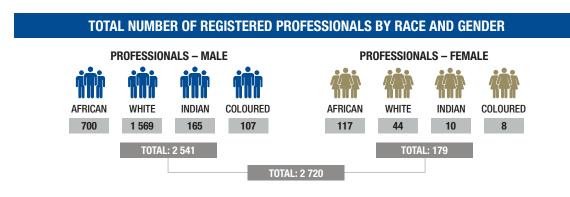
Figures in Rand	Note(s)	2021	2020
Other operating expenses			
SARS interest and penalty fees		(8 953)	(29 854)
Amortisation		(27 787)	(132 720)
Auditors remuneration - external auditors		(314 645)	(228 845)
Auditors remuneration - internal audit		(462 527)	(310 660)
Bad debts written off		(3 675 465)	(3 530 998)
Bank charges		(247 853)	(253 048)
Cleaning		(22 225)	(12 425)
Consulting and professional fees - accounting		-	(48 030)
Consulting fees - other		(1 768 857)	(703 920)
Investigation of complaints		(1 122)	(302 174)
Refreshments		(3 196)	(42 279)
Depreciation		(2 102 128)	(2 220 708)
Employee costs		(16 453 573)	(16 341 126)
Entertainment		(1 000)	(14 727)
Council allowances and expenses		(303 959)	(415 012)
Design and printing		(97 580)	(73 502)
Assessment of application		(1 110 887)	(1 703 721)
Appeals		-	(14 035)
Transformation programme expenses		-	(4 165)
Interviews		(459 157)	(756 882)
Examination		(707 207)	(150 939)
Grant expenditure (LG SETA)		(848 750)	(63 341)
Meetings and workshop		(77 573)	(484 404)
Marketing and communication		(27 000)	(571 719)
Insurance		(384 430)	(285 834)
IT expenses		(1 725 750)	(2 021 037)
Lease rentals on operating lease		(21 256)	(127 463)
Provision for bad debt and cancellation		(5 698 973)	-
Water and electricity		(340 746)	(228 927)
General expenses		(25 576)	(60 257)
Recruitment		-	(113 299)
Postage and courier		(138 956)	(37 047)
Printing and stationery		-	(261 667)
Registry expenses		(60 547)	(102 862)
Security		(308 398)	(273 603)
Staff welfare		(1 640)	(3 057)
Government Gazette Publications		(15 790)	-
Telephone and fax		(629 930)	(588 352)
Training and development		-	(25 104)
Travel - local		(45 721)	(1 005 211)
Loss on disposal of assets		(41 446)	(169 184)
		(38 160 603)	(33 712 138)



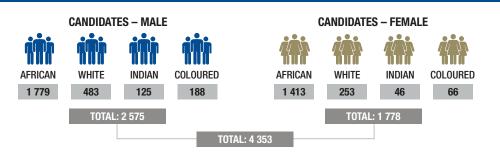
REGISTRATION STATISTICS

11

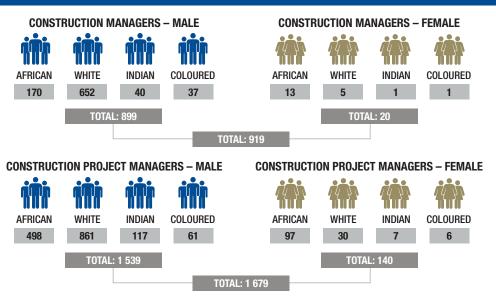
BREAKDOWN OF STATISTICS



TOTAL NUMBER OF CANDIDATES BY RACE AND GENDER



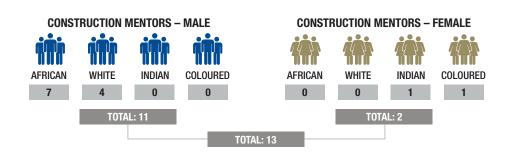
TOTAL NUMBER OF REGISTERED PERSONS BY CATEGORY



DEVELOP GROW PROSPER

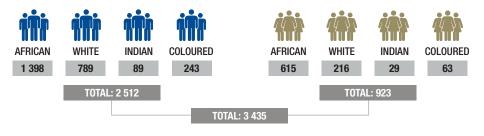
BREAKDOWN OF STATISTICS

TOTAL NUMBER OF REGISTERED PERSONS BY CATEGORY (CONTINUED)

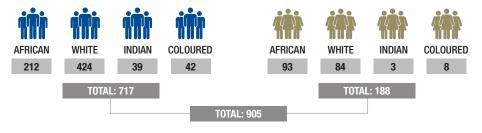


CONSTRUCTION HEALTH AND SAFETY OFFICERS – MALE

CONSTRUCTION HEALTH AND SAFETY OFFICERS – FEMALE



CONSTRUCTION HEALTH AND SAFETY MANAGERS – MALE CONSTRUCTION HEALTH AND SAFETY MANAGERS – FEMALE



CONSTRUCTION HEALTH AND SAFETY AGENTS – MALE CONSTRUCTION HEALTH AND SAFETY AGENTS – FEMALE AFRICAN WHITE INDIAN COLOURED AFRICAN WHITE INDIAN COLOURED 25 52 5 0 7 2 9 9 T0TAL: 82 TOTAL:27

T0TAL: 109



WWW.SACPCMP.ORG.ZA

The South African Council for the Project and Construction Management Professions

> International Business Gateway Cnr New Road and 6th Road Gateway Creek Midrand, Gauteng Tel: 011 318 3402 Fax: 011 318 3405

ISBN: 978-0-621-49161-6 RP53/2021

DEVELOP I GROW I PROSPER