

Fighting Corruption in Construction

GIACC-SA Feature

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Carmen Mgeese (CanCHSA)

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Contractual Claims:

The Contract
Administrator's Role

SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —

From the Desk of the SACPCMP Registrar

A clean audit and noticeable progress in moving ahead with its annual performance plan targets have ensured that the SACPCMP remains on track as it moves towards the final few months of 2021.

During that past few months, the Council's renewed focus on addressing its 13 mandate areas has seen the groundwork laid for the renewal and development of several policies, which include (but are not limited to) continuing professional development (CPD), accreditation, recognition of prior learning (RPL) and competency standards for registration. In addition, we are also embarking on a market analysis for the determination of guideline tariff of fees.

These projects will enhance the services of the entity to its stakeholders as well as provide

guidance to the Construction Industry.

This edition of Shape Shifter presents a strong focus on the development and promotion of women in the Built Environment. Despite the world recently marking 'Women's Day' and 'Women's Month', we find that there is still much to do in terms of transformation when it comes to the Built Environment. We shine a spotlight on Carmen Mgese (CanCHSA), a young health and safety professional who has made great progress in the sector and from whom we expect to see more great things!

We will also feature details on the contributions and positive skills that women bring to project management in general.

Responsible Professionalism

As I have mentioned before, the Council is adamant to crackdown on unethical and illegal behav-



**SACPCMP
Registrar,
Butcher Matutle**

ious and are continuously investigating incidents of attempting to defraud certificates or registration processes. This edition offers guidance to professionals or organisations who suspect that actions within the Construction Industry are irregular or fraudulent - we encourage suspected illicit behaviour to be reported to the SACPCMP.

Our stakeholders should be ever vigilant when it comes to fraudulent actions that harm and undermine the professional status of the Registered Persons who work so hard to ensure they are in good standing. We urge all to report illegal behaviours to the SACPCMP via registrar@sacpcmp.org.za

I trust you will enjoy this edition and welcome your comments and input via our editorial contact details included on the last page of the magazine.

Best wishes

**Butcher Matutle
Registrar: SACPCMP**





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Don't be Fooled

The SACPCMP values its stakeholders and urges them to be vigilant against fraudsters looking to take advantage of well-meaning applicants and Registered Persons. Payment to the Council can be made directly via the registration portal's online payments system or via an electronic funds transfer (EFT). When making payments via EFT, please be sure to ONLY utilise the following banking details.

Account Name: SACPCMP
Bank: Nedbank
Account No: 1284064557
Branch Code: 128405, Business Central Branch

If you have already made payment to the Council, via EFT, please e-mail your proof of payment to Debtors@sacpcmp.org.za.

Remember to use the invoice reference number when making a payment so that we can allocate your payment to YOUR account.

HOW TO Register

Follow these easy steps to register with the SACPCMP...

STEP 1: Visit mypcm.sacpcmp.org.za or mychs.sacpcmp.org.za or mybi.sacpcmp.org.za

STEP 2: Click on the 'Register' tab

STEP 3: Click on the 'Apply to Register' tab

STEP 4: Read the Code of Conduct and proceed to [input your information](#)

STEP 5: Complete your application payment

After completing the above steps, you will receive an email to reset your profile password & user name.

After doing this, you can access your SACPCMP profile, SELECT YOUR DESIGNATION and move forward with your application.

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

Fighting Corruption in Construction



Turning left or right in today's society, one seems to hear the word 'corruption' with great regularity. But not all is lost. The Global Infrastructure Anti-Corruption Centre South Africa (GIACC-SA) provided Shape Shifter with some details on its journey to raise awareness on infrastructure and construction corruption.

A registered, independent non-profit company, (NPC) based in Cape Town, the GIACC-SA was established to raise awareness on infrastructure and construction corruption issues, with its main aim to promote and support anti-corruption measures across the public and private sectors.

Zero Tolerance for Corruption

The entity aligned itself with South Africa's National Development Plan (NDP) and National Anti-Corruption Strategy (NACS) vision being to ensure: *"Ethical and accountable state, business, and civil society sectors in which all those parties of power and authority act with integrity; Citizens that respect the rule of law and are em-*

powered to hold those in power to account; A country with zero tolerance for corruption in any sphere of activity and with substantially reduced levels of corruption".

The GIACC-SA was co-founded by Anton Krause, Julien Rumbelow and Michael Cohen in January 2021. Each director of its board has specific business and industry knowledge which provides for a unique insight and a source of new ideas on corruption prevention and sustainable development in South Africa.

The GIACC-SA is one of seven Affiliates in the GIACC family, which is an international, independent, not-for-profit organisation whose objective is to promote the implementation of

anti-corruption measures as an integral part of government, corporate and project management. It was founded in the United Kingdom by South African emigrant Neill Stansbury in 2008.

To achieve its objectives, the entity:

- Develops, promotes, and publicises effective and achievable anti-corruption measures and related guidance;
- Works with public and private sector organisations world-wide to prevent corruption;
- Publishes the GIACC Resource Centre which provides free online resources to assist in understanding, preventing, and dealing with corruption.

Fighting Construction Corruption

The other six affiliates of the entity are in Colombia, Italy, Germany, Tunisia, Zambia, and Zimbabwe with the chief aim of promoting the GIACC's objective in the affiliate's home country.

The GIACC has formed anti-corruption alliances with two international organisations, three regional organisations, and 18 national organisations in 15 countries. Under these, the GIACC and these organisations have agreed to work together to promote the implementation of anti-corruption measures.

Through its network of affiliates, and its alliances and council members, the GIACC can achieve international outreach to more than 110 countries in promoting good infrastructure and construction anti-corruption practices.

Since its launch, the GIACC Resource Centre has been visited online by various organisations and by more than a million individuals from 190 countries.

Calculating the Costs

Despite the difficulty in quantifying the cost of corruption, it is the total loss and damage that is caused by all corrupt activity on or in connection with a construction project. When assessing such loss and damage, it is important to consider, as far as possible:

- Each corrupt activity that has occurred on or in connection with the construction project.

- Each stakeholder that has suffered loss and damage as a result.
- The types of loss and damage that have been suffered by each stakeholder.
- The amount of each type of loss and damage suffered by each stakeholder in respect of each corrupt activity.

Infrastructure and construction corruption can occur across the following construction project stages:

Stage 1: Project Initiation and Briefing

Stage 2: Concept and Feasibility

Stage 3: Design Development

Stage 4: Tender Documentation and Procurement

Stage 5: Construction Documentation and Management

Stage 6: Project Close-Out

Stage 7: Operation and Maintenance



Fighting Construction Corruption

The GIACC and its affiliates define infrastructure and construction “corruption” in the wider sense to include bribery, extortion, fraud, cartels, abuse of power, embezzlement, and money laundering, although it is extremely difficult to quantify the cost of corruption in South Africa due to the complex nature of infrastructure and construction projects.

Corruption in these stages can involve any one or more of the government, project owner, funders, contractors, consulting engineers, sub-contractors, suppliers, joint venture partners, agents, and those parties associated and subsidiary companies.

Each of these parties will be represented by individuals (i.e., their personnel) and corruption can potentially take place in a wide variety of ways, which are normally concealed. The purpose of such corruption may be for the personal benefit of the individual or for the benefit of their organisation.

The GIACC has a vast Resource Centre that provides, free of

charge, online information, advice, and tools designed to help organisations and individuals in the public and private sector understand, prevent, and deal with infrastructure and construction corruption, including:

- Corruption information
- Anti-corruption programmes
- A Project Anti-Corruption System
- Anti-corruption measures
- Anti-corruption training – an online anti-corruption training module and anti-corruption training manual
- Dealing with corruption
- Information on anti-corruption conventions; forum; indices and surveys and initiatives

The Commonwealth Anti-Corruption Benchmarks were published in April 2021 and were produced by the Commonwealth Secretariat in collaboration with GIACC and the Royal Institution of Chartered Surveyors (RICS).

They were developed in consultation with representatives of the African Union, the International Monetary Fund, the United Nations Office on Drugs and Crime, and Commonwealth law ministries, anti-corruption agencies, and partner organisations. Catherine Stansbury, Co-founder, and Director of the GIACC, is the principal author of

the benchmarks. The benchmarks contain good practice anti-corruption measures. These are intended primarily to help governments, public and private sector organisations assess their anti-corruption laws, regulations, policies, and procedures against international good practice, and implement appropriate improvements.

In conclusion, infrastructure and construction corruption can only be effectively prevented and dealt with if both public and private sector organisations implement anti-corruption management controls as a necessary and core part of their day-to-day management, on a similar basis to health, safety, quality, and environmental controls.

“Infrastructure and construction corruption can only be effectively prevented and dealt with if both public and private sector organisations implement anti-corruption management controls as a necessary and core part of their day-to-day management.”

For further information and guidance visit the GIACC-SA website at www.giaccsa.org.za or contact the entity via info@giaccsa.org.za. Alternately, contact can be made via Anton Krause (PrCHSA) directly via anton@giaccsa.org.za.

Please take note that the GIACC-SA does not investigate or report on allegations of corruption.

Read this article, log into your profile and complete the associated CPD questionnaire. You can gain free CPD hours if you answer the questions correctly.

Contractual claims

The Contract Administrator's Role

By Uwe Putlitz

It is unlikely that a conventional construction contract will be executed without any claims from the contractor to the employer, or from a subcontractor to the contractor. Typically claims are for additional time, or money, or both. The nature of such claims would vary if the cause of such an event applies uniquely to one or two subcontractors and the contractor, compared to the contractor and the employer where the whole works may be delayed.

Claims, in this context, are deemed to be routine contractual notices for regular payments and/or the assessment of additional (or omitted) work, separate from claims arising from disputes. The employers may have cause to claim from the contractor – dealt with in most Standard-form Contracts (SfCs) as a specified

penalty (but are not subject of this discussion). Clearly the (sub)contractor cannot claim for his/her poor workmanship or performance!

The adjudicator of a claim (AoC, who is likely to be the engineer when using a FIDIC SfC, the employer's representative using GCC (general conditions of contract), the principal agent using JBCC (Joint Building Contracts Committee) or the project manager using NEC) must use their professional experience and knowledge of construction contract law to resolve issues fairly and speedily.

All SfCs in common use the contract administrator (CA) to act as a neutral agent, albeit that he/she is appointed by the employer. The contractor may be less sympathetic to the cause of a subcontractor than the CA assessing the contractor's claim

vis-à-vis the employer. Some contractors employ persons specialising in the formulation of claims, who may be more skilled than the CA as a claims' adjudicator! In practice, not all AoCs/CAs are equally skilled to assess contractual claims.

Adjudication Tools

Analysis of the programme is generally accepted to be the first step to determine what should have been done within a given time period in a defined sequence. Such programmes may be a free-hand illustration or a sophisticated computer software product. Usually, reference is made to the critical path (CP). If this changes the (sub)contractor may be entitled to an extension of time (EoT). Be aware that "*the longest path is always the CP, but the CP is not always the longest path through a project network*" [Mark Watson, Construction

Contractual Claims: The Contract Administrator's Role

Adjudication Association of SA webinar 2021-09-03].

Selected tasks comprising the works programme can be manipulated at will to adapt the CP to suit a claim by a skilled scheduler of construction activities. To find those tasks where durations and/or the relationship to other tasks have been 'adapted' can take hours. For example, a 'fake' CP may be created with longer durations or unnecessary interdependencies of activities than the real 'CP' to hide 'contractor inefficiencies' to avoid penalty charges.

Irrespective of any manipulation,

the planned start and completion dates of major tasks can be extracted from the contractor's programme and be compared to actual dates. The sum of these activities must correspond to contractual performance dates.

SfCs generally require the contractor to provide an anticipated cashflow for the duration of the project, based on the accepted contract works programme. Discrepancies may be identified by comparing the intended expenditure and the actual amounts certified for payment. Another useful tool is to compare the certified amount of money with the

amount of money required to complete the project. If this total exceeds the current contract value, then the reason for such discrepancy must be identified urgently before further cash hemorrhaging is incurred.

The objective of these two techniques is to obtain a 'snapshot' of possible performance inconsistencies to implement remedial action, if required. Time and money claims, due to the issue of contract instructions, will account for some deviations – the rest many need explanation by the contractor. Major reasons for (sub)contractors' claims include:

1 - Delay in site handover to the (sub)contractor

Typically, if the (sub)contractor does not have possession of the site, he/she cannot work. The AoC must determine if the delay is likely to be of a fixed duration enabling the (sub)contractor to carry out preparatory and administrative work provided that such work may save time when possession of the site has been given.

The (sub)contractor may be entitled to some (if not the whole) time claimed until the date of site handover and possibly a portion of preliminaries – depending on the method chosen for payment and/or adjustment at the time of tender (see below).

Neighbouring owners or residents may disrupt the works from day one – possibly the most difficult scenario to manage to avoid hostile confrontations requiring strict adherence to legal procedures to qualify for compensation from South African Special Risk Insurance Association (SASRIA) State Owned Company (SOC) insurance. The formulation and assessment of such claims by the AoC should follow as soon as the time and cost implications can be reliably quantified.

2 - Changes initiated by the employer

This does happen and may, at times, be unavoidable to secure a tenant or purchaser for the viability of a project. Employer-initiated changes should be avoided – they almost certainly will entitle the (sub)contractor to an EOT and probably with costs.

The best way to avoid disputes and claims is to allow enough time to define the project in as much detail as possible, and to consider the choice of materials, products, building layout options or alternative construction methods no later than at the project inception stage. The formulation and assessment of such claims by the AoC should follow as soon as the time and cost implications can reliably be quantified while those involved can easily be contacted to verify events and/or attend inspections of the works.

Contractual Claims: The Contract Administrator's Role

3 - Execution of the works: 'surprises'

The scenario is different if, in spite of a geotechnical and other investigations, hard rock, ground water, clay, sinkholes or historic artefacts are discovered – requiring removal, replacement or, at worst, further investigation that may jeopardise the project.

Should human bones be found – the site will have to be closed, the find reported to the police and the SA Heritage Resource Agency to determine if this is a murder or an ancient burial site. In the latter scenario the project may have to be indefinitely delayed or even be aborted. The whole project team must be kept informed as some may have to protect and/or secure the works in response to a contract instruction.

The AoC/CA, in consultation with the employer, will have to devise a short-term project management or project exit strategy that may include limited payments for site security. Climatic extremes may entitle the (sub)contractor to time and/or money. For example: Temperatures below freezing or above 40° Celsius will require protection of the works and special work procedures. Similarly, torrential rain and/or flooding of the works that may require pumping, re-excavating foundations, etc, which may extend beyond the actual event.

Some SfCs require the contractor at the time of tender to budget for time to be lost in the construction programme based on (10 year) historic Weather Bureau statistics. Recent international climatic events have shown that such statistics are unlikely to be relevant.

The AoC must assess each event to determine if the (sub)contractor can safely carry out scheduled tasks outside and, if not, that additional time be granted and/or additional payments be approved for unplanned activities such as, for example, dewatering of the site.

4 - Late, partial or no payment of certified amounts

All SfCs define payment procedures to be followed to avoid delay/interest claims and possible suspension by the (sub)contractor. The (sub)contractor should submit his/her regular payment claims in the stipulated format with supporting documentation by the contractual due dates – similarly the employer (contractor as the employer of a subcontractor) must make payment by the contractual due dates.

All SfCs also include a procedure to follow should the employer dispute a certified amount to give notice of a disagreement with reasons, and pay the undisputed amount by the due date. The 'agreed balance' must be paid in the next payment cycle – failing which the (sub)contractor may have a valid reason to declare a dispute!

Payment procedures in SfCs are sometimes modified in the tender documentation to allow for an extended payment approval process in the employer's organisation. By signing the contract, such contract modifications become binding.

Sometimes contractors introduce a 'pay when paid' clause in subcontract documents. This problem has been discussed at numerous international and local conferences to outlaw this practice – sadly with limited success and no commitment.

As the subcontractor's contract is with the contractor the possible late or non-payment to the contractor falls outside the subcontractor's contract and cannot be enforced unless the subcontractor has agreed thereto – buyer beware!

The AoC must assess each payment event solely in terms of the SFC used.

Contractual Claims: The Contract Administrator's Role

5 - Construction information (availability, competence)

The days when a project is fully documented at the time of tender are 'history'. The late provision of construction information is a common complaint from (sub)contractors but are not always necessarily a valid statement. The final master-key schedule is not required during the first semester of a project.

The more comprehensive the design information provided, the better the planning of the construction activities. The (sub)contractor is deemed to be an expert in the field of building and should be able to accurately interpret the intent of the project from the tender information provided.

The reasons for incomplete information may be the late appointment of specialist consultants due to an incomplete project definition by the employer, or where the employer is unhappy to pay another consulting fee. There is nothing wrong with including provisional sums or prime cost amounts in the tender, but they must be converted into real appointments or specifications in tandem with the construction programme.

A consultant could provide poor service such as the late issue of information and/or issue information containing errors, which, at worst, may only be discovered during construction, or after occupation! Similarly, specified products or materials may be unsuitable for the intended application, or may not be available, or may not be available in time (possibly due to COVID-19). To digress - to refer to the Hackitt commission of inquiry dealing with causes of the Grenfell fire in London in 2017 proposing the 'golden thread principle' "so that

the original design intent is preserved and recorded, and ... any changes go through a formal review process involving people who are competent and who understand the key features of the design... (possibly) using building information modelling (BIM) and related data management technology as a cloud-based repository of all project information from conception of a project to demolition".

The AoC, particularly if he/she is the CA, may find it difficult to acknowledge that one or more fellow consultants are the cause of delays or abortive work. If so, those involved must forthwith inform their respective professional indemnity (PI) insurers and the employer. Often the PI insurer will manage this process to limit the extent of a claim.



Contractual Claims: The Contract Administrator's Role

Payment and Adjustment of Preliminaries

Only JBCC refers to Preliminaries (or 'Preliminaries and General' {P&G} in older editions) in detail to include the contractor's costs to execute the (temporary) works separately from 'cost fluctuations' referred to as Contract Price Adjustment Provisions (CPAP) in JBCC SfC.

FIDIC refers to 'adjustment for changes in cost' which deals primarily with cost fluctuations using published indices.

GCC refers to 'general items' including site services and facilities 'which are not considered as proportional to the cost of the permanent works'.

NEC refers to 'price adjustments' recorded in (secondary) option X1 which deals primarily with cost fluctuations – recognised as a 'compensation event'- using published indices. Payment and Adjustment of Preliminaries, if applicable, must be recorded in the Contract Data in option "Z".

Only JBCC defines options for the payment and adjustment of Preliminaries - included in the bills of quantities as 'Section C' under 'specific preliminaries' requiring the (sub)contractor, as part of the tender, to choose his/her preferred 'method for adjustment' and 'payment of Preliminaries'. Each category consists of an Option A or an Option B. If no selection is made by the

contractor, then Option A becomes the default provision.

- Failing which preliminaries are deemed to be 7.5% of the contract sum spread equally over the construction period.
- Preliminaries fall into two categories – the actual material and labour costs stated in the priced document and the contractor's overhead costs. Such charges are seldom itemised in a manner to assist with the award of a claim.

Payment Option A

An amount equal to the value of completed works pro rata to the value of Preliminaries in the contract sum.

For example:

(VAT omitted to illustrate the principle – but added to the amount due)

- **Contract Sum is \$ 1000.00 including Preliminaries, Contingencies and Cost Fluctuations.**
- **The net Contract Sum is \$ 900.00 + 75.00 + 15.00 + 10.00 respectively**
- **Work completed is \$ 300.00**
- **Value of Preliminaries $300/90 \times 75.00 = \$ 25.00$**

Adjustment Option A {fallback percentage if no cost breakdown is provided}

An amount:

- Which shall not be varied; {10%}
- Varied in proportion to the contract value as compared to the contract sum; {15%}
- Varied in proportion to the construction period as compared to the initial construction period.{75%}

For example: The Principal Agent and the Contractor agree - from the tender/priced BoQ:

Preliminaries = \$ 100.00

- **Fixed portion \$ 10.00**
- **Time related \$ 60.00**
- **Value related \$ 30.00**

Construction Period: 6 months

A two-week delay occurs – Contractor awarded 'time' and Preliminaries' by the Principal Agent. To assess the claim a daily rate must be calculated: \$ 60.00 over 6 months = 131 Working Days, = \$ 0.458 per WD; then 2 weeks = 10 WD = \$ 4.58

Note: If finance (interest) charges apply – to be calculated in Calendar Days = Working Days + applicable weekends, public holidays and the annual builder's break.

Contractual Claims: The Contract Administrator's Role

Payment Option B

An amount agreed comprising an initial establishment charge, a time-based (monthly) charge and a final disestablishment charge.

For example:

(VAT omitted to illustrate the principle – but added to the amount due)

- Contract Sum is \$ 1000.00 including Preliminaries, Contingencies and Cost Fluctuations.
- The net Contract Sum is \$ 900.00 + 75.00 + 15.00 + 10.00 respectively.
- The \$75.00 Preliminaries comprise \$ 20.00 + [\$ 10.00] site [dis]establishment, leaving \$ 45.00 time-based for the duration of the Construction Period - divided equally per month or allocated according to the complexity of the work per month, week or working day.
- Assuming the Construction Period is 9 months and the project is 30% complete;
- Preliminaries due include the establishment charge \$ 20.00, and $\$ 45.00/9 = \$ 5.00/\text{month}$ for 3 months = An amount due \$ 35.00 - compared to \$ 25.00 in example Option A.

For example: If the Construction Period is extended by one month =10 months due to rain = Contractor's risk)

- Preliminaries already paid for 3 months at \$ 5.00 = \$15.00
- Preliminaries budget balance = \$ 30.00 to be paid over 7 months = \$ 4.28/month.

For example: If the Construction Period is also extended by one further month = 11 months due to the issue of an EoT Contract Instruction = Employer's risk:

- Preliminaries already paid for 3 months at \$ 5.00 = \$15.00
- Preliminaries budget balance = \$ 30.00 to be paid over 7 months = \$ 4.28/month
- Then additional Preliminaries for 'Contract Instruction', EoT = one month at \$ 5.00



Contractual Claims: The Contract Administrator's Role

Adjustment Option B

An amount using the detailed breakdown of preliminaries amounts for the works (or a section thereof) for administrative and supervisory staff charges and charges for the use of construction equipment in terms of the Programme".

- Note:** The choice of payment and/or adjustment option will vary with the contractor's experience, management capability and resources.
- Note:** Option B is probably more accurate but requires a finer breakdown of costs.
- Note:** The 'fallback' percentage may be sufficiently accurate and simpler and faster to calculate?
- Time calculations should be in 'working days' to exclude weekends, public holidays and the annual builder's break.
 - Finance and similar costs are incurred on every 'Calendar Day.' An EoT award in working days must be 'inserted' into the "calendar" to include costs incurred over weekends, public holidays and the annual builder's break.
 - All calculations should exclude VAT – to be added to the final amount due.

Conclusion


The AoC must act in terms of the SfC used – but may have to interpret each event in the context of when, where and how it occurred and what action was taken by those involved to avoid or minimise such an occurrence.

About the Author

Uwe Putlitz is a registered professional Architect and Construction Project Manager, a Fellow of the Royal Institute of Chartered Surveyors (RICS) and



is a visiting lecturer at the School of Construction Economics and Management at the University of the Witwatersrand.

Having recently retired as the Chief Executive Officer of the Joint Building Contracts Committee (JBCC), he specialises in the avoidance of construction disputes by way of lectures, technical articles dealing with aspects of contract administration for various industry publications arising from the use of Standard-form Contracts including, the Federation Internationale des Ingenieurs-Conseils (FIDIC), the General Conditions of Contract (GCC), or the JBCC or the New Engineering Contract (NEC) to find an acceptable settlement without resorting to legal processes, where possible. 

For more information, visit: info@buildstrat.co.za

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The SACPCMP has validated this article as a Category A - Core CPD activity, worth 1 CPD hour.

Simply read the article, log into your online registration profile (CPD section) and answer an online questionnaire. Once you have successfully completed the questionnaire, you will earn the allocated CPD hours.



Women in Project Management

Author: Uwe Putlitz
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It may be argued that the processes to build the great wall of China, the Pyramids, the temples of ancient Greece or subsequently, the medieval cathedrals are akin to modern 'project management'.

Even managing a home or arranging a public fundraising sports or music event is 'project management'. Project management, in more or less the form we practise it today, developed in the mid 1950's concurrently with the escalating use of computers to manage ever larger volumes of information.

Much of the same need for tools to manage increasingly complex projects was experienced in many countries around the world with unique terminology. For example in Germany the ZOPP system, translated as "Objectives Oriented Project Planning", was developed.

The Imagineer

Project management brings a unique focus shaped by the goals, resources and schedule of each project. The emphasis to execute projects has evolved from a 'product' to a business process to satisfy the

end user and not only the project initiator. Project Managers must 'imagineer' the final product – possibly by integrating tools or procedures used elsewhere to 'this project' such as digital simulation techniques.

The role of the Project Manager may have to be fulfilled by different persons as the project develops. The method and the technique of communication between the project

"People have different levels of ability in carrying out these tasks. There seems to be little evidence relating to possible gender-based causes."

participants may need to be adapted quickly as events occur

from project phase to phase. From research published under “*Women at Work*” (20|20 Business insight¹), it was noted that “organising under conflict, decision making ability, cooperative leadership and integrative thinking, are all important personal characteristics of a successful project manager. People have different levels of ability in carrying out these tasks. There seems to be little evidence relating to possible gender-based causes.”

Teamwork by Cartwright & Gales (1995)² noted that different projects have different cultures. A masculine culture is likely to be dominated by power relationships and results orientation while a female culture is likely to be more concerned with interpersonal relationships and process orientation. The culture of project-based industries is inherently masculine².

Culture Change?

So is this the main concern? Do these cultures need to change in order to encourage women to take up project management positions? Various industries are looking to bridge the gap.”

Teamwork² studies found that “women have significantly more of a team management style than men, characterised by a high regard for people, and high regard for task. They may also have a heightened sense of awareness and greater sense of cultural incongruence and gender exclusion. In general the opportunities for women in project-based

What is Project Management?

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. To quote the Project Management Institute (PMI)³, “a project is *temporary* in that it has a defined beginning and end in time, and therefore defined scope and resources.”

“A project is *unique* in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. A project team often includes people who don’t usually work together – sometimes from different organisations and across multiple geographies. And all must be expertly managed to deliver the on-time, on-budget results, learning and integration that organisations need.”

In South Africa, we are most familiar with publications dealing with project management techniques in the United States of America prompted by large defence contracts during the cold war years and the advent of space exploration.

Such techniques have crystallised to internationally accepted vocabulary and project phases.

“Project management brings a unique focus shaped by the goals, resources and schedule of each project. The value of that focus is proved by the rapid, worldwide growth of project management.”³

Consequently the need for formal training and qualifications was recognised internationally and in South Africa. Project management courses presented by a number of South African tertiary academic institutions are accredited by the South African Council for the Project and Construction Management Professions (SACPCMP), which was established in 2002.

Significantly the enabling Act (Act 48 of 2000) recognises ‘prior learning’ enabling persons with the requisite experience who may not have an accredited qualification to register as PrCPM or PrCM.



Women in Project Management

industries appear to be increasing. This is not only because of the barriers that affect their entry to project based industry careers, but because of a general lack of knowledge and information about the industry, the career opportunities it can offer and what qualifications are required.

Interpersonal communication

This is a very important skill for project managers, and many researchers have found that women tend to have greater strengths than men in this area as well as in non-verbal communication¹.

Dealing with Clients

Teamwork² further stated that "being a woman may make it easier to gain access to clients and get on better with them. Clients may

be more willing to talk to women and more willing to take bad news from women. The way to increase the number of women in project management going forward, is to start at school level."

Empathy/Compassion

It can be argued that women are more sensitive in caring and showing concern for their staff than men. They can be seen as more capable in interpreting problems and bringing order to their area and are better able to maintain tight control – crucial areas of project management.²

Very similar skills can also be seen in motherhood and project management. ... When we manage our lives, we see trade-offs between taking care of the tasks of the household, activities of the children and function in the work place. Managing these life challenges

may help women become better project managers?²

"Teachers/careers advisors need to raise the awareness and potential of their female students pursuing and excelling at subjects such as mathematics and science. This in turn should lead to more women going into industries which have previously been male dominated, and thereafter progressing into project management roles within these industries."

A Greater Balance

"There is no proof to suggest that either gender make better project managers. Having the full range of skills and abilities needed to be a project manager, regardless of gender, leads to more successful projects and a greater balance between men and women."²

I have had the pleasure over the last decade or so to serve the SACPCMP as a volunteer member to assess written applications of and/or attend interviews with aspirant candidates for registration as a Professional Construction Project Manager (PrCPM) or as a Professional Construction Manager (PrCM). From listening to and reading about the work done by many candidates the skills to be successful registered project and construction managers are available in South Africa regardless of gender or background. ■

References:

- "Women at Work" (2020 Business insight)¹
- Teamwork – Cartwright & Gales (1995)²
- The (American) Project Management Institute's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*³

SPOT CHECK

for Registration Certificate Authenticity

Ensure the validity and authenticity of the SACPCMP registration certificates you receive by verifying the following points...

As of 1 April 2020, the SACPCMP updated its certificate format. No other certificate formats (including Privy Seal) are currently valid.

Certificates* have a unique QR code which links directly to the SACPCMP's online validation system. Scan this code to see if the name on the certificate matches the name shown by the online validator. If the name on the certificate does not match the online validator, the certificate is not legitimate!

**QR code verification was fully implemented in February 2021. As such, certificates downloaded prior to 05 February 2021 may not show the QR code. This does not affect the validity of the certificate but only the ability to verify via the QR code validator. Where no QR code is present, one can validate the Registered Person associated with certificate using the search/ validation links above.*

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

Validation of Registration Status

The South African Council for the Project and Construction Management Professions (SACPCMP) confirms the registration status of

Registered Person's Name

who is currently registered as a

Construction Health and Safety Manager

Registration Number
CHSM/202/2000

The validity period of this registration is from
01 Apr: 2021 to 31 Mar 2022

This is issued as an official validation of registration of the individual mentioned herein by the SACPCMP. The South African Council for the Project and Construction Management Professions (SACPCMP) is a juristic person established by Section 2 of the Project and Construction Management Professions Act (Act No.48 of 2000) to regulate Project and Construction Management Professionals.

The use or reproduction of this validation document for any reason other than that the validation of the registration status of the individual mentioned herein is strictly prohibited and offenders will be subject to prosecution.



Registered Person's name and surname: this name can be checked via the online search function via: mypcm.sacpcmp.org.za or mychs.sacpcmp.org.za

Registered Person's official and unique registration number

The validity period of certificates shows for ONE year only, and runs in line with the SACPCMP's financial year. Certificates with a validity date pre-2020 are not legitimate.

“I proved them all wrong!”

Focus on Women in Construction: CanCHSA, Carmen Mgese

Shape Shifter speaks to Carmen Mgese (CanCHSA), the Managing Director of Ufefe Development Consultants. At just 29, she has moved up in the world of Construction Health and Safety to be a sterling example of women making their mark in today's Construction Industry.

Introducing herself, Carmen noted that being self-employed, one would think this is “the life”! However, it rather meant long nights and even longer days.

“My duties are ISO development and implementation, managing SHEQ officers on medium to large projects across the country, working in the procurement department assisting clients with safety needs such as audits and all required functions from stages one to six of construction projects,” she said.

What challenges have you encountered along the way?

The first challenge was a strong resistance from senior management when I entered the occupational health and safety (OHS) field. They said I would not make it in this construction industry as a safety practitioner. There were people with less qualifications than myself who felt I was not good enough and thought I could not get the work done. I didn't let the discouragement affect me as I focused and pushed myself to be better and dedicated myself to my career path.

What are some of your career highlights?

The highlights in my career would be the shift in mind set! Construction used to be male dominated but I have personally experienced how safety and other fields have become a role that is not defined by gender any longer.



Focus on Women in Construction

Even though there is still room for improvement, the industry has come a long way from when I started. My biggest achievement has been making my family proud and proving to myself that I am capable, even though many told me I would not make it.

I am forever grateful to all those that have motivated me and

believed in me even when I lost hope, they saw in me what I refused to see in myself.

If you had to change careers, what would you do?

I would not change my career path. I never thought I would end up in my profession since it is not a profession that is discussed with

us when choosing a career choice when matriculating.

But safety was in my blood growing up in a house with only boys there was always danger around every corner. I was always the person running around trying to prevent harm or mending the wounds after an incident. In ten years from now, I see myself being one of the best

I started off as an administrative clerk and was thrown into the deep end to develop and assist a contractor to achieve ISO accreditation ... not knowing what ISO was! I taught myself to develop documents and understand their place on turnkey projects.

Through this, I met my first three mentors who pushed me to learn all I could; this later moved me into quality. I performed work at a batching plant, such as verifying the quality of cement used at the base of pylon structures to ensure that the cement used was above the required MPA as per client specifications. My site manager at the time encouraged me to study foundations and do a civil qualification. However, this was not my passion.

I started studying project management and was later transferred to another project but continued working with some of my previous team members - might I add, a team of ten men and one woman - but they watched out for me and taught me what they could. When I registered to be a professional safety officer, I was guided by one of the best who took me to do audits and the tasks needed to understand the processes and procedures.



Carmen's Career Path

Throughout my career, I ensured I studied to keep up and stand out. I became a safety officer on smaller projects and my role was to assist the client guide and advise on safety matters.

I could not believe I did it; I proved them wrong and I did the best I could by teaching myself and learning from others. I worked with so many people in my field, young and old, and each one had provided some knowledge or experience.

We later opened a consulting firm. I would do safety and help others like myself to learn and grow. It was a wonderful experience seeing people grow from shy, timid and having no confidence to independent and competent professionals. Having completed my Diploma in Safety Management and my Degree in Disaster and Safety Management, achieving my Candidate CHS Agent registration might not seem like much to others but it pushes me forward one step at a time.

Focus on Women in Construction

in my field of registered Safety Agents, mentoring other women who have the same goals and aspirations as I do. I am also aiming to provide training to assist young upcoming safety practitioners find their feet and understand how to do the job correctly and not just for the sake of earning a salary.

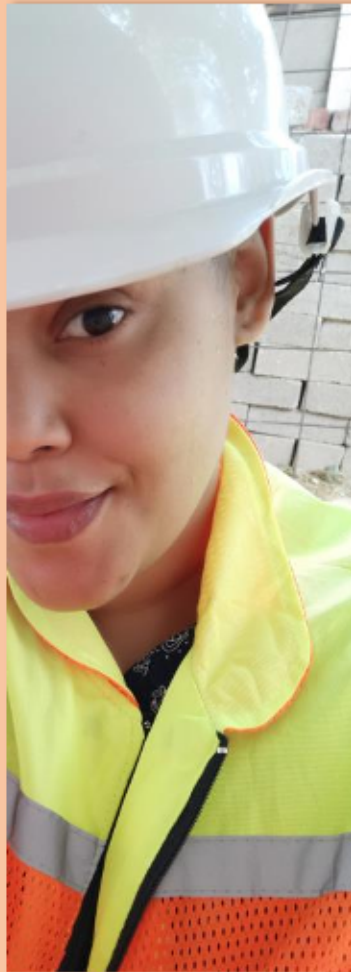
What challenges do you feel women face in the Sector?

Competition that many in the industry don't see assists to grow each other. It is the only way to better the level of service we provide not only as women but as professionals.

As women we should motivate and assist one another to follow our dreams in spite of the negative opinions in this male-dominated industry.

What transformation changes would you like to see?

- More awareness and information about the field of health and safety at matriculant orientations;
- More exposure on the field as a career path as well as workshops to equip women in environments where they are belittled due to their gender and treated unequally;
- Seminars where we can come together and voice our challenges and find means of addressing them through processes or legislation.



Carmen in a nutshell...

I like reading...

Motivational/ self help books, how do you inspire others when you yourself are uninspired.

If I had to meet anybody, living or dead, it would be ...

Mother Teresa – I would like to see firsthand how good humanity could be if we gave more of ourselves instead of expecting from others all the time.

Carmen's message to aspiring youngsters looking to pursue a career in the Construction Industry:

Many might tell you, "you won't make" it or "you will never be good enough" but it is their fear for your potential that makes them want to kill your light.

Persevere and believe in yourself anything is possible if you are grounded, focused and let God guide your path.

In my spare time...

Outside my career, family is my priority. We only get the time we have and are not promised any extra time so I use the time I have with the people that matter most.

I also enjoy children's' fashion; making my kids look unique and feel special brings me joy.

I am proudly South African because...

We have a beautiful country having seen most of it from traveling for work. It has opened my eyes not only to the physical and cultural beauty but also the beauty in our people. We are a loving nation. The recent looting caused chaos but unity brought out the essence of what being South African is; with all the negativity we still have hope. With that faith, we can achieve anything. 🇿🇦

HOW TO ACCESS YOUR Registration Certificate

Step 1:

Visit
mypcm.sacpcmp.org.za

or

mychs.sacpcmp.org.za

and log into your
online profile.

Step 2:

To view & access
your certificate
via the
'View your
Certificate'
tab.

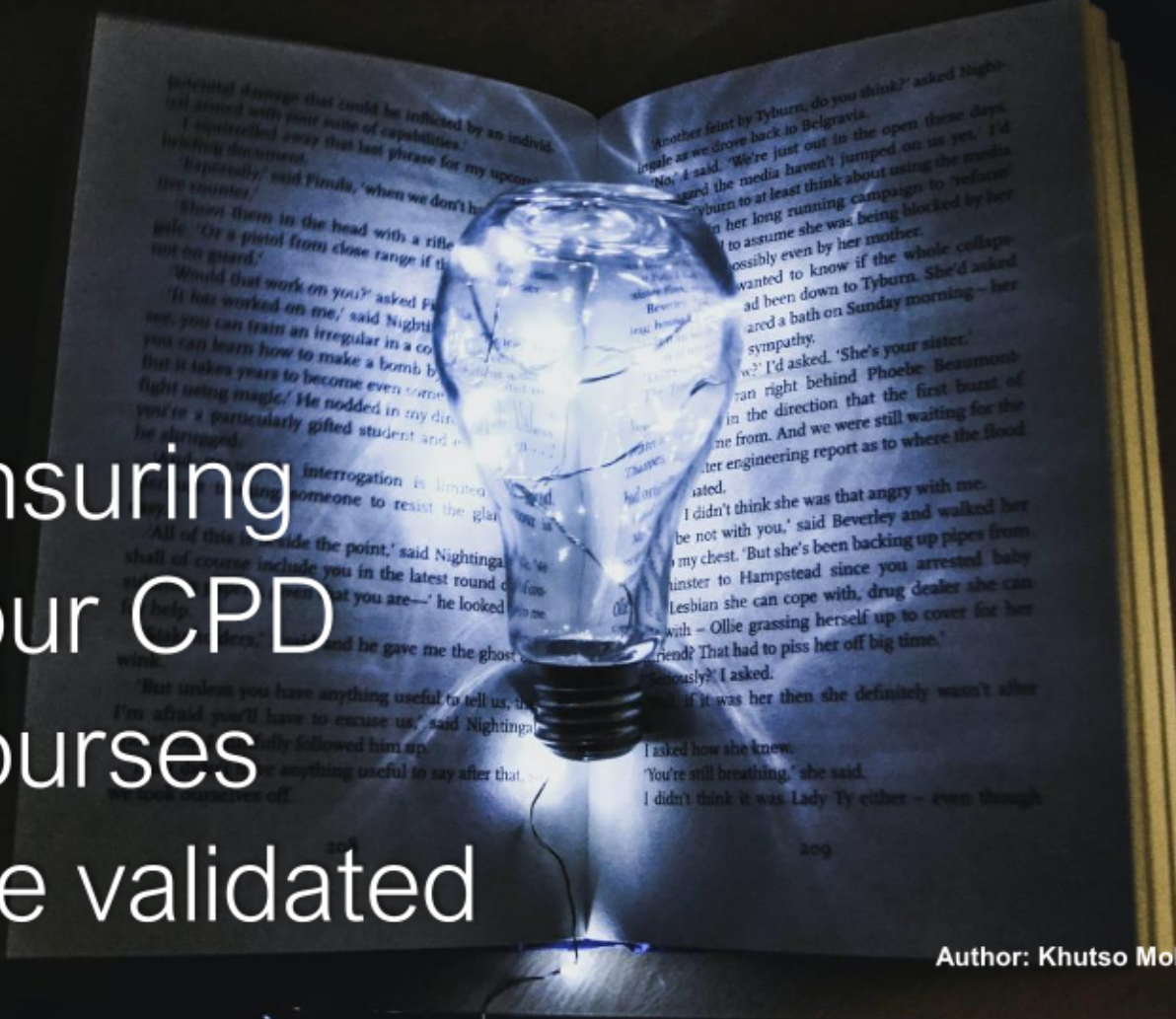
The screenshot shows the SACPCMP dashboard with a blue header containing navigation tabs: DASHBOARD, COMMUNICATIONS, DESIGNATION, CPD, and LOGOUT. The main header features the SACPCMP logo and the text 'PROJECT AND CONSTRUCTION MANAGEMENT'. Below the header are three main sections: 'My Profile' with an 'Update Now' button, 'My Designation' with a 'Read More' button, and 'Apply for Designation' with an 'Apply now' button. A large arrow points from the 'View your Certificates' button in the 'My Profile' section to the 'View your Registration Details' button.

Step 3:

You can also:

- Copy & insert your profile link into your email signature.
- Create your unique validator by clicking on 'Create Validator'; then click on the 'General Validation Key'.

The screenshot shows the SACPCMP profile page with the 'View your Certificates' tab selected. The page displays a table with two rows: 'Profile Link' with a URL and a 'View' button, and 'Link with logo' with the SACPCMP logo and a 'Copy Logo and Link' button. The header includes navigation tabs: DASHBOARD, COMMUNICATIONS, DESIGNATION, CPD, and LOGOUT. Below the header are tabs for profile management: Change Password, Biographical, Communications, Education, Employment, Financials, Documents, Archive, and SAQA.



Ensuring your CPD courses are validated

Author: Khutso Mokgehle

Registered Persons would more than likely know how important it is to work on their CPD activities actively and purposefully. CPD activities do not just keep professionals on trend with the work environment, but also broaden one's knowledge and understanding of what the job really entails, and this is a reason why it is important to invest in valuable CPD activities.

Category A of the CPD Activities, as stipulated by the SACPCMP requires Registered Persons to continuously attend validated courses, conferences and engage in accredited further studies that will provide Core and Non-Core knowledge as a professional. Therefore, it is important that whichever course one decides on

attending will be beneficial to personal development.

The SACPCMP is concerned about the quality, relevance, effectiveness, and impact of the CPD courses and activities that you attend. The following questions arise:

- **Is your course really helping you to become a better professional?**
- **Will it equip and motivate you to understand the impact of the decisions you make on site?**
- **Are you really being developed and groomed to be a great mentor?**

These are the questions that the Council also asks itself, so that

CPD experience is not just a point-less exercise but rather an effective tool in the development of a professional. For this reason, the SACPCMP has validated several training centres and activities nationwide in making sure that Registered Persons get quality education.

Only courses and activities that have been validated by the SACPCMP qualify for *Category A*, which means that the learning materials and learning outcomes have been assessed and tested by experts within the industry.

It is with great confidence that the Council can certify that any course that it has validated will be of value to any Registered Person who decides to undertake it.

It is unfortunate that the effective-



Ensuring your CPD courses are validated

ness or impact of any course or activity cannot be measured if it was not assessed by the Council, hence any training not validated by the SACPCMP cannot be recognized under *Category A*.

It is therefore of utmost importance that before you register for any course or activity that is aimed at improving your CPD, make sure that it has been validated by the SACPCMP.

How do you know if a course is validated by SACPCMP?

Request the SACPCMP validation code for the course from the service provider.

Refer to the List of Validated Courses available via the Council's website (www.sacpcmp.org.za) and check if the course is indeed on the list of validated courses. Ensure that your certificate has the **SACPCMP** logo and validation code.

CIOB to present at The Big 5 Kenya

The BIG 5 Kenya
24 to 26 November 2021, 9:00am - 6:00pm
(GMT+03:00), Nairobi, Kenya

The Chartered Institute of Business (CIOB) will be participating in The Big 5 in Kenya in November.

For four years, The Big 5 Construct Kenya has brought the construction community to Kenya to facilitate business and networking opportunities at one time, in one place.

The three-day exhibition is a showcase of global products, technology and innovation that will service this rapidly growing economy driven by significant government investment. Running alongside the exhibition, a series of strategic and technical conferences will deliver direction and inspiration, preparing businesses for change, opportunity and growth.

[Click here for more information and registrations](#)



Part-time Honours: Construction Management (Wits)

The School of Construction Economics and Management is happy to announce that applications are open for admission into its part-time Honours degree in Construction Management which is accredited by the SACPCMP.

This part-time model follows the successful part-time QS Honours programme that has been offered since 2016 to address an industry need where many graduates from Wits and other universities are unable to secure funding or afford to return to complete their Honours degree that enables them to become professionally registered. The problem is particularly acute for those seeking to register with The South African Council for Project and Construction Management Professions (SACPCMP).

This opportunity will benefit those who were not accepted directly into Honours but who would be acceptable after some time in industry. It also provides B.Tech graduates with the opportunity to obtain an Honours degree.

Organisations and individuals are invited to take advantage of this programme to upskill and bridge gaps in educational qualifications limiting access to professional registration. While the individual courses making up the programme are credit bearing towards the Honours degree, they are also available to be taken as CPD short courses by all professionals for personal/professional development purposes.

Applications are open for 2022 admissions

For more information, visit the website below to download the programme brochure and application form:

<https://www.wits.ac.za/part-time/construction-economics-and-management/>

For enquiries contact: Prof Sam Laryea (Head of School) via email:

samuel.laryea@wits.ac.za or telephone 011 717 7669

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THEME EXPLANATION

The dwindling number of cranes interspersed across our South African skyline speaks to the reality of the poor economic growth we are experiencing in the construction industry. We have fallen down a slippery slope exacerbated by a relentless, unyielding and fast-paced business environment. This monumental shift requires a change in leadership perception. Change is not easy, but the biggest threat is a business person fixated on past triumphs and traditional thinking. **It is no longer business as usual.**

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HOW TO Load Your CPD Entries

You can now upload your CPD journal entries to your profile on the SACPCMP's upgraded registration system. Follow these steps to upload the documents to your profile:

- Step 1: Login to your profile
- Step 2: Click the CPD tab
- Step 3: Under the 'Add CPD hours' section, click on the 'Add CPD Own Records' tab
- Step 4: Add your CPD records

Remember to always attach supporting documents for any CPD entries that you add (this must be done in accordance to the CPD Evidence Guideline outlined in [Annexure B of the CPD Policy](#)).

For more information, contact the SACPCMP's CPD Department via: cpd@sacpcmp.org.za

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