

# The State of the South African Construction Industry

Pandemic Impacts on the Six Project Stages

What you need to know:

Criteria and Process for Competency Assessments for Registration

Focus on Women in Construction

*"God: I have so many questions for Him"*

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## SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —

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SACPCMP  
Registrar,  
Butcher Matutle

# From the Desk of the SACPCMP Registrar

**T**he new year seems to have brought some respite from heavy lockdown restrictions, social distancing and the early curfews that we, as South Africans, encountered during 2020 and 2021.

While we should remain ever vigilant in our health and wellbeing practices, let us use 2022 to move away from the uncertainty that heavily plagued the past two years and embrace a positive outlook going forward.

Indeed, there is much to look forward to.

Before mid-2022, the SACPCMP expects to have gazetted the rebased guideline tariff of professional fees following months of research and engagement with our Registered Persons, Voluntary Associations and industry stakeholders. We will also present our first set of professional

webinars, in March and May, through which we hope to provide the sector with thought leadership Construction Industry-related trends, challenges and experiences.

Details of the webinars, and booking options can be found on the SACPCMP website, ([www.sacpcmp.org.za](http://www.sacpcmp.org.za)). We encourage you to join us and take advantage of the CPD opportunity that the webinars offer.

In this edition of Shape Shifter, we outline the importance of the recently published Criteria and Processes of Competency Assessments for the Purpose of Registration. All SACPCMP assessors should familiarise themselves with this, which details the requirements and standards utilised by the Council when it comes to competency assessments.

While the criteria and processes do not affect our registration process, they do detail steps

the Council will take when it comes to malicious behaviour undertaken by applicants.

The Council, over the past months, has continued to note incidents of plagiarism when it comes to reports that are submitted during the registration application process. As a Regulator empowered by the Act, the SACPCMP will not let such actions

remain unchecked.

The Criteria and Processes of Competency Assessments for the Purpose of Registration can also be found on the Council's website.

**“The Council has continued to note incidents of plagiarism, and it will not let such actions remain unchecked.”**

We trust you will enjoy the February/March 2022 edition of Shape Shifter as much as we enjoyed 'building' it, and thank you for your continued support in working towards the development and transformation of our Professions.

Best wishes everywhere

**Butcher Matutle**  
**Registrar: SACPCMP**

# SACPCMP Updates: What you Need to Know!

## Reminder: Sign up for the Mentorship Database

Be a part of an initiative piloted by the SACPCMP to assist professionals and candidates connect to each other for mentorship opportunities.

Known as the **Mentorship Database**, it is a list of mentors (verified by the SACPCMP) which may be accessed by candidates looking for mentors and organisations running Candidate Support Programmes to connect to mentors that can participate in these programmes. To join the mentor database, contact [cpd@sacpcmp.org.za](mailto:cpd@sacpcmp.org.za) to obtain the relevant sign-up form and terms & conditions.

## Earn CPD hours with our March Webinar

CPD  
opportunity

The SACPCMP will present the first in a series of webinars on **3 March 2022 (09:00 to 14:00)**. Webinar topics will include, but not be limited to:

- Impact of Climate Change on the Built Environment
- Professional Ethics and the Code of Conduct in the Construction Industry
- Project Safety in terms of Legal Liability

Tickets are R350.00 per person (excl. VAT) spaces are limited. Registration will be available via <https://sacpcmp.efundasa.com>

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— CONSTRUCTING NEW PERSPECTIVES —

## SACPCMP Tenders

The SACPCMP has upgraded its tenders and vacancy section on its website. Please visit: **Tenders - SACPCMP** to see all available tenders.

Current tenders that are available include:

✳ Invitation to submit quotations: appointment of a service provide for **secretarial services** for SACPCMP for a period of three years (closing date: 21 February 2022).

✳ Invitation to submit quotations – **plagiarism detection software** (closing date: 22 February 2022).

✳ Invitation to submit quotations – **virtual proctoring services** (closing date: 22 February 2022).

## Invoicing Reminder

SACPCMP bulk invoicing took place in December 2021. Visit your registration profile page to find your 2022/2023 invoice. Payments must be finalised before 15 March 2022 for certificate renewal on 1 April 2022.

## SACPCMP Vacancies

For SACPCMP and industry-related vacancies, please visit: **Vacancies - SACPCMP** to see industry-related and SACPCMP vacancies.

Should you wish to advertise a vacancy, please contact [elaine.miller@sacpcmp.org.za](mailto:elaine.miller@sacpcmp.org.za) to request the relevant application forms.



# The State of the South African

# CONSTRUCTION INDUSTRY

By Professor John Smallwood

**H**as the South African Construction Industry been captured? What are the top challenges facing the sector? What is corruption doing to the Built Environment?

These questions and more were answered recently through the research findings presented in a keynote address by Professor John Smallwood at the Construction Industry Development Board's (cidb) inaugural annual seminar in 2021.

According to Prof. Smallwood of Nelson Mandela University's Department of Construction Management, the primary challenge in responding to the request to present the keynote

address was determining its focus. A statistical review based upon a desktop study, or the state (health) based upon an empirical study, the former being the 'cough' (manifestations), and the latter being the 'ailment or behaviour' that results in the 'cough'.

Having been involved with several 'status of the construction industry' research studies, Prof. Smallwood opted for an empirical study, the objectives being to determine:

1. The rating of the South African construction industry relative to 76 aspects/parameters;
2. The top ten challenges (reported on) and top ten interventions (not reported on) required in terms of improving the

performance, growth, and development of the South African construction industry, and

3. Comment in general regarding the state, and improving the performance, growth, and development of the South African construction industry (not reported on).

The questionnaire included one close-ended question, three open-ended questions, and eight demographic questions.

Participants were:

- A total of 150 'industry stakeholders' in the form of two distribution lists were included. These featured, among others, 'industry leaders', heads of industry associations and councils.

# State of the South African Construction Industry

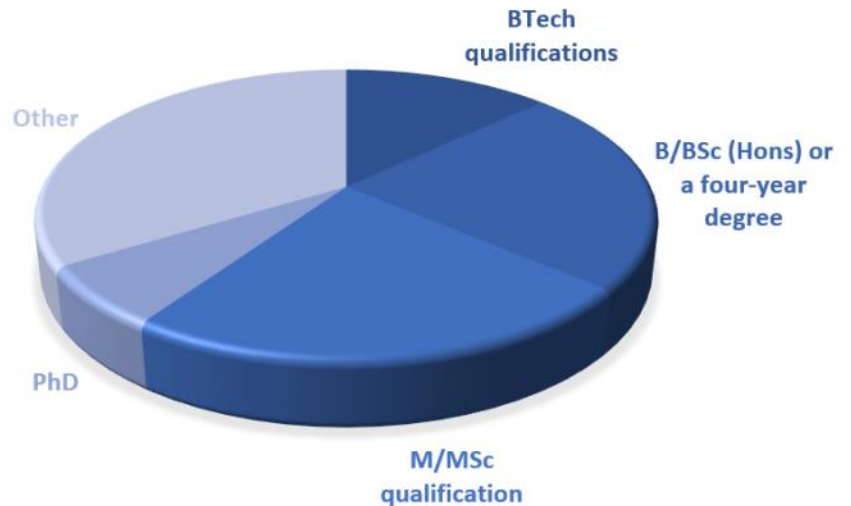
- A further 342 'targeted stakeholders' included, among others, a broad representation of the industry in terms of stakeholder group.

The consolidated response rate of 22.2% was primarily attributable to the 'targeted stakeholders'.

Furthermore, 61 (59.8%) of the 102 responses were included in the analysis of the data due to time constraints and data capture capacity challenges. Table 1 below shows details of the numbers of respondents.

- The 61 respondents represented 33 occupations and 21 stakeholder groups;
- 13.3% had BTech qualifications;
- 23.3% a B/BSc (Hons) or a four-year degree;
- 23.3% a M/MSc qualification;
- 6.7% had a PhD – 66.6% of respondents had a four-year qualification or more.
- The mean age of respondents was 50.6 years, and their mean experience in construction was 23.9 years.
- Respondents represented eight metropolitan areas: Johannesburg led the total number of respondents (32.8%), followed by Cape Town (19.7%), and Port Elizabeth (16.4%).
- With regard to gender, 16.4% of respondents were female, and 83.6% were male.

Respondents' Qualifications



## Findings

Respondents were required to rate the South African construction industry relative to 76 aspects/parameters in terms of a five-point Likert type scale: 'very poor' to 'very good'. An 'unsure' option was presented as there was a likelihood that not all respondents would have an intimate understanding of all 76 aspects/parameters.

Table 2 (following page) presents the top ten rated aspects/parameters in terms of percentage responses, and mean scores (MSs) between 1.00 and 5.00, based upon a weighting of the percentage responses. The mean score (3.41) of first ranked competitiveness was  $> 3.40 \leq 4.20$ , which indicates the rating is between average to good / good, albeit it marginally so.

The aspects/parameters ranked second to ninth, have mean scores  $> 2.60 \leq 3.40$ , which

Sample frame	Circulated (No.)			Returned		Analysed	
	Size	RTS	Net	No.	%	No.	%
Industry stakeholder distribution lists	150	24	126				
Targeted stakeholders	342	8	334				
Total	492	32	460	102	22.2	61	59.8

Table 1: Sample frame and response rate

## State of the South African Construction Industry

Aspect / Parameter	Response (%)						MS	Rank
	Unsure	Very poor	Poor	Average	Good	Very good		
Competitiveness	3.3	10.0	6.7	23.3	46.7	10.0	3.41	1
Construction process	1.7	0.0	18.3	26.7	51.7	1.7	3.37	2
Health and safety on projects	0.0	4.9	6.6	49.2	32.8	6.6	3.30	3
Conditions of contract	8.2	6.6	9.8	27.9	44.3	3.3	3.30	4
Remuneration: Management / Built Environment Professionals (BEPs)	8.3	8.3	11.7	28.3	31.7	11.7	3.29	5
Client satisfaction	1.6	1.6	13.1	49.2	29.5	4.9	3.23	6
Contract administration	5.0	5.0	11.7	35.0	43.3	0.0	3.23	7
Remuneration: Supervisory	11.5	4.9	13.1	34.4	29.5	6.6	3.22	8
Tertiary education	1.6	6.6	16.4	32.8	36.1	6.6	3.20	9
Quality of the product	1.7	3.3	16.7	46.7	23.3	8.3	3.17	10

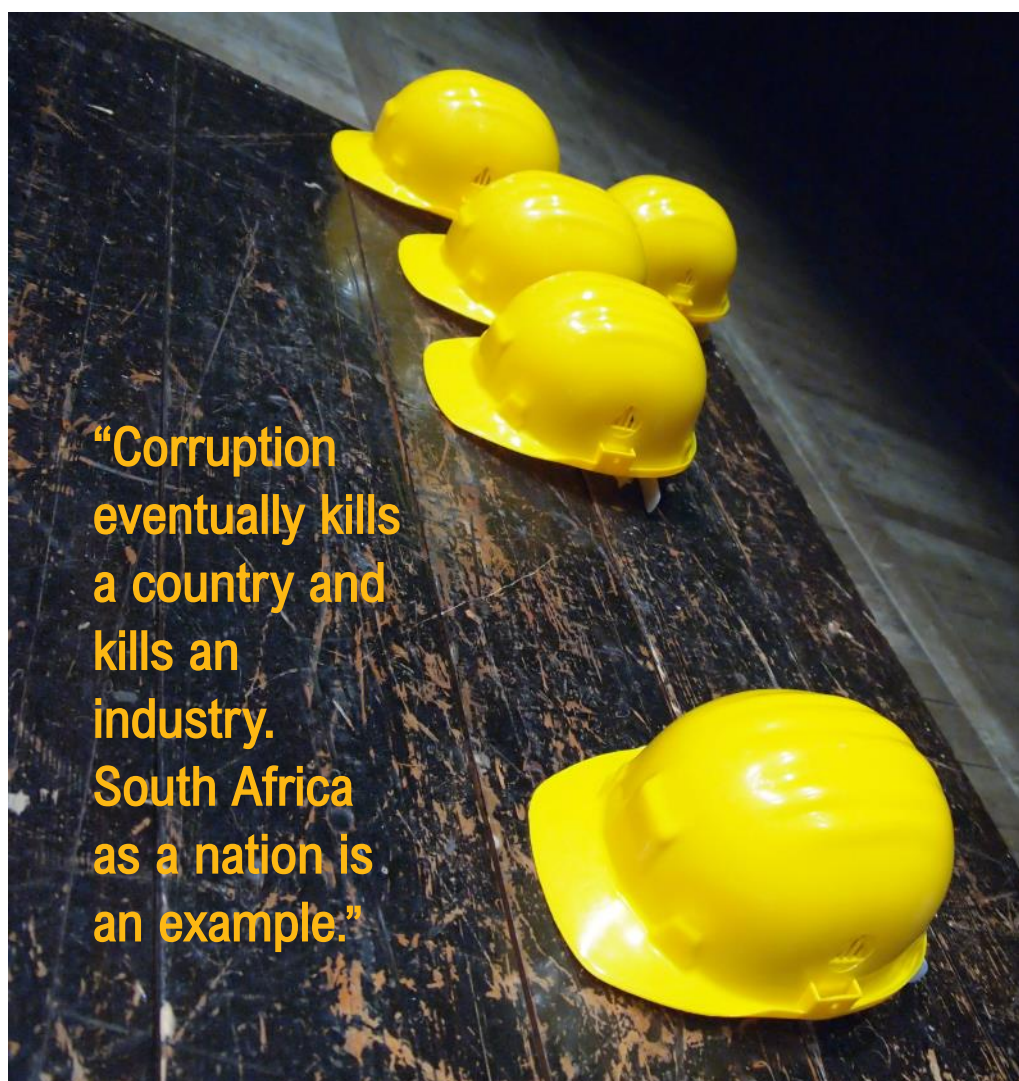
**Table 2: Top ten rated aspects/parameters**

indicated a rating between poor to average / average.

Table 3 (following page) presents the bottom ten rated aspects/parameters. All the mean scores are  $> 1.80 \leq 2.60$ , which indicated the rating was between very poor / poor.

The ranking of mitigating corruption, namely 76th (last) is notable. In summary, although not discernible from Table 3:

- 1 of 76 (1.3%) aspects/parameters was rated  $> 3.40 \leq 4.20$ : between average to good / good;
- 52 of 76 (68.4%) aspects/parameters were rated  $> 2.60 \leq 3.40$ : between poor to average / average;



# State of the South African Construction Industry

- 23 of 76 (30.3%) aspects/parameters were rated  $> 1.80 \leq 2.60$ ; this was between very poor / poor.

## Top Ten Challenges

The respondents were required to identify the top ten challenges faced by the South African construction industry.

The 61 responses analysed resulted in the identification of 89 challenges, of which the top ten are presented in Table 4 (see

following page). Although not discernible from Table 4, 22 of 89 challenges were identified by more than 10% of respondents.

Training/skills has been identified as a challenge for at least two decades. Procurement/ tendering, corruption, payment (late), health and safety (H&S), profit margins/ sustainability of businesses, construction mafia, and construction sector volatility, feature frequently in anecdotal evidence, media reports, articles, research-related papers, and

reports. Incompetence also featured, and was linked to inadequate training/skills, and a range of other challenges. The South African construction industry is not known for R&D, innovation, and advanced technology.

## Conclusions

The construction industry in South Africa has been captured, and for some time now! Was the capture planned? Furthermore, people are masquerading as contractors, which includes some SMMEs and

Aspect / Parameter	Response (%)						MS	Rank
	Unsure	Very poor	Poor	Average	Good	Very good		
Promptness of payment	0.0	36.1	19.7	27.9	11.5	4.9	2.30	67
Sustainability of businesses	6.7	25.0	31.7	23.3	11.7	1.7	2.29	68
Transparency	6.9	19.0	39.7	25.9	6.9	1.7	2.28	69
Digitalisation / Industry 4.0 (Implementation)	19.7	21.3	26.2	23.0	9.8	0.0	2.27	70
Gender equity	5.0	20.0	45.0	21.7	5.0	3.3	2.23	71
Employee assistance programmes (substance abuse)	15.0	21.7	30.0	26.7	6.7	0.0	2.22	72
Work-life balance	4.9	26.2	32.8	27.9	8.2	0.0	2.19	73
Budget (remaining within)	3.3	30.0	35.0	21.7	8.3	1.7	2.14	74
Job security	1.6	34.4	29.5	24.6	9.8	0.0	2.10	75
Mitigating corruption	10.0	33.3	35.0	15.0	6.7	0.0	1.94	76

Table 3: Bottom ten rated aspects/parameters



# State of the South African Construction Industry

Challenge	%
Training / Skills	60.7
Procurement / Tendering	47.5
Corruption	42.6
Payment	32.8
H&S	26.2
Profit margins/Sustainability of businesses	19.7
Construction mafia	16.4
Construction sector volatility	16.4
Incompetence	16.4
R&D / Lack of innovation / Technology	16.4

**Table 4: Top 10/89 challenges facing South African construction.**

the construction mafia. The challenges experienced have persisted for some time, and will worsen, unless the industry acknowledges them, ceases to remain 'silent', and act!

The Construction Industry is not a 'playground', as construction is a science, art, craft, and profession, and education and training, or training, are a pre-requisite for participation. I annually remind BSc (Honours) (Construction Management) graduates prior to graduating that they have a 'license to learn'.

Corruption eventually 'kills a country' and 'kills an industry'; South Africa as a nation is an example. Furthermore, various sub diseases of 'South Africanitis' are prevalent, among other, 'entitlementitis', and 'excusitis'.

So what can be done to rectify the wrongs so clearly seen in the sector?

System thinking analysis of the state of the South African construction industry should be conducted to identify the implications/impact of current policy, legislation, and interven-

**"The challenges experienced have persisted for some time, and will worsen, unless the industry acknowledges them, ceases to remain 'silent', and act!"**

tions, and the necessary future policy, legislation and regulations, and interventions to extricate the South African construction industry from its current demise.

The government, National Treasury, and the cidb, among others, should be circumspect when undertaking whatever form of intervention, be it policy development, legislative, or the development of standards, by interrogating the likely consequences and unintended consequences. The industry should embark on a 'back to basics' drive, as participants must be competent - this means




## About the Author

Prof John Smallwood is the Professor of Construction Management in the Department of Construction Management, Nelson Mandela University, and the Principal, Construction Research Education and Training Enterprises (CREATE).

Both his MSc and PhD (Construction Management) addressed construction health and safety (H&S). He has conducted extensive research and published in the areas of construction H&S, ergonomics, and occupational health (OH), but also in the areas of the environment, health and well-being, primary health promotion, quality management, risk management: construction management education and industry performance.

'qualified' - based upon formal assessment, particularly with respect to production workers.

Corruption must be ended, which, among other things, requires transparency. Governance, including 'shutting down' of 'business forums' (construction mafia), and the curtailment of renegade SMMEs must become the 'order of the day'. ☒



# Grace period for SACPCMP Criteria & Process for Competency Assessments

**J**anuary 2022 ushered in a grace period related to the recent adoption of an enhanced validation process regarding the assessment of professional competency for registration by the SACPCMP. To ensure consistency in SACPCMP assessment processes, the Council recently introduced criteria and processes regarding assessment for the purpose of registration using specific criteria and guidelines.

## Improved Governance and Clarity

The adopted criteria will not only provide clearer guidelines and processes for assessments conducted for the purpose of registration but also outline far-reaching consequences for those who flout ethical practices.

“In the past, little thought was put into creating an assessment system,” said SACPCMP Registrar, Mr. Butcher Matutle. “Previously, it was assumed sufficient to base professional assessments on a system of peer evaluation”.

However, the Council noted that this approach created subjectivity and inconsistency in assessment results.

## Why was the Criteria and Process Developed?

In mid-2020, the SACPCMP determined that according to section 13 (g) to (j) of the Project and Construction Management Professions Act 48 of 2000 (the Act), professionals examinations fell within the education mandate of the Council.

It was further determined that the way in which Council conducted examinations and assessed competence should align to the same rigorous quality assurance standards the Council subjects Institutions of Higher Learning (IHL) to.

This resulted in the development and adoption of the Criteria and Processes for the Assessment of Competency for the Purpose of Registration.

## Frequently Asked Questions

**Will this affect my status as a Registered Person?**

**ANSWER:** No.

**How will the Criteria and Processes affect me?**

**ANSWER:** It will not affect your registration status or registration / application process. But, it will provide cogent steps and processes for incidents of malpractice.

**Will this affect my SACPCMP application?**

**ANSWER:** No. However, if you have engaged in malpractice (such as plagiarism / copying of reports), during your application, the document outlines actions that the SACPCMP can take against unethical behaviour.

**Does this mean registration requirements have changed?**

**ANSWER:** No. The criteria and processes have not changed registration requirements. The document rather provides clearer and stricter guidelines on how assessments are compiled, implemented and controlled.

**What is the difference between what will be done and what was done before?**

**ANSWER:** In the past, a moderation process was in place. However, upon investigation, the SACPCMP found it to be insufficient. The difference is that the SACPCMP has now developed a more robust internal quality assurance process.

# What You Need to Know: Competency Assessments for Registration

Matutle said that to avoid maladministration in the assessment process, it became vital to have criteria and processes for assessments conducted for the purpose of registration. As such, the SACPCMP adopted a quality-assurance system to validate registration-related assessment processes.

“The Criteria and Process will provide clarity and standardisation when it comes to examinations and assessments utilised by the SACPCMP for registration process. But this is not all,” said Matutle.

“The document will also outline details related to applicants who violate ethical practices in their assessment and examination processes. The document outlines information and guidance on applicants’ rights and

responsibilities regarding assessment processes related to issues such as plagiarism, penalties, and terms of appeal.”

## Delivering on its Mandate

The adoption of the criteria and processes also align to the SACPCMP’s strategic focus on delivering on its mandates and ensuring that the entity is capable to fulfil its regulatory responsibilities by ensuring that the organisation follows a clearly defined set of processes, defined accountabilities, and clear performance standards.

## Grace Period

The adoption saw the SACPCMP institute a 12-month grace period, as of January 2022, to allow its registration mechanisms, as well as any affiliate assessment providers, to become fully

## Frequently Asked Questions

**Who and what does the ‘Grace Period’ refer to?**

**ANSWER:** The grace period is to allow the SACPCMP’s internal registration mechanisms, as well as any affiliate assessment providers, to become fully compliant with all the criteria stipulated in the document.

**How long is the grace period?**

**ANSWER:** The grace period will be for 12 months, and commenced from January 2022.

compliant with all the criteria stipulated in the Criteria and Process for the Assessment of Competency for the Purposes of Registration.

The document, which outlines the following, can be accessed via the Council’s website:

- Defining malpractice in assessment processes, relating to the malpractice of applicants, assessors and assessment providers and the procedure on how this should be dealt with.
- How assessment records should be handled.
- Requirements for assessment criteria which are a clear and transparent expression of requirements against which successful (or unsuccessful) performance is assessed.
- Criteria in order for an individual to be recognised and/or appointed by the Council as an assessor or moderator.
- Assessment methods and instruments and the standards and features related thereto.
- Criteria for Assessment Relating to Formal, Non-formal and Informal Learning, and the Implementation of RPL.
- How the quality of evidence is assured.
- Criteria in order for an entity to be approved as an Assessment Provider.
- Principles of assessment which ensure that an assessment is credible.
- How the moderation system should work, including standardisation of assessments, and internal and external moderation of assessments; to ensure the consistency of assessment decisions and that assessments are conducted ethically and credibly.



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# HEALTH AND SAFETY IN THE CONSTRUCTION INDUSTRY

## Rationale for offering this short learning programme:

Given the persistent problem of health and safety in the construction industry, the implications of COVID-19, and compliance requirements to relevant regulations by all construction professionals responsible for the delivery of infrastructure, it is imperative that all built environment professionals should acquire an in-depth knowledge to plan and manage engineering projects without compromising the health and safety of all project delivery stakeholders.

The SLP will appeal to engineering and built environment professionals, students studying toward built environment related qualifications and those in the occupational health and safety field intending to work in the construction industry.

### THE QUALIFYING STUDENT WILL ACQUIRE KNOWLEDGE ON:

- Health and safety relative to construction and engineering activities;
- Concepts of culture improvement, ergonomics and effective health and safety integration to construction and engineering project delivery;
- The legal framework governing health and safety in the construction industry;
- Key principles of safety engineering and management of physical agents

### PROGRAMME DETAILS

**Duration:** Semester 1 and 2  
**Time:** Evening lectures  
**Venue:** UJ DFC/Online  
**Fee:** R 16 780.00 per Student

### METHODS OF ASSESSMENT

An online written assessment and a group case study compilation

### ENQUIRIES

carinbe@uj.ac.za

### FOR APPLICATIONS:

Please use this link to complete the form: <https://form.jotform.com/210601483784051>

# Pandemic impacts on the six project stages

Considerations  
pre, during and post  
the Pandemic

There is much that has happened since the 26<sup>th</sup> of March 2020, when the country was placed on a hard lockdown. The construction sector has taken a huge blow, which has directly impacted the economy of the country.

One of the greatest stimuli to the South African economy is the Construction Sector and related supporting industries. Working, and trying to work, in an environment where social distancing and hand sanitizing are

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difficult to implement, has proven to be the greatest challenge to date.

The adaptability and the acceptance of change in an environment that works on high physical labour intensiveness, is the key consideration when contemplating the operability of the sector. As leaders and professionals within the sector,

we need to assist to give guidance where necessary.

## **Project Initiation Phase (The Hybrid Model)**

Clients have realised that it is not business as usual, both within the private and public sectors respectively. Creating a project brief has become a great



# Pandemic Impacts on the Six Project Stages

challenge, as compared to the pre-COVID-19 period. Challenges such as accommodating COVID compliance must be seen as a way of the future, and not just a once off response to the pandemic.

Design and budget elements of a project need to be considered from the initiation and briefing stages. What we therefore see currently is a hybrid project model in practice. Stages 2 and 3 have, by default been incorporated (to a large degree) into the discussions of a project at stage 1. This means the hybrid model has, by default, merged stages 1, 2 and 3.

## Concept & Viability and Design-Development Phases

These two stages of a project are key considerations at the initiation stage, due to various factors specifically influenced by the Pandemic.

What has come to the fore is that there is a need to discuss and plan for the accommodation of a building or facility in conjunction with the new ways of working in a pandemic.

The concept and viability of a project is influenced by how the facility will operate. This then



directly impacts on the design development aspects of a project. What is also evident at this stage is the impact of these merged stages on the budget of the project.

New protocols, and health and safety legislation as per the World Health Organisation (WHO), require certain key changes in the way building will

operate going into the future. Service desks, screening areas and temperature checks have become the norm.

These vary, dependent on the type and usage of a building, however project managers and built environment professionals cannot plan for 'the now' - they need to think ahead in the event that the

world faces new, more aggressive challenges of the same nature as the current pandemic.

## Tender Documentation and the Procurement Phase

The dynamics of the tender preparation, as well as the way tender briefings are held has drastically changed. We have seen the introduction of virtual platforms for tender briefings and information sessions. This comes with its own challenges, including technology; tender attendance is a key issue, as registers need to be taken at compulsory tender briefings and in many instances, this has been challenged.

Tender documentation distribution, electronically and/or physically has also proved to be a challenge with the industry opting for more electronic downloads or emailing of tender documents.

Issuance of addendums and communication of information regarding a tender in the open market has also proven to be a challenge, specifically when one does not know who the tenderers are. This means that addendums need to be advertised, and the reach of these are unknown.

With the various rules around procurement in the public space, it must be noted that the timelines in

**Working from home and the rostering of staff has not helped in anyway whatsoever. Unfortunately, this is the collateral damage of the Pandemic that now impacts in terms of delayed infrastructure delivery.**

## Pandemic Impacts on the Six Project Stages



costs, which were not allowed for, came as a huge blow to the industry that is generally managed by a bill of quantities, which has allowances for all aspects of a project.

The impacts of this are still prevalent two years following the start of the pandemic. Clients need to pay contractors in terms of health and safety compliance which now includes for

the safe working environment against the pandemic.

Contractors have had to assess their methodologies of construction to be compliant with new protocols; a simple issue like carrying a bag of cement needed to be thought out so that social

distancing and mask wearing could be adhered too.

Plastering and bricklaying had to ensure social distancing - many tasks which are impossible to accomplish with social distancing had to be reimagined and executed, to ensure the safety and wellbeing of the tradesmen and women within the sector. These issues are still an inherent problem that

contractors and professionals face

the public sector in general, have dragged on in the last two years due to accessibility to the markets as well as availability of resources.

Working from home and the rostering of staff has not helped the cause in anyway whatsoever. Unfortunately, this is the collateral damage of the Pandemic that was not seen directly (in the last two years), the impacts of which are now being seen in terms of delayed infrastructure delivery and delays in infrastructure investment.

### Construction and Project Implementation Phase

When the pandemic hit, the most impacted phase for a project and project team would be the construction phase. Projects came to a disruptive halt; contractors and built environment consultants had to stop all work - dead in its tracks - and wait for further

instruction. Issues of making sites safe were all at an additional cost to the client.

The de-establishment and re-establishment of construction sites needed to be paid for by the client, managed by the consultant, and executed by the contractor.

The additional costs to be compliant for the reopening of projects, in terms of COVID-19 compliance and protocol management was all for the account of the client. These

**A simple issue like carrying a bag of cement needed to be thought out so that social distancing and mask wearing could be adhered too. Plastering and bricklaying had to ensure social distancing - many tasks which are impossible to accomplish with social distancing had to be reimagined and executed.**

## Pandemic Impacts on the Six Project Stages

on a daily basis within the construction sector. What has proven to be a key benefit is the utilisation of Health and Safety Officers or Managers in the management of COVID compliance. The regular protocol management, formal policy development and application are key to ensure a safe working environment for all.

### Close-Out Phase

This can be reflected as the easiest of the project phases however, the key to the close-out of a project is documentation.

It is essential that all documentation is collated and filed accordingly during the projects itself. Specific reference must be made to

statistics and infection control documentation as well as (COVID-19 related) contact tracing documentation, as this will provide key information for the

management of future projects.

The close-out phase must include a report on the extra-ordinary circumstances that needed to be managed during a project.

**What has proven to be a key benefit is the utilisation of Health and Safety Officers or Managers in the management of COVID compliance.**

### Conclusion

As a third-world economy, South Africa has done well in the management of the Pandemic

comparatively to the rest of the world.

The Construction Sector itself has managed to assist and guide the industry through their professional regulatory councils and voluntary associations. The collaborative approach by the industry through various forums established in this period, has proven to create a standard response to the pandemic for the sector.

The Pandemic and its effects are here to stay. The Construction Sector within South Africa has seen this scenario as the 'new normal'. The sector now operates within a pandemic and manages its risks accordingly. Wearing of masks, social distancing and sanitizing, as in every other sector, must form the basis of how we operate as an industry, as a country and as the world. 🇿🇦

## Correct SACPCMP Banking Details

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**

**Branch Code: 128405, Business Central Branch**

**Account No: 1284064557**

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

# CIOB Employability Series

**D**eveloping tomorrow's leaders today - this is what the Chartered Institute of Building (CIOB) looked to achieve through its recent employability webinar series.

The initiative presented a brand-new, four-part employability webinar series to upskill members in their career paths to become future industry champions. The webinars were based on the African Proverb that says: *"Give me a fish and I will eat today, teach me to fish and I will eat for a lifetime"*.

The webinars included:

- a) What Built Environment recruiters look for in graduates;
- b) Personal branding and creating a professional LinkedIn Profile,
- c) Adapting in the workplace as a graduate, and
- d) Industry insights by CIOB's *Tomorrows Leaders* champions.

According to the CIOB, its local hub committees played a key part in the design and delivery of these webinars which saw 60 students and 15 industry professions join in from South Africa, Zambia, Ghana



FREE  
EMPLOYABILITY  
WEBINAR  
ACCESS: SEE  
LINKS  
BELOW

and the webinars attracted an international audience from the Middle East and China. To continue supporting the CIOB in Sub-Saharan Africa, in leading the voice within the construction and Built Environment sector, plans are being made to carry out strategic engagements with universities, students, industry professionals and key government and non-government related organisations.

The webinar series can be accessed via the following links:

- Employability 1 <https://youtu.be/Ut276vJkuxM>
- Employability 2 <https://youtu.be/jliYqq189JA>
- Employability 3 <https://youtu.be/-IRMdUBpZ4Y>
- Employability 4 <https://youtu.be/le3eDsBEVrY>

To register with the CIOB's Student Membership, visit:

[https://portal.ciob.org/Site-Access/Registration?  
utm\\_source=ciob.org&utm\\_medium=referral&utm\\_campaign=student&utm\\_content=  
cta&\\_ga=2.239862346.856706320.1643623538-1295827774.1633626041](https://portal.ciob.org/Site-Access/Registration?utm_source=ciob.org&utm_medium=referral&utm_campaign=student&utm_content=cta&_ga=2.239862346.856706320.1643623538-1295827774.1633626041)

The SACPCMP and CIOB partner through a memorandum of agreement (MOA) which enables the organisations to work together for the betterment of their respective members and the Built Environment as a whole.



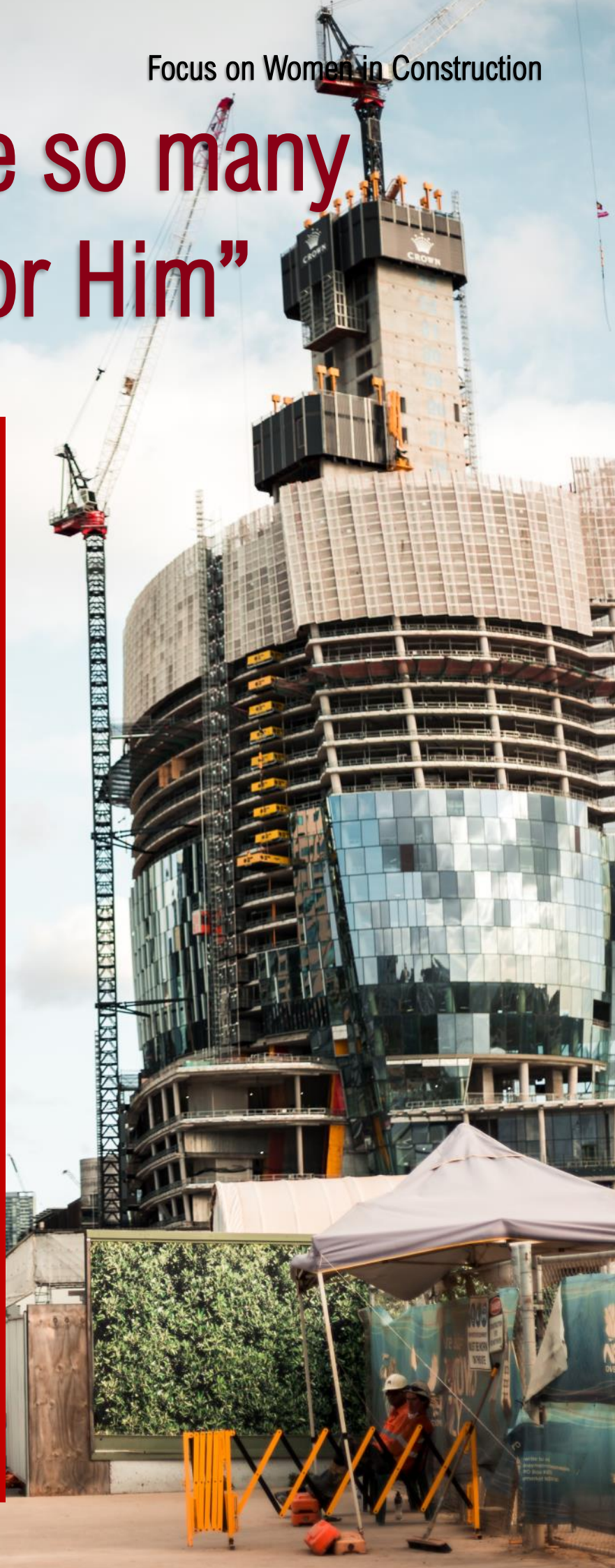
# God: “I have so many questions for Him”

**A**bongile Mntu Mketsu has dealt with challenges, success and devastating heartache, yet, at only 29, this Construction Project Manager continues to emerge with a refreshingly positive outlook on life and a strong work ethic. Shape Shifter was fortunate to hear her story and take a look at the pages of her life, which are sure to still provide many more chapters.

Abongile spends her days working on projects from the inception stage to closeout. She is a Construction Project Manager for the Department of Public Works and Infrastructure (DPWI), describing her work as “the centermost point of responsibility”.

“Most, if not all, of my work is centered around service delivery. One of the biggest highlights of the work that I do is being able to hand over infrastructure to disadvantaged communities and seeing the joy that it brings to people.”

Having projects in some of the most remote places in the Eastern Cape, Abongile loves to see people’s lives being transformed: “Be it the excitement of children getting a new school or the gratitude of communities for new health care facilities,” she said.



## Focus on Women in Construction



### What work challenges have you encountered?

In Government projects, time, scope, cost, communication and quality management can be quite a challenge. In most cases, we do not have enough time for planning and collaboration of the full project team.

### Historical Projects

There are many historical projects that still need to be completed. Back when they were first initiated, they were given enough time to be completed but no proper funding (and now that we are pushing to complete these projects), we have a little more funding but less time

to complete the projects. We've had to do value engineering on most of the historical projects that I had managed.

The changing of the scope in order to make do with the funds that were allocated to each respective project proved to be quite challenging, especially considering the amount of work required

compared to what we can produce under the cost and scope constraints. With communication management, Government Departments have a long chain of authority. In many cases, all decisions have to be supported and approved by senior managers in order to protect Government interest. However, this does make for a slower process of communication and decision making, be it in procuring professional services, contractors or resources etc.

### Empowering Emerging Business

The Department has mandates of empowering emerging businesses. Therefore, most projects under R500 000 require the

appointment of incubator contractors who may in some cases try to cut down on their quality in attempts to maximize their profits.

This ends up costing the Department and the contractor, who have to redo works that have been deemed not fit.

### Abongile's day-to-day responsibilities

- Management/coordination of all project aspects.
- Guide in project planning, implementation, monitoring, reporting, and evaluation in line with project management methodology.
- Create and execute project works plans and revise accordingly to meet changing project needs and requirements.
- Identify resources needed and assign individual responsibilities.
- Manage day-to-day operational aspects of a project and scope.
- Apply methodology and enforce project standards to minimize risk on project.
- Project accounting and financial management.
- Report project progress to Chief CPM.
- Provide inputs to other professionals with tender administration.
- Manage allocated resources for the sub-directorate.

## Focus on Women in Construction

### What was your career path like?

I finished my undergraduate degree in Construction Studies in December 2015 at the Nelson Mandela University. Thereafter, I started working for DPWI as a Candidate CPM. In 2019, I completed my Honours in Construction Management at the University of the Free State (UFS) and in 2021, and registered as a Pr. CPM.

Some project highlights were Stutterheim Hospital and Nkqubela TB Hospital, both of which were projects for COVID-19 that incurred savings that were able to assist the client department (Department of Health) in further accommodating the immediate needs of the hospitals.

I am now in my final year of my Masters in Land and Property Development Management at UFS.

### What have you experienced that you consider as life changing?

The passing of my daughter, Imange, last year. She was only five years old. Losing her made me realise that time really isn't on our side.

### If you had a chance to meet someone (living or dead) who would that be?

God. I have so many questions for Him.

**"Always remember that only you know how much you want something. Based on that, you must push no matter what. No one can achieve it for you except you."**

### If you could change your career choice, what would you do?

I would probably be an entrepreneur. I still aspire to be one but everything happens at the right time.

### What do you do in your spare time?

I enjoy reading stories of perseverance. Last year was pretty life-altering for me and reading up on stories of perseverance helped me remained steadfast on achieving my goals.

### The Strongest Support

I have quite a big family. Growing up, I lived with my grandparents, and my grandfather is my rock that has borne all of my burdens, my lifeline. My grandmother is a very strong woman with a heart of gold, and my mother is my ultimate supporter - she has a way of flushing away any self-doubt that I might have.

My husband and my twins, Uyi and Oyi, are the apples of my eye. They came at a time where the higher power wanted to remind me that I do not have what He has in mind- that when I'm just about to give up, He steps in.

My husband has taught me so much from a young age - he has contributed to my strength, made me realise that my dreams were still valid, that I could mother and be someone's wife while being career driven.

Last but not least my Imange, heaven took you when I least expected. How could you had been denied a life while mine still continued? I will fight, conquer and achieve just for you, my baby.



# IQ

## Innovation and Quality Award 2022

Every year the most outstanding construction projects showcasing **innovation and quality** will be awarded at the ICPMA annual conference!

### Who can apply?

Projects or start-up companies with **innovative concepts** and solutions **for specific challenges**

(Culture, Technology, Stakeholder, Complexity, etc.)

#### Design and Construction

- Design Features
- Materials
- Construction Techniques
- Logistics
- Digitalisation
- Quality of Delivery

#### Project Management

- Management Techniques
- Tailored IT-Tools
- BIM
- Life Cycle Engineering
- Team Building
- Quality of Management

### How to apply?

**Abstract submission**

(100 words)

**31st January 2022**

Selection

**Full application**

(6 Pages incl. Graphs)

**31st March 2022**

**IQ Award**

(at the ICPMA conference)

**May 2022**



### What is ICPMA?

A unique worldwide organisation spreading best practice in construction and project management. It is a modern and dynamic forum providing opportunities to network and do business with other professionals on the international stage.

[www.icpma.net](http://www.icpma.net)

### Previous winning projects

Global awards celebrating excellence in innovation and quality



Tower Visions, Berlin, Germany



Sejong Smart City, Republic of Korea



The 3D Printed Office of the Future, Dubai, UAE



Lima Airport Development Programme, Lima



BBC Central Square, Cymru, Wales, UK

# Alliance

## Award 2022



Every year the most outstanding projects demonstrating excellence in **teamwork and cooperation** in Construction Project Management will be awarded at the ICPMA annual conference!

### Who can apply?

Projects considering the 8 principles of **the better way**



#### People

who believe that working together makes us more effective



#### Processes

modern techniques used to promote cooperation, not confrontation



#### Contracts

using clear, fair and concise words to promote mutual respect



#### Costs

competitive and transparent costs with reasonable profit for all



#### Quality

as our ultimate goal, to be achieved at an honest price



#### Lifecycle

creating sustainable projects from start to finish



#### Time

target dates set professionally, reasonably and jointly



#### Challenges

identified and resolved with joint responsibility

[www.thebetterway.cc](http://www.thebetterway.cc)

### How to apply?

#### Abstract submission

(100 words)

31st January 2022

Selection

#### Full application

(6 Pages incl. Graphs)

31st March 2022

#### Alliance Award

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May 2022



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[www.icpma.net](http://www.icpma.net)

### Previous winning projects

Global awards celebrating excellence in alliance



Grangegorman,  
Dublin, Ireland



Legoland, Nagoya  
City, Japan



100 Union Street,  
London, England



Namba Betsuin,  
Osaka, Japan



Pears Building,  
London

# 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](http://mypcm.sacpcmp.org.za)  
or  
[mychs.sacpcmp.org.za](http://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.