

SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —



DEVELOP | GROW | PROSPER

ANNUAL REPORT 2022/2023



The background of the entire page is a light blue wireframe architectural drawing of a city skyline. It features various skyscrapers and buildings of different heights and shapes, rendered as thin, intersecting lines that create a sense of depth and structure. The lines are most prominent in the foreground and middle ground, fading slightly towards the background.

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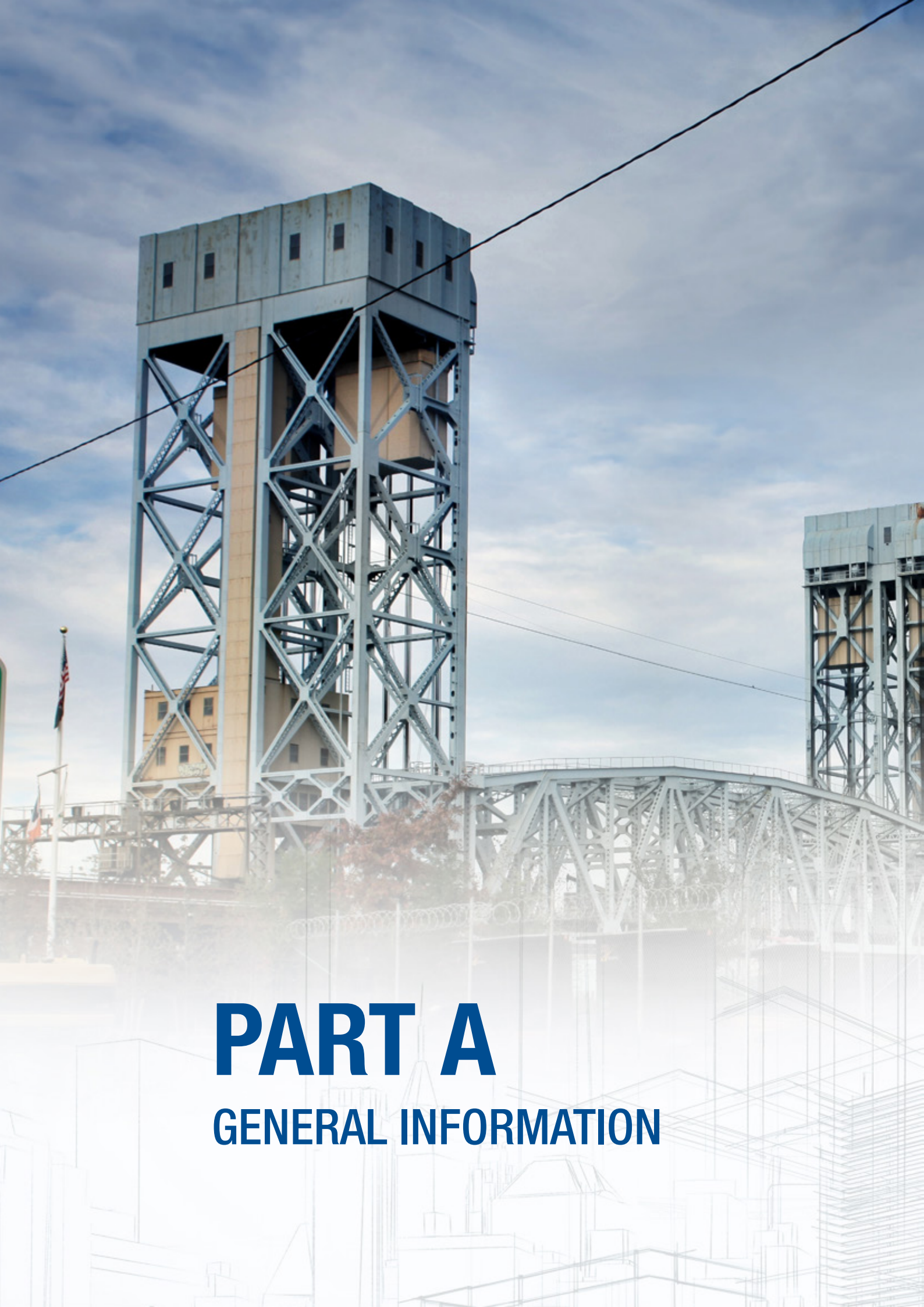
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PART A

GENERAL INFORMATION

1. GENERAL INFORMATION

REGISTERED NAME	The South African Council for the Project and Construction Management Professions
REGISTRATION	Incorporated under the Project and Construction Management Professions Act No. 48 of 2000
PHYSICAL ADDRESS	Rigel Office Park 446 Rigel Avenue South Erasmusrand Pretoria 0181
POSTAL ADDRESS	PO Box 6286 Halfway House Midrand 1685
TELEPHONE NUMBERS	+27 (0)11 318 3402/3/4
EMAIL ADDRESS	admin@sacpcmp.org.za or registrar@sacpcmp.org.za
WEBSITE ADDRESS	www.sacpcmp.org.za
EXTERNAL AUDITORS	Ngubane & Co (Johannesburg) Building 13, Ground Floor, 1 Woodmead Dr, Woodmead, Sandton, 2191
BANKERS	Nedbank Limited Investec Bank
COUNCIL SECRETARY	IKB Secretaries

2. LIST OF ABBREVIATIONS / ACRONYMS

ACHASM	Association of Construction Health and Safety Management	CMentor	Construction Mentor
ACPM	Association of Construction Project Managers	CPD	Continuing Professional Development
ARC	Audit and Risk Committee	CPM	Construction Project Manager
APP	Annual Performance Plan	DoE&L	Department of Employment and Labour
ASAQS	Association of South African Quantity Surveyors	DPWI	Department of Public Works and Infrastructure
B-BBEE	Broad-Based Black Economic Empowerment	ECSA	Engineering Council of South Africa
BCP	Business Continuity Plan	EDMS	Electronic Document Management System
BE	Built Environment	EPWP	Expanded Public Works Programme
BI	Building Inspectors	ERM	Enterprise Risk Management
CanCHSA	Candidate Construction Health and Safety Agent	EXCO	Executive Committee
CanCHSM	Candidate Construction Health and Safety Manager	GIAMA	Government Immovable Asset Management Act
CanCHSO	Candidate Construction Health and Safety Officer	HDI	Historically Disadvantaged Individuals
CBE	Council for the Built Environment	HR	Human Resources
CBEP	Council for the Built Environment Professions	HRDC	Human Resources Development Council
CC	Competition Commission	IAF	Internal Audit Function
CBInsp	Certified Building Inspector	ICT	Information and Communication Technology
CCM	Candidate Construction Manager	IDoW	Identification of Work
CCPM	Candidate Construction Project Manager	IFRS	International Financial Reporting Standard
CEO	Chief Executive Officer	IHL	Institutions of Higher Learning
CETA	Construction Education and Training Authority	IoSM	The Institute of Safety Management
CHE	Council on Higher Education	ITIL	Information Technology Infrastructure Library
CHS	Construction Health and Safety	LGSETA	Local Government Sector Education and Training Authority
CHSA	Construction Health and Safety Agent	MARKOR	Market Orientation (scale)
CHSM	Construction Health and Safety Manager	MBA KZN	Master Builders Association KwaZulu-Natal
CHSO	Construction Health and Safety Officer	MBA North	Master Builders Association North
CIDB	Construction Industry Development Board	MBA WC	Master Builders Western Cape
CIOB	Chartered Institute of Building	MBSA	Master Builders South Africa

MM	My Management (system)	RP	Registered Person
MoA	Memorandum of Agreement	RPL	Recognition of Prior Learning
MoU	Memorandum of Understanding	SACAP	South African Council for the Architectural Profession
MTEF	Medium-Term Expenditure Framework	SACLAP	South African Council for the Landscape Architectural Profession
NCPD	National Council of and for Persons with Disabilities	SACPCMP	The South African Council for the Project and Construction Management Professions
NHBRC	National Home Builders Registration Council	SACPVP	South African Council for the Property Valuers Profession
NQF	National Qualifications Framework	SACQSP	South African Council for the Quantity Surveying Profession
PCM	Project and Construction Management	SAFCEC	South African Forum of Civil Engineering Contractors
PCMP	Project and Construction Management Professions	SAIA	South African Institute of Architects
PFMA	Public Finance Management Act	SAICE	South African Institution of Civil Engineering
PMI	Project Management Institute	SAIOSH	South African Institute for Occupational Health and Safety
PMTE	Property Trading Management Entity	SARF	South African Road Federation
PMSA	Project Management South Africa	SCM	Supply Chain Management
PPE	Project and Construction Management Professions	SDLC	Systems Development Life Cycle
PPPFA	Preferential Procurement Policy Framework Act	SETA	Sector Education and Training Authority
PR	Public Relations	SGB	Standards Generating Body
PrBInsp	Professional Building Inspector	SLA	Service Level Agreement
PrCHSA	Professional Construction Health and Safety Agent	SOEs	State-Owned Entities
PrCM	Professional Construction Manager	SRC	Stakeholder Relations and Communications
PrCMentor	Professional Construction Mentor	SWOT	Strengths, Weaknesses, Opportunities and Threats
PrCPM	Professional Construction Project Manager	VA	Voluntary Association
QCTO	Quality Council for Trades and Occupations		
RICS	Royal Institution of Chartered Surveyors		
ROM	Right of Use		

3. PRESIDENT'S FOREWORD



Mr Lufuno Ratsiku
SACPCMP President

“ The imperative of meaningful and accelerated economic growth gives emphasis to the significant role of professionals in executing the rollout of infrastructure projects.”

On behalf of the SACPCMP Council and officials, I hereby present this Annual Report for the financial year of 2022/23. Herein, we provide our stakeholders within the Industry, Public, and Government, an account that outlines the Council's performance on the targets set for the period under review.

Our mandate entrusts the SACPCMP with the task of protecting and upholding the public interest, which is derived from Section 22 of the Constitution, directed by the Project and Construction Management Professions Act (No.48 of 2000), in giving practical expression to the right of every citizen to choose their trade, occupation or profession, that may be regulated by law.

I would like to commend the Fifth-Term Council which set a foundation for the provision of thought leadership within the Built Environment and put in place the right elements to create a sustainable world-class regulator, and a purpose-driven team of professionals to adequately meet the needs of a progressive regulatory authority within the Built Environment.

In the period under review, we welcomed the appointment of a new Executive Authority in Minister: Hon. Sihle Zikalala, MP and Deputy Minister, Hon. Bernice Swart, MP on 6 March 2023. We would also like to acknowledge the former Executive Authority in Minister: Hon. Patricia de Lille, MP and Deputy Minister, Hon. Noxolo Kieviet, MP, for the guidance and support provided in the execution of Council's mandate during their terms.

As the Sixth-Term Council, we continue to be mindful that we do not operate in a vacuum, but within a national policy legislative and institutional framework, built to better serve the people of South Africa. We do this in an environment with competing public policy priorities, a constrained economy characterised by inflationary pressures, and restricted GDP growth. The lingering aftereffects of the COVID-19 national lockdown continue to be felt by the industry, long after the country moved on from the state of disaster emanating from the pandemic.

The imperative of meaningful and accelerated economic growth gives emphasis to the significant role of professionals in executing the rollout of infrastructure projects. The recovery will require joint efforts and collaboration by various stakeholders including those in the built environment, who should take center stage to advocate on matters affecting infrastructure development and the role of professionals towards recovery.

The 2022/23 Annual Report is located within the midterm-point of implementation of the 2020/25 Strategy of the SACPCMP. It outlines how we progressed in:

- building a uniform, coherent and policy-backed understanding of what our mandate is,
- developing and implementing an Organisational Design Structure responsive to the legislated Mandate and Strategy,
- developing an operational typology with formalised Business Processes for Mandate Compliance and Institutional Governance,
- re-orientating the Council to being market-orientated and 'customer-centric',
- transforming the SACPCMP to an Adhocracy, and
- ensuring the long-term delivery of the SACPCMP's value proposition by optimising the business model to reduce costs, improve productivity and diversify revenue streams.

In pursuing the development, growth and prosperity of professions under the jurisdiction of the SACPCMP, the Council would like to thank its stakeholders in Government, Industry, the Public, its Voluntary Associations (VAs), and Registered Persons for assisting in creating and sustaining new perspectives towards a shared growth in the South African Built Environment.

Lufuno Ratsiku

The South African Council for the Project and Construction Management Professions (SACPCMP)



4. MESSAGE FROM THE REGISTRAR



Mr Butcher Matutle
SACPCMP Registrar

“The Council also reached a foundational milestone by developing competency standards for all designations, encompassing 123 competencies with several hundred standards mapped across nine frameworks.”

The Council continued, during the year under review, to realise its strategy and provide strong and ethical regulation of the Construction and Project Management Environment and its professions, for the purpose of protecting the public.

In 2022/23, emphasis was placed on sustainability through: the implementation of a resource-led strategy to drive corporate objectives and promote transformation within the Built Environment; support for professionals in the construction industry through the delivery of thought leadership; strategic and qualitative shifts towards good governance; and implementation of the 13 Mandates for the purpose of public protection; as well as good governance and sustainable development of the entity.

The SACPCMP paid specific attention to its four corporate focus areas, namely, Mandate Compliance, Institutional Governance, Sustainability, and Administration. This approach enabled the Council to support development in all of its mandate areas.

The Education Portfolio, accounting for Continuing Professional Development (CPD), Programme Accreditation, Competency Standards for Registration, and Recognition of Prior Learning (RPL) represented the main thrust for 2022/23. The Council progressed the development of criteria and a process for the assessment of CPD applications; endorsement of educational qualifications; recognition of educational qualifications for registration; and competency standards for registration. Progress was also made on the communication of an interim qualifications' framework as well as spearheading communication and engagement with stakeholders.

In respect of the Professions Governance Portfolio, the Council's position remains that the Identification of Work (IDoW) process is a challenge. The entity contends that the roles and responsibilities of the Council for Built Environment (CBE) versus the Councils for Built Environment Professions (CBEPs) is unclear. To this effect, the SACPCMP is deliberating on the current process and undertaking

relevant consultations with the CBE and the Department of Public Works and Infrastructure (DPWI). It is worthwhile to note that section 20 of the Council for the Built Environment Act (43 of 2000) requires that the CBE identify the scope of work for every category of Registered Persons after receiving recommendations from the CBEP's, prepared in terms of their respective acts. The last such gazette was published by the CBE in 2019. The purpose of this work is to ensure that work particular to the built environment is performed only by competent persons who are registered with a statutory council and accountable for their actions, in a manner consistent with government's competition laws, which protects the health and safety of the public and the environment, and provides recourse in relation to professional conduct.

In respect of the Guideline Tariff of Fees, the SACPCMP remains concerned that the quality of services rendered by Registered Persons could deteriorate as current fees may be inadequate to cover the cost of professional services. This is owing to current fees being aligned to 2019 Guidelines and therefore not reflecting new complexities and inflationary pressures. Secondly, middle ground needs to be reached with the Competition Commission on the legitimacy of the Guideline Professional Fees published by CBEP's, including the SACPCMP. The Competition Commission rejected an exemption application that would enable the Council to discharge its statutory obligation to publish Guideline Professional Fees for Registered Persons, which would ameliorate the asymmetry of information in respect of market related fees. The SACPCMP is working with the CBE and other CBEP's to resolve this issue and continues to develop a methodology for the determination of Guideline Professional Fees that is not collusive or runs foul to Competition Law.

Regarding International Agreements, for the purpose of mutual recognition of qualifications and professions, the SACPCMP progressed towards the finalisation and signing of separate MoAs between the SACPCMP, the Royal Institution of Chartered Surveyors (RICS) and the Chartered Institute of Building (CIOB).

The Council is also optimistic about a collaboration with the Project Management Institute (PMI), which will open doors for international recognition for SACPCMP Registered Persons, who will benefit from undertaking learning and development that is construction focused and internationally recognised.

Initiatives set out in the 2022/23 Annual Performance Plan (APP) that realised project completion were: the Organisational Design Project, which saw the redesign of the organisation structure, guided by the Strategic Plan; the Documenting of Business Processes for Mandate Compliance Project, which culminated in the development of 25 business processes for 12 of the 13 legislative mandates of the Council; and the Research and Policy Development Project, where the approval and gazetting a batch of seven core policies resulted in the development of four core business processes for institutional governance (in Planning, performance, risk and project management). The Council also reached a foundational milestone by developing competency

standards for all designations, encompassing 123 competencies with several hundred standards mapped across nine frameworks.

Under the direction of the new Sixth-Term Council, the SACPCMP looks confidently to the future, welcoming support from the DPWI, now led by a new Minister, our partner the CBE, the sister Councils for the Built Environment Professions, Institutions of Higher Learning, Registered Persons, Industry, the Public, government and the SACPCMP's Voluntary Associations (VAs).



Butcher Matutle

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

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

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

All information and amounts disclosed in the Annual Report are consistent with the Annual Financial Statements (AFS) audited by Ngu-bane & Co (Johannesburg).

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

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

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

The accounting authority is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

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

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

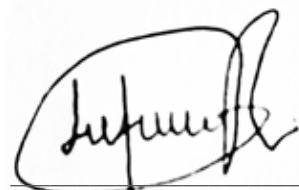
In our opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2023.

Yours faithfully



Butcher Matutle

Registrar: SACPCMP



Lufuno Ratsiku

President: SACPCMP

6. STRATEGIC OVERVIEW



Vision

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



Mission

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



Values

- Accountability
- Integrity
- Innovation
- Transparency
- Teamwork

Table 1: Value Proposition

SACPCMP VALUE PROPOSITION	
Our Value Proposition describes the benefits stakeholders can expect from our products and services.	
Public 	<ul style="list-style-type: none"> ▪ We provide the public with confidence that persons registered with us have the necessary level of professional expertise to render applicable services. ▪ We provide students with the assurance that accredited institutions offer qualifications that will sufficiently equip the students to enter their chosen professions within the Built Environment. ▪ We provide the public with guidelines for the scope of services and recommended professional fees for services rendered by persons registered with us. ▪ We facilitate cross-country recognition of qualifications and registrations. ▪ We provide a dispute resolution mechanism to address non-commercial and contractual disputes between Registered Persons and members of the public.
Industry 	<ul style="list-style-type: none"> ▪ Professionals registered with the SACPCMP are recognised as capable of rendering applicable services at the necessary level of expertise. This enhances their access to local and global markets. ▪ We provide an avenue/channel for unregistered persons to become registered professionals. ▪ We facilitate the development of a human resource pool of Registered Persons in the sector, available for recruitment by service providers. ▪ We give Voluntary Associations (VAs) recognition and partner with them in advancing mutual interests. ▪ We provide thought leadership for the development of people and knowledge in our sector.
Government 	<ul style="list-style-type: none"> ▪ We fulfil our mandate in terms of the Act. ▪ We facilitate the development of a skills pipeline for professions under our jurisdiction to meet the infrastructure development needs of South Africa. ▪ We provide support and/or advice to government and SOEs with regards to planning and accessing the services provided by professionals under our jurisdiction.

7. LEGISLATIVE AND OTHER MANDATES



Constitutional Mandate

Section 22 of the Constitution of the Republic of South Africa, Act No. 108 of 1996, provides that “every citizen has a right to choose their trade, occupation and profession freely. The practice of a trade, occupation or profession may be regulated by law”.

This section gives the basis for the existence of the South African Council for the Project and Construction Management Professions (SACPCMP) through Act No. 48 of 2000.



Legislative Revision

No legislative revisions have been made to date. However, the Department of Public Works and Infrastructure (DPWI) has solicited comments and inputs from industry on the policy review and proposed amendments to the statutory regulatory framework of the Councils for Built Environment Professions (CBEPs). It is recognised that the SACPCMP must comply with all national and provincial legislation and regulations, and municipal by-laws applicable to its functions.



Legislative Mandate

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

The SACPCMP fulfils the following legislative mandates:

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

8. SACPCMP ORGANISATIONAL STRUCTURE

The SACPCMP's previous organisational structure emphasised registration, accreditation and CPD, at the expense of the remaining, equally critical mandates. The intent of the organisational design project connected with this area was to change the organisational structure from transactional to functional, fit for a regulatory body. This organisational redesign for the SACPCMP was complemented by means of a review of the Council governance committees to ensure top-down alignment. This was remedied under the Operations Business Function (illustrated in Figure 2) wherein the various legislated mandates were categorised under Education, Registration, and the Professions Governance business units, giving full functional structure-expression in respect of the mandates.

The former structure was predominantly an organisation of administrators. A gap existed between executive and administrator, which prevented the execution of work and decision making at the right level of the organisation. Consequently, the Executive was required to get involved in the day-to-day business of the organisation, while still being expected to work strategically. The new structure introduced specialists and coordinators to address this gap.

Figure 1: SACPCMP Organisational Structure

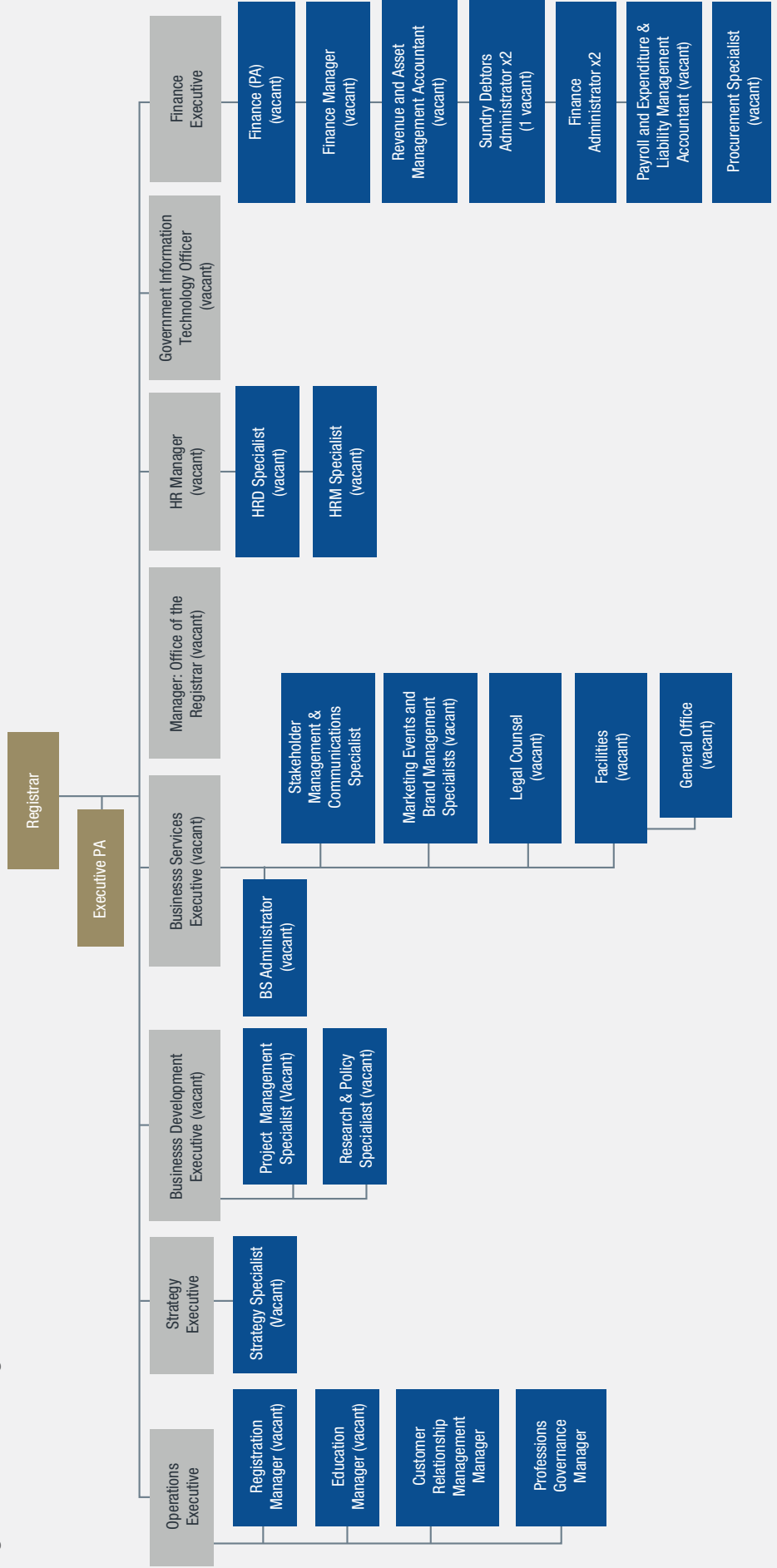
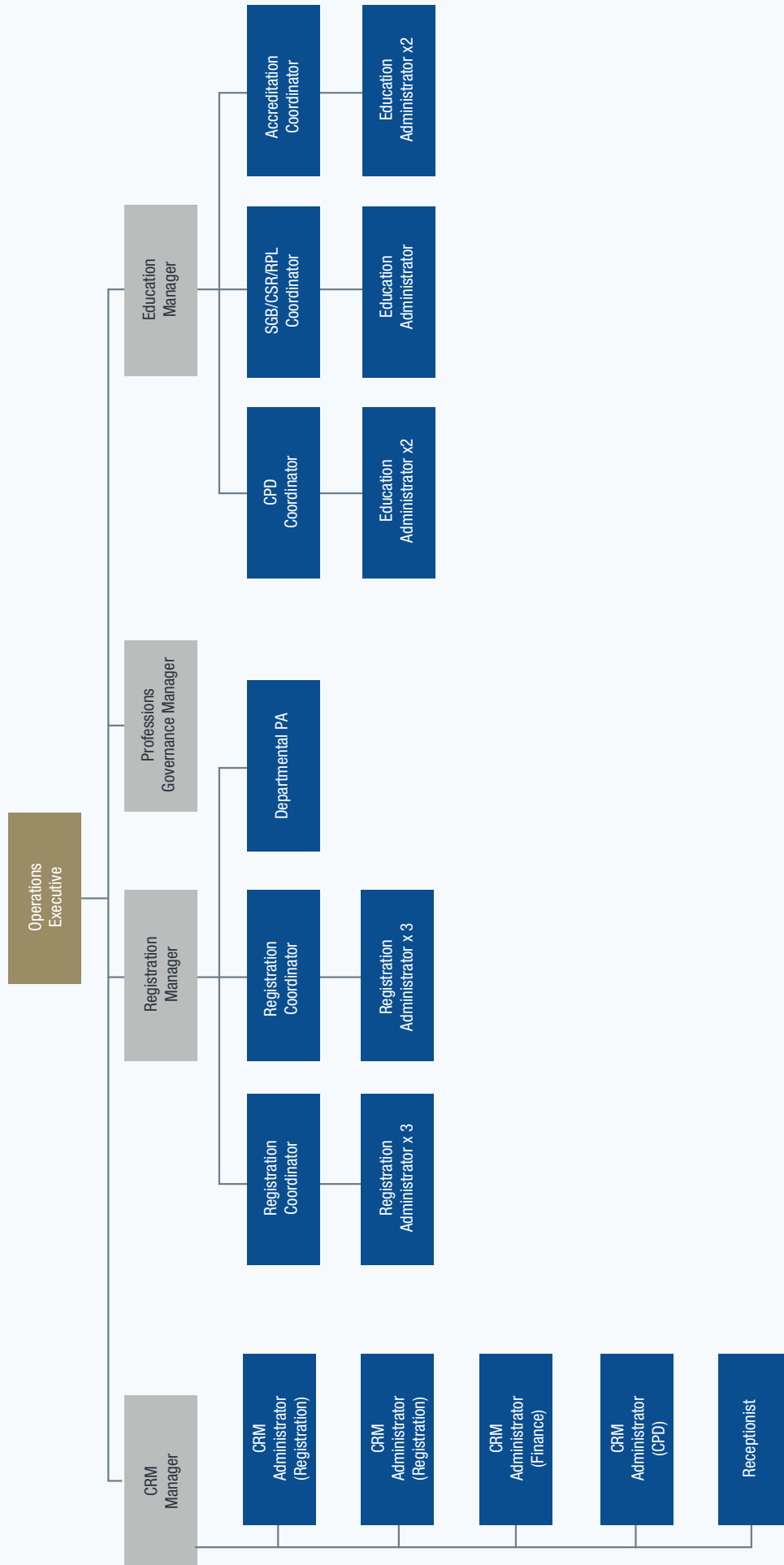


Figure 2: SACPCMP Organisational Structure (Operations)

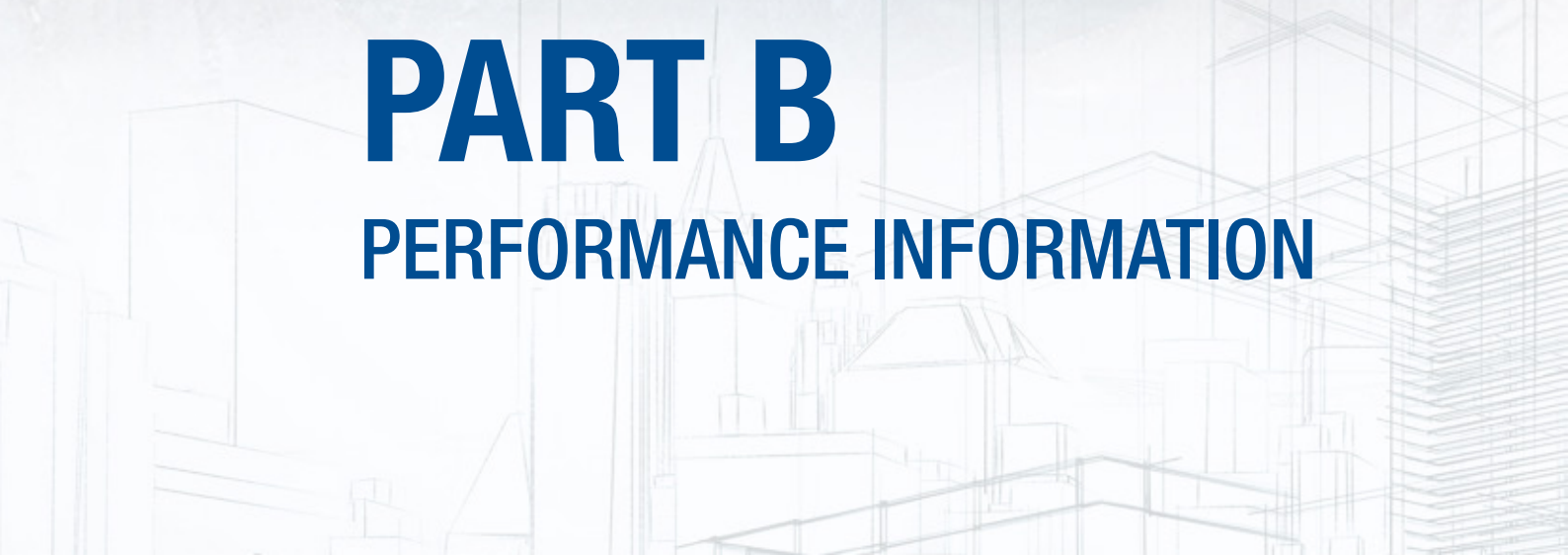






PART B

PERFORMANCE INFORMATION



1. SITUATIONAL ANALYSIS

1.1 Service Delivery Environment

In the 2022/23 financial year, the nominations and inauguration of the Sixth-Term Council of the SACPCMP took place. The Sixth-Term Council inherited an entity in good standing, owing to the time, attention, and valued experience of the previous Council. As such, the SACPCMP is well positioned to fulfill its mandate, ensure good governance, and protect the public through competent professionals.

The fourth quarter of the 2022/23 financial year saw the introduction of the new Executive Authority of Council, the conclusion of the on-boarding processes of the new Council members, confirmation of its committees, appointment of its members, and operationalisation of the Council's work. This was the first year, since approval of the Strategy, that the Council was able to allocate sufficient financial resources towards implementation of the APP. By March 2023, almost 70% of targets were achieved and several projects were in progress. Targets not achieved were affected by a lack of human-resource capacity in the respective departments, namely Information Communication Technology (ICT) and Human Resources, owing in part to implementation of the newly approved Organisational Design Structure.

The Council recorded a surplus of R12 624 112 in the 2022/23 financial year. The SACPCMP's operations are sustained largely by registration fees, which account for 85% of total revenue, while the remaining 15% is derived from grants (6%), interest income (5%), education (3%) and administrative fees, as well as professions governance, legal mandates and other revenue (1%). The Council does not receive funding from government, which is not unique to the SACPCMP, as all six Built Environment Councils fund their operations through annual fees. Nevertheless, the payment of registration fees has come under pressure owing to a challenging economic environment. As such, the Council reviewed its annual and registration fee increases, ensuring that these were kept to a minimum.

Revenue generated by the Council in 2022/23 totaled R44 868 474 plus investment income of R2 459 356, and other income amounting to R3 195 138, which included income from a Local Government Sector Education and Training Authority (LGSETA) grant (R2 943 501), unclaimed debtors with credit balances (R203 724), and proceeds from the sale of assets (R47 913). Overall, revenue increased by 7,1% compared to the 2021/22 financial year owing to an increase in reinstatements, annual fees, CPD and RPL. Furthermore, revenue amounting to R1,4 million could not be recognised in 2022/23 and was deferred to the next financial year.

The surplus of R12 624 112 in the 2022/23 financial year is an anomaly due to low employee costs. For the duration of the period under review the Council operated at 59% of its staff capacity with critical vacant positions filled by internal staff members in an acting capacity. Remuneration during this time was therefore not a true reflection of the salary bill required for the Council to fully operate.

The past years have highlighted the need for introspection on organisational sustainability, challenging the Council to become more agile in delivering Registered Persons' value and to achieve relevance and impact on society. This will be unpacked further as part of the Sustainability Programme, whose main objective is to ensure long-term delivery of the SACPCMP Value Proposition by optimising the SACPCMP Business Model to reduce operating costs, improve productivity and diversify revenue streams.

Capital Management

The SACPCMP's Cash Management Policy ensures that the organisation has sufficient resources to meet its obligations and other cash flow requirements, safeguarding its ability to continue as a going concern. Capital management is optimised through the Investment Plan, managed by the Finance Department. The Council was able to pay its current liabilities, with year-end creditors accounting for 1.8% of the cash resources available.

The organisation followed a low-risk approach to determine an optimal investment structure and adjusted this approach based on changes in economic conditions and the risk characteristics of underlying assets. The Council adhered to the requirements of the Cash Management Policy, and consequently, maintained levels of interest received as well as sufficient cash reserves to settle obligations.

The Audit and Risk Committee (ARC) made several control improvement recommendations that were instrumental in the appointment of an outsourced internal audit function, as well as the initiation of the Council's internally facilitated strategic risk assessment process. In addition, the ARC made recommendations pertaining to Information and Communication Technology (ICT) governance and management, as well as a review of the Council's key policies.

The SACPCMP strengthened its efforts to align and comply with the broad principles of the Public Finance Management Act (PFMA) by aligning policies and procedures to PFMA requirements. The SACPCMP enhanced its control environment through the introduction and approval of a suite of finance and Council-wide policies. These formed the backbone of all key processes and provided clarity on the expectations of each staff member on how best to manage the financial resources of the organisation.

The Council database of Registered Persons increased by 464 registrations to 11 424, compared to 10 960 in the previous year. In 2022/23, across all categories, females constituted 27% of the total number of Registered Persons while males constituted 73%. Amongst all professional categories, 8% were females and 92% males, while Candidate categories constituted 37% females and 63% males. Among Registered Persons, young people were represented mainly in the Candidate categories, with the majority being black and women. The Council initiated mentor-support programmes geared towards alleviating the situation during the next financial year.

The 2022/23 financial year also represented the mid-term point for implementation of the 2020/25 Strategy. Although the performance and organisational environment continued to be in transition, the SACPCMP advanced the vision and targeted outcomes of the DPWI. This found expression through the SACPCMP's support and participation in the professionalisation of the state and the infrastructure-led Economic Reconstruction and Recovery Plan initiatives.

1.2 Organisational Environment

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

The Minister of Public Works and Infrastructure is the Executive Authority of the SACPCMP and communicates with the Council

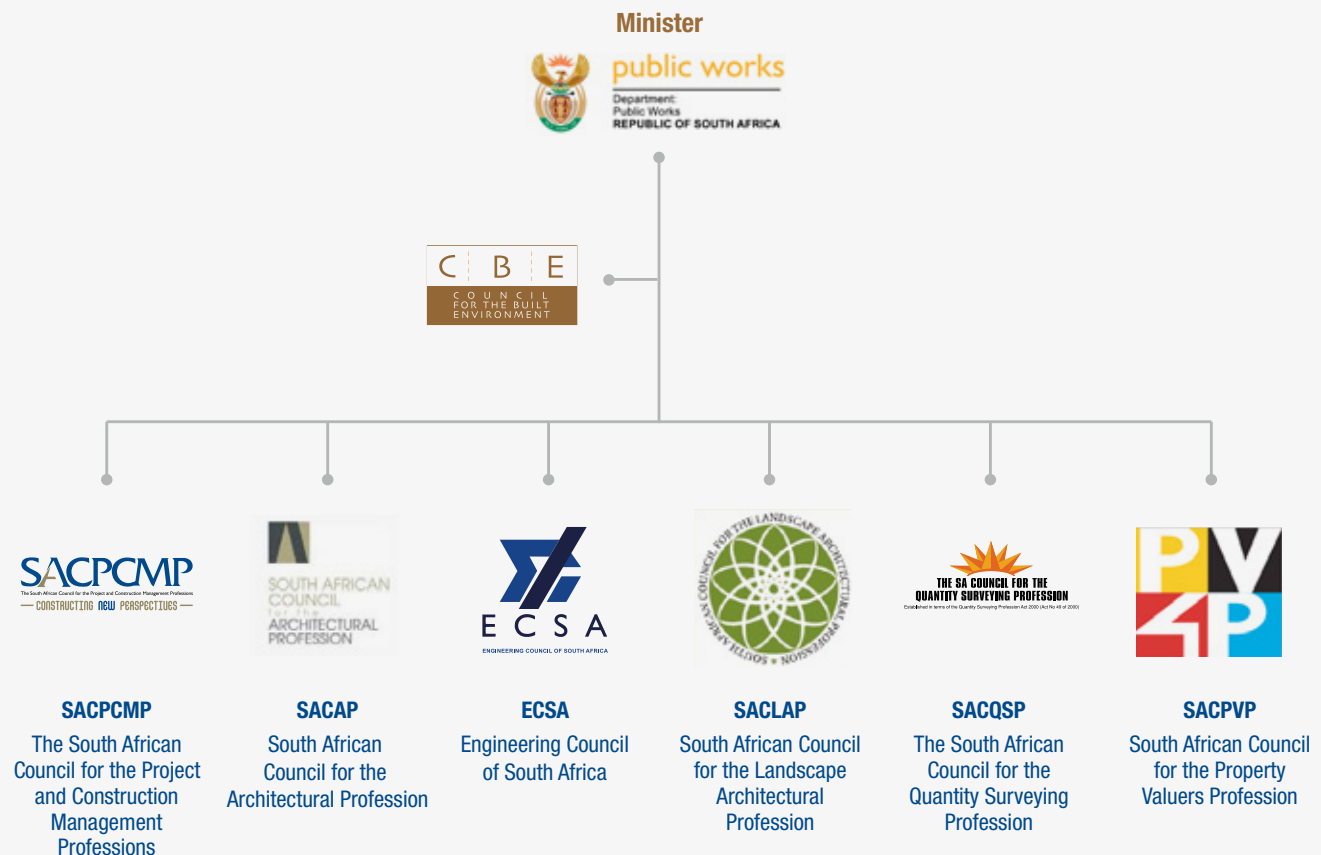
through the CBE, which coordinates the activities of the Councils for Built Environment Professions. The Built Environment refers to the functional area within which Registered Persons practice and includes all structures that are planned and/or erected above or below ground, as well as land used for the intended purpose and supporting infrastructure.

The SACPCMP operates alongside five other CBEPs, namely:

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

Figure 3 below illustrates shows the structure of the CBE and the six Council's which fall within the Built Environment.

Figure 3 : Professional Councils for the Built Environment and the Executive Authority



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

- Six (6) Registered Persons as per the categories of the Act, excluding candidates, of whom at least four (4) must actively practice within their profession and be nominated by Voluntary Associations (VAs) and any Registered Persons;
- Two (2) professionals in the service of the State, nominated by any sphere of government, of whom at least one (1) must be nominated by the DPWI; and
- Two (2) members of the public, nominated through an open process of public participation.

The Council sought to strengthen its organisational structure

and operations during the year under review through an ongoing process of organisational reform. The intent was to move towards a more innovative, people and customer-focused structure.

As part of the 2020-2025 planning process, the Council also reviewed and updated the market-environment analysis of the SACPCMP, reflected in the Council's 2015-2020 Strategic Plan. The review focused on the following market segments:

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

The review was guided by asking: What should be prioritised in 2020-25 planning for each of these markets? The consolidated outcomes of the review are summarised below:

Table 2: Public Stakeholder Mapping

Public	
Stakeholder	What should be prioritised in 2020 - 2025 planning?
Students	<ul style="list-style-type: none"> • Provide students with assurance that accredited institutions offer qualifications that will sufficiently equip them to enter their chosen professions.
Registered Persons	<ul style="list-style-type: none"> • Be recognised as capable of rendering applicable services at the necessary level of expertise. This enhances access to local and global markets. • Review existing interventions to determine if the objectives and outcomes thereof are being achieved. • Roadshows appear to be successful and should be intensified. More focus should be placed on breakfast session workshops and seminars.
Cross-Country	<ul style="list-style-type: none"> • Facilitate cross-country recognition of qualifications and registrations.
Dispute Resolutions	<ul style="list-style-type: none"> • Provide dispute resolution of non-commercial and contractual disputes between Registered Persons and members of the public.

Table 3: Industry Stakeholder Mapping

Industry	
Stakeholder	What should be prioritised in 2020 - 2025 planning?
Registered Persons	<ul style="list-style-type: none"> • Professionals registered with us are recognised as capable of rendering applicable services at the necessary level of expertise. This enhances their access to local and global markets.
Unregistered Persons	<ul style="list-style-type: none"> • Provide an avenue/channel for unregistered persons to become Registered Persons.
Employers	<ul style="list-style-type: none"> • Facilitate the development of a human resource pool of registered professionals in the sector, available for recruitment by service providers.
Voluntary Associations	<ul style="list-style-type: none"> • Give Voluntary Associations recognition and partner with them in advancing mutual interests.

Table 4: Government Stakeholder mapping

Government	
Stakeholder	What should be prioritised in 2020 - 2025 planning?
Department of Public Works and Infrastructure	<ul style="list-style-type: none"> • Fulfil our mandate in terms of the Act.
State-Owned Entities	<ul style="list-style-type: none"> • Provide support and/or advise government and SOEs relevant to planning and accessing services provided by professionals under our jurisdiction. • Engage SOEs to ensure that they utilise the services of registered professionals in appropriate categories.
Government Departments (Policy and Regulation)	<ul style="list-style-type: none"> • Engagement with all spheres of government to position the role, capability and value proposition of the SACPCMP, especially in the context of the Economic Reconstruction and Recovery Plan, the operationalisation of the PMTE and implementation of the Government Immovable Asset Management Act (GAMA) and the Infrastructure Delivery Management System (IDMS). • Engaging with government departments (both provincial and national) to ensure that they utilise the services of registered professionals in appropriate categories.

1.3 Legislative and Policy Mandates

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

Table 5: Legislative and Policy Mandates

Title of the Act	Purpose of the Act
Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution of the Republic of South Africa, 1996.
Project and Construction Management Professions Act (Act No. 48 of 2000)	To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto.
Council for the Built Environment Act (Act No. 43 of 2000)	To provide for the establishment of the Council for Built Environment and matters incidental thereto.
Public Finance Management Act (PFMA) (Act No. 1 of 1999)	To regulate financial management and to ensure that all revenue, expenditure, assets and liabilities of government departments or entities are managed efficiently and effectively.
Employment Equity Act (Act No. 55 of 1998)	Applies to all employers and workers, protecting workers and job seekers from unfair discrimination and providing a framework for the implementation of affirmative action.
Promotion of Administrative Justice Act (PAJA) (Act No. 3 of 2000)	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in Section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.
Occupational Health and Safety (OHS) Act (Act No. 85 of 1993), which has been further supplemented by the Construction Regulations of 2014	To provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work, and to establish an Advisory Council for occupational health and safety. The Construction Regulations of 2014 brought to the fore the need for registration of the CHS practitioner.
National Archives of South Africa Act (Act No. 43 of 1996)	To provide for the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage.
Promotion of Access to Information Act (PAIA) (Act No. 2 of 2000)	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
Protection of Personal Information Act (POPIA) (Act No. 4 of 2013)	To promote the protection of personal information processed by public and private bodies; and to provide for matters connected therewith.
South African Qualifications Authority (SAQA) Act (Act No. 58 of 1995)	To provide for the development and implementation of a National Qualifications Framework and for this purpose to establish the South African Qualifications Authority; and to provide for matters connected therewith.
Higher Education Act (Act No. 101 of 1997)	To regulate higher education, provide for the establishment, composition and functions of a Council for Higher Education, and provide for matters connected therewith.
National Qualifications Framework (NQF) Act (Act No 67 of 2008)	To provide for the National Qualifications Framework and the South African Qualifications Authority and Quality Councils; and to provide for matters connected therewith.
Basic Conditions of Employment Act (Act No 75 of 1997)	To give effect to the right to fair labour practices and to provide for matters connected therewith.
Labour Relations Act (LRA) (Act No 66 of 1995)	To promote the relations between employers, employees, unions and employer organisations.
Compensation for Occupational Injuries & Diseases Act (Act No 130 of 1993)	To provide a framework whereby employees who have suffered occupational injuries and/or diseases could be compensated.
Skills Development Act (Act No 97 of 1998)	To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; and to provide for matters connected therewith.
Skills Development Levies Act (Act No 9 of 1999)	To expand the knowledge and competency of the labour force to improve on productivity and employability of employees.
Unemployment Insurance Act (Act No 63 of 2001)	To provide temporary financial relief to employees following their unemployment, illness and maternity, as well as other benefits to both employees and to those who have lost their jobs.

1.4 Strategic Outcome-Oriented Goals

1.4.1. Overview

In the year under review, the SACPCMP continued to work towards the goals set out in its 2020-2025 Strategic Plan, which was adopted and approved by the Council in 2020 for implementation through the approved and aligned Annual Performance Plan (APP). Implementation of the Strategic Plan occurred largely during the pandemic, and as such, the SACPCMP endeavoured to clear a backlog of work and is now well positioned to achieve its 2025 objectives. The Council also played a key role in ensuring strategic discipline and oversight during difficult times. This

included maintaining the ability to generate revenue in a difficult market, with a focus on retaining the pool of Registered Persons and attracting new applicants. The Council was also committed to diversifying the revenue stream in support of, and alignment to, the full execution of its 13 administrative functions.

1.4.2. SACPCMP Strategic Imperatives

To ensure that the Strategic Plan would be performance orientated and responsive to the country's strategic priorities, the SACPCMP's approach was aligned to the APP with emphasis on outcomes-oriented monitoring and evaluation. These imperatives are presented in the table below:

Table 6: Strategic Imperatives

Programmes	Goal Statement
Administration (Organisation)	<ul style="list-style-type: none"> To create the appropriate organisational design for a regulator, with the correct number of organisation layers and well-defined accountabilities and authorities to execute the SACPCMP mandate. To ensure that the SACPCMP has the right people in the right roles, to allow them to realise their full potential. To develop effective working relationships through leadership and employee engagement. To foster an organisational culture where employees work together to contribute to the SACPCMP achieving its objectives.
Mandate Compliance (Business Processes)	<ul style="list-style-type: none"> To ensure that the SACPCMP can fulfill its regulatory and social mandates by following a clearly defined set of processes, accountabilities and performance standards. To grow the intellectual capital of the SACPCMP through effective document and knowledge management systems.
Sustainability (Viable Funding Model)	<ul style="list-style-type: none"> To ensure long-term delivery of the SACPCMP value proposition by optimising the SACPCMP business model to reduce operating costs, improve productivity and diversify revenue streams.
Institutional Governance (Capability of Administration)	<ul style="list-style-type: none"> To ensure that the SACPCMP has formal business decision-making frameworks to ensure effective governance and operational efficiency.

1.4.3. Strategic Objectives

Administration (Organisation)

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

A1.	Change the organisational culture from a hierarchy focus to a more innovative, people and customer-focused culture
A2.	Design an organisational structure that is fit-for-purpose (for a regulator)
A3.	Optimise employee contribution and productivity (skills utilisation)

Mandate Compliance (Business Processes)

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

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

Sustainability (Viable Funding Model)

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

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

Institutional Governance (Capability of Administration)

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

G1.	Formalise core business processes
	G1 a. Planning
	G1 b. Performance management
	G1 c. Project management
	G1 d. Risk management
G2.	Review decision making processes and authority levels

2. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The SACPCMP’s five-year strategy focuses on “making the SACPCMP work”. Emphasis is placed on sustainability via a resource-led strategy to drive the Council’s corporate objectives through its APP. Four focus areas serve as pillars of the Council’s strategy:

- Administration
- Mandate Compliance
- Sustainability
- Institutional Governance

2.1. Institutional Programme Performance Information

2.1.1. PROGRAMME 1: ADMINISTRATION

The purpose of the Administration Programme is to create the appropriate organisational design for a regulator with the correct number of organisation layers and well-defined accountabilities,

as well as authorities to execute the SACPCMP mandate. The Programme also seeks to ensure that the SACPCMP has the right people in the right roles, allowing them to realise their full potential, both for their own satisfaction and to contribute fully to the success of the Council. Lastly, the Programme aims to develop effective working relationships through leadership and employee engagement, fostering an organisational culture where employees work together to achieve SACPCMP objectives.

The Administration Programme is a key enabler of the SACPCMP’s organisational transformation. It consists of the following projects:

A1.	Change the organisational culture from a hierarchy focused perspective to a more innovative, people and customer-focused culture.
A2.	Design an organisational structure that is fit-for-purpose (for a regulator).
A3.	Optimise employee contribution and productivity (skills utilisation).



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

Table 7: Programme 1 Institutional Impacts and Outcomes

PROGRAMME 1 - ADMINISTRATION									
Outcome	Output	Output Indicators	Audited Actual Performance 2021/2022	Planned Annual Target 2022/2023	Actual Achievement 2022/2023	Deviation from Planned Target to Actual Achievement for 2022/2023	Comment on Deviations	Reasons for Revisions to the Output/Output Indicators/Annual Targets	
Culture Change the organisational culture from a hierarchy-focused perspective to a more innovative, people and customer-focused culture.	Foster a culture of excellence, collaboration, inclusivity and flexibility. Improve customer focus.	100% improvement in the drive to achieve the desired culture, leading to increased customer focus.	No Achievement - Project planning for culture survey commenced and will move forward following the completion of the MARKOR Scale Development.	25% improvement in culture survey - more customer focused.	No achievement	No culture survey conducted to measure improvement towards a more customer focused orientation.	Human Resources Manager will be appointed by April 2023 and the project will commence in 2023/24.	The project is affected by the lack of resources within the HR Department.	
	Culture change implementation plan. Conduct a culture survey.	Present a culture campaign (communicate the 'as is' and 'to be' status).	In Progress - MARKOR Scale was developed and the project has commenced to determine the scale rating for the Council. In Progress - Stakeholder mapping project.	MARKOR rating established.	Approval and commencement of customer-focused intervention plan 25% of plan implemented	N/A	Achieved	N/A	
Organisation Design Design an organisational structure that is fit-for-purpose (for a regulator).	Achieve 25% overall improvement in the culture survey result.			Customer intervention plan developed and 25% implemented.	Achieved	N/A	Achieved	N/A	
	Organisational structure aligned to integrated business processes.	Draft organisational structures with defined role profiles and KPI's approved by Management. Organisational structures approved by the Council. Develop an HR plan, approved by Management. 25% implementation of the HR plan.	In progress	Approved and implemented the organisational structure with defined role profiles and KPI's aligned to business processes.	Achieved	N/A	N/A	N/A	
Employee Engagement Optimise employee contribution and productivity (skills utilisation).	Employees contribute to greater productivity. Optimal skills utilisation evident in culture survey results.	Percentage of project plan completed. To improve employee engagement, and the results of the culture survey. Skills Utilisation Plan approved by Management.	No achievement	50% of Skills Utilisation Plan.	No achievement.	No achievement on (1) Skills Audit, (2) People Mapping & Placement Report approved by Management, (3) Skills Utilisation Plan approved by Management, and (4) People Development Plans.	Human Resources Manager will be appointed by April 2024 and the project will commence in 2023/24.	The project is affected by the lack of resources within the HR Department.	

2.1.1.2. Comment on Projects Contributing to this Programme

Organisational Design and Culture Change Planning

Following the approval of the new organisational structure, the focus shifted to capacity building. Operations continued to be constrained by the human resources available. However, with the organisational design process completed, the entity anticipated a positive expansion of its staffing complement, coupled with rearrangements based on skills sets. This will be done according to a phased approach, as per the approved HR implementation plan, to spread out the financial demands of implementing a new structure which will be commensurate to address the requirements of Council operations.

The approved structure has 61 roles, with 31 posts filled as of 31 March 2023. Thirty additional positions are to be filled over the next five (5) years in a phased-in approach. The approach seeks to create the necessary capacity at all levels of the structure. This began with the filling of three (3) executive posts, followed by three (3) managerial, one (1) coordinator, and several administrator positions. The process ensured that work was appropriately balanced between the right work at the right levels to deliver on the SACPCMP's purpose.

Strategy to Overcome Areas of Under Performance

It is envisaged that the Human Resource Manager will be appointed in 2023/24 and engage in a recovery process in respect of the Skills Audit, people mapping and placement, the Skills Utilisation Plan and the creation of people-development plans under the Employee Engagement Workstream. The Council anticipates a similar recovery process in 2023/24 for conducting a culture survey and measuring its customer/market orientation, empowered by the MARKOR Scale Development and Stakeholder Mapping projects, which were completed in 2022/23.

Stakeholder Relations and Communications

The SACPCMP embarked on a series of stakeholder-engagement activities during the year under review. These activities are summarised as follows:

SACPCMP Industry Updates

The Council continued to release regular 'industry updates' via its electronic media platforms. These provided information regarding the SACPCMP's CPD system improvements, registration news and, gazette fees, among others. The SACPCMP website was used to communicate calls for comments regarding updated and/or new policies, enabled by a 'Call for Comments' section.

The Council finalised three (3) SACPCMP communication and branding videos. Management has also commenced planning for the 2023 SACPCMP Conference, which will be held on the 13th and 14th of November 2023.

SACPCMP Webinar and Stakeholder Engagement Sessions

The Council embarked on the rollout of targeted stakeholder engagement for the Competency Standards Development Project, commencing with VAs and Institutions of Higher Learning. Project communications were also submitted to the CBE, DPWI, and

Registered Persons.

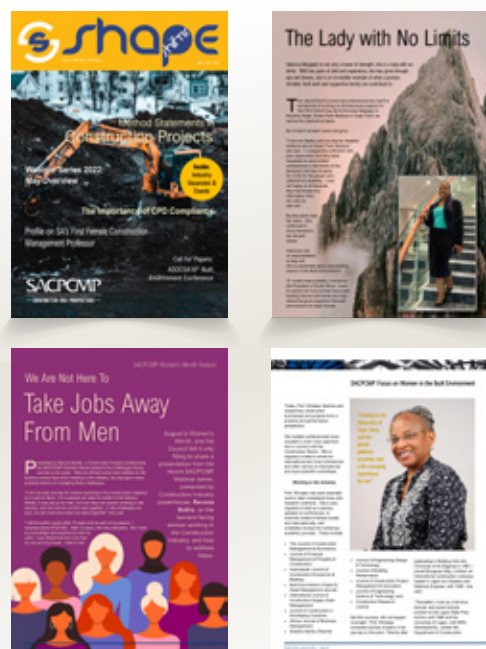
In addition, the SRC Department facilitated stakeholder engagement sessions with Eskom, via the Association of Construction Project Managers (ACPM), the Motheo Academy, South African Institute of Civil Engineering (SAICE), and the National Home Builders Registration Council (NHBC), and was very active in attending stakeholder events and supporting career-days, including:

- Mangosuthu University of Technology (MUT) and Durban University of Technology (DUT) student expos
- Master Builders South Africa (MBSA) Annual Congress and Awards
- SAICE/SANRAL Awards
- Association of Schools of Construction of Southern Africa (ASOCSA) 16th Built Environment Conference
- Meeting with Austrade (Australian Trade and Investment Commission)
- Chartered Institute of Building (CIOB) Women's Event

The Council achieved sign-off for the Customer Intervention Plan, in line with the MARKOR Scale rating which was informed by the outcomes and findings of a Stakeholder Mapping Project and MARKOR Scale Development Project. Both projects included indicators to support interventions aimed at better meeting customers' needs, internally and externally, and to improve the SACPCMP's customer centricity.

SACPCMP Shape Shifter

The Council continued to communicate with stakeholders via its quarterly magazine, the SACPCMP Shape Shifter. Editions published in the year under review highlighted the Competency Framework Development Project, women in the Built Environment, guidance on registration processes, communication of new or updated gazetted policies, and the SACPCMP's newly appointed Sixth-Term Council. The magazine continued to be a strong communication tool for the organisation.



Strategy to Overcome Areas of Under Performance

During the year under review, the SACPCMP continued to engage in online communication platforms to bolster stakeholder engagement. The entity also ramped up its stakeholder engagement through in-person events, to maintain and build connections and establish a continued presence within the Built Environment following the lifting of COVID-19 restrictions.

2.1.2. PROGRAMME 2: MANDATE COMPLIANCE (Business Processes)

The purpose of the Business Processes Programme is to firstly ensure that the SACPCMP can fulfill its regulatory and social mandates by ensuring that the organisation follows clearly defined processes, accountabilities and performance standards. For the year under review, the target for improved Business Processes was to have a documented, approved and implemented business process for each mandate.

Secondly, the Programme aims to grow the intellectual capital of the SACPCMP through effective document and knowledge management systems. If the SACPCMP's regulatory and social mandates are transparent and seen to advance social justice, the organisation will be positioned to play a leading role in the transformation of the Built Environment. A critical component of this is for each administrative function to:

- Have a policy that will shape organisational behaviour, entrenching the values and principles that must govern the administration of the legislative mandates.
- Document business processes for the implementation of all 13 legislative mandates of the Council.

The approved and gazetted policies for the seven (7) prioritised mandate areas during the year under review were:

- Registration
- Recognition of Prior Learning
- Continuing Professional Development (CPD)
- Accreditation
- Competency Standards for Registration
- Recognition of Specified Categories
- Guideline Fees

In respect of the strategic objective for the formalisation of business processes for mandate compliance, the target was to have 'documented, approved and implemented business processes for each mandate'. Programme 4 is closely related to BP 2 and outlines efforts to support this sub-programme in more detail.

In terms of mandate compliance, the Council achieved significant milestones on all 13 mandates, which underscore the Council's existence. Having successfully grouped the mandates into four key areas, legal, education, registration and professions governance, the Council successfully mapped 12 of the 13 legislated functions.

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

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



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

Table 8: Programme 2 Institutional Impacts and Outcomes

PROGRAMME 2: MANDATE COMPLIANCE									
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Planned Annual Target 2022/2023	Actual Achievement 2022/2023	Deviation from Planned Target to Actual Achievement for 2022/2023	Comment on Deviations	Reasons for Revisions to the Output/Output Indicators/ Annual Targets	
SACPCMP Mandates - Implement 'one version of the truth'.	Communicate SACPCMP Mandates to all stakeholders.	Visible and known statement document of confirmed 13 mandates.	In Progress – Unapproved design of mandate document completed.	One document outlining 13 mandates endorsed by Council and Management.	Achieved - Document approved by Council	Mandate document was approved in Q3, instead of Q2	Capacity constraints and recovery deferred from 2020/21	N/A	
	Deliver on our value proposition.		No Achievement on Communication Campaign to key stakeholders - Project to commence upon finalisation of the stakeholder mapping exercise.	Communication Campaign to key stakeholders.	Development of Communication Campaign for 13 Mandates in alignment with updated Stakeholder/ Communications Strategy	N/A	N/A	N/A	
Mandate Business Process: Formalise Business Processes for Mandate Compliance.	Ensure Business Continuity	Documented and approved business processes for each mandate.	In progress	Documented, approved and implemented business processes for each mandate.	In progress - Approval by Council of Business Processes to support 12 mandates (June 2022).	Delay of development and approval of implementation plan for business processes' implementation from Q2 to Q4.	Implementation Plan developed for the following Business Processes in Operations (CPD, Registration, Recognition of VAs, Recognition of New Specified Categories, and RPL).	N/A	
	Standardisation				Implementation Plan approved by EXCO for the activation of approved Business Processes.				
Document Management - Implement a formal Document Management System.	Secure a compliant and accessible document repository system for business continuity.	SACPCMP electronic document repository system.	No Achievement - Project to commence upon the development of functional and technical specifications.	Functional specification for document management (approved by management).	No achievement	Functional and technical specifications for the document management system not developed in Q3.	The project is affected by the lack of resources within the ICT Department.	N/A	
				Implementation project plan complete.		Technical Specification with known platform not determined by Q4.			
Knowledge Management - Implement a Knowledge Management System.	Research and Development for Organisational Development.	SACPCMP Knowledge Hub	No Achievement - Project to commence upon the finalisation of business processes.	NA: Input Interdependency with Mandate Business Process and Document Management System.	N/A – No targets for the 2022/23 period	Dependent on Mandate Business Process/ Document Management System	N/A	N/A	

2.1.2.2. Comment on Projects Contributing to this Programme

Professional Registration

Management continued to improve the registration assessment process and the implementation of a system for quality assurance. The year under review also saw the adopted procedures on malpractice guidelines find expression in Operations of the Council. This was part of the continuous improvement drive, with emphasis on better quality service and advancing ethical conduct in the application stage.

The SACPCMP also issued a tender to procure proctoring and plagiarism software to protect the integrity of both the examinations and assessment process. Review of the Registration Policy was completed, approved, and gazetted.

Breakdown of Registration Statistics

Table 9: Total Number of Registered Professionals by Race and Gender

Gender	African	White	Indian	Coloured	TOTAL
M	826	1 459	167	121	2 573
F	163	44	11	9	227
Total	989	1 503	178	130	2 800

Table 10: Total number of Registered Persons in specified categories by Race and Gender

Gender	African	White	Indian	Coloured	TOTAL
M	1 868	1 172	149	423	3 612
F	1 032	300	38	100	1 470
Total	2 900	1 472	187	523	5 082

Table 11: Total Number of Registered Candidates by Race and Gender

Gender	African	White	Indian	Coloured	TOTAL
M	1 521	419	107	171	2 218
F	1 141	86	36	61	1 324
Total	2 662	505	143	232	3 542

Table 12: Total Number of Registered Professionals by Category

Category	Gender	African	White	Indian	Coloured	TOTAL
Professional Construction Managers	Male	215	614	42	44	915
	Female	20	3	1	1	25
	Total	235	617	43	45	940
Professional Construction Project Managers	Male	571	774	118	58	1 521
	Female	136	31	9	7	183
	Total	707	805	127	65	1 704
Professional Construction Mentors	Male	13	14	2	4	33
	Female	0	0	0	1	1
	Total	13	14	2	5	34
Professional Construction Health and Safety Agents	Male	27	57	5	15	104
	Female	7	10	1	0	18
	Total	34	67	6	15	122

Table 13: Total Number of Registered Persons in Specified Categories by Race and Gender

	Gender	African	White	Indian	Coloured	Total
Construction Mentors	Male	4	2	0	2	8
	Female	0	0	0	0	0
	Total	4	2	0	2	8
Construction Health and Safety Officers	Male	1 649	766	107	362	2 884
	Female	932	218	35	89	1 274
	Total	2 581	984	142	451	4 158
Construction Health and Safety Managers	Male	215	404	42	59	720
	Female	100	82	3	11	196
	Total	315	486	45	70	916

Table 14: Total Number of Registered Candidates by Race and Gender

Category	Gender	African	White	Indian	Coloured	Total
Candidate Construction Managers	Male	206	117	25	34	382
	Female	75	5	3	10	93
	Total	281	122	28	44	475
Candidate Construction Project Managers	Male	668	126	55	37	886
	Female	487	15	16	7	525
	Total	1 155	141	71	44	1 411
Candidate Construction Health and Safety Agents	Male	17	23	2	6	48
	Female	10	4	0	2	16
	Total	27	27	2	8	64
Candidate Construction Health and Safety Managers	Male	52	24	5	3	84
	Female	21	6	1	4	32
	Total	73	30	6	7	116
Candidate Construction Health and Safety Officers	Male	578	129	20	91	818
	Female	548	56	16	38	658
	Total	1 126	185	36	129	1 476

Table 15: Registration Statistics over the Past Seven (7) Years

Professional Category	2016	2017	2018	2019	2020	2021	2022
Professional Construction Manager	835	872	894	888	704	973	940
Professional Construction Project Manager	1 694	1 693	1 709	1 689	1 253	1 755	1 704
Professional Construction Mentor	22	26	27	28	10	17	34
Professional Construction Health and Safety Agent	54	77	93	100	105	112	122
Specified Category/non-professionals							
Construction Mentor	2	6	5	8	6	10	8
Construction Health and Safety Officer	1 001	1 636	2 744	3 367	2 712	3 775	4 158
Construction Health and Safety Manager	328	508	778	921	697	944	916
Candidate Category							
Candidate Construction Manager	394	447	533	417	330	585	475
Candidate Construction Project Manager	1 608	1 646	1 815	1 945	934	1 822	1 411
Candidate Construction Health and Safety Agent	53	112	143	139	106	125	116
Candidate Construction Health and Safety Manager	25	44	69	107	67	78	64
Candidate Construction Health and Safety Officer	387	718	1 560	2 054	1 178	2 011	1 476
Grand Total	6 403	7 785	10 370	11 663	11 424	12 207	11 424

Registration numbers were affected by restrictions associated with Covid-19 which impacted the Council's operational environment. Furthermore, the lock down restrictions impacted the economy and many people lost their income. This resulted in many of our Registered Persons being unable to pay their 2020 annual fees. The other sharp decrease in registration numbers was due to the implementation of deregistration of Registered Persons in 2022 which had been deferred in the previous financial year.

Figure 3: Professional Registration Statistics by Category and Race

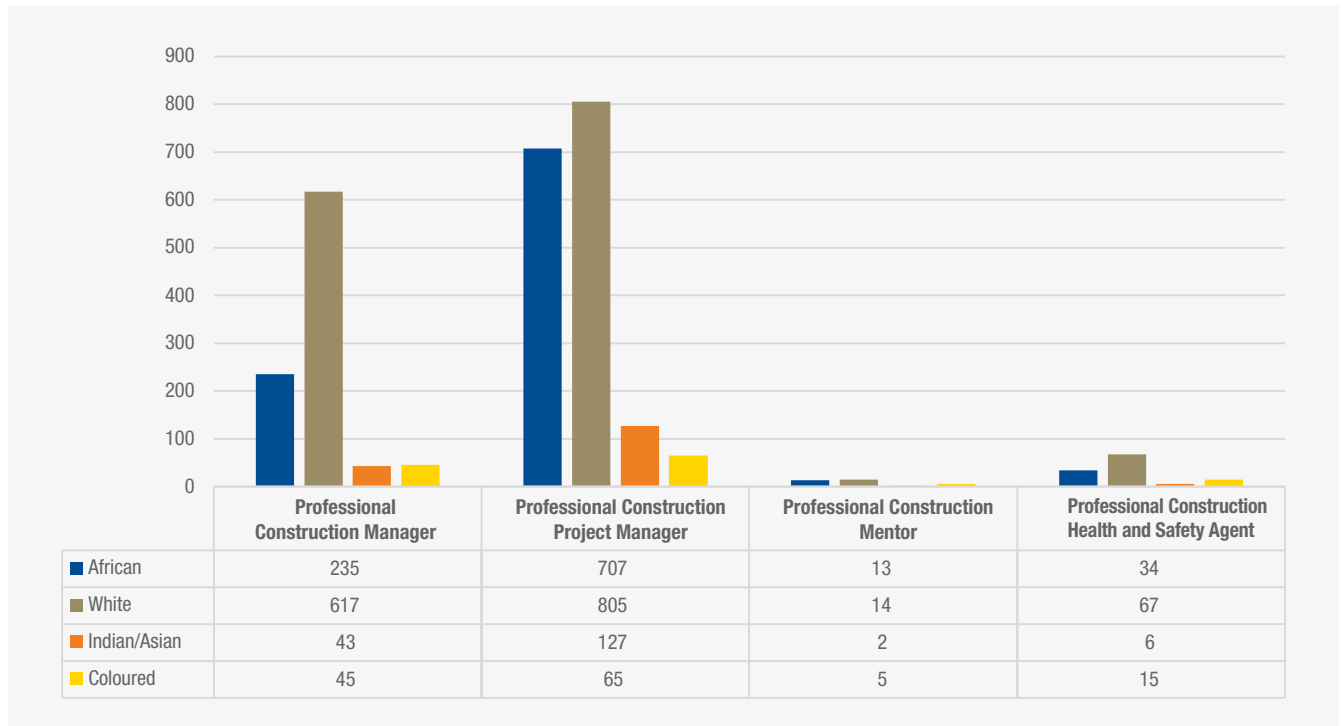


Figure 4: Candidate Category Registration Statistics by Category and Race

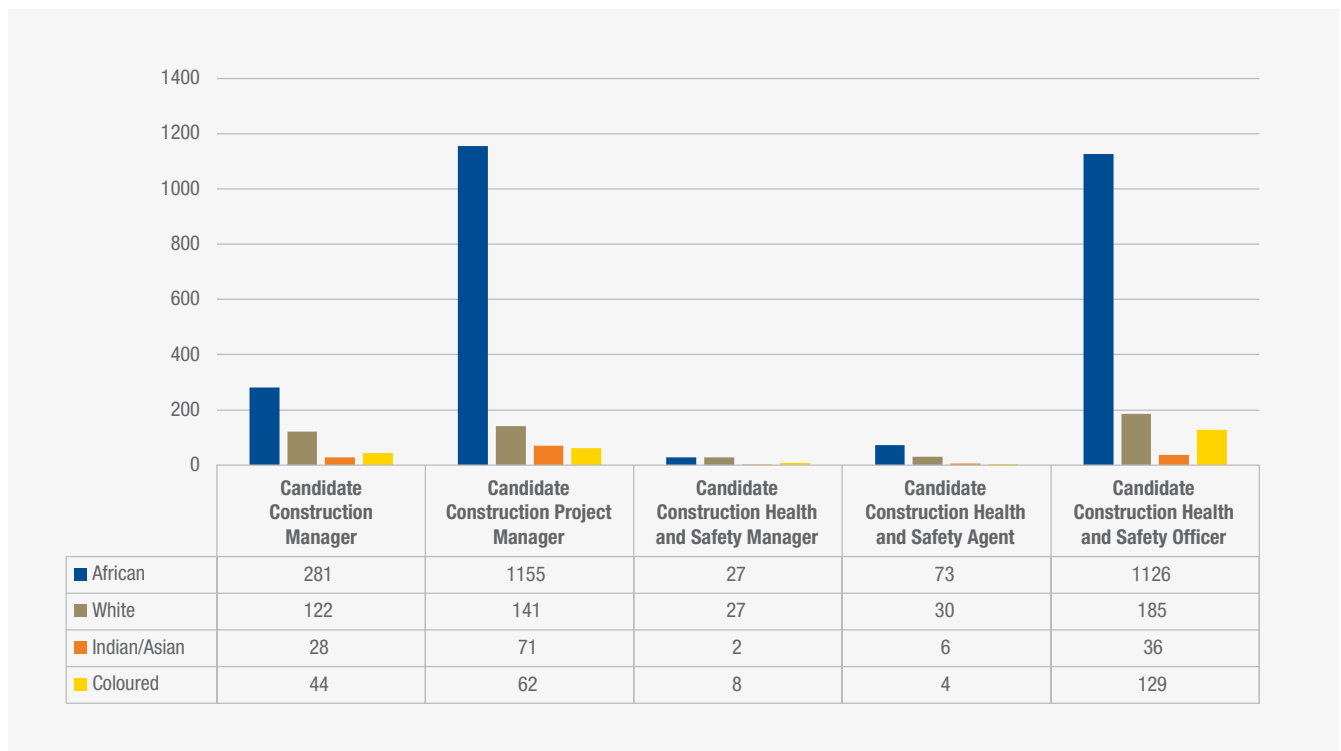
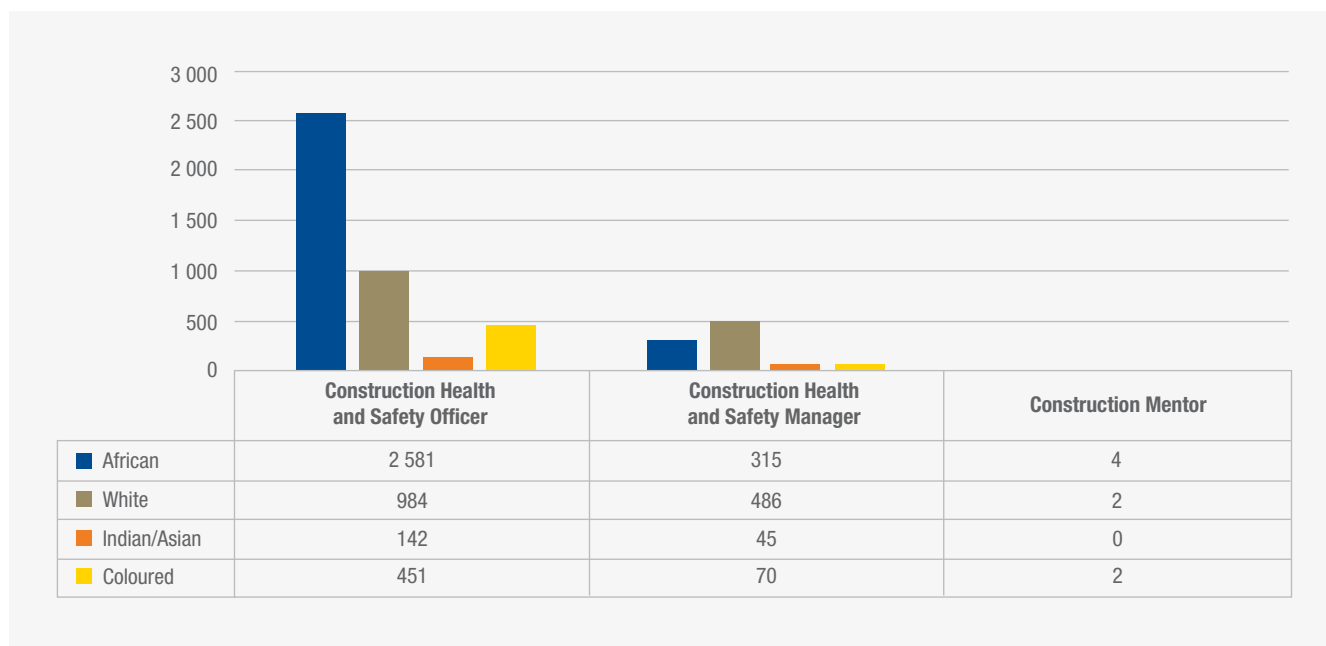


Figure 5: Specified Categories



Transformation in Registration

The SACPCMP tracks the pace of transformation within the Built Environment, including the proportion of women and youth among Registered Persons. In the fourth quarter of the 2022/23 financial year, across all categories, 27% of Registered Persons were female and 73% male. Amongst all professional categories, the total number of females registered was 9% and males 91%. While in Candidate categories, females constituted 37% and males constituted 63%.

Young people were mostly represented in the Candidate categories, the majority being black women. These young candidates faced serious challenges and long timelines migrating to professional status, which could be attributed the lack of training or opportunities in the industry. The Council addressed this by initiating mentor-support programmes, during the year under review, to support candidates moving through to professional status. The programmes will be fully functional by the fourth quarter of the new financial year.

Structured Candidate Programme

The Council implemented its Mentorship Strategy during this financial year, including roll-out of the mentor database and launch of the Mentor Speed Date initiative in collaboration with the CIOB. The first Mentor Speed Date event took place on the 22nd of October 2022 at the University of the Witwatersrand (Wits), with the last mentor training workshop in February 2023. The Speed Date event targeted both Wits and University of Johannesburg (UJ) students and gave students an opportunity to connect with mentors in their chosen field. Coupled to this the Council has also instituted a Candidate Support Strategy.

The mentorship and candidate support initiatives sought to achieve several key objectives in the transformation space. The events provided candidates and students with better access to mentors, at the same time ensuring that mentors were well equipped to assist the next generation of professionals. They also aimed to provide candidates and students with strategies to reduce the time needed to upgrade to professional status.

Recognition of Prior Learning (RPL)

The Recognition of Prior Learning (RPL) Policy was revised and approved in the 2022/23 period. This enabled the launch of the RPL process, which is separate from the registration process.

Table 16: Recognition of Prior Learning 2022/23 Statistics

RPL Statistics for 2022/23	Total
Number of professionals registered through RPL	2
Percentage of professionals registered through RPL	0%
Number of people who paid to pursue registration through RPL	2
Number of RPL applications in process	39
Number of RPL applications that were rejected	0
Number of RPL applicants who passed the professional interview	1

Continuing Professional Development (CPD)

The aim of Continuing Professional Development (CPD) is to safeguard the public, employers, Registered Persons and their professional careers. As such, it is a personal responsibility of professionals to keep their knowledge and skills current to ensure they continue delivering high quality service and do not impede public safety.

Through CPD, the knowledge base is kept current and is improved in a systematic and continuous manner in response to changing trends, regulations and the direction of the profession. During the year under review the Council developed a free online platform within its registration platform to make CPD activities more accessible to Registered Persons. The Council's CPD Policy was also reviewed, approved and gazetted for implementation.

CPD Compliance Cycles

The CPD compliance rate for cycles ending in March 2023 is low with only 8.25 % of Registered Persons in Project and Construction Management being compliant and 11.29% in Construction Health and Safety. The overall compliance dashboard for 2022/23 is as follows:

Table 17: CDP Compliance Cycle

Month	Overall Compliance Percentage
April 2022	17%
May 2022	18%
June 2022	18%
July 2022	18%
August 2022	19%
September 2022	19%
October 2022	19%
November 2022	20%
December 2022	20%
January 2023	20%
February 2023	20%
March 2023	20%

Table 18: CPD Compliance

Category	Cycle	Total No. of Registered Persons	Registered Persons who submitted CPD	Registered Persons who have never submitted CPD	Compliant Registered Persons	Non-Compliant Registered Persons	Compliance %
Project and Construction Management	1 April 2015 - 31 March 2020	234	136	98	17	217	7,26
	1 April 2016 - 31 March 2021	131	31	100	14	117	10,69
	1 April 2017 - 31 March 2022	1 118	963	155	861	257	77,01
	1 April 2018 - 31 March 2023	291	84	207	24	267	8,25
	1 April 2019 - 31 March 2024	269	76	193	19	250	7,06
	1 April 2020 - 31 March 2025	245	83	162	23	222	9,39
	1 April 2021 - 31 March 2026	204	57	147	13	191	6,37
	1 April 2022 - 31 March 2027	165	121	44	107	58	64,85
	1 April 2023 - 31 March 2028	12	6	6	3	9	25
Construction Health and Safety	1 April 2015 - 31 March 2020	220	157	63	26	194	11,82
	1 April 2016 - 31 March 2021	289	97	192	43	246	11,88
	1 April 2017 - 31 March 2022	814	288	526	125	689	15,36
	1 April 2018 - 31 March 2023	815	238	577	92	723	11,29
	1 April 2019 - 31 March 2024	1 459	383	1 076	111	1 348	7,61
	1 April 2020 - 31 March 2025	1 025	150	875	36	989	3,51
	1 April 2021 - 31 March 2026	273	58	215	17	256	6,23
	1 April 2022 - 31 March 2027	122	71	51	25	97	20,49
	1 April 2023 - 31 March 2028	8	7	1	4	4	50,00
Totals		7 694	3 006	4 688	1 560	6 134	20%

Recommended Guidelines for Professional Fees

In terms of Section 34(2) of the Project and Construction Management Professions Act, the Council must annually review and determine Guideline Professional Fees and publish these fees in the Government Gazette. It remains a cause for concern that the quality of services rendered by Registered Persons could deteriorate as current fees may be inadequate to cover the cost of professional services. This is because the current fees were set in 2019 and do not reflect matters of complexity and inflationary increases.

Secondly, middle ground needs to be reached with the Competition Commission on the legitimacy of published fees by the Councils for Built Environment Professions (CBEPs), including the SACPCMP. The SACPCMP continued to work with the CBE and other CBEPs to resolve the impasse resulting from the rejection of an exemption application by the Competition Commission, which would have enabled the Commission to discharge its statutory obligations for publishing guideline fees and allow Registered Persons to charge market related fees.

In support of an evidence-based methodology for the development of professional guideline fees, Enterprises University of Pretoria compiled a report titled "Development of a Guideline Fee for the SACPCMP", which was based on a survey of approximately 400 Registered Persons, public entities, and business stakeholders (as users of Built Environment professional services). The report provided a preliminary strategy for the SACPCMP on an appropriate methodology for determining professional fees.

Identification of Work (IDoW)

The SACPCMP also continued to collaborate with the CBE on IDoW under the oversight of CBE's Built Environment Matters Committee. The approval of competency standards for all categories of registration by the SACPCMP will pave the way in drafting a detailed policy on IDoW which will align to the policy framework on IDoW developed by CBE. Outcomes will be derived once the CBE determines a policy based on recommendations from the Councils. The demarcation of work between categories of registration in the Construction and Project Management (CPM), Construction Health and Safety (CHS) and Building Inspectorate (BI) designations is critical to government's planned infrastructure rollout programme and other Built Environment issues. Policy outcomes will be derived once the CBE determines policy based on recommendations with the Councils.

At present, the SACPCMP views the IDoW process as a challenge, as the roles and responsibilities of the CBE relative to the CBEPs appear unclear. The SACPCMP deliberated on the current process and will, in the new financial period, consult the CBE and the DPWI on the best way forward. Another challenge the Council will look to resolve is the need to develop scopes of work for other designations registered by the SACPCMP, which post-date the scope of work published in the 2019 Gazette.

International Agreements

International agreements guide how the SACPCMP regulates the recognition of foreign qualifications, promotes the recognition of its own professionals abroad, and collaborates with international partners regarding the mandate of the SACPCMP within the Built Environment.

In the year under review, the SACPCMP finalised an agreement with the Project Management Institute, the world's leading Project Management community. A highlight of this partnership is a collaboration on the Construction Professional in Built Environment Projects (PMI-CP) certification. This collaboration will enable international recognition for SACPCMP Registered Persons who will benefit from undertaking learning and development that is not only construction focused, but also recognised internationally; support the mandate of the SACPCMP to advance learning and continuing professional development in the construction sector; and create an avenue for those registered under the Council to engage in globally recognised learning at affordable rates, over a three-year period.

The finalisation and signing of separate MoAs between the SACPCMP and the Royal Institution of Chartered Surveyors (RICS) and the Chartered Institute of Building (CIOB) was pursued with a view of concluding these in the 2023/24 period.

The SACPCMP also considered alternative models of collaboration within the African continent and the SADC region. Deliberations commenced with the Kingdom of Eswatini's Regulatory Council for the Registration of Architectural, Engineering, QS and Allied Professions, with a proposal under consideration. Furthermore, the SACPCMP engaged in research related work within the region to advance a regional compact or regulatory framework for relevant professions. An example of this engagement was a research project titled 'Harmonisation of Health and Safety Practices and Compliance in the Southern African Development Community – SADC', which gathered insights from relevant parties regarding Construction Health and Safety performance in compliance with the prevailing national legislative and regulatory frameworks.

Recognition of Voluntary Associations

The SACPCMP continued engagement on key issues of strategic concern with VAs in the period under review. This included discussions on transforming the professions, collaborating on a skills pipeline strategy, and deliberating on strategic risks that must be mitigated to ensure contribution of the SACPCMP and its Registered Persons to the National Infrastructure Plan 2050.

The SACPCMP had twelve recognised Voluntary Associations (VAs) in the period under review:

Table 19: Recognised Voluntary Associations

ORGANISATION	WEBSITE
1. The Association of Construction Health and Safety Management (ACHASM)	www.achasm.co.za
2. Association of Construction Project Managers (ACPM)	www.acpm.co.za
3. Association of South African Quantity Surveyors (ASAQS)	www.asaqs.co.za
4. Consulting Engineers South African (CESA)	www.cesa.co.za
5. Master Builders Association: KwaZulu-Natal (MBA-KZN)	www.masterbuilders.co.za
6. Master Builders South Africa (MBA-SA)	www.mbsa.org.za
7. Master Builders Association Western Cape (MBA WC)	www.mbawc.org.za
8. South African Institute of Civil Engineering (SAICE)	www.saice.org.za
9. The South African Institute for Occupational Health and Safety (SAIOSH)	www.saiosh.co.za
10. South African Federation of Civil Engineering Contractors (SAFCEC)	www.safcec.org.za
11. South African Roads Federation (SARF)	www.sarf.org.za
12. NCEDA SA	www.ncedasa.co.za

Recognition of New Specified Categories

In the period under review, following the approval of a business process for the recognition of new categories of registration by the SACPCMP, the development of a Needs and Impact Analysis for the Recognition of New Categories commenced. No new Categories were introduced at the SACPCMP.

Appeals

To reduce the number of appeals, which are mostly registration related, the Council has deemed it necessary to allow for a debriefing of aggrieved applicants. The debriefing process will play a pivotal role in ensuring openness, fairness, and transparency in enhancing the Assessments of Professional Competency.

The process will allow aggrieved applicants to request a formal debriefing session on the outcome of their application. It must be understood that the debriefing session is not an appeal hearing, but rather an opportunity for the SACPCMP to provide insight into the reasoning behind the outcome. Following the session, if an aggrieved applicant is still dissatisfied, they will have recourse to lodge a formal appeal.

In the year under review, four (4) Appeals were processed within the required timeframe of 60 days in relation to assessment outcomes. The Council adopted the appeals procedure which complies with Section 40(2) of the Act and clearly dictates that the appeals must be heard by the Council. The procedure allows an appellant to present their case or to appoint a legal representative.

Accreditation

According to Section 18 of the Project and Construction Management Professions Act No 48 of 2000, the SACPCMP is mandated to assess the quality and relevance of qualifications offered by institutions of higher learning through programme accreditation. Accreditation is a mechanism by which mandated professional bodies assure the quality of the upstream supply of professionals, in this case, through relevant educational programmes. The SACPCMP is also mandated to conduct monitoring and evaluation through accreditation audits, which include visits to the accredited institute of higher learning, engagements with departmental leaders through the HOD Forum,

and the submission and assessment of annual reports. The accreditation and audit process serves to confirm that students have the requisite competencies for eventual registration and practice.

In the fourth quarter of the year under review, the SACPCMP conducted programme accreditation visits and compiled programme accreditation interim reports with the following universities:

- University of Cape Town (UCT)
- Nelson Mandela University (NMU)
- University of Johannesburg (UJ)
- University of the Free State (UFS)
- University of Pretoria (UP)
- University of the Witwatersrand (WITS)

In addition, two (2) annual reports were submitted by the following institutions:

- Walter Sisulu University (WSU)
- Tshwane University of Technology (TUT)

The Council is also in the process of concluding a partnership agreement with a national company to launch a Work Integrated Learning (WIL) programme for students in the Construction fields of study.

Endorsement of New Educational Programmes

The Council processed two (2) applications for endorsement in the 2022/23 financial year, namely:

- The University of the Witwatersrand (Wits) applied for endorsement of the Postgraduate Diploma in Construction Management, which was approved by the Council.
- The Academic Institute of Excellence (AIE) applied for endorsement of their new Higher Certificate in Project Management in Construction Management Programme, however the application was unsuccessful.

Heads of Department Forum

No Heads of Department (HOD) forums were held in the 2022/23 financial year due to the accreditation visits. The HOD Forum meetings are scheduled for the 2023/24 financial year.

SACPCMP-Accredited Tertiary Institutions

The following table provides a list of SACPCMP-accredited programmes at South Africa's tertiary institutions. The list is drawn from the most recent assessment of annual reports.

Table 20: Accredited Programmes

ITEM	INSTITUTION	ACCREDITED PROGRAMMES	ACCREDITATION STATUS (as at 2023)
1.	University of the Witwatersrand (WITS)	<ul style="list-style-type: none"> Bachelor of Science: Construction Studies Bachelor of Science: (Hons) Construction Management 	To maintain the full five (5) years of accreditation (provisionally approved).
		<ul style="list-style-type: none"> Master of Science: Building in Construction Project Management 	To maintain the full five (5) years of accreditation.
2.	University of Johannesburg (UJ)	<ul style="list-style-type: none"> National Diploma: Building Bachelor of Technology: Construction Management 	To maintain the full five (5) years of accreditation.
3.	University of Pretoria (UP)	<ul style="list-style-type: none"> Bachelor of Science: Construction Management Bachelor of Science: (Hons) Construction Management 	To maintain the full five (5) years of accreditation.
		<ul style="list-style-type: none"> Master of Science in Project Management 	To maintain the full five (5) years of accreditation.
4.	Tshwane University of Technology (TUT)	<ul style="list-style-type: none"> National Diploma: Building Bachelor of Technology: Construction Management 	To maintain the full five (5) years of accreditation.
5.	University of the Free State (UFS)	<ul style="list-style-type: none"> Bachelor of Science: Construction Management Bachelor of Science: (Hons) Construction Management Masters of Land and Property Management (MLPM) 	To maintain the full five (5) years of accreditation.
6.	Nelson Mandela Metropolitan University (NMMU)	BHSD <ul style="list-style-type: none"> National Diploma: Building Bachelor of Technology: Construction Management 	To maintain the full five (5) years of accreditation.
		CM <ul style="list-style-type: none"> Baccalaureus Scientiae in Construction Studies – BSc (Construction Studies) Baccalaureus Scientiae in Construction Management – BSc (Hons) (Construction Management) Magister Scientiae in Built Environment, Construction Management Specialisation Magister Scientiae in Built Environment, Construction Health and Safety Management Specialisation Magister Scientiae in Built Environment, Project Management Specialisation 	To maintain the full five (5) years of accreditation.
7.	University of Cape Town (UCT)	<ul style="list-style-type: none"> Bachelor of Science: Construction Studies Bachelor of Science: (Hons) Construction Management 	To maintain the full five (5) years of accreditation.
8.	Cape Peninsula University of Technology (CPUT)	<ul style="list-style-type: none"> National Diploma: Building Bachelor of Technology: Construction Management 	To maintain the full five (5) years of accreditation.
9.	Durban University of Technology (DUT)	<ul style="list-style-type: none"> National Diploma: Building Bachelor of Technology: Construction Management 	To maintain the full five (5) years of accreditation.
10.	Central University of Technology (CUT)	<ul style="list-style-type: none"> National Diploma Bachelor of Technology: Construction Management 	To maintain the full five (5) years of accreditation.
11.	Walter Sisulu University (WSU)	<ul style="list-style-type: none"> National Diploma: Building 	Provisional accreditation for one (1) year.

Code of Conduct for the Professions

The SACPCMP received three (3) complaints in terms of the Code of Conduct during the period under review. The Code requires that Registered Persons carry out their work with due care, skill, competency and integrity. This ensures that the public is protected from Registered Persons who contravene the Code of Conduct as well as the Act, thus maintaining the integrity, standing, reputation and status of Registered Persons.

Standard Generating

The process of Standard Generating is one of 13 mandates of the SACPCMP. However, unlike the other 12 mandates, the Council determined that it was not necessary to map the business process for Standard Generating, as this was determined to be outside the control of the Council. Furthermore, this process is already regulated and well-documented in the SAQA Policy on the National Qualifications Framework and Standards Setting with the SACPCMP providing inputs.

Competency Standards for Registrations

The SACPCMP made progress towards the development of competency standards for registrations during the year under review. The Council completed stakeholder consultations for CHS and BI, and Assessment Frameworks and tools for both BI and CHS.

Information and Communication Technology

The Council focused on addressing findings highlighted by the two (2) ICT audits that took place in the 2021/2022 financial year, namely a system vulnerability assessment and an ICT control review. In terms of the vulnerability assessment, all vulnerabilities identified were addressed by the second quarter of the 2022/23 financial year.

The ICT control review audit's key findings related to the need for a dedicated disaster recovery plan, reporting on back-ups, and stronger management of the Council's ICT service provider. These identified risks were mitigated by updating the service provider's Service-Level Agreement (SLA). The final drafts of the relevant policies will be submitted for approval by the end of the 2023/24 financial year.

Much of the 2022/23 financial year saw the Council invest time and attention in the improvement of its ICT equipment management. The Council continuously assesses its current infrastructure and takes the necessary measures to ensure such infrastructure meets current and future demands to enable the entity to meet its mandate.

STRATEGY TO OVERCOME AREAS OF UNDER PERFORMANCE

Registration

The Council regularly receives complaints emanating from allegations of unfair assessment. To address this issue, a moderation system was introduced to ensure that the assessment

of applicants and candidates is fair, valid, just, and reliable, ensuring the integrity and security of the process. Cycle 1 moderation of all assessments for the purpose of registration was finalised in the third quarter of the 2022/23 financial year. Before this, registration assessments had never been subjected to appropriate moderation processes.

The introduction of a moderation system also means that an Assessor's performance is evaluated by a moderator and, if gaps are identified, a mechanism is introduced to correct and standardise the assessment process within acceptable quality parameters. The sample for moderation was 30% for the quarter; this will be reduced to 20% in the next quarter and 10% if normalcy of compliance is demonstrated.

Programme Accreditation

The Council shifted its focus from the accreditation of programmes at public, traditional universities and universities of technology, towards the accreditation of relevant educational programmes offered at private institutions and Technical Vocational Education and Training (TVET) colleges. The intent was to ensure that pathways to transformation would be created within the Built Environment sector.

As part of the accreditation visits during the 3rd Accreditation Cycle, the Council focused on creating learning pathways between the Institutes of Higher Learning (IHLs) being accredited and TVET colleges in their areas. Furthermore, the IHLs were encouraged to consider articulation agreements with TVETs, although their implementation was constrained by capacity issues. The Council will thus investigate other avenues for inclusion of educational programmes that lead to its designations.

Continuing Professional Development (CPD)

The Council approved the Deregistration Strategy for CPD non-compliance at the end of the first quarter of the 2022/23 financial year. This included the implementation of a grace period to allow more Registered Persons the opportunity to become eligible for the CPD Remedial Programme. This grace period was completed at the beginning of the third quarter. Thereafter, the number of Registered Persons who could be potentially deregistered was reduced by 20%. The Council also saw a two percent improvement in compliance levels overall.

The Council noted an increased interest in CPD compliance since the commencement of the Deregistration Strategy, with one CPD Compliance Workshop attended by more than 1 000 Registered Persons. The following was undertaken to address persistently low compliance levels:

- CPD workshops for Registered Persons to improve understanding of CPD and CPD compliance.
- Development of quarterly communication materials for Registered Persons, to improve understanding of CPD and CPD compliance and increase awareness of CPD opportunities.
- Creation of SACPCMP activities, such as the SACPCMP Webinar Series, to allow Registered Persons to gain CPD hours.

Recognition of Prior Learning (RPL)

The RPL Policy has been unbundled from the Registration Policy and will be treated as a separate process. The new RPL policy will ensure that applicants are better supported throughout the RPL process, and that the assessments take the needs of RPL candidates into consideration in their assessment design and implementation.

Information Communication Technology

The Council commenced mitigation actions because of infrastructure damage attributed to loadshedding, which continued to interfere with connectivity during the period under review. Council hardware and software suffered irreparable damage due to loadshedding and power outages resulting from cable-theft in the Erasmusrand area, which impacted office connectivity. Remote-team working procedures, as well as alternate LTE-failover management, were implemented to address the issue. The Council is looking at alternative energy solutions to ensure a stable working environment for staff, and these are expected to be implemented in the new financial year.

Transformation

Following the implementation and gazetting of new policies to support transformation efforts, a review and redevelopment of the

Transformation Strategy will need to be undertaken. The VA Forum, being a meeting between the SACPCMP and CEOs of Voluntary Associations, continued discussions and made presentations on transforming the professions, collaborating on a skills pipeline strategy, and deliberating on strategic risks in the sector that must be mitigated to ensure the gainful contribution of the SACPCMP and its Registered Persons in the National Infrastructure Plan 2050. These will provide the necessary input in crafting a new Transformation Strategy, supported by the revised Policies on the legislated mandates.

2.1.3. PROGRAMME 3: SUSTAINABILITY (Viable Funding Model)

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

This programme comprises the following sub-programmes and projects:

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



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

Table 21: Programme 3 Institutional Impacts and Outcomes

PROGRAMME 3: SUSTAINABILITY									
Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Planned Annual target 2022/2023	Actual Achievement 2022/2023	Deviation from Planned Target to Actual Achievement for 2022/2023	Comment on Deviations	Reasons for Revisions to the Output/Output Indicators/Annual Targets	
Revenue Diversify revenue streams.	Focus on revenue generating mandates, including education and CPD. Develop international programmes.	Documented SOP's – Link cost and revenue per process where applicable.	NA	Documented SOP's – Link cost and revenue per process where applicable. Design initiatives to increase revenue. Develop and sign-off on an Implementation Plan.	Revenue streams diagnostic Quantified revenue streams Documented SOP's – Link cost and revenue per process where applicable Designed initiatives to increase revenue Developed Implementation Plan	Sign-off on the Implementation Plan	The reports will be processed by EXCO, oversight committees and Council in Q1 of the 2023/24 financial year.	The Sustainability Programme was dependent on completion of Programme 2 "formulate business process", which was concluded in June 2022. Work on the Sustainability Programme thus commenced in the second quarter of 2022/23, which delayed Implementation Plan sign-off and processing by EXCO and Council. This target will therefore be rolled over into the 2023/24 financial year.	
Pricing Protocol Implement a pricing protocol that is cost reflective.	Increased profits Self-funding projects Reduce over reliance on annual fees to cover Council overheads.	Cost report per revenue stream	NA	Diagnostic report produced Draft Implementation Plan produced and signed-off by Management	Reviewed the current cost of mandate delivery Produced a draft Cost Breakdown Diagnostic Produced a Cost Report per revenue stream Drafted a pricing protocol proposal	Implementation Plan developed and approved by Management	The reports will be processed by EXCO, oversight committees and Council in Q1 of the 2023/24 financial year.	The Sustainability Programme was dependent on completion of Programme 2 "formulate business process", which was concluded in June 2022. Work on the Sustainability Programme thus commenced in the second quarter of 2022/23, which delayed Implementation Plan sign-off and processing by EXCO and Council. This target will therefore be rolled over into the 2023/24 financial year.	
External Service Providers Optimise use of external service providers.	Review registration process life cycle. Map internal competencies. New nuggets to give intelligence of pipeline projects.	Outsourcing Policy and Procedures document	NA	Implementation Plan developed and approved by Management. Draft Outsourcing Policy and Procedures document reviewed by Exco.	Diagnostic Report on current state Report on aligning new Businesses Processes and Organisation Design Implementation Plan developed by Management	Implementation Plan approved by Management. Draft Outsourcing Policy and Procedures document reviewed by Exco.	The reports will be processed by EXCO, oversight committees and Council in Q1 of the 2023/24 financial year.	The Sustainability Programme was dependent on completion of Programme 2 "formulate business process", which was concluded in June 2022. Due to work on the Sustainability Programme thus commencing in the second quarter of 2022/23, the Implementation Plan sign-off and processing by EXCO and Council was delayed. This target will therefore be rolled over into the 2023/24 financial year.	

2.1.3.1. Comment on Projects Contributing to this Programme

Programme 3 encompasses three (3) projects, namely, diversify revenue streams, implement a pricing protocol that is cost reflective, and optimise the use of external service providers.

The Revenue Streams Diversification Workstream will see the Council look to provide financial stability and reduce over reliance on registration revenue by ensuring that SOPs are documented and provide links to cost and revenue per process, where applicable. Furthermore, the SACPCMP aims to diversify revenue streams by focusing, not only on Registration, but also CPD, International Agreements, Appeals, Programme Accreditation, RPL, and the potential registration revenue from the Recognition of New Categories mandate.

For the Pricing Protocol Workstream, the SACPCMP intends to implement a pricing protocol that is cost effective, to ensure that the prices charged are reflective of costs and that services and projects are self-funded. This will ensure that:

- Profits are increased,
- Projects are self-funding, and
- Reliance on annual registration fees to cover Council overheads is reduced.

Finally, work conducted in the year under review will enable the SACPCMP to optimise the use of external service providers and map out internal competencies to facilitate the following:

- Realisation of efficiencies,
- Identification of areas for outsourcing,

- Creation of a development plan to align with critical resources, and
- Development of a communications plan to highlight the SACPCMP's relevance.

Significant gains were made towards the implementation of Programme 3 during the 2022/23 financial year. Work to achieve set targets commenced in September 2022, subsequent to the input dependency on Programme 2 and organisational design structure proposal, which were concluded in June 2022.

All reports for Programme 3 were finalised in Q4 of 2022/23 with 14 cumulative targets, of which ten (10) (72%) were achieved, two (2) (14%) are works in progress and two (2) (14%) were not achieved.

2.1.4. PROGRAMME 4: INSTITUTIONAL GOVERNANCE (Capability of Administration)

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

G1.	Formalise core business processes
	G1 a. Planning
	G1 b. Performance management
	G1 c. Project management
	G1 d. Risk management
G2.	Review decision making processes and authority levels



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

Table 22: Programme 4 Institutional Impacts and Outcomes

Outcome	Output	Output Indicator	Audited Actual Performance 2021/2022	Planned Annual Target 2022/2023	Actual Achievement 2022/2023	Deviation from Planned Target to Actual Achievement for 2022/2023	Comment on Deviations	Reasons for Revisions to the Output/Output Indicators/Annual Targets
Formalise core business processes (planning, performance, projects, risk).	Documented policies and procedures approved by Council.	Adherence to Core Business Process Framework.	In Progress: Revised policy and procedure documents. The Council formally adopted the CBE policy frameworks.	Documented Core Business Processes approved by the Council. Development of an Implementation Plan and 25% implementation of the Core Business Process Plan.	In Progress: Four (4) Core Business Processes and Implementation Plan approved by the Council in Q3. 25% Implementation was not achieved.	Approval of four (4) core business processes not achieved in Q2 but achieved in Q3. 25% Implementation achieved.	Capacity constraints and transition management	Realignment to 2020/25 Strategy targets to address the misalignment in 2021/22.
Review decision making process and authority levels.	Current delegations of Authority. TOR's and Charters	Competing time and process efficiencies.	In Progress: Adoption of CBE policy frameworks.	Documented Core Business Processes approved by the Council. Draft Report on Review of the current Council Governance Process. Report on the Designed Ideal Governance Process (fit for regulator). Approved Governance Framework. Develop Implementation Project Plan.	In Progress: Governance Framework approved by council in Q3, alongside the documented Core Business Processes. Draft Report on Review of Council Governance processes referred back by Council.	Governance Framework was approved one quarter ahead of the planned Q4 target, however the draft Governance Report was not approved by Council in Q3 (due in Q2).	Capacity constraints and the 2020/21 deferment of performance to 2021/22 due to COVID-19 and transition management.	Realignment to 2020/25 Strategy targets to address the misalignment in 2021/22.

2.1.4.2. Comment on Projects Contributing to this Programme

The purpose of Programme 4 is to ensure that the SACPCMP has formal business decision-making frameworks to ensure effective governance and operational efficiency. This was organised into two (2) projects, namely:

1. Formalising Core Business Processes for (a) Planning, (b) Performance, (c) Projects and (d) Risk Management, and,
2. Review of the Delegations of Authority (DOA).

The four (4) core processes for Planning, Performance Management, Project Management and Risk Management were approved by the Council in the third quarter of 2022/23. The Delegation of Authority (DOA) deliverable relies on the approved Governance Framework, alongside the Governance Audit, Programme 4 Governance Report and Core Business Processes, which provide critical input into the review of the Delegations of Authority (DOA), scheduled for the 2023/24 accounting period.

2.2. Linking Performance with Budget

Table 23: Programme 1 Budget Performance

Programme 1: Administration	2021/2022			2022/2023		
	Budget R'000	Actual R'000	(Over)/Under R'000	Budget R'000	Actual R'000	(Over)/Under R'000
Compensation of employees	2 560	1 943	617	3 423	2 476	947
Goods and services including Capex	0	0	0	0	0	0
Culture	150	0	150	109	109	0
Organisation design	215	273	(58)	0	0	0
Employee engagement	50	0	50	200	0	200
Other goods and services	7 229	3 051	4 178	2 642	3 440	(798)
Total	10 154	5 067	5 087	6 374	6 025	349

Table 24: Programme 2 Budget Performance

Programme 2: Mandate Compliance	2021/2022			2022/2023		
	Budget R'000	Actual R'000	(Over)/Under R'000	Budget R'000	Actual R'000	(Over)/Under R'000
Compensation of employees	4 520	4 463	57	5 231	6 030	(799)
Goods and services including Capex	0	0	0	0	0	0
Implement one version of the truth	0	0	0	0	0	0
Formalise business processes for mandate compliance	150	0	0	200	0	200
Implement a formal document management system	0	0	0	0	0	0
Implement a knowledge management system	0	0	0	0	0	0
Other goods and services	6 141	5 479	662	8 396	6 501	1 895
Total	10 811	9 942	869	13 827	12 531	1 296

Table 25: Programme 3 Budget Performance

Programme 3: Sustainability	2021/2022			2022/2023		
	Budget	Actual	(Over)/Under	Budget	Actual	(Over)/Under
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	3 534	2 043	1 491	3 190	2 503	687
Goods and services including Capex	0	0	0	0	0	
Diversify revenue streams	100	0	0	155	155	0
Pricing protocol implementation	100	0	0	155	155	0
External service provider optimisation	50	0	0	155	155	0
Other goods and services	10 687	9 104	1 583	11 238	8 579	2 659
Total	14 471	11 147	3 324	14 893	11 082	3 811

Table 26: Programme 4 Budget Performance

Programme 4: Institutional Governance	2021/2022			2022/2023		
	Budget	Actual	Programme 4: Institutional Governance	Budget	Actual	Programme 4: Institutional Governance
	R'000	R'000	R'000	R'000	R'000	R'000
Compensation of employees	6 472	6 613	(141)	5 504	5 010	494
Goods and services including Capex	0	0	0	0	0	0
Formalise Core Business Processes	136	136	0	0	0	0
Review decision levels	100	100	0	0	0	0
Other goods and services	911	879	32	1 855	949	906
Total	7 619	7 728	109	7 359	5 959	1 400

2.3. Revenue Collection

Table 27: Revenue Collection

Sources of Revenue	2021/2022			2022/2023		
	Budget	Actual	(Over)/Under	Budget	Actual	(Over)/Under
	R'000	R'000	R'000	R'000	R'000	R'000
Fees revenue	39 210	40 623	(1 413)	40 899	42 712	(1 813)
Penalty income	754	574	180	536	601	(65)
Recognition of Prior Learning	627	13	614	803	78	725
Continuing Professional Development	369	410	(41)	931	969	(38)
Programme Accreditation				586	528	58
Total revenue from fees	40 960	41 620	(660)	43 670	44 890	(1 220)
Investment income	924	941	(17)	2 337	2 459	(122)
Other operating income						
Webinar income	140	28	112	85	0	85
Reversal of provisions	0	3 534	(3 534)	0	0	0
Grant revenue	2 733	2 673	60	2 475	2 943	60
Proceeds from sale of assets	0	0	0	0	47	(47)
Unclaimed debtors with credit balances	0	0	0	0	203	(203)
Total	44 759	48 796	(4 037)	48 567	50 542	(1 975)

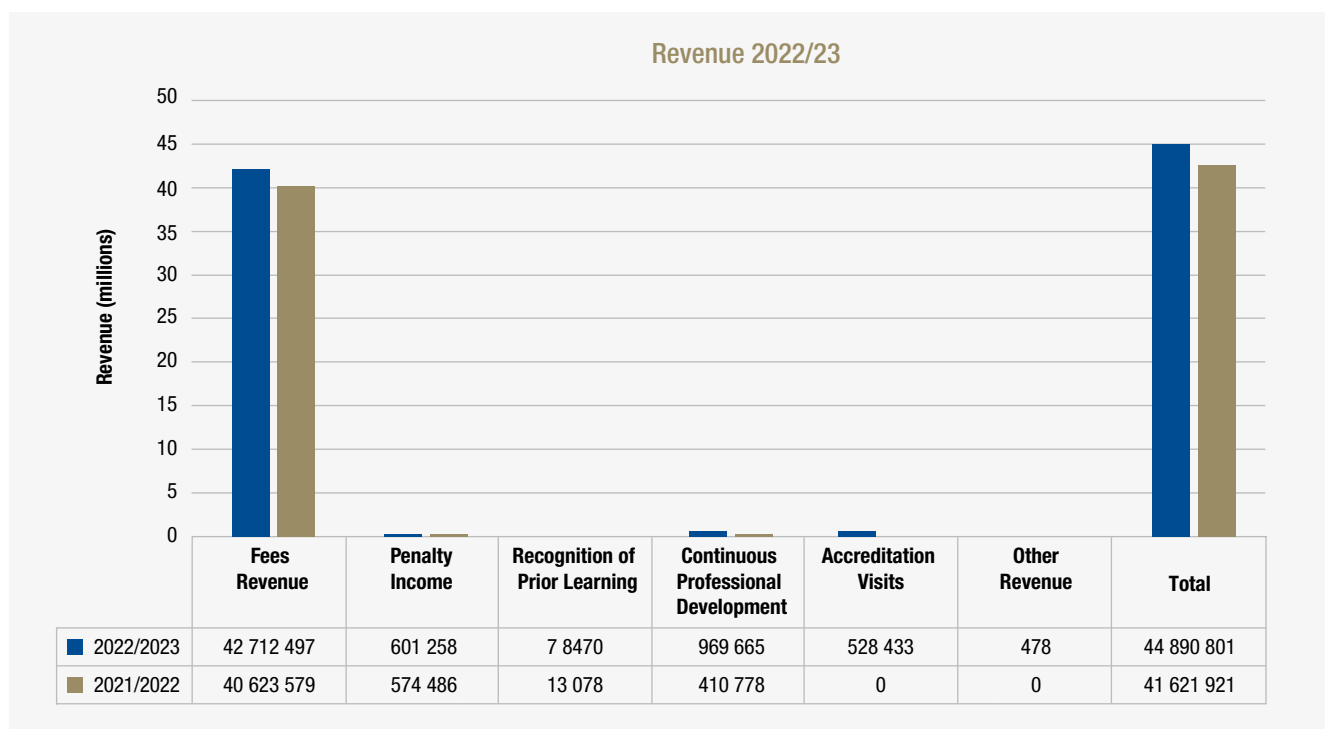
The SACPCMP'S operations are sustained by annual fees paid by Registered Persons, raised in terms of Section 15(1), (2)(a) of Act number 48 of 2000, its founding legislation, and does not receive any form of funding from the fiscus. To enhance the organisations' sustainability, the Council's APP includes a programme relating to the diversification of revenue streams. Further, the 2022/23 fee increase for Registered Persons has taken into consideration the current economic challenges facing the country.

The following is a summary of the SACPCMP for the 2022/23 financial year:

- Revenue for the year ending 31 March 2023 amounted to R44,8 million, which was seven percent higher than 2021/22 (R41,6 million).
- Other income for the year amounted to R3,1 million, which comprised income from an LG SETA grant (R2,9 million), the unclaimed debtors with credit balance (R203 000), and proceeds from the sale of assets (R47 000).

The fees revenue for 2022/23 was R44,8 million, three percent higher than the budgeted revenue for the financial year (R43 million).

Figure 6: 2022/23 Fees Revenue



The increase in revenue during the year under review was attributed to the following factors:

- The increase-in-fees revenue was a result of increases in reinstatements, annual fees and RPL. Furthermore, revenue in the amount of R1,4 million could not be recognised in 2022/23 and was deferred to the 2023/24 financial year.
- The increase in penalty-fees revenue was due to an increase in Registered Persons who settled their annual fee invoices in 2021/22. The Council debtor's collection rate was 100.9% in 2021/22 financial and 93% in the 2022/23 financial year, which was below the national treasury norm set at 95%.
- The increase in RPL revenue was a result of the Council performing on its obligation. Several RPL invoices were issued and paid, however, by the end of March 2022, the applications were not assessed and therefore no revenue was recognised.
- An increase in CPD revenue was a result of Registered Persons purchasing CPD bundles. New CPD bundles were developed during the 2022/23 financial year and a CPD deregistration strategy was implemented.

Other operating income received during the year under review included:

1. LG SETA Grant - Grant funding from the Local Government Sector Education and Training Authority (LG SETA). The Council collaborated with LG SETA to deliver a Candidacy Programme which offered mentorship to registered Candidates who were employees of the Department of Public Works and Infrastructure (DPWI).
2. Debtors with credit balance related to the write off of unclaimed Your Membership (YM) credit balances, exceeding three years.

2.4. Capital Investment

Table 28: Capital Investment

Assets	2021/22			2022/23		
	Budget	Actual	(Over)/Under	Budget	Actual	(Over)/Under
	R'000	R'000	R'000	R'000	R'000	R'000
Furniture and fittings	500	380	200	200	160	40
Office equipment	0	0	0	0	21	(21)
IT equipment	200	381	181	684	579	105
Intangible assets	1 000	6	1 000	155	165	(10)
Lease hold improvements	311	311	0	250	371	(121)
Right of use assets				0	71	(71)





PART C
GOVERNANCE

1. INTRODUCTION

The SACPCMP Executive Management team is committed to the highest standards of good governance, underscored by the values of transparency and accountability. This includes, but is not limited to, compliance with the Council's legislative mandate. To ensure that the SACPCMP has formal business decision-making frameworks, effective governance and operational efficiency, the Council is formalising its core business processes and procedures.

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

The Council has the following committees:

1. Regulatory Matters Committee
2. Audit and Risk Committee
3. Finance Committee
4. Social and Ethics Committee
5. Human Resources, Nominations and Remuneration Committee

The above committees meet quarterly to review and make recommendations to the Council on their respective areas of work. The committees comprise mainly Council members and, where necessary, external, qualified professionals to ensure that the committee has the right balance of skills and knowledge to effectively process reports and submissions and make informed recommendations to the Council.

The SACPCMP appreciates the urgent need to have a clear demarcation of roles and a threshold of decisional authority within the organisation and intends to put in place an approved Delegation of Authority Framework. These efforts are part of Programme 4 in the APP.

In strengthening the Council's capacity to deliver on its mandate, the entity ensures that staff are required to take part in annual performance management including contracting and quarterly

assessments using approved performance measurement instruments. Individual performance goals for the 2022/23 financial year were signed off by the 30th of April 2022.

The Council reviewed and approved the 2022/23 Strategic Risk Register. The Council locates risk management at the center of the organisation by ensuring that each division has a Risk Mitigation Plan, in response to the Risk Register.

The Audit and Risk Committee (ARC) of the SACPCMP is a fully functional, independent oversight structure and has significantly improved the risk management, control and governance aspects of the Council. Several control and improvement recommendations were made by the Committee over the years and these have consequently resulted in the appointment of an outsourced external audit function.

The ARC continues to collaborate with the SACPCMP's Finance Committee to review the status of the organisations' financial management and provide recommendations for enhancement. To align with good corporate governance, the Council continuously strives to improve its compliance and reporting frameworks. The SACPCMP, in its effort to align with the King IV Report, approved the formation and operation of the ARC as of June 2015.

Nomination of the Sixth-Term Council

The Council commenced with the Sixth-Term Council nomination process in April 2022. The Sixth-Term Council was inaugurated on the 14th of December 2022.

The following persons were appointed as the incoming (Sixth-Term) Council members:

- Mr Lufuno Ratsiku (Elected President)
- Ms Sharon Shunmugam (Elected Vice-President)
- Mr Douglas Affleck
- Mr Thabang Mbembele
- Ms Kelebogile Ethney Mohotji
- Dr Matshediso Joy Ndlovu
- Mr Mokgobi Andrew Ramushu
- Mr Leonard Sandile Swana
- Mr Conrad Steyn
- Mr Mbasayoxolo Xolisa Tshombe

2. PORTFOLIO COMMITTEES

The SACPCMP engages with the CBE, which in turn provides the DPWI and the Portfolio Committee on Public Works and Infrastructure with a sectoral account on the fulfillment of the organisations 13 legislated mandates across the CBEPs. The SACPCMP remains accountable as an independent statutory body and juristic person to the Portfolio Committee, through the Executive Authority in the Minister of Public Works and Infrastructure.

3. EXECUTIVE AUTHORITY

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

4. THE COUNCIL

The Council is constituted in terms of Section 3 of the Project and Construction Management Professions Act No. 48 of 2000. The Council is led by a President, who is assisted by a Vice-President, both of whom are elected to office. The term of office for all Councillors is four (4) years, but members continue in office until the succeeding Council is duly constituted. The Council carries out its oversight responsibilities through various committees that are constituted to oversee the business of the Council as per their respective approved terms of reference.

The committees form an integral part of the Council's corporate governance framework and play a pivotal role in achieving and maintaining standards of governance and ethics. The committees ensure that the Council's activities are thoroughly scrutinized to maintain the highest standards of governance.

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

Responsibilities of the Council

The Council has the following responsibilities:

- Informing themselves on an annual basis about the Council's business and any issue that may affect its purpose or performance.
- Appointment of Staff.
- General oversight of all aspects of the SACPCMP.
- Determining the SACPCMP's purpose, policies, values and monitoring compliance.

- Determining, appraising and approving the SACPCMP corporate strategy and monitoring its implementation.
- Appraising and approving major management initiatives, resource allocations, capital investments and disinvestments.
- Ensuring that risk management systems and procedures are in place to protect the SACPCMP assets and reputation.
- Approving the staff compensation strategy.
- Awareness, understanding and compliance with the underlying principles of good governance.
- Ensuring ethical behaviours and compliance with relevant laws and regulations, audit and accounting principles and the SACPCMP'S own governing documents and codes of conduct.
- Reporting annually to the Minister and Parliament on all aspects of the SACPCMP'S performance.
- Reporting to the CBE as required by the PCMP Act.

The Role of Council Members

Council Members are required to:

- Apply themselves individually to the affairs of the SACPCMP, and act diligently and in good faith.
- Declare any interest in or dealings with the SACPCMP, or any entity or person where there is a potential conflict of interest as a member of the Council.
- Attend meetings of the Council and any committees to which they are appointed and notify either the Chairperson or Secretariat in the event of being unable to attend a meeting.
- Keep confidential any matters to which they are privy by virtue of their membership of the Council and desist from making any commercial or other use of information derived by virtue of Council membership.
- Refrain, to the extent possible, from being involved in operational matters.
- Accept personal and fiduciary accountability for the acts and omissions of the Council.

Council Charter

The SACPCMP carries out the prescripts of its Charter, which requires it to evaluate its performance as well as that of its committees on an annual basis. The Council, on an annual basis, carries out an introspection for the purpose of ensuring compliance with the Charter.

SACPCMP Council Composition

The SACPCMP Fifth-Term Council was in place at the start of the 2022/23 financial year. Through the course of the year, the Council Members' four-year term expired and the Sixth-Term Council was nominated and inaugurated. The following two tables provide an overview of the members of both the Fifth and Sixth-Term Councils.

Table 29: Fifth-Term Council Composition

Name	Designation	Date Appointed	Date Resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings Attended
Mr Isaac Nkosi (President)	Section 3A of the Act: Registered Persons	01 June 2018	N/A	<ul style="list-style-type: none"> MSc Project Management BSc Construction Management National Diploma Civil Engineering 	<ul style="list-style-type: none"> PrCPM 	<ul style="list-style-type: none"> President: SACPCMP (Fifth-Term) Former Chairperson of the CBE Former Vice-President of the SACPCMP Former Assessor: SACPCMP Managing Director of IN-TPM Project Managers (Pty) Ltd Board positions in property development and investment companies 	<ul style="list-style-type: none"> SACPCMP Presidential Forum Head of Department Forum 	Six (6)
Mr Bafikile Bonke Simelane (Vice-President)		01 June 2018	N/A	<ul style="list-style-type: none"> BTech: Construction Management National Diploma: Building 	<ul style="list-style-type: none"> PrCPM 	<ul style="list-style-type: none"> Former President: Master Builders South Africa Deputy Chairperson: Development Action Group 	<ul style="list-style-type: none"> Western Cape Property Development Forum CIDB National Stakeholder Forum 	Six (6)
Mr Eric Manchidi		01 June 2018	N/A	<ul style="list-style-type: none"> MSc (Building) BSc (Building) 	<ul style="list-style-type: none"> PrCPM 	<ul style="list-style-type: none"> President: SACPCMP Council (Fourth-Term) CIDB Board Member 		Five (5)
Dr Claire Deacon**		01 June 2018	N/A	<ul style="list-style-type: none"> PhD Construction Management Magister Curatioris BSc Medicine (Honours) Biomedical Engineering BTech Occupational Health Certificate: Occupational Health Diploma: General Nursing 	<ul style="list-style-type: none"> PrCHSA Ergonomics Occupational Health and Safety 	<ul style="list-style-type: none"> Council for the Built Environment 		Three (3)

Name	Designation	Date Appointed	Date Resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings Attended
Mr Indrasen Siven Naidoo		01 June 2018	N/A	<ul style="list-style-type: none"> Risk Management Certificate SAMTRAC 	<ul style="list-style-type: none"> CHSM 	<ul style="list-style-type: none"> Council member: SAIOSH 	<ul style="list-style-type: none"> SAIOSH 	Six (6)
Ms Noluthando Molao		01 June 2018	N/A	<ul style="list-style-type: none"> BSc Quantity Surveying (Honours) Post Graduate Diploma in Property Development Management Master of Business Administration Project Management Programme for Built Environment Construction Management Programme 	<ul style="list-style-type: none"> PrCPM 	<ul style="list-style-type: none"> CBE Board Member NHBRC Board Member Independent Trustee: Arup Education Trust POWA Board Member 	<ul style="list-style-type: none"> Finance Committee CBE Assessor Built Environment Mentor CIDB Five-Year Review Panelist 	One (1)
Mr Itumeleng Molosi	Section 3B of the Act: State appointed directly by the Minister of DPWI	01 June 2018	N/A	<ul style="list-style-type: none"> National Higher Diploma: Building Surveying Contract Law and Insurance Management Development Programme 	<ul style="list-style-type: none"> PrCPM 			Six (6)
Ms Gugulethu Komane		01 June 2018	N/A	<ul style="list-style-type: none"> National Diploma: Building Science BTech: Construction Management Management Development Programme SAMTRAC 	<ul style="list-style-type: none"> CHSM 			Three (3)

Name	Designation	Date Appointed	Date Resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings Attended
Mr George Mbuthia	Section 3C of the Act: appointed by the public	01 June 2018	N/A	<ul style="list-style-type: none"> • Master of Business Administration • MSc Construction Management • BA Building Economics (Hons) 	<ul style="list-style-type: none"> • Construction Project Management, Policy Analysis and Formulation, Construction Industry Development 	<ul style="list-style-type: none"> • Chairperson: CMDC 		Six (6)
Advocate Roshan Rai Dehal*		01 June 2018	N/A	<ul style="list-style-type: none"> • BProc • LLB • International Commercial Arbitration • Certificate in Constitutional Litigation • Certificate in Maritime Law 	<ul style="list-style-type: none"> • Attorney of High Court of SA • Conveyancer • Commissioner of High Court • Advocate of the High Court 	<ul style="list-style-type: none"> • Chairperson: Legislation and Legal Matters and Consumer Protection Task Team • Council Member: NFVF • Board Member: SACAA • Chairperson: SARS • Council Member: AISA • Vice-President: Estate Agency Affairs Board • Chairperson: Estate Agency Affairs Board • Chairperson: Medical and Dental Council of South Africa 	Disciplinary Code & Conduct Committee	

* Resigned

** Resigned – 08 November 2021

Table 30: Sixth-Term Council Composition

Name	Designation	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings attended
Mr Lufuno Ratsiku (President)	Section 3A of the Act: Registered Persons	14 December 2022	N/A	<ul style="list-style-type: none"> PhD Construction Management (In Progress): University of Johannesburg Master of Technology – Construction Management: Tshwane University of Technology Bachelor of Technology – Project Management: Tshwane University of Technology Bachelor of Technology – Quantity Surveying: Tshwane University of Technology National Diploma – Building Science: Tshwane University of Technology 	<ul style="list-style-type: none"> Registered at SACPCMP as a Professional Construction Project Manager (PrCPM) at SACPCMP Registered with Project Management South Africa as a Professional Project Manager Registered with IODSA 	<ul style="list-style-type: none"> Non-Executive Director/ Trustee Chairperson of the Human Resources and Remunerations Committee (ESKOM Pension and Profit Fund) Board Member – City Power 	<ul style="list-style-type: none"> Member of the Audit and Risk Committee (ESKOM) 	Two Meetings – Council Meeting (28 February 2023) and Council Meeting (31 March 2023)
Sharon Shummugam (Vice- President)		14 December 2022	N/A	<ul style="list-style-type: none"> B.Tech Civil Engineering (Structural) Durban Institute of Technology Masters in Business Leadership: UNISA Entrepreneurship Programme: GIBS 	<ul style="list-style-type: none"> Registered at SACPCMP as a Professional Construction Project Manager (PrCPM) Project Management Professional (Project Management Institute) Registered at ECSA as a Professional Technologist 	<ul style="list-style-type: none"> Former Branch Chairperson at SAICE Former Chairperson at Circle of Global Business Women 		Regulatory Matters Committee Social & Ethics 2 Meetings – Council Meeting (28 February 2023) and Council Meeting (31 March 2023)

Name	Designation	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings attended
Douglas Affleck		14 December 2022	N/A	<ul style="list-style-type: none"> Registration Certificate (Professional Auditor); South African Auditor and Training Authority. SHEM Consulting and Training: Certificate in ISO 45001:2018, Occupational Health and Safety Management Systems LEAD Auditor. Advantage A.C.T: Integrated SHEQ Lead Auditors Course. ICCSA: Construction Management Systems Lead Auditors Course. SHEM Consulting and Training: Certificate in Guidelines for Auditing Management Systems. Neboosh International: Certificate in Occupational Health and Safety. Risk ZA: Certificate in Internal and Supplier Auditor. LexisNexis: Certificate in Contractor Management. Neboosh International: Certificate in Control of International Workplace Hazards. IRCA: Certificate in Root Cause analysis technique. NOSA: SAMTRAC Certificate MBA (Health and Safety Leadership, UCAM University of Spain). Postgraduate Extended Diploma: Health and Safety Leadership (Cambridge International Qualifications United Kingdom) Certification: Project Management Practitioner (Chartered Managers Institute of the United Kingdom) 	<ul style="list-style-type: none"> Registered as a Construction Health and Safety Manager (CHSM) at SACPCMP 			Two Meetings – Council Meeting (28 February 2023) and Council Meeting (31 March 2023)

Name	Designation	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings attended
Conrad Steyn		14 December 2022	N/A	<ul style="list-style-type: none"> MBA – Health and Safety Leadership: University of Fredericton Canada Btech Degree – Safety Management: UNISA Diploma – Safety Management: UNISA Diploma Project Management – MSC College 	<ul style="list-style-type: none"> Registered as a Professional Construction Health and Safety Agent (PrCHSA) at SACPCMP Certified Health and Safety Consultant-(CSSE) Principal Designer (CDM Solutions Ltd) Registered as Accredited Assessor and Moderator (CETA) Safety Practitioner (IOSM) 			two Meetings – Council Meeting (28 February 2023) and Council Meeting (31 March 2023)
Leonard Sandile Swana		14 December 2022	N/A	<ul style="list-style-type: none"> Masters in Business Administration: Nelson Mandela University Bachelor of Technology Degree: Nelson Mandela University National Diploma in Civil Engineering: Cape Peninsula University Technology Diploma in Christian Ministry: Transkei Bible College under FGCC Certificate in Management Practice from Rhodes University 	<ul style="list-style-type: none"> Registered as a Professional Construction Project Manager (PrCPM) at SACPCMP 		<ul style="list-style-type: none"> Executive Management Committee - VUT; Chairperson: Infrastructure Project Steering Committee; Chairperson Campus Infrastructure Masterplan Task Team Invited Member: Finance and Infrastructure Committee - VUT Invited Member: of Audit & Risk Committee - VUT Former Chairperson: Biosafety Covid Task Team Member of the Risk Management Committee (RMC) Member of the SHE Committee Member of the Institutional Forum 	Two Meetings – Council Meeting 28 February 2023 and Council Meeting 31 March 2023

Name	Designation	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings attended
Thabang Mberbele		14 December 2022	N/A	<ul style="list-style-type: none"> Bachelor of Science (Quantity Surveying): University of Pretoria Facilities Management Programme: University of the Free State Intensive Project Management: University of the Free State Programme in Project Management: University of Pretoria Master of Business Administration: Monash University 	<ul style="list-style-type: none"> Registered as a Professional Construction Project Manager (PrCPM) at SACPCMP SACPCMP PR Mentor 			Two Meetings – Council Meeting (28 February 2023) and Council Meeting (31 March 2023)
Mokgobi Andrew Ramushu	Section 3B of the Act: State appointed directly by the Minister of DPWI 14 December 2022	14 December 2022	N/A	<ul style="list-style-type: none"> MBA: GIBS (In Progress) PGDIP in Business Administration (General Management): GIBS Bachelor of Laws (LLB): UNISA MSc Engineering: WITS BSc Engineering (Civil): WITS 	<ul style="list-style-type: none"> Registered at ECSA as Professional Engineer Member of SAICE 	Amatola Water Board (until 2022)	<ul style="list-style-type: none"> Member of the Variation Order Committee – National Department of Public Works ECSA 6th Council Nomination Committee Finance Committee (Amatola Water) Strategic Business Development Committee (Amatola Water) Planning Workstream Member- Eastern Seaboard Development Project (Cogta) 	2 Meetings – Council Meeting 28 February 2023 and Council Meeting 31 March 2023
Mbasayoxolo Xolisa Tshombe		14 December 2022	N/A	<ul style="list-style-type: none"> Master of Architecture: University of Pretoria Bachelor of Architecture: WITS Cambridge Resources International (CRI) Certificate of Completion: Program on Investment Appraisal and Risk Analysis (PIAR) – (2020) APMG International CP3P Online Training: CP3P Certified PPP Professional Foundation Course (2020) 	<ul style="list-style-type: none"> Registered as the South African Council for Architectural Profession as a Professional Architect External Examiner- Tshwane University of Technology Former Committee Member of the Pretoria Institute for Architecture 	None		2 Meetings – Council Meeting 28 February 2023 and Council Meeting 31 March 2023

Name	Designation	Date appointed	Date resigned	Qualifications	Area of Expertise	Board Directorships	Other Committees or Task Teams	No. of Meetings attended
Kelegogle Ethney Mohotji	Section 3C of the Act: Appointed by the public	14 December 2022	N/A	<ul style="list-style-type: none"> B Com: University of North West 	<ul style="list-style-type: none"> South African Institute of Professional Accountants (SAIPA) Institute of Internal Auditors South Africa (IIASA) South African Institute of Chartered Accountants (SAICA) 			2 Meetings – Council Meeting 28 February 2023 and Council Meeting 31 March 2023
Dr Matshediso Joy Ndlovu		14 December 2022	N/A	<ul style="list-style-type: none"> Doctor of Business Administration: University of KwaZulu-Natal Master of Business Administration: University of KwaZulu-Natal. Bachelor Degree: Human Resources Management Technikon SA National Diploma - Transport Management: Rand Afrikaans University National Diploma: Human Resources Management Technikon Natal (now DUT) Leadership Programmes from various institutions 		<ul style="list-style-type: none"> Chairperson: SEDA KZN Social Cohesion and Moral Regeneration Council Deputy Chairperson: SA State Theatre 9 Past Previous Board memberships 	<ul style="list-style-type: none"> SA State Theatre: Chairperson: Human Resources and Remuneration Small Enterprise Development Agency (SEDA): Chairperson Umhlatuze Municipality: Performance Audit Committee Attorney Fidelity Fund, Governance and Policy Committee Audit & Risk Committee - SA State Theatre Audit & Risk Committee-Umhlatuze Local Municipality 23 Past Previous Committees 	2 Meetings – Council Meeting 28 February 2023 and Council Meeting 31 March 2023

Remuneration of Board Members

On an annual basis, the Council reviews its proposed budget and allocates remuneration to its members and committees in line with available funding. Due to the current budget constraints, the Council relies on the volunteerism of its members and related committees. The SACPCMP does, however, provide for the cost of travel by its Council and committee members to address Council matters.

Table 31: Fifth-Term Council Remuneration

Names	Council Allowances (R)	Honorarium (R)	Telephone Allowance (R)	Life Cover (R)	Total (R)
Mr IM Nkosi	84 886.51	39 330.00	4 005.00	1 088.25	129 309.76
Mr BB Simelane	56 982.00			1 088.25	58 070.25
Mr TE Manchidi				1 088.25	1 088.25
Ms HN Molao				1 088.25	1 088.25
Mr I Molosi					-
Mr IS Naidoo	33 708.00			1 088.25	34 796.25
Mr G Mbuthia	9 481.00			1 088.25	10 569.25
Ms G Komane				1 088.25	1 088.25

Table 32: Sixth-Term Council Remuneration

Names	Council Allowances (R)	Honorarium (R)	Telephone Allowance (R)	Life cover (R)	Total (R)
Mr Lufuno Ratsiku	13 160.00	13 110.00	1 335.00		27 605.00
Ms S Shunmugam	10 528.00				10 528.00
Dr MJ Ndlovu	18 424.00				18 424.00
Mr A Ramushu	-				-
Mr T Mbembele	23 688.00				23 688.00
Ms K Mohotji	23 688.00				23 688.00
Mr M Tshombe	13 160.00				13 160.00
Mr L Swana	15 792.00				15 792.00
Mr C Steyn	7 896.00				7 896.00
Mr D Affleck	23 688.00				23 688.00



Mr Lufuno Ratsiku



Ms Sharon Shunmugam



Dr Joy Ndlovu



Mr Andrew Ramushu



Mr Thabang Mbembele



Ms Kelebogile Mohotji



Mr Mbasayoxolo Tshombe



Mr Leonard Swana



Mr Conrad Steyn



Mr Douglas Affleck

SACPCMP Committees

The Council significantly improved governance and operations during the year under review. To support these efforts the Council has established the following operational Committees:

- Regulatory Matters Committee
- Human Resources, Nominations and Remuneration Committee
- Social and Ethics Committee
- Finance Committee
- Audit and Risk Committee

The following table provides details on the SACPCMP Committee, meetings held during the 2022/23 financial year.

Table 33: 2022/23 Committee Meetings

Committee	No. of Meetings Held in the Period Under Review	No. of Members	Names of Members
Regulatory Matters Committee	Three (3)	Five (5)	Mr BB Simelane (December 2022) Mr E Manchidi (December 2022) Mr G Mbuthia (December 2022) Mr TZ Magabuko (December 2022) Mr Y Galada (December 2022) Ms S Shunmugam (Chairperson) Mr L Swana Mr T Mbembele Mr C Steyn Mr D Affleck
Social and Ethics Committee	Three (3)	Five (5)	Mr T Mbembele (Chairperson) Mr L Ratsiku Ms S Shunmugam Dr MJ Ndlovu Mr I Nkosi (December 2022) Mr BB Simelane (December 2022) Ms G Komane (December 2022) Mr XV Swana (Chairperson – December 2022) Prof. I Mosala (December 2022)
Human Resources, Nominations and Remuneration Committee	Three (3)	Six (6)	Mr I Nkosi (December 2022) Ms G Komane (December 2022) Mr I Molosi (December 2022) Mr IS Naidoo (December 2022) Mr TC Miti (December 2022) Ms U Ntsubane (December 2022) Dr MJ Ndlovu (Chairperson) Mr L Ratsiku Mr L Swana Mr C Steyn
Finance Committee	Four (4)	Five (5)	Ms K Mzozoyana Ms K Mohotji Mr D Affleck Mr M Tshombe Mr T Phaka Mr BB Simelane (December 2022) Mr IS Naidoo (December 2022)
Audit and Risk Committee	Four (4)	Five (5)	Ms S Boulton Ms K Mohotji Mr A Ramushu Ms N Majola Mr G Mbuthia (December 2022) Mr IS Naidoo (December 2022)

VA Forum and Presidents' Forum

The SACPCMP, as the registration body for the projects and construction management professions, recognises that Voluntary Associations (VAs) have an important role to play in promoting and growing the project and construction management professions within the Built Environment. In terms of the Project and Construction Management Professions Act 48 of 2000, the following sections of the Act make it mandatory for the SACPCMP to engage and/or consult with Voluntary Associations:

- a) Section 3(a)(i) and Section 4(1): Nominations by VAs to Council
- b) Section 13(d): Competency Standards for Purposes of Registration
- c) Section 13(i): Collaborative Training and Development for the Purposes of Registration
- d) Section 13(k): Continuing Professional Development
- e) Section 14(d) Transitional Provisions
- f) Section 42(2): Recognition of Voluntary Associations
- g) Section 25: Framework for the Requirements of Recognition of VA's
- h) Section 26(1): Identification of the Type of Project and Construction Management Work
- i) Section 27(1): Code of Conduct for RPs
- j) Section 34(1) and (2): Professional Tariffs of Fees

The SACPCMP has a tradition of hosting a Voluntary Association (VA) Forum and a Presidents' Forum. These forums were established for the sole purpose of engaging VAs and industry at large on matters of statutory and mutual interest concerning the professions and other strategic and transformational issues that characterise professional growth and development in the construction and project management professions.

The VA Forum brings together the VA's Chief Executive Officers (CEOs) and/or their nominated representatives to engage with management of the SACPCMP. The Presidents' Forum brings together board chairpersons (or their equivalents) and/or nominated representatives to engage with the President of the SACPCMP.

Both forums present a platform to discuss a broad range of issues of strategic priority, cooperation, and consultation in project and construction management professions, (PCMP) and related industry matters; information-sharing; and industry related issues that influence the effective discharge of the broad mandate of the SACPCMP in promoting the growth of PCMP Professions in South Africa.

VA Forum and Presidents' Forum Meetings as at 31 March 2023

Table 34: VAs and Presidents' Forum Meetings

Performance Indicator	Planned Target 2022/23	Actual Achievement 2022/23	Deviation from Planned Target to Actual Achievement for 2022/23	Comment on Deviations
VA Forum Meeting	Four (4)	Three (3)	One (1)	One of the meetings did not have a quorum and the Council was unable to secure an alternative date.
Presidents' Forum Meeting	Four (4)	Two (2)	Two (2)	One of the meetings was cancelled due to the VA meeting not having a quorum. The Council was unable to secure an alternative date. Due to the inauguration of the Sixth-Term Council in Q4 the President's Forum for Q4 was cancelled to give the new Council an opportunity to be properly inducted.

5. RISK MANAGEMENT

The SACPCMP continues to align its risk management with the Code of Corporate Governance practices as outlined in the King IV Report. The ARC was delegated by the Council to advise on matters relating to the management of risk as well as the overall prevention of fraud within the SACPCMP.

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

Emerging Risks

Management considered both strategic risks and opportunities owing to the King IV definition of risks, which includes events that are both positive and negative. The facilitation of the strategic risk assessment considered the following:

- Identification and prioritisation of strategic risks with the highest potential to impact the achievement of objectives,
- The evaluation and assessment of identified strategic risks,
- The identification of current and future strategies and controls to mitigate risk exposure, and improve risk management,
- The generation of a strategic risk register and risk profile, and
- Recommendation of possible actions and control measures that can be implemented.

Documents used for preparation of the assessment included the following:

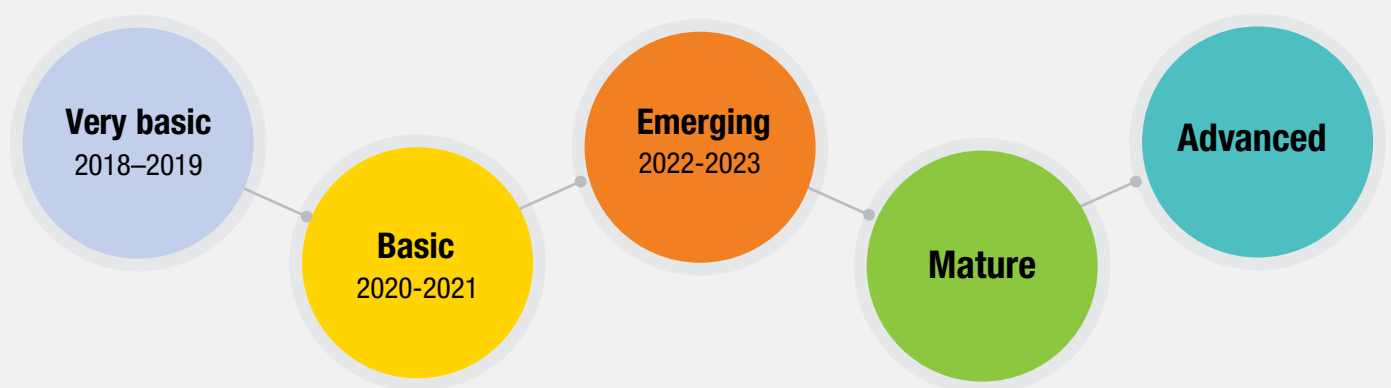
- SACPCMP APP 2022/23
- SACPCMP ERM Framework and Policy
- SWOT analysis to identify the organisation's risks, coupled by inputs sourced from the subject-matter experts
- 2021/22 Strategic Risk Register

During the review and development of the 2022/23 Strategic Risk Register, seven (7) out of the 13 Strategic Risks were noted as High Residual Risks.

Risk Maturity Model

The following illustration depicts the evolution of the risk management capacity, due to the actions of Management and investment in the Enterprise Risk Management frameworks, systems, people and processes.

Figure 7: Enterprise Risk Management Framework Journey



For the past three years, the SACPCMP fell between emerging and mature on the Enterprise Risk Management Framework (see page 62). Although the Council's risk management has improved over the years, Management will continue to prioritise a process of embedding risk management in the organisations' processes and culture. The following are some of the initiatives to be undertaken:

- Refinement, review and approval of the current ERM policy and framework by the Council,
- Standardisation of the risk registers including strategic and operational risk,
- ERM workshops and training for all staff, and
- Development and implementation of the Risk Appetite and Tolerance Framework.

6. INTERNAL CONTROL UNIT

The Internal Control Unit promotes efficiency and reduces the impact and likelihood of identified risks. Progress continues towards ensuring compliance with laws and regulations by introducing preventative and corrective control measures to address and report non-compliance. Further, the SACPCMP has maintained an Audit Findings Register as a tool to monitor progress and regularly update the ARC on the status of these findings.

The Council's control environment has improved significantly in recent years.

7. INTERNAL AUDIT AND AUDIT COMMITTEES

The ARC is a fully functional independent oversight structure and provides quarterly oversight on the review of the Council's strategic risk assessment process and the continuation of an outsourced internal audit function. The ARC also oversees the outputs of the external audit process and ensures that the Council's integrated report appropriately presents the Council's state of affairs and is of good quality. The Committee continued to support the Council in fulfilling the management of its ICT risk exposure and optimising the benefits of technology.

The Internal Audit Function (IAF) plays a key role in providing an objective view and continuous assessment of the adequacy and

effectiveness of the internal control systems. This is based on the testing of controls observed from completing a selection of audit reviews as documented in the Annual Audit Plan. The IAF was outsourced to Nexia SAB-T which was responsible for:

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

The internal controls review addressed strategic, operating, financial reporting and compliance controls relating to:

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

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

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

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

The Charter of the IAF provides that it reports administratively to the Registrar and functionally to the ARC. The IAF was actively operational during the 2022/23 financial year. The following table lists the meetings of the ARC during the year under review.

Table 35: ARC Committee Meeting Schedule

Name	Date Appointed	Date Resigned	No. of Meetings Attended
Ms S Boulton	July 2018	N/A	Four (4)
Ms N Majola	November 2021	N/A	Four (4)
Mr K Buthelezi	November 2021	January 2022	Two (2)
Mr G Mbutia	November 2021	December 2022	Three (3)
Mr IS Naidoo	November 2021	December 2022	Four (4)
Ms K Mohotji	February 2023	N/A	None (0)
Mr A Ramushu	February 2023	N/A	None (0)

8. COMPLIANCE WITH LAWS AND REGULATIONS

The SACPCMP exists as a regulatory body for the project and construction management professions, as well as for other specified categories in line with its mandate. The organisation is also empowered to render advice to government and other relevant stakeholders on the necessary steps to be taken for the protection of the public interest, health and safety, continuous improvement on the standards of the professions it regulates, and protection of the environment. As such, the Act requires and mandates the SACPCMP to perform the following legislative and regulatory functions along with the 13 mandates:

- General matters including public health and safety, research, protection of the public in their dealing with Registered Persons, protection of the environment and improving the standards of services rendered by Registered Persons (Section 14),
- Financial matters (Section 15),
- Reporting to the Council for the Built Environment (Section 16),
- Appointment of committees (Section 17),
- Enacting of rules through notices in the Government Gazette (Section 36),

The organisation endeavours at all times to comply with applicable laws and regulations. In addition, it encourages all Registered Persons to abide by and adhere to applicable laws and regulations during execution of their work.

9. FRAUD AND CORRUPTION

The SACPCMP has an approved a Risk Management Framework, Policy and Strategy, which includes a Fraud and Corruption Prevention Strategy. The framework lays the foundation for integrating effective risk management into the organisation and establishes an organisation-wide approach to risk management oversight, accountability and process execution. In implementing these policy frameworks, the SACPCMP ensures alignment with the fraud hotline hosted by the Council for the Built Environment (CBE). No cases of fraud were brought to the Council for the period under review.

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

The Audit and Risk Committee (ARC) also provides oversight over the fraud and corruption prevention controls and mechanisms within the Council. A toll-free whistle-blowing hotline operated through the CBE by Advance Call was replaced by “BeHonest” (an independent online service provider) and is currently operational. Council stakeholders and employees are encouraged to report any suspected corrupt, fraudulent, criminal, or unethical practices. Hotline channels are published on the Council website and in the SACPCMP magazine, Shape Shifter.

Table 36: Ethics Programme

ETHICS & FRAUD HOTLINE REPORTING CHANNELS	
HOTLINE DETAILS	
Hotline Name	SACPCMP Ethics & Fraud Hotline
Contact Number	0800 745 746
WhatsApp Number	0860 004 004
Dedicated Email Address	sacpcmp@behonest.co.za
SMS Number	48691
Free Post	BNT165, Brooklyn Square, 0075
Website Link	www.behonest.co.za
Chat	www.behonest.co.za

Fraud and corruption matters reported through the hotline include:

- Six (6) cases reported through the hotline channel from February 2022 to 31 March 2023,
- One (1) case resolved which related to a payment allocation query, and
- Five (5) cases remain under investigation (three (3) relate to alleged misconduct by a Registered Person, one (1) relates to alleged misconduct by a SACPCMP staff member, and one (1) relates to an unregistered person).

Regarding the case against the SACPCMP staff member, further information has been requested from the whistle-blower. The other matters have been referred for further investigation by the investigating committee.

10. MINIMISING CONFLICT OF INTEREST

The SACPCMP ensures that conflicts of interest are declared, by all committee members, as protocol for Council Committee meetings. A record of this is maintained by the Company Secretariat. Council members have also signed an annual conflict of interest declaration form.

11. CODE OF CONDUCT

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

The observation and application of the Professions Disciplinary and Code of Conduct mandate is underscored by the established Disciplinary Tribunal Committee, an Investigating Committee, and an operational panel of investigators. These entities are tasked to investigate and make recommendations when complaints of improper conduct are lodged against Registered Persons. Such complaints emanate from members of the public through an affidavit under oath or by affirmation. In addition, the Committees are empowered to investigate any incidence of project and construction-related work activities that may indicate improper conduct on the part of a Registered Person.

In the year under review, the Council approved criteria for appointment of a panel of investigators, commenced with the constitution of an investigating committee, and approved criteria for the constitution of the Disciplinary Tribunal. The SACPCMP has registered three (3) complaints on the grounds of the 'code of conduct', which are being processed.

12. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

The SACPCMP strives to comply with the Occupational Health and Safety Act. The entity continues to create a safe and conducive working environment, in part by moving to new premises which fully comply with OHS requirements.

The SACPCMP, being a statutory body whose main function is registration, could experience a high risk of COVID-19 exposure, especially in terms of its frontline staff. Although the restriction levels were reduced and ultimately lifted within the 2021/22 financial year, Management investigated how operations at SACPCMP could continue with minimal public interaction to reduce the risk of exposure. The SACPCMP's client-facing functions were fully digitised, meaning that stakeholders did not need to come to the office to submit applications, make payments or receive their certificates. This also applied to CPD validations as no hardcopy applications were permitted. The conducting of meetings has migrated to virtual platforms, although offices were available for physical meetings. These efforts minimised the risk of exposure to COVID-19 at the time and have also improved the efficiency of the organisation.

15. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

Table 37: B-BBEE Compliance

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

13. COMPANY SECRETARY

IKB Secretaries was appointed during the year under review to manage the portfolio of the Company Secretary for the period under review.

14. SOCIAL RESPONSIBILITY

The SACPCMP's corporate social responsibility saw a focus on schools, students and learners in the period under review. The Council sponsored cash prizes for top-performing students in Construction Management Studies from accredited institutions of higher learning and sponsored branded material for a STEM Young-Women in the Built Environment Expo presented by CIDB Professionals.

Following the Council's relocation to its new premises, the entity decided to donate surplus furniture and equipment to needy schools in the Gauteng province as recommended by the Adopt-A-School Foundation.

The SACPCMP also looked to boost mentorship support and development through the launch of a Mentor Speed Date initiative. The initiative facilitated a meeting of Built Environment studies' students with prospective mentors to assist future professionals in their pathway to registration and career development. The first Mentor Speed Date event took place in October 2022 at Wits University, in association with the CIOB, and was very successful. The initiative will be rolled out in KwaZulu-Natal, Western Cape and the Free State in the 2023/24 financial year.

16. REPORT OF THE AUDIT AND RISK COMMITTEE

We are pleased to present our report for the financial year ended 31 March 2023.

Background

The Audit and Risk Committee (“the Committee”) as established by section 17 of the Project and Construction Management Professions Act (Act No.48 of 2000) reports that it has complied with its responsibilities arising from the Council approved terms of reference and as an aspiration to be PFMA compliant with Sections 51(1)(a)(ii) of the Public Finance Management Act 1 of 1999 (as amended) and Treasury Regulation 27.1.

Membership and Attendance

- The Committee is comprised of two (2) independent non-executive members with extensive experience to serve in the Committee, and two (2) Council members; there is one (1) vacancy for an independent non-executive,
- The Committee met four (4) times during the year. There were two (2) Ordinary Meetings and two (2) Special Meetings,
- The first Special Meeting dealt with the review and approval of unaudited annual financial statements whilst the second meeting dealt with the external auditors draft audit report and the audited annual financial statements,
- The ARC remained inquorate in the last quarter of the year due to the lapse of the Fifth-Term Council,
- The names and attendance of the members serving on the Committee are detailed on page 63 under the Internal Audit and Audit Committee section of the Annual Report. The term of two (2) members of the Committee who were also Council members came to an end during the last quarter of the financial year.

Audit and Risk Committee Responsibility

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

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

Effectiveness of Internal Control

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

The Effectiveness of Internal Audit

The Committee approved a three-year risk-based Strategic Internal Audit Plan and an Annual Audit Coverage Plan for the period 1 April 2022 to 31 March 2023.

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

Table 38: Ratings Auditable Areas

Auditable Area	Opinion
Information Technology	Major Improvement Needed
Protection of Personal Information Act (POPI Act)	Some Improvement Needed
Audit of Predetermined Objectives	Some Improvement Needed
Stakeholder, Marketing and Communication	Some Improvement Needed
Asset Management	Some Improvement Needed
Financial Management	Some Improvement Needed

The Committee approved an internal audit plan to review compliance and internal control effectiveness across different areas within the Council including the newly adopted POPI Act implementation and compliance. Only three (3) findings were highlighted in the implementation and were rated as moderate. Management has developed an implementation plan to enhance current processes and to address all deficiencies noted by internal auditors. Management still maintains an audit matrix, since developed prior, for all areas audited during the financial period. Quarterly monitoring is exercised by the ARC on the remedial progress.

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

The Committee also acknowledged the Internal Auditors ability to complete the audit coverage for 2022/23 financial period as planned.

Overall, the Internal Audit retained the “Some Improvement Needed” rating for Council’s control environment.

Based on the above assessment by the Internal Auditors, neither material nor significant matters brought to attention indicated any material breakdown in the functioning of controls, procedures and systems.

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

Risk Management

As in the previous years, the Audit and Risk Committee has embedded in its Charter as part of its terms of reference the monitoring of effective Risk Management across the board. The Committee highlighted the following on monitoring risks within the Council, that:

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

The Committee also reported that the Risk Management function continued to be an in-house responsibility of Management. As previously reported, Management had managed the thirteen (13) identified strategic risk imperatives, fifty-eight (58) risk drivers and seventy-one (71) mitigation plans, of which progress has been made on 28 (39%) being fully implemented, 29 (41%) partially implemented and 14 (20%) not started for implementation.

Risk Management Matters Flagged for Council and Management

Management has not been able to keep the momentum as demonstrated in the prior year. The flagged imperatives were not all addressed; only one (1) was implemented which related to the formalisation and documentation of the Risk Management Process.

Despite the lack of improvement in managing risk in the year under review, Management made a commitment to address these areas, flagged for completion in the 2023/24 financial period:

- Refinement, review and approval of the current ERM policy and framework by the Council.
- Standardisation of the risk registers / strategic and operational risk registered.
- ERM workshops and training for all staff.
- Development and implementation of the Risk Appetite and Tolerance Framework.

Disappointingly, the anticipated leap into a "Mature" risk management level was delayed and shut down by the lack of focus in implementation as reported. This impaired the efficiencies and effectiveness of risk management processes. The Council remains stagnated on "Emerging" levels of risk-management evolution until such time implementation and monitoring of prioritised imperatives are fulfilled.

Fraud and Corruption

The Committee also provides oversight over the fraud and corruption prevention controls and mechanisms within the Council. A toll-free whistle-blowing hotline operated by "BeHonest" is still operational. All Council stakeholders and employees are encouraged to report any suspected corrupt, fraudulent, criminal or unethical practices.

The Chairperson of the ARC, together with the President and the Registrar of the Council, are recipients of matters or cases reported on the system. Every quarter, these cases are analysed and assessed for further investigation or processing by management. Our observation was that, on average, minimal cases were reported since we dealt with seven (7) cases in the year under review. So far, only one (1) case has been fully resolved whilst the balance remained open and subject to further investigation.

Good Governance

In light of the governance gaps identified previously by the Internal Audit function, the Council since developed an implementation plan that provided key points on the way forward in terms of instituting remedial action towards good governance. The Council resolved to adopt good corporate governance principles as outlined in the King IV report, effectively adopting the King IV.

As the year under review came to closure, the Council commenced with the process of assessing compliance against the King IV principles to gain the status quo perspective on Governance. This step was imperative since it would be in support of the already-established terms of reference on the composition of committees of Council.

The Committee also reported that these initiatives were implemented, not in silos, but in corroboration with 13 strategic risks identified alongside the 71 mitigation plans to be processed. Included in the strategic plan was a governance programme to seek further improved governance processes. Thus, the Committee will continue to monitor the implementation of the governance programme and ensure compliance with the PCMP Act and King IV.

Management of Quarterly Financial and Performance Information

The Committee was satisfied with the content of the finance reports that had been prepared and issued during the year. The management reports were supported by a financial viability assessment which allowed for the Committee to note areas of concern around the following:

- Revenue and debtors' management

- Expenditure and credit management
- Asset and liability management
- Cash management

The annual plan of the Internal Auditors was approved ensuring that the review of effectiveness of controls around the financial information would be constantly assessed. We therefore report with confidence that the financial statements and other supporting useful information is credible and can be relied upon by the relevant users and stakeholders.

Whilst a couple of gaps were highlighted by the Internal Auditors on the performance information, Management expressed commitment to addressing the gaps that related to:

- The misalignment of annual targets to quarterly targets, the sources of data collection and methods of calculation,
- Some achievements reported in the incorrect quarters,
- A lack of sufficient evidence to support the achievements reported, and
- The misalignment between the Annual Performance Plan (APP) and the quarterly reports.

During our monitoring process, the Committee noted that Management collated all the internal and external audit findings into a findings matrix to ensure a coherent and consistent repository to manage progress on the remedial action engaged in.

Nonetheless, the Committee was confident of progressive and diligent financial management reporting as demonstrated in the current and previous years.

External Audit

Early in the third quarter, the External Auditor (PSTM) announced termination of its services and resignation from the Council. The firm was put under business rescue, the results of which wound down the audit division.

On 31 March 2023, the Council appointed Ngubane and Company (Johannesburg) for a period of three financial years, ending 31 March 2025.

The Committee noted and brought to the attention of stakeholders that the 2022/23 External Audit (Ngubane and Company - Johannesburg) review was the first review conducted by the external auditors.

Evaluation of Financial Statements

The Committee reviewed the annual financial statements and performance information for the year ended 31 March 2023 and duly approved them for the Auditors to carry out the annual review. Subsequent to the finalised audited financial statement, the Committee presented the Audited Financial Statement to the Accounting Authority for approval prior to being submitted to the Executive Authority.

The Committee reviewed the Auditor's Management and Audit Reports and concurred with their conclusions with recommendations. The Committee therefore accepted the audit opinion and conclusion expressed.

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



Seipati Boulton

Chairperson: Audit and Risk Committee
The South African Council for the Project and Construction Management Professions (SACPCMP)

AUGUST 2023





PART D

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The SACPCMP's ability to deliver on its strategy and 13 legislative mandates depends on effective recruitment, skills development and retention of high-performing employees. The Council's human capital initiatives are overseen by the Human Resources, Remuneration and Nominations Committee and implemented by the HR function.

The management of human capital is critical within the SACPCMP. Talent management is a central feature in the Council's efforts to ensure effective and efficient people management practices.

The SACPCMP's employees provide a human interface with its stakeholders and the industry, and are the primary source of value for Registered Persons. As such, human capital development and acquisition remained priorities during the year under review. This included the further development of employee-centric and holistic wellness programmes, staff engagement, and the need to conduct a skills review with the goal of increasing investment in skills development.

The Council's values are geared towards the goal of establishing a culture of ownership throughout the organisation and promoting an integrated organisational identity. As a result, reward and recognition programmes were developed to align with these values. These aimed to empower human capital to enhance innovation and involve employees to create a more engaged organisation.

The goals of the entity are to build an organisation that attracts the best caliber of candidates; to enhance the performance culture and link it to rewards and recognition; and to create an environment where employees are engaged to serve and grow.

Set HR Priorities and their Impact

The SACPCMP's approved 'Key People Priorities' are orientated to bring positive change to human capital management. The objectives of the priorities are as follows:

- To create the appropriate organisation design for a regulator, with the correct number of organisational layers and well-defined accountabilities and authorities to execute the SACPCMP mandate,
- To ensure that the SACPCMP has the right people in the right roles, to allow them to realise their full potential,
- To develop strong working relationships through effective leadership and employee engagement, and
- To foster an organisational culture where employees work together to achieve the SACPCMP's objectives.

The set priorities of human capital management are described in detail below.

Culture Change – Shift the Organisational Culture from Control (Hierarchy) to Create (Adhocracy)

- Foster a culture of excellence, collaboration, inclusivity, and flexibility,
- Emphasise a customer focused approach, and
- Prioritise diversity management.

Organisation Design

- Design an organisational structure that is fit-for-purpose (for a regulator),
- Review the current organisational structure,
- Establish interdependency, strategy imperatives and business processes,
- Approve the new structure, and
- Profile and define roles and responsibilities.

Employee Engagement

- Optimise skills utilisation, employee contribution and productivity,
- Conduct a skills audit,
- Prioritise staff development,
- Undertake people mapping and placement, and
- Execute performance management.

These priorities were approved and implemented in 2022/23 and will be finalised in the 2023/24 financial year.

SACPCMP Organisational Design Process

The SACPCMP underwent an organisational design process during the year under review. The SACPCMP's old organisational structure emphasised registration, accreditation and CPD, at the expense of the remaining mandates. The strategic intent was to change the organisational structure from a transactional structure to a functional structure, fit for a regulatory body.

The new organisational structure was aligned to Levels of Work and the Mental Models, which explain how work gets done at each level. Roles in the organisation were defined and profiled, with key responsibilities documented. The organisation's structure proposal was designed with key stakeholders to establish an effective structure to meet business objectives whilst enabling the SACPCMP's strategy. Finally, the redesign was complemented by a review of the Council Committees to ensure top-down alignment.

1.1 Human Resources Priorities

The re-designed organisational structure has been completed and approved by Council. The next phase will include a skills audit, which has been rescheduled for the 2023/24 financial year.

1.2 Workforce Planning Framework and Key Strategies

The strategic framework for human resource planning within the SACPCMP assures that the organisation's human capital is dynamic and capable of delivering on its legislative mandate.

During the period under review, the following key strategies aimed at attracting and acquiring a skilled and capable workforce:

- Key roles were reprofiled to address the identified gaps caused by the transfer of functions and responsibilities,
- While jobs were reprofiled, the specifications were adjusted to attract suitably qualified and experienced candidates, and
- Roles were reassigned to ensure the effectiveness of operations.

Remote Working Arrangements

The SACPCMP's remote-working guidelines proved to be effective, and all HR policies related to the new normal were finalised. The SACPCMP's business operations are and continue to be digitally enabled. The Council adopted a hybrid approach for its operating model that combined remote and in-person work at the SACPCMP offices.

1.3 Employee Performance Management Framework

The SACPCMP Employee Performance Management Framework is crafted to align with the organisation's Strategic Plans and APP, linking to the performance targets for employees.

The SACPCMP philosophy, in which its performance management framework is embedded, encourages and rewards excellent performance and encourages poor performers to improve. The components of the SACPCMP Performance Management Framework include planning and goal setting, performance monitoring and evaluation, and communication.

During the 2022/23 financial year, the Council approved a performance management process to be implemented in 2023/24.

Employee Wellness Programmes

The Employee Wellness and Employee Assistance Programmes are at an exploratory phase, with more work to be done in the next financial year. The Employee Wellness Strategy, developed by Management, sought to provide acceptable models which will work in harmony with staff wellness programmes. The Strategy focused on two key areas: Employee Physical Health and Employee Mental Health.

The Employee Wellness Strategy also set out the following five (5) priorities:

- Creation of an organisational culture that promotes health and wellness,
- Ensuring that there are policies that enhance employee health and productivity,
- Creating wellness programmes that include customised employee-based health programmes,
- Incentivising programmes to motivate employee's engagement in health practices, and
- Integration of HR functions with employee wellness and quality work-life initiatives.

1.4 Policy Development

Policy development was guided by the need to close any identified policy vacuum in the human resource management system. People-management policies continue to be developed and revised. Current policies will be reviewed in the 2023/24 financial year.

Protection of Personal Information Act (POPIA) Compliance

The Council identified various levels of stakeholders affected by the processing of personal information and, as such, developed a POPIA Manual and the requisite data protection declaration, privacy policies and consent forms. By the deadline of 1 July 2021, the Council had all compliance requirements in place. A review of compliance actions was completed and a review on POPIA compliance was conducted in the 2022/23 financial year. There were no material non-compliance findings noted by internal auditors.

1.5. Key Human Resources Highlights and Achievements

SACPCMP Organisational Design Project

The Organisational Design Project proposed an Operating Model structured around service delivery to the different operating functions, namely Strategy, Finance, HR, Business Services and Business Development. Its tenants were informed by a consistency principle and a simple operating model, clear accountability, and authority, with the correct number of organisational layers and the right work at the right levels, which empowers people to deliver on the SACPCMP purpose. The Operating Model positioned the Executive Committee and Audit Function as key pillars in governance, assurance leadership and support to the SACPCMP, locating these functions in the Office of the Registrar and Council Secretary.

The organisational structure was designed with key stakeholders with the intent to establish an effective structure to meet business objectives whilst enabling the SACPCMP strategy, leveraging people, containing cost, operating within constraints, clarifying responsibilities, strengthening accountability and improving innovation and flexibility.

1.6. Challenges Experienced by the SACPCMP

The organisational structure was approved in June 2022 and implementation of the structure commenced in November 2022. The organisational structure will be implemented in a phased, five-year approach, commencing in the 2022/23 financial year. The implementation plan considered the operational needs of the Council and the key positions needed to implement the Council's current strategy.

2. HUMAN RESOURCE OVERSIGHT STATISTICS

Table 39: Personnel Cost by Programme/Activity/Objective

Programme /Activity Objective	Total Expenditure (R)	Percentage of Personnel Expenditure to Total Cost	No of Employees	Average Personnel Cost per Employee (R)
Registrar's Office and Governance	5 688 965	35%	4	1 422 241
Registration	4 130 800	25%	9	458 977
Finance	2 503 006	15%	5	305 307
Education	1 221 230	7%	4	485 582
Customer Relation Management	1 415 613	8%	6	235 935
Business Services	1 012 690	6%	2	506 345
Human Resource	48 690	0.3%	1	48 690
Total	16 069 824	100%	31	518 381

Table 40: Personnel Cost by Salary Band

Level	Total Expenditure (R)	Percentage of Personnel Expenditure to Total Cost	No of Employees	Average Personnel Cost per Employee (R)
Top Management	2 519 342.18	15%	1	2 519 342.18
Senior Management	4 482 364.07	27%	3	1 494 121.33
Professional Management	2 786 290.93	17%	5	557 258.19
Skilled	1 800 281.03	11%	5	450 070.26
Semi-Skilled	4 339 975.65	33%	16	271 248.48
Unskilled	141 570.14	1%	1	141 570.14
Total	16 069 824	100%	31	518 381.42

Performance Rewards

The SACPCMP issued no performance rewards for the 2022/23 financial year. There is a provision for a performance bonus which the Council approved.

Table 41: Performance Rewards

Level	Performance rewards	Personnel expenditure	Percentage of performance rewards to total cost
Top Management	0	0	0
Senior Management	0	0	0
Professional Management	0	0	0
Skilled	0	0	0
Semi-Skilled	0	0	0
Unskilled	0	0	0
Total	0	0	0

Training Costs

Council members attended governance training during the period under review. The total related costs for Council Member training was R61 718.

Staff members were trained in the following competencies:

- Customer service training,
- Evolution system training, and
- Caseware system training.

Costs for the above staff training were R75 114.

Employment and Vacancies

The following table shows the number of approved posts and vacancies within the different Units.

Table 42: Employment and Vacancies

Programme /Activity Objective	2022/2023 Approved Posts	2022/23 Vacancies	Percentage of Vacancies
Registrar's Office	5	1	20%
Operations	1	0	0%
Registration	10	1	10%
Education	9	5	55%
Professions Governance	1	0	75%
CRM	6	2	33%
Strategy	2	1	50%
Business Development	3	3	100%
Business Services	7	4	57%
Human Resources	3	3	100%
Finance	10	5	50%
ICT	1	1	100%
Total	61	29	47%

The following table shows the number of posts and vacancies at different levels within the organisation.

Table 43: Vacancies Schedule

Programme /Activity Objective	2022/2023 Approved Posts	2022/23 Vacancies	Percentage of Vacancies
Top Management	1	0	0%
Senior Management	5	2	40%
Professional Management	12	9	66%
Skilled	17	11	64%
Semi-Skilled	20	7	35%
Unskilled	1	0	0
Total	61	29	47%

Employment Changes

The following table shows the changes in employment during the year under review, from 1 April 2022 to 31 March 2023.

Table 44: Employment Changes

Salary Band	Employment at the Beginning of Period	Appointments	Terminations	Transfers	Employment at the End of the Period
Top Management	1	0	0	0	1
Senior Management	3	2	0	0	3
Professional Management	8	1	1	2	4
Skilled	5	2	1	0	4
Semi-Skilled	14	7	2	1	19
Unskilled	1	0	0	0	1
Total	30	12	4	3	32

The SACPCMP made 12 appointments during the financial year, which are summarised as follows:

- 11 female appointments and one (1) male appointment
- Two (2) females in executive positions and one (1) male in an executive position
- One (1) female in management level
- Two (2) Interns

Reasons for Staff Leaving

The following table shows that, of the four (4) employees who left the organisation during the 2022/23 financial year, each one resigned. All the employees who resigned cited personal circumstances and career advancement reasons.

Table 45: Reasons for Staff Leaving

Reasons	Number	Percentage of Total No. of Staff Leaving
Death	0	0%
Resignation	4	100%
Dismissal	0	0%
Retirement	0	0%
Ill-health	0	0%
Expiry of Contract	0	0%
Other	0	0%
Total	4	100%

Table 46: Labour Relations: Misconduct and Disciplinary Actions

Nature of Disciplinary Action	Number
Verbal Warning	0
Written Warning	2
Final Written Warning	0
Dismissal	0

Dismissals

There were no dismissals during the period under review.

Expiry of Contracts

No contracts expired during the year under review.

Table 47: Expiry of Contracts

Department	Number
Registrations	0
Finance	0
Human Resource	0
Customer Relation Management (Interns)	0
Total	0

Table 48: Employment Equity: Male

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

Table 49: Employment Equity: Female

Level	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	2	2	0	0	0	0	0	1
Professional Management	2	4	0	0	0	0	1	1
Skilled	4	4	0	0	0	0	2	2
Semi-Skilled	14	18	0	1	0	0	1	0
Unskilled	1	1	0	0	0	0	0	0
Total	23	29	0	1	0	0	4	4

Table 50: Employment Equity: Disabled

Level	Disabled			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional Management	0	0	0	0
Skilled	0	0	0	1
Semi-Skilled	0	0	0	0
Total	0	0	0	1





PART E
FINANCIALS

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Regulatory body incorporated under the PCMP Act No 48 of 2000 for the Project and Construction Management Professions
Councillors	Mr L Ratsiku Ms S Shunmugam Dr MJ Ndlovu Mr A Ramushu Mr T Mbembele Ms K Mohotji Mr M Tshombe Mr L Swana Mr C Steyn Mr D Affleck
Registered office	Rigel Office Park 446 Rigel Avenue South Erasmusrand Pretoria 0181
Business address	Rigel Office Park 446 Rigel Avenue South Erasmusrand Pretoria 0181
Postal address	PO Box 6286 Halfway House Midrand Gauteng 1685
Bankers	Nedbank Investec
Secretary	A Company secretary is not required in terms of the Project and Construction Management Professions Act 48 of 2000, however IKB Secretariat Company are contracted to perform secretarial services.
Preparer	The financial statements were internally compiled by: Tshidiso Lekgetho – Finance Executive
External Auditors	Ngubane & Co (Johannesburg) Building 13, Ground Floor, 1 Woodmead Dr, Woodmead, Sandton, 2191

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

Opinion

We have audited the financial statements of the South African Council for the Project and Construction Management Professions set out on pages which comprise the statement of financial position at 31 March 2023, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the South African Council for the Project and Construction Management Professions on 31 March 2023, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Project and Construction Management Professions Act No. 48 of 2000.

Basis for Opinion

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

Other Information

The Councilors are responsible for the other information. The other information comprises the information included in the document titled SACPCMP Annual Report 2022/23 which includes the Councilors Report as required by the Project and Construction Management Professions Act No. 48 of 2000. The other information does not include the financial statements and our auditor's report thereon.

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

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

Responsibilities of the Councilors for the Financial Statements

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than

for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councilor's.
- Conclude on the appropriateness of the Councilor's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether

the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

Ngubane & Co (Jhb) Inc

Ngubane and Company (Johannesburg) Inc.

Takalani Portia Singo

Registered Auditor

Associate Director

31 July 2023

Councillors' Responsibilities and Approval

The Councillors are required, in terms of the Project and Construction Management Professions Act No. 48 of 2000, to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the Council as at the end of the financial year and the results of its operations and cash flows for the period then ended.

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

The Councillors acknowledge that they are ultimately responsible for the system of internal financial control established by the Council and place considerable importance on maintaining a strong control environment. To enable the Councillors to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the organisation, and all employees are required to maintain the highest ethical standards and ensure that the Council's business is conducted in a manner that, in all reasonable circumstances, is above reproach. The focus on risk management in the organisation is on identifying, assessing, managing, and

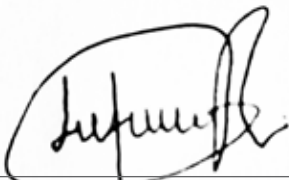
monitoring all known forms of risk across the organisation. While operating risks cannot be fully eliminated, the Council endeavours to minimise risks by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

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

The Councillors have reviewed the Council's cash flow for the year to 31 March 2023 and in light of the review and the current financial position, they are satisfied that the organisation has or will have access to adequate resources to continue in operational existence for the foreseeable future.

The independent auditors are responsible for independently auditing and reporting on the Council's financial statements. The financial statements have been audited by the Council's independent auditors.

The financial statements set out on pages 84 to 108, which have been prepared on the going concern basis, were approved by the Councillors and were signed on their behalf by:



Mr L Ratsiku
President



Ms S Shunmugam
Vice President



Mr MIB Matutle
Registrar

The Councillors are pleased to submit their report on the financial statements of The South African Council for the Project and Construction Management Professions for the year ended 31 March 2023.

1. Nature Of The Business

The South African Council for the Project and Construction Management Professions is established under the PCMP Act No. 48 of 2000. The principal activity of the SACPCMP is to provide for the registration of professionals, candidates and specified categories in the project and construction management professions.

There have been no material changes to the nature of the SACPCMP's business from the prior year.

2. Review of financial results and activities

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

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

3. Councillors

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

Councillors	Office	Designation
Mr L Ratsiku	President	Non-executive
Ms S Shunmugam	Vice-President	Non-executive
Dr MJ Ndlovu	Council Member	Non-executive
Mr MA Ramushu	Council Member	Non-executive
Mr T Mbembele	Council Member	Non-executive
Ms KE Mohotji	Council Member	Non-executive
Mr MX Tshombe	Council Member	Non-executive
Mr LS Swana	Council Member	Non-executive
Mr C Steyn	Council Member	Non-executive
Mr D Affleck	Council Member	Non-executive
Mr MIB Matutle	Registrar	Executive

Changes during the year

Councillors	Cause of change	Office	Resignation Date
Mr IM Nkosi	Council term ended	President	Non-executive 14 December 2022
Mr BB Simelane	Council term ended	Vice President	Non-executive 14 December 2022
Ms N Molao	Council term ended	Council Member	Non-executive 14 December 2022
Mr E Manchidi	Council term ended	Council Member	Non-executive 14 December 2022
Mr G Mbuthia	Council term ended	Council Member	Non-executive 14 December 2022
Mr I Molosi	Council term ended	Council Member	Non-executive 14 December 2022
Mr IS Naidoo	Council term ended	Council Member	Non-executive 14 December 2022
Ms G Komane	Council term ended	Council Member	Non-executive 14 December 2022

4. Property, plant and equipment

There was no change in the nature of the property and equipment of the SACPCMP or in the policy regarding their use.

As at 31 March 2023 the Council's investment in property, plant and equipment amounted to R1 878 633 (2022: R1 248 456) of which R1 132 520 (2022: R1 074 489) was added in the current year through additions.

5. Events after the reporting period

The Councillors are not aware of any material event which occurred after the reporting date and up to the date of this report that may materially impact these financial statements.

6. Going concern

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

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

7. Auditors

PSTM Auditors resigned as the Council's auditors in October 2022, and Ngubane and Co (Johannesburg) Inc were appointed as the independent external auditors of the Council for the next three (3) financial years.

Statement of Financial Position as at 31 March 2023

Figures in Rand	Note(s)	2023	2022
Assets			
Non-Current Assets			
Property, plant and equipment	3	1 878 633	1 248 456
Right-of-use assets	4	6 449 636	7 223 451
Intangible assets	5	515 157	384 919
		8 843 426	8 856 826
Current Assets			
Trade and other receivables	6	1 112 606	264 950
Cash and cash equivalents	7	54 974 133	38 398 036
		56 086 739	38 662 986
Total Assets		64 930 165	47 519 812
Equity and Liabilities			
Equity			
Retained income		29 973 160	17 349 048
Liabilities			
Non-Current Liabilities			
Lease liabilities	4	7 076 773	7 399 592
Current Liabilities			
Lease liabilities	4	385 528	419 009
Income received in advance	8	19 351 309	15 545 326
Trade and other payables	9	6 621 647	6 806 837
Employee Benefits	10	1 521 748	-
		27 880 232	22 771 172
Total Liabilities		34 957 005	30 170 764
Total Equity and Liabilities		64 930 165	47 519 812

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Statement of Profit or Loss

	Note(s)	2023	2022
Revenue			
	11	44 868 474	41 621 920
Other operating income	12	3 195 138	6 236 722
Other operating expenses	22	(37 211 492)	(34 281 126)
Operating surplus		10 852 120	13 577 516
Interest Expense	4	(687 364)	(303 310)
Interest Revenue	13	2 459 356	941 574
Surplus for the year		12 624 112	14 215 780

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Statement of Changes in Equity

Figures in Rand	Retained income
Balance at 01 April 2021	3 133 269
Surplus for the year	14 215 779
Balance at 01 April 2022	17 349 048
Surplus for the year	12 624 112
Balance at 31 March 2023	29 973 160

Statement of Cash Flows

Figures in Rand	Note(s)	2023	2022
Cash flows from operating activities			
Cash generated from operations	14	16 475 334	18 952 593
Interest received	13	2 459 356	941 574
Interest paid	4	(687 364)	(303 310)
Net cash inflow from operating activities		18 247 326	19 590 857
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(1 132 520)	(1 074 489)
Proceeds from sale of property, plant and equipment	12	47 913	-
Purchase of other intangible assets	5	(165 780)	(6 322)
Net cash from investing activities		(1 250 387)	(1 080 811)
Cash flows from financing activities			
Payment of lease liabilities		(420 840)	(513 266)
Total cash movement for the year		16 576 097	17 996 782
Cash at the beginning of the year		38 398 036	20 401 254
Total cash at end of the year	7	54 974 133	38 398 036

Accounting Policies

1. Significant Accounting Policies

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

1.1 Basis of preparation

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

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

These accounting policies are consistent with the previous period.

1.2 Significant judgements and sources of estimation uncertainty

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

1.3 Property and equipment

Property and equipment owned by the Council comprise leasehold improvements, furniture and fittings, office equipment and IT equipment.

Property and equipment of the Council are measured at cost less accumulated depreciation and any accumulated impairment. Depreciation is determined using the straight-line method over the useful life.

Leasehold improvements are measured at cost less accumulated depreciation and any accumulated impairment. Depreciation is determined using the straight-line method over the useful life.

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

Property and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses. The useful lives of items of property and equipment have been assessed as follows:

Table 51: Movable Property and Equipment Depreciation

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

Useful lives of property and equipment

The Council reviews the useful lives, residual values and depreciation methods of its property and equipment at the end of the reporting period. The useful life of assets is based on management's estimates. Management considers the impact of technology and the required return on assets to determine the optimum useful life expectation, where appropriate. The estimated residual value of assets is also based on management's judgment, which takes into account the condition of assets at the end of their useful lives.

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

Impairment of property and equipment

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

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

Gain or loss

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

1.4 Intangible assets

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

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

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

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

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

The amortisation period and the amortisation method for intangible assets are reviewed annually at year-end. Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Table 52: Amortisation of Intangible Assets

Item	Useful life
Computer software	3 years
Computer License - Indefinite life	Indefinite

1.5 Financial instruments and contract liabilities

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

Contract liabilities comprise of income received in advance and is recognised when a Registered Person pays consideration or has an unconditional right to consideration before Council recognises the related revenue.

Finance income and expected credit losses are recognised in the Statement of Profit or Loss and other Comprehensive Income. Any gain or loss on derecognition is recognised in the Statement of Profit or Loss and other Comprehensive Income.

Trade and other receivables

Trade receivables are initially recognised when the Council becomes a party to the contractual provisions of the instrument. Trade receivables are initially measured at transaction price. The carrying amount of the receivable is reduced through the use of an allowance account, and the amount of the deficit is recognised in the Statement of Profit or Loss and Other Comprehensive Income under operating expenses. When receivables are uncollectible, it is written off against the allowance account once Council approval is obtained. Subsequent recoveries of amounts previously written off are credited in the Statement of Profit or Loss and Other Comprehensive Income.

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

Expected credit loss

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

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, call deposits which are liquid investments and are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value, and fixed term deposits which are not easily convertible to due to the investment term, which ranges from three to 12 months. These are initially and subsequently recorded at fair value.

Trade and other payables

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

Trade and other payables are initially measured at fair value and, after initial recognition, at amortised cost.

1.6 Leases Council as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Council is a lessee, except for short-term leases of 12 months or less, or leases of low value assets which are R5000 or less and have a useful life of one year or less. For these leases, the Council recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

Lease liability

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

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

Right-of-use assets

Lease payments included in the measurement of right-of-use comprise the following:

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

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

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

Depreciation starts at the commencement date of a lease.

Table 53: Right of Use Depreciation (Lessee)

Item	Depreciation method	Useful life
Buildings	Straight-line	10 years (lower of lease term and expected useful life)
Office equipment	Straight-line	3 to 5 years (lower of lease term and expected useful life)
IT equipment	Straight-line	3 to 5 years (lower of lease term and expected useful life)

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period.

The gain or loss arising from the disposal or retirement of an item is the difference between the sales proceeds and the carrying value and is recognised in the Statement of Profit or Loss and Other Comprehensive Income

IT right-of-use items were disposed of during this reporting period when the lease contract expired. The items disposed of were derecognised and the loss is recognised in the Statement of Profit or Loss and Other Comprehensive Income.

1.7 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and bonuses), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

1.8 Revenue from contracts with Registered Persons

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

The following is a description of principal activities from which the entity generates its revenue. The entity principally generates revenue from providing professional affiliation certificates to its Registered Persons. The typical length of the certificate is 12 months, with a shorter period prorated to the start of first-time registration. The entity also provides other services including but not limited to interviews, exams as well as assessment of log books.

Annual fees

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

Determining performance obligations, the Council has concluded that annual fees are to be recognised over time as the Registered Persons simultaneously receive and consume the benefits that the Council provides by utilising the certificate for 12-months.

Application fees

The Council recognises revenue when application process requirements are met. The Council's obligations are met when the application is assessed.

Exam fees

The Council recognises revenue upon providing the service relating to exams. Exams are scheduled throughout the year on the basis of demand.

Registration fees

Registration fees are recognised upon acceptance of the Registered Person to be a applicant. Registrations are performed throughout the year upon completion of the relevant entry requirements.

Continuing Professional Development (CPD)

Revenue is recognised when the Registered Person purchases CPD bundles from the membership portal. CPD bundles are available throughout the year on the basis of demand.

CPD validation

Training service providers are expected to apply for CPD validation by submitting training material to be assessed. The service provider is invoiced and pays the amount invoiced prior to any service being rendered. Revenue is recognised upon the Council fulfilling its obligation by assessing the training material.

Webinars

The Council hosts webinars. Revenue is recognised at a point in time when the service is delivered to the Registered Person and delegates, such as the date of the event.

Penalty fees

The revenue relates to a fee charged when a Registered Person has not made payment towards their annual fee within the time prescribed by Council.

Accreditation visits

The revenue relates to a fee charged to universities and colleges for assessment of their programmes, facilities and resources for the university/colleges to be accredited by SACPCMP. Subsequent to accreditation, the SACPCMP conducts accreditation visits every five-years for reaccreditation.

Recognition of prior learning

The revenue relates to a fee charged to prospective registrants to assess their application for Recognition of Prior Learning. This applies to applicants who do not have formal educational qualifications but have experience related to their chosen stream.

1.9 Grants

Grants are recognised as revenue when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the Council,
- the amount of the revenue can be measured reliably, and to the extent that there has been compliance with any restrictions associated with the grant. The grant funds the Candidacy Programme provided to employees of the Department of Public Works and Infrastructure through a collaboration between the Council and the LGSETA and CETA.

1.10 Interest revenue

Interest revenue is recognised as other income as it accrues using the effective interest method. Interest revenue is earned on call deposits and fixed term deposits investments.

1.11 Related parties

Management is considered a related party, and comprises the President, Vice President, Council members and the Registrar and close family members.

1.12 Income tax

The Council is exempted from income tax in terms of section 10(1) (cA)(i)(bb) of the Income Tax Act No. 58 of 1962.

Notes to the Financial Statements

2. New Standards and Interpretations

2.1 Standards and interpretations not yet effective or relevant

The Council has not applied the following new, revised or amended pronouncements issued by the IASB as they were not in effect for the annual financial year beginning 1 April 2022. The new standards, amendments and interpretations will be adopted in annual financial statements when they become effective. The Council has assessed, where practicable, the potential impact of these new standards, amendments and interpretations that will affect future periods.

Classification of Liabilities as Current or Non-current - Deferral of Effective Date (Amendment to IAS 1) - 1 January 2023

The amendment defers the effective date of the January 2020 amendments by one year, so that entities would be required to apply the amendment for annual periods beginning on or after 1 January 2023.

Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) - 1 January 2023

The amendments require that an entity discloses its material accounting policies, instead of its significant accounting policies. Further amendments explain how an entity can identify a material accounting policy including examples of when an accounting policy is likely to be material. To support the amendment, the International Accounting Standards Board has developed guidelines and examples to demonstrate the application of the 'four-step materiality process' described in IFRS Practice Statement 2.

Definition of Accounting Estimates (Amendments to IAS 8) - 1 January 2023

The amendments replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". Entities develop accounting estimates if accounting policies require items in financial statements to be measured in a way that involves measurement uncertainty. The amendments clarify that a change in accounting estimate that results from new information or new developments is not the correction of an error.

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3. Property and equipment

	2023			2022		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	652 351	(218 253)	434 098	838 879	(464 731)	374 148
Office equipment	896 931	(871 625)	25 306	308 245	(295 889)	12 356
IT equipment	2 980 940	(2 240 796)	740 144	1 957 237	(1 405 596)	551 641
Leasehold improvements	683 455	(4 370)	679 085	311 826	(1 515)	310 311
Total	5 213 677	(3 335 044)	1 878 633	3 416 187	(2 167 731)	1 248 456

Reconciliation of property and equipment - 2023

	Opening balance	Additions	Disposals	Transfers	Depreciation	Total
Furniture and fixtures	374 148	160 535	(4 433)	-	(96 152)	434 098
Office equipment	12 356	21 009	(223)	1	(7 837)	25 306
IT equipment	551 641	579 347	(3 193)	1	(387 652)	740 144
Leasehold improvements	310 311	371 629	-	-	(2 855)	679 085
	1 248 456	1 132 520	(7 849)	2	(494 496)	1 878 633

Reconciliation of property and equipment - 2022

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	26 889	380 984	(33 725)	374 148
Office equipment	31 398	-	(19 042)	12 356
IT equipment	501 426	381 679	(331 464)	551 641
Leasehold improvements	-	311 826	(1 515)	310 311
	559 713	1 074 489	(385 746)	1 248 456

Leasehold improvements

Improvements and alterations the Council made on the leased property shall become property of the landlord.

Fully depreciated assets

The carrying amount of fully depreciated assets amounts to R222.03.

4. Leases (Council as lessee)

The Council leases several assets including buildings and IT equipment. The lease terms are between three to ten years. Details pertaining to leasing arrangements, where the Council is lessee, are presented below:

Net carrying amounts of right-of-use assets

The carrying amounts are as follows:

Right-of-use assets	2023			2022		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Buildings	7 742 386	(1 354 916)	6 387 469	7 742 387	(580 679)	7 161 708
Office equipment	-	-	-	591 201	(532 081)	59 120
IT equipment	64 543	(2 376)	62 167	616 283	(613 660)	2 623
	7 806 929	(1 357 292)	6 449 636	8 949 871	(1 726 420)	7 223 451

Reconciliation of right-of-use assets - 2023

	Opening balance	Additions	Termination	Transfers	Depreciation	Total
Building	7 161 708	-	-	-	(774 238)	6 387 469
Office equipment	59 120	-	-	(1)	(59 119)	-
IT equipment	2 623	64 543	-	(1)	(4 961)	62 167
	7 223 451	64 543	-	(2)	(838 318)	6 449 636

Reconciliation of right-of-use assets - 2022

	Opening balance	Additions	Termination	Depreciation	Total
Building	-	7 742 387	-	(580 679)	7 161 708
Office equipment	81 023	-	-	(78 400)	2 623
IT equipment	236 480	-	(1)	(177 360)	59 120
	317 503	7 742 387	(1)	(836 439)	7 223 451

Transfers from ROU to PPE

Lease agreements expired during the financial year and the ownership of assets transferred to SACPCMP.

Interest expense	2023	2022
Interest expense on lease liabilities	687 364	303 310
Variable lease payments not included in the measurement of lease liabilities included in operating expenses	22 008	562 005

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Finance lease liabilities

The maturity analysis of lease liabilities is as follows:

	2023	2022
Within one year	1 048 006	1 105 058
Two to five years	6 326 295	5 861 733
More than five years	3 582 467	5 012 090
Minimum lease payments	10 956 769	11 978 881
Less finance charges	(3 494 468)	(4 160 280)
Carrying Amount	7 462 301	7 818 601
Non-current liabilities	7 076 773	7 399 592
Current liabilities	385 528	419 009
	7 462 301	7 818 601

5. Intangible assets

	2023			2022		
	Cost/ Valuation	Accumulated amortisation	Carrying value	Cost/ Valuation	Accumulated amortisation	Carrying value
Computer software	255 462	(120 305)	135 157	89 684	(84 765)	4 919
Computer licence- Indefinite life	380 000	-	380 000	380 000	-	380 000
Total	635 462	(120 305)	515 157	469 684	(84 765)	384 919

Reconciliation of intangible assets - 2023

	Opening balance	Additions	Amortisation	Total
Computer software	4 919	165 780	(35 539)	135 157
Computer licence - Indefinite life	380 000	-	-	380 000
	384 919	165 780	(35 539)	515 157

Reconciliation of intangible assets - 2022

	Opening balance	Additions	Amortisation	Total
Computer software	3 236	6 322	(4 639)	4 919
Computer licence - Indefinite life	380 000	-	-	380 000
	383 236	6 322	4 639	384 919

Assets with indefinite lives

My Membership licence	380 000	380 000
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The useful life of the My Membership licence is considered indefinite. It is not bound by any expiry period as there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the Council

6. Trade and other receivables

Financial instruments:

	2023	2022
Trade receivables	2 342 110	2 666 903
Allowance for impairment	(2 216 388)	(2 515 817)
Trade receivables at amortised cost	125 722	151 086
Other debtors	-	36 678
Consultants/Allowances	-	6 146
Accrued interest	926 384	-
Total financial instruments	1 052 106	193 910
Non-financial instruments:		
Stipend advance	10 000	10 000
Salary advance	-	61 040
Pre-payments	50 500	-
Total trade and other receivables	1 112 606	264 650

Trade and other receivable expected credit loss

As of 31 March 2023, trade and other receivables of R2 342 110 were assessed for credit loss. The amount of Bad Debts written off in 2023 amounts to R2 741 892 (2022: R4 548 192).

Bad debts written off in 2023 amounts to R 2 741 892 and 2022, R 4 548 192

Exposure to credit risk

Trade receivables inherently expose the Council to credit risk, which is the risk that the Council will incur financial losses if a Registered Person fails to make payments as they fall due.

Trade receivables consists of amounts owing by Registered Persons. Credit evaluations are performed on the financial condition of trade and other receivables on an ongoing basis. There have been no significant changes in the credit risk management policies and processes since the prior reporting period.

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

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

The Council historical credit loss experience does not show significant loss pattern differences for Registered Persons. The provision for credit losses is therefore based on future expected losses without disaggregating.

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7. Cash and cash equivalents

Cash and cash equivalents at fair value consist of:

	2023	2022
Cash on hand	5 287	6 671
Bank balances	6 430 242	4 685 636
Short-term deposits	28 538 604	33 705 729
12-month fixed deposit	20 000 000	-
	54 974 133	38 398 036

8. Income received in advance

The Council recognises revenue from annual fees on a straight-line basis over the period of the validity of certificates. The annual fee invoice is issued at the end of the calendar year for registration the following financial year.

A contract liability is recognised when a Registered Person pays consideration or settles an annual fee invoice before the Council recognises the related revenue.

	2023	2022
Income received in advance	19 351 309	15 545 326

9. Trade and other payables

	2023	2022
Financial instruments		
Trade payables	1 472 307	1 674 174
Honorarium	-	3 575
Debtors with credit balances	3 127 501	2 999 333
Consultants/Allowances	92 681	-
Total financial instruments	4 692 489	4 677 082
Non-financial instruments:		
PAYE, SDL and UIF	-	345 901
Provision for leave pay	-	788 608
VAT	1 929 158	995 246
	6 621 647	6 806 837

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10. Employee benefits

Reconciliation

	Opening balance	Recognised/ (Derecognised) during the year	Total
Provision for leave pay	788 608	(187 491)	601 117
Provision for bonus	-	920 631	920 631
	788 608	733 140	1 521 748

Provision for leave pay was reallocated to employee benefits to improve presentation and disclosure.

11. Revenue

Revenue from contracts with registered persons

	2023	2022
Fees revenue	42 690 170	40 623 579
Penalty income	601 258	574 485
Accreditation visits	528 433	-
Recognition of Prior Learning fees	78 470	13 078
Other revenue	478	-
Continuous professional development	969 665	410 778
	44 868 474	41 621 920

12. Other operating income

	2023	2022
Proceeds from sale of assets	47 913	-
Reversal of provisions	-	3 534 938
Unclaimed debtors with credit balances	203 724	-
Webinar	-	28 033
Government grants	2 943 501	2 673 751
	3 195 138	6 236 722

Government Grant

The government grant recognised in the current financial year relates to a discretionary grant issued to the SACPCMP by the Local Government Sector Education and Training Authority (LG SETA). The Construction Education and Training Authority grant funds the Candidacy programme provided to employees of the Department of Public Works and Infrastructure through a collaboration between the Council and the CETA.

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13. Interest Revenue

	2023	2022
Investment in call and fixed deposits		
Interest revenue	2 459 356	941 574

14. Cash generated from operations

	2023	2022
Surplus	12 624 112	14 215 780
Adjustments for:		
Depreciation and amortisation	1 368 393	1 226 819
Loss on disposal of assets	7 849	4
Proceeds from sale of assets	(47 913)	-
Interest income	(2 459 356)	(941 574)
Finance costs	687 364	303 310
Changes in working capital:		
Trade and other receivables	(847 656)	11 641
Trade and other payables	(185 190)	1 012 296
Income received in advance	3 805 983	3 124 318
Employee benefits	1 521 748	-
	16 475 334	18 952 593

15. Contingencies

There are no material contingencies that require disclosure.

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16. Related parties

Relationships

Members of Council	Mr L Ratsiku (President)
	Ms S Shunmugam (Vice President)
	Dr MJ Ndlovu
	Mr A Ramushu
	Mr T Mbembele
	Ms K Mohotji
	Mr M Tshombe
	Mr L Swana
	Mr C Steyn
	Mr D Affleck
	Mr IM Nkosi (5th-Term Council)
	Mr BB Simelane (5th-Term Council)
	Ms N Molao (5th-Term Council)
	Mr E Manchidi (5th-Term Council)
	Mr G Mbuthia (5th-Term Council)
Mr I Molosi (5th-Term Council)	
Ms G Komane (5th-Term Council)	
Mr IS Naidoo (5th-Term Council)	
Key Management Personnel	Mr MIB Matutle (Registrar)

Figures in Rand	2023	2022
Honorarium and telephone allowance paid to the President of the Council		
Mr L Ratsiku	13 110	-
Mr L Ratsiku - Telephone allowance	1 335	-
Mr IM Nkosi	39 330	50 400
Mr IM Nkosi - Telephone allowance	4 005	5 400
Council Members		
Mr L Ratsiku (President)	13 160	-
Ms S Shunmugam (Vice-President)	10 528	-
Dr MJ Ndlovu	18 424	-
Mr T Mbembele	23 688	-
Ms K Mohotji	23 688	-
Mr M Tshombe	13 160	-
Mr L Swana	15 792	-
Mr C Steyn	7 896	-
Mr D Affleck	23 688	-
Mr IM Nkosi	85 975	104 441
Mr BB Simelane	58 070	57 193
Dr C Deacon	-	7 731
Ms N Molao	1 088	1 051
Mr E Manchidi	1 088	14 181
Adv R Dehal	-	514
Mr G Mbuthia	10 569	25 271
Mr IS Naidoo	34 796	41 481
Ms G Komane	1 088	1 051
Compensation to the President of the Council		
Honorarium paid to the President of the Council	52 440	50 400

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17. Registrar's emoluments

Executive

2023

Registrar's emoluments

Mr MIB Matutle

Basic salary	Travel Allowance	Other benefits	Total
2 363 068	150 000	6 274	2 519 342

2022

Registrar's emoluments

Services as director or prescribed officer

Mr MIB Matutle

Basic salary	Travel allowance	Other benefits	Total
2 052 396	150 000	70 703	2 273 099

Other benefits relates to the risk premiums and the token of appreciation payment paid to all SACPCMP staff members.

18. Financial instruments and risk management

Financial instruments and risk management overview

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

The Council has overall responsibility for the establishment and oversight of the organisation's risk management framework. The Council has established an Audit and Risk Committee, which is responsible for monitoring the organisation's risk management policies. The committee reports quarterly to the Council on its activities.

Credit risk

Credit risk consists mainly of cash deposits, cash and cash equivalents and trade debtors. The Council only deposits cash with major banks with high quality credit standing.

Trade receivables comprise amounts owed by Registered Persons. Trade receivables inherently expose the Council to credit risk, being the risk that the Council will incur financial losses if a Registered Person fails to make payments as they fall due.

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

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

Credit risk exposure arising on cash and cash equivalents is managed by the organisation through dealing with well- established financial institutions with high credit ratings.

The maximum exposure to credit risk is presented below:

	2023			2022			
	Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value	
Trade and other receivables	6	3 268 494	(2 216 388)	1 052 106	2 709 727	(2 515 817)	193 910

Credit loss allowance Reconciliation

Opening balance	2 515 817
Movement	(299 429)
Closing balance	2 216 388

Financial assets at fair value

	Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Cash and cash equivalents (Note 7)	54 974 133	-	54 974 133	38 398 036	-	38 398 036

The Council is exposed to liquidity risk, which is the risk that the Council will encounter financial difficulties in meeting its obligations as they become due. The Council manages liquidity risk by maintaining adequate reserves and continuously monitoring forecast and actual cash flows. Council's budget is supported by cashflow forecasts to ensure that it is adequately funded. Liquidity risk is measured against industry ratio norms.

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2023		Less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Carrying amount
Liabilities						
Trade and other payables	9	(4 692 489)	-	-	-	(4 692 489)
Lease liabilities	4	(388 921)	(1 125 338)	(2 792 762)	(3 224 525)	(7 462 301)
2022						
2022		Less than 1 year	1 to 2 years	2 to 5 years	Over 5 years	Carrying amount
Liabilities						
Trade and other payables	9	(4 677 082)	-	-	-	(4 677 082)
Lease liabilities	4	(419 009)	(844 250)	(1 342 933)	(5 212 409)	(7 818 601)

Interest rate risk

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

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

19. Going concern

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

The Councillors believe that the SACPCMP has adequate financial resources to continue in operation for the foreseeable future and accordingly the financial statements have been prepared on a going concern basis. The Councillors have satisfied themselves that the SACPCMP is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements.

20. Events after the reporting period

There were no events after reporting date which may materially impact these financial statements.

21. Capital Management

The SACPCMP's operations are sustained largely by annual fees paid by Registered Persons. The SACPCMP's objectives when managing capital are to safeguard its ability to continue as a going concern.

The SACPCMP's cash management policy ensures that the organisation has sufficient resources to meet its obligations and other cash flow requirements of the organisation.

The SACPCMP optimises the management of its capital through the Investment plan managed by the finance department. The organisation follows a low risk approach to determine the optimal investment structure and makes adjustments to it based on changes in economic conditions and the risk characteristics of the underlying assets.

The SACPCMP has adhered to the requirements of the cash management policy and this has translated in the organisation maintaining levels of interest received as well as sufficient cash reserves in order to settle obligations.

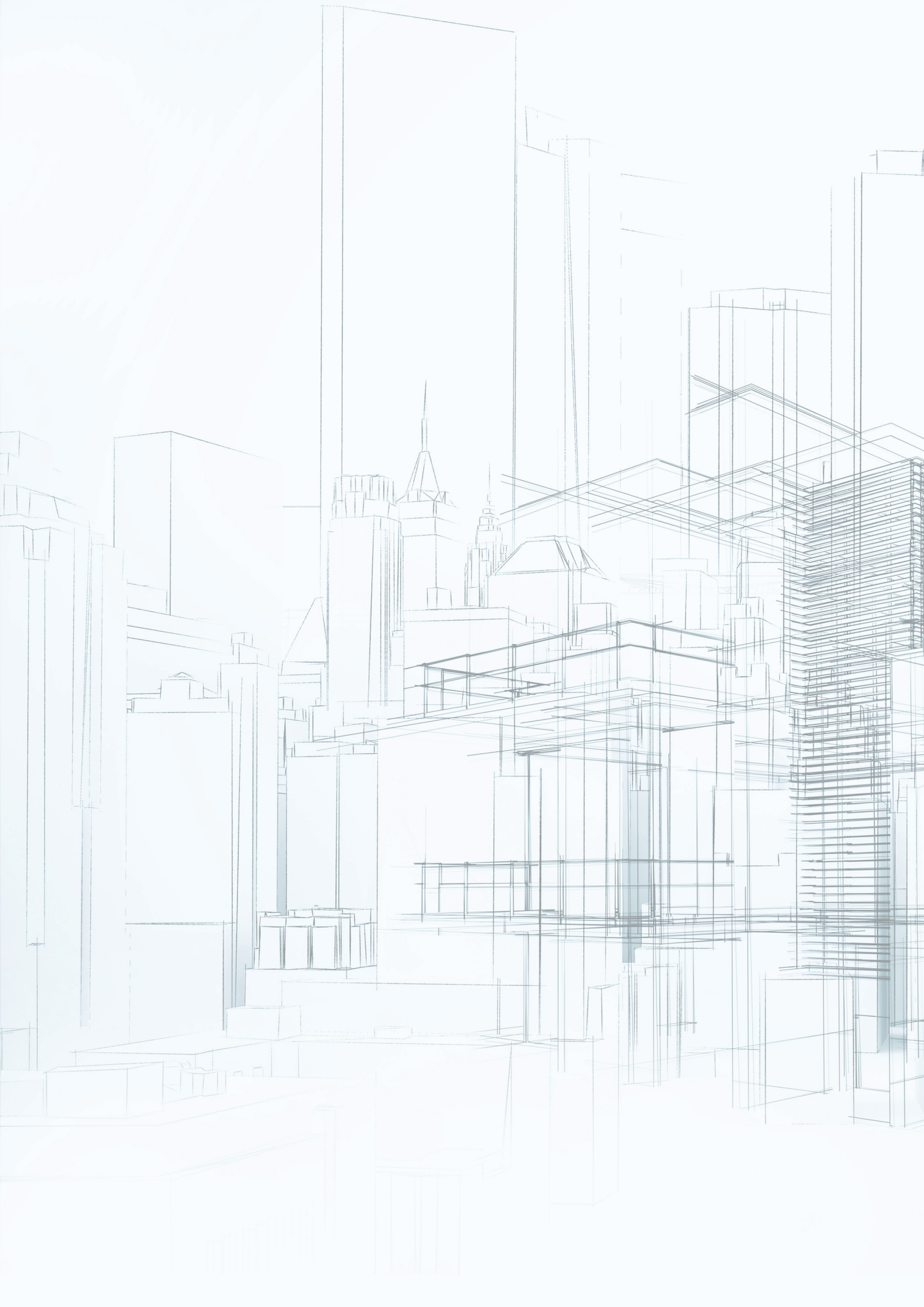
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22. Other operating expenses

Figures in Rand	2023	2022
SARS interest and penalty fees	(136)	-
Amortisation	(35 539)	(4 639)
Auditors remuneration - external audit	(401 370)	(280 407)
Auditors remuneration - internal audit	(455 300)	(326 706)
Bad debts written off	(2 741 892)	(4 548 192)
Bank charges	(482 296)	(437 844)
Cleaning	(17 910)	(6 104)
Consulting fees - other	(976 014)	(441 893)
Investigation of complaints	(194 665)	(75 000)
Refreshments	(12 515)	(6 316)
Depreciation	(1 332 854)	(1 222 180)
Employee costs	(16 855 367)	(15 300 677)
Council allowance and expenses	(631 780)	(463 044)
Design and printing	(199 353)	(83 477)
Assessment of applications	(1 188 607)	(1 135 214)
Transformation programmes	(156 714)	-
Interviews	(700 513)	(627 402)
Examinations	(357 065)	(174 600)
Grant expenditure (LG SETA)	(2 360 427)	(2 354 750)
Meetings and workshops	(25 074)	(9 350)
Marketing and communication	(194 410)	(34 080)
Insurance	(352 571)	(302 937)
IT expenses	(2 123 953)	(2 000 728)
Lease rental	(22 008)	(562 005)
Provision for bad debt and cancellation	(1 843 649)	-
Water and electricity	(182 833)	(231 903)
General expenses	(141 717)	(169 433)
Legal	(102 458)	(304 888)
Recruitment costs	(112 721)	(35 153)
Postage	(6 191)	(7 853)
Printing and stationery	(107 564)	(82 497)
Registry expenses	(106 493)	(184 806)
Webinar costs	(64 000)	(63 870)
Policy development costs	(166 400)	(499 100)
Company secretarial fees	(211 452)	(232 012)
Security	(7 416)	(270 121)
Staff welfare	(111 895)	(38 266)
Government gazette publications	(153 070)	(57 895)
Research and development	(1 015 239)	(1 114 025)
Telecommunication	(605 570)	(435 212)
Training	(136 832)	(26 250)
Sponsorship	(60 000)	-
Travel - local	(249 810)	(130 293)
Loss on disposal of assets	(7 849)	(4)
	(37 211 492)	(34 281 126)



SACPCMP

The South African Council for the Project and Construction Management Professions

— CONSTRUCTING NEW PERSPECTIVES —

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RP262/2023
ISBN: 978-0-621-51397-4