

**ANNUAL REPORT**  
APRIL 2014 TO MARCH 2015



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# Executive Summary

**S**AICE Professional Development and Projects (SAICE-PDP) was established by SAICE in 2004 to implement SAICE Outreach and Capacity Building initiatives and activities that require external funding. Over the years SAICE-PDP has been involved in delivering courses, capacitating public sector structures and supporting students and graduates with bursaries, work-integrated learning and workplace-based learning towards professional registration.

Since 2004 the range of activities and turnover have varied enormously, depending on the policies of the day and the funding climate. Turnover for the 2014/2015 financial year was higher than the prior two years thanks to an additional award from the Construction Education Training Authority (CETA), the Municipal Infrastructure Support Agent (MISA) training contract and new capacity-building appointments from the Square Kilometre Array (SKA) and Rand Water.

## Projects

SAICE-PDP continued to manage the professionalisation programme for the Eastern Cape Department of Roads and Public Works. A total of 96 engineering and built environment professionals were supported in some way. Two Candidacy Support programmes funded by CETA continued during the year. In September 2014, a third CETA award commenced, in which candidates in municipalities in the Eastern Cape are being developed.

SAICE-PDP was appointed by the SKA to provide mentors to support engineering staff and give input on the overall design. The company was also appointed by Rand Water to review their organograms, develop a methodology for assessing technical staff for promotion, and to assist unregistered but experienced staff with completing their submissions for registration with the Engineering Council of South Africa (ECSA).

Demand continued for courses offered by the Candidate Academy, particularly the Road to Registration for Mature Candidates. This course addresses the needs of experienced practitioners who should have long since registered, but have never completed their ECSA forms. The need to register has become increasingly important as more and more public sector tenders call for engineering team members and leaders to be professionally registered.

The Municipal Academy team had a busy year rolling out courses in local government on behalf of MISA. The demand was overwhelming, with many classes being oversubscribed. A total of 616 people attended one or more courses. The programme will continue in the next financial year.

After running the Local Government Sector Education Training Authority (LGSETA) Engineering BTech Bursary Scheme for eight years, we were distressed to learn that the LGSETA had decided to run all bursary and intern programmes internally for the 2014/2015 financial year. Happily, it was agreed that SAICE-PDP should once again run the scheme for 2015/2016. Advertising commenced in late 2014, and 30 bursaries were awarded in December 2014.

## Advisory Services

Apart from company projects, SAICE-PDP was involved in offering advisory services, wherever possible, to assist a range of organisations with skills development, education and training. To this end we attended meetings, delivered lectures and presentations, offered advice, developed position papers, participated in, and in some instances chaired workshops for the following institutions, among others:

- City of Cape Town
- Coega Development Corporation

- Construction Education and Training Authority (CETA)
- Department of Cooperative Development and Traditional Affairs
- Department of Higher Education and Training
- Department of Roads and Public Works, Eastern Cape
- Department of Roads, KwaZulu-Natal
- Department of Transport
- Department of Water Affairs - Water Sector Leadership Group
- Engineering Council of South Africa (ECSA)
  - Council
  - Joint Implementation Committee
  - Registration Committee – Professional Engineering Technologists
  - Strategic Advisory Committee Working Group 1 – Candidacy Phase
  - Research Department
- Human Resources Development Council of South Africa (HRDCSA)
- National Treasury, Infrastructure Skills Development Grant Unit
- Quality Council for Trades and Occupations (QCTO)
- South African National Roads Agency Limited (SANRAL)
- Water Institute of Southern Africa (WISA) – Water and Waste Water Process Controller Qualification: Working Group

### Prospects

The prospects for the 2015/2016 financial year look bleak as the Eastern Cape project is almost complete and it is becoming increasingly difficult to secure direct appointments. Current supply chain policies are forcing us to compete through the tender process, which means that many projects we advise on and help set up are ultimately awarded to the lowest bidder.

### A Word of Appreciation

I would like to express my thanks to the SAICE-PDP directors and members, SAICE, SAIEE, CESA and SAICE-PDP staff for their enthusiasm and continued support. And finally, a big thank you to all our funders and clients for entrusting their skills development initiatives to the company.



**ALLYSON LAWLESS**  
Managing Director



# The Candidate Academy



The Candidate Academy is now a well-established brand, and from April 2010 to March 2015 has trained a total of 6012 delegates.

The Candidate Academy presented the full range of Road to Registration courses during the year, and since the ECSA roadshow on the New Registration System (NRS), we have seen an increase in demand for these courses. Furthermore, we have experienced an increase in requests for additional support in the form of one-on-one meetings, e-mails or telephone calls to help candidates complete their ECSA applications after attending a Road to Registration course. The feedback received from candidates who have been registered is very encouraging.

During the year we realised that we had learned a lot about each candidate on our Road to Registration courses, particularly where the candidates were having difficulty gaining suitable experience. We have now extended our service to include the assessment of all candidates on in-house courses. Our reports to management on what further training needs or types of projects each candidate should be involved in to progress towards registration have been well received, and candidates advise that they are now being given appropriate experience.

We added a new course to the Getting Acquainted series of courses entitled Getting Acquainted with Geosynthetics in Soil Reinforcement which was presented for the first time from 23–25 February 2015. The course was very well received, and although offered through the Candidate Academy, delegates were mostly experienced professionals who were grateful for the additional insight that they gained on the course. They promised to recommend the course to more companies for junior staff to attend.

## Attendance and Courses

A total of 1068 delegates attended the range of courses listed below:

- Basic Contract Administration & Quality Control
- Getting Acquainted with GCC 2010
- Getting Acquainted with Geosynthetics in Soil Reinforcement
- Basic Pressure Pipeline Design
- Getting Acquainted with Sewer Design
- Getting Acquainted with Road Construction & Maintenance
- Pavement Engineering Modules 1 to 5
- The Road to Registration for Candidates
- The Road to Registration for Mature Candidates
- The Road to Registration for Supervisors and Coaches
- The Road to Registration for Mentors, Supervisors & HR Practitioners
- Basic Culvert Design for Technicians and Technologists
- Environmental Considerations for Engineering Practitioners



Figure 1: Group work at Worley Parsons during an in-house Road to Registration course



# The Municipal Academy



Figure 2: Peter Coetzee discussing the ECSA 11 Outcomes with MISA delegates during a Road to Registration course

The Municipal Academy continued to deliver courses to municipalities as part of our two-year contract with MISA. We sourced and delivered a total of 22 courses through various organisations as follows:

### SAICE Professional Development and Projects (SAICE-PDP)

- Fundamentals of Procurement and Tendering for Construction Projects
- GCC 2010
- The Road to Registration courses
- Pressure Pipeline Design

### The South African Planning Institute (SAPI)

- Spatial Framework Development
- How to Evaluate Land Use

### The South African Institute of Electrical Engineers (SAIEE)

- Technical Writing
- Project Management

### The Institute of Waste Management of Southern Africa (IWMSA)

- Hazardous Waste Management

### Overall training results

The courses were offered nationwide, including in smaller centres as shown in Figure 3, to try and involve as many municipal officials as possible. The response was overwhelming and courses were regularly oversubscribed, with 56 people arriving at one course, despite the limit having been set at 30 participants per course.

A total of 616 participants from seven provinces attended the courses. Training in many rural centres is planned for the 2015/2016 year.

Despite difficult trading conditions in the financial year, the combined training effort of the Candidate and Municipal Academies matched the training offered by SAICE-PDP in prior years, as can be seen in Figure 4.

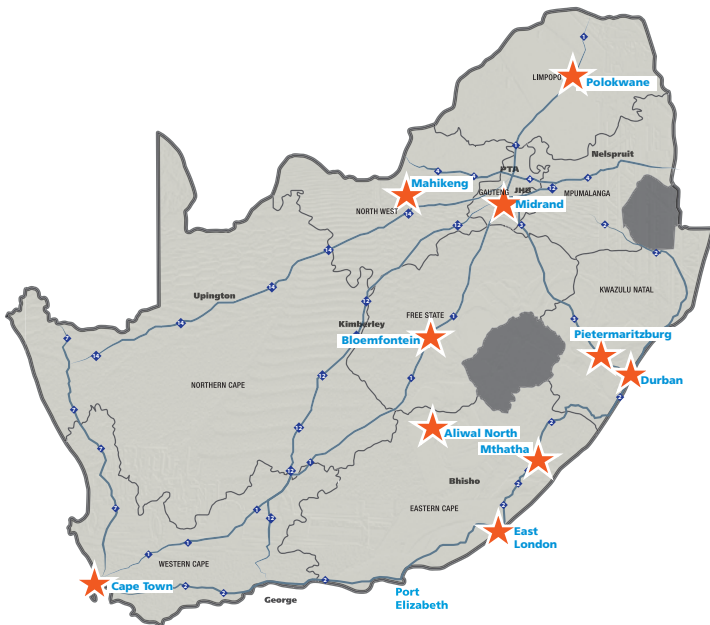


Figure 3: Centres in which Municipal Academy courses were offered

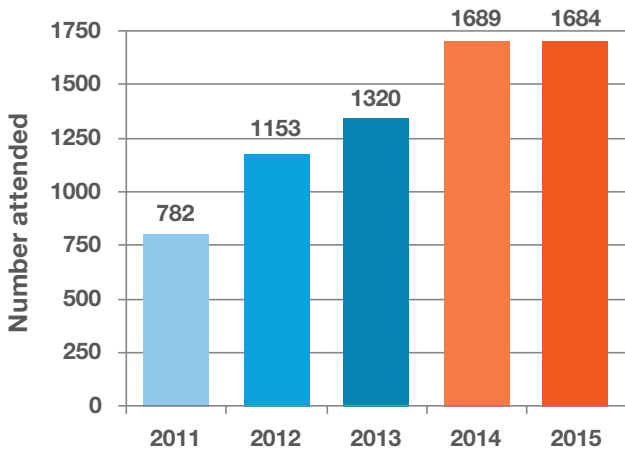


Figure 4: Attendance at Candidate and Municipal Academy Courses from April 2010 to March 2015

# Professional Development



## CETA 1: 2011/2012 Cohort

Support on the CETA 1 project commenced at the beginning of April 2013 and entered the third year in March 2015. Immense challenges have been experienced with this programme due to the high attrition rate of candidates (only 38% of the initial candidates remain), either due to resignations or candidate non-responsiveness. The dwindling numbers are exacerbated by the fact that CETA has not approved candidate replacements in any of the candidacy programmes in accordance with their audit compliance policies. Despite this, the remaining candidates and their companies have benefited from our involvement and we remain committed to supporting companies in their quest to institutionalise candidacy-phase programmes. As evidence that the process does work, two Johannesburg Roads Agency (JRA) candidates successfully registered with ECSA as technologists, and another candidate successfully registered as a technician and mentoring support is continuing towards her application as a technologist.

## Johannesburg Roads Agency (JRA)

CETA 1 support has made an important contribution to the JRA. The Human Resource Development (HRD) Department of the JRA has prioritised the training of engineers based on the training requirements identified within the Workplace Skills Plan. The main focus is to help engineers register with ECSA, whose demanding standards will take the JRA to a higher level of engineering competence and improve the engineering practices within the organisation.

The SAICE-PDP/CETA project has provided a strong professional start to the HRD approach, which will allow internal JRA mentors to become familiar with the process. The project will benefit the JRA in the long term even once the three-year period is complete.

The HRD Department has developed an ECSA registration and mentoring strategy which is focused on the following four groups of practitioners:

- Candidate engineers, technicians and technologists
- Registered professional engineers, technicians and technologists
- Engineering mentors
- Engineers who are yet to start the registration process

SAICE-PDP works with staff members in the first of these groups on the CETA project and has offered to assist in developing the remaining three categories under a separate contract.

## CETA 2: 2012/2013 Cohort

The CETA 2 project commenced in November 2013, and we have continued into the second year of our support. The collaboration with the South African Institute for Electrical



Figure 5: Candidates on site in Vryheid



Figure 6: Candidate meeting with his mentor, Mr Demont

Engineers (SAIEE) has proved very beneficial, as our technical offering to the industry now includes electrical engineering. The SAIEE have made a valuable contribution both to a large power-electric company and City Power.

The attrition rate on this programme has not been as dramatic, and the type of companies we support have been mostly private consulting and contracting firms. These companies have exhibited some understanding of the candidacy phase and have committed internal capacity to provide regular support to candidates. Our mentors oversee progress of the candidates by providing input on the type of activities and levels of responsibility which the candidates would be exposed to in the workplace. Two candidates, an engineer and a technologist, have submitted their applications to ECSA. We eagerly await the outcome.

## CETA 3: 2013/2014 Cohort

We received notification from CETA to commence the CETA 3 project in September 2014. The intention of submitting this application was to obtain funding for 50 engineering candidates to be mentored and developed in Eastern Cape municipalities. The municipal staff were delighted that they would be afforded the same mentoring opportunities as their peers in the Eastern Cape Department of Roads and Public Works (DRPW).

The vast geographic spread of the municipalities has made it an onerous task to obtain the great number of signed



**Figure 7: CETA 3 candidates at the induction workshop in Mthatha**

documents required by CETA as audit evident to substantiate our quarterly invoices. Candidates based in outlying municipalities experience technology challenges which causes further delays in submitting quarterly reports.

A CETA deliverable was that learning material should be issued to each candidate. This gave the opportunity to develop customised material for the municipal environment, which outlined the type of municipal-related activities that candidates needed to gain experience in, depending on the sub-disciplines they worked in, such as water, sanitation, roads or transport.

### The Square Kilometre Array (SKA)

The SKA requested us to assist with the development of their engineering personnel and provide an engineering advisory service. A two-year contract was signed in December 2014, but our involvement has altered somewhat since the initial discussions. Our engineers are spending more time acting as technical advisors than as mentors.

It took substantial effort to find mechanical engineers with heating, ventilation and air conditioning (HVAC) experience, which is a major part of the project. Working with industry and the SAIEE, it was relatively easy to find civil and electrical engineers and a geotechnical engineer who were eager to



**Figure 8: Scientists are now using KAT-7 to do research**

get involved. The SKA are grateful for the knowledge base and insight that our engineers offer and acknowledge that the extent of the technical input required was not fully anticipated.

The next phase will be the appointment of the graduates and providing mentoring support, with the intention of institutionalising a structured candidacy training programme in the SKA.

### Rand Water

We received a request from the Human Resources Division of Rand Water to devise a methodology to help existing staff develop their skills to achieve the 11 outcomes required for registration with ECSA and to assess whether they are ready for promotion within the Rand Water system. This necessitated refining their promotion criteria based on technical expertise or management and leadership ability. All technical staff have completed draft ECSA applications and will be interviewed by our civil and electrical engineers and a professional architect. The interviews will assess their promotion potential or their need to gain further experience before they can either be promoted or be considered ready for professional registration.

### Eastern Cape Professionalisation Programme

SAICE-PDP has continued to manage a professionalisation programme for the Eastern Cape Department of Roads and Public Works. A total of 96 engineering and built environment professionals have been supported during the past year under the guidance of 12 SAICE-PDP mentors.

### Professionalisation

The numbers supported are as follows:

• Mentoring, supervision and experiential training	65
• Mature candidate registration support	21
• Supplementary training	96

Twenty-four candidates have been registered thus far and two applications have been referred to other committees. Forty-four candidates have been targeted for registration by March 2016.



**Figure 9: Candidates relaxing at the picturesque Hole-in-the-Wall on the Wild Coast after a hard day in the field.**

The progress and status of these candidates is as follows:

- Registrations submitted by 15 July 2015 9
- Registrations submitted by September 2015 11
- Registrations submitted by March 2016 24
- Inexperienced to be transitioned to internal mentors 20

Secondment and rotation of candidates were limited to external service providers to ensure minimum disruption to operations and functions within the Department. Since there was a lack of engineering opportunities or suitable projects within the Department, SAICE-PDP and the Department set up a design office and developed assignments and other techniques to ensure that candidates gain adequate experience. The achievement to date has been gratifying.

### Training Development

The initial scope of work and business plan provided for one training course per candidate per annum. However, the majority of candidates had inadequate discipline-specific knowledge to complete the activities and assignments. Additional courses were requested from management to cover each aspect of the Departments' scope of work. Over the past year, SAICE-PDP developed a range of courses with the assistance of the mentors, and presented courses on:

- Environmental Management
- Pavement Engineering
- Culvert Design
- Contract Management

120 person-days of training were conducted during the year.

### Trades and Related Occupations – Higher-Order Capacitation Framework

SAICE-PDP determined that technicians and technologists were not working at the appropriate level. We emphasised the need for candidates to work within an engineering team to be eligible

for registration. We were requested by the HRD Department to develop competencies that would distinguish between the jobs and activities of technologists, technicians, artisans and related skilled workers to guide the development of a departmental Higher-Order Capacitation Plan (HCOP). SAICE-PDP developed competency frameworks for all functions within construction, operations and maintenance, covering professionals, trades and related skilled occupations. Furthermore, at the request of the Acting DDG, Human Capital, recommendations were made regarding new organograms at unit level, strategies for the development and retention of scarce skills, career-pathing, competence development and job profiling.

### Close-out of Current Programme

The professionalisation programme is in its final year. Unfortunately, neither mature nor experienced candidates demonstrated the required responsiveness, which led to over-expenditure on mentoring. These issues were raised with management and SAICE-PDP was requested to continue supporting the candidates despite their lack of responsiveness.

Target Group	Activity Title	Activity Definition	Job Title	Job Definition
Traffic Facilities	Examine and inspect	Examine and inspect: To look carefully, closely and thoroughly at traffic facilities to determine the nature and condition thereof in order to learn more about it, to find problems, to identify current and potential defects, etc.	Conditional assessment of traffic facilities	Ensures that the roads system is efficiently operated, checks that road markings, road studs, road signs, traffic control and guardrails are promptly repaired and complaints are formally investigated and reported on.
			Priorise and schedule maintenance	Identifies traffic facilities that require maintenance or that are missing and require replacement. Prepares a schedule of maintenance required to restore the traffic facilities to acceptable standards.
			Report condition of traffic facilities.	Prepares a report on the condition of the traffic facilities. Coordinates and maintains a comprehensive routine inspection and maintenance programme.
Traffic Facilities	Examine equipment and sites to ensure that requirements are met	Examine and inspect: To look carefully, closely and thoroughly at equipment and sites to determine the nature and condition thereof in order to learn more about it, to find problems, to identify current and potential defects, etc.	Meet traffic control requirements	Ensures that the traffic conditions are conducive to workers. Do not work during the peak traffic periods of the particular road section.
			Meet health and safety requirements	Demonstrates knowledge of applicable health and safety regulations. Adheres to applicable health and safety regulations. Ensures safe working conditions by enforcing Occupational Health and Safety Act. Demonstrates knowledge of applicable health and safety regulations. Adheres to applicable health and safety regulations. Ensures safe working conditions by enforcing Occupational Health and Safety Act.
			Meet environmental requirements.	Ensures that materials are disposed of in the appropriate manner. Ensures that the site is not contaminated by materials used.
			Ensure safekeeping and serviceability of plant and equipment	Ensures that materials are disposed of in the appropriate manner. Ensures that the site is not contaminated by materials used.
Traffic Facilities	Organise and coordinate the material and human resources required to complete jobs	Bring the different elements of the workforce, materials and equipment into a harmonious and efficient relationship to work together efficiently in a common action or effort. To negotiate with others in order to work together effectively.	Determine and ensure availability of resources	Determine resources required for maintenance job at hand. Carry out planning with supervisor.
			Prepare and monitor work schedules	Schedule requirements on Gantt Charts MS project

Table 1: A competency framework for traffic management



Figure 10: A field trip as part of the Environmental Management Course



Figure 11: DRPW candidates out on site

This has resulted in a significant increase in mentoring time and cost. A variation order has been submitted to the Department for the additional cost and approval is awaited.

### Coega

The first phase of the appointment was to identify sixteen candidates who were ready for registration. Seventeen candidates were identified - three SACPCMP and 14 ECSA candidates. They were given support to prepare their submissions to the respective councils. The process included:

- Conducting registration orientation sessions in Port Elizabeth, Durban and East London
- Developing experience mind maps
- Developing templates and tools for experience reporting
- Individual coaching sessions with candidates
- Reviewing reports and recommending adjustments
- Submitting applications to a panel prior to submission to councils

Fourteen applications were received, but only eight applicants were eligible for registration and were able to secure the approval of the supervisors and referees.

The second phase of the Coega programme commenced at the end of May 2014. Fifty-six candidates were identified to be mentored and coached towards registration. An inordinate amount of time was spent on the candidates to orientate them and to develop professionalisation plans. Unfortunately, there has been limited response and the programme has ground to a halt. Numerous meetings have been held with management to address the situation; however, the work load and demand on the candidates has resulted in no progress being made at all. We are currently in discussion with Coega to find ways to resuscitate the programme.

### Amathole

Ten ECSA candidates were identified and placed in local municipalities in the Amathole District and two were placed in the Municipal Support Unit (MSU). Two SAICE-PDP mentors were assigned to the project.

The status of the candidates and their progress towards registration were determined by performing a mind mapping exercise to assess their progress to date and readiness for registration. The candidates were divided into cohorts in accordance with their progress towards registration.

All the candidates attended Road to Registration courses and compiled their portfolios of evidence. The mature candidates failed to complete their applications for submission to ECSA. The non-completion was the result of inadequate experience at the appropriate level and non-responsiveness of the candidates.

Design offices were set up in the local municipalities, design software was installed and the candidates were coached

and mentored on in-house design projects. A small budget was provided to complete the applications of three mature candidates. The remainder of the candidates were transferred to the CETA 3 project and are currently being mentored.

In all the mentoring contracts outlined above, some 240 candidates are being mentored by 26 mentors.

### The Local Government Sector Education Training Authority B-Tech Bursary Scheme

Thirty students have been awarded LGSETA bursaries for the 2015/2016 financial year. Seventeen students commenced their studies in the first semester of 2015, and 12 students will commence in the second semester of 2015 at various Universities of Technology.

It was gratifying to receive news of several students from earlier programmes graduating during the year as listed in Table 2. Claude Davids shown in Figure 12 is our oldest graduate to date, at the age of 53.

Since the inception of the programme in 2006, a total of 74 students have completed their B-Techs and 49 are still studying. Doing a B-Tech part-time is very challenging, particularly for those who live long distances from Universities of Technology and have to travel thousands of kilometres every month or semester. As a result the drop-out rate has been 40%, with some 83 students dropping out over the period.

**Table 2: 2014 B-Tech bursary graduates**

<b>Buyisile Mthalane</b>	<b>Zamani Mhlongo</b>
<b>Claude Davids</b>	<b>Nonjabulo Zitha</b>
<b>Sinenhlaha Manqele</b>	<b>Bonisile Ngcobo</b>
<b>Rayno van Rooyen</b>	<b>Leslie Budeli</b>



**Figure 12: Claude Davids graduated in April 2015 at the age of 53 with a BTech Mechanical Engineering.**

# Advisory Services

## Department of Higher Education and Training (DHET)

Allyson Lawless continued to offer support as Technical Advisor to the Deputy Director General (DDG) of the Special Projects Unit (SPU). This unit is responsible for preparing the skills plan for the Strategic Infrastructure Projects (SIPs). The DDG has been tasked with determining the skills demand, the current workforce and the supply to determine the gaps and bottlenecks associated with rolling out the SIPs.

The result was the publication of a detailed report entitled *Skills for and through SIPs* which the Minister of Higher Education and Training, Dr Nzimande, together with the Minister of Public Works, Mr Nxesi, and the late Minister of Public Service and Administration, Mr Chabane, released on 2 September 2014. The Minister of Economic Development, Mr Patel, also supported the release of the report. (The Report can be viewed at <https://sip-skills.onlinecf.net>)

Chapters Six to Ten, which were largely written or edited by Allyson Lawless, detail the challenges being faced in each of the listed scarce occupations and proposed remedies to address these challenges. Scarce occupations include a range of engineering and science disciplines, town planning, land survey, draughting, trades, operators and many elementary worker specialisations such as road markers.

The closing chapters look at ways in which these recommendations could be implemented. Although almost R800m was allocated by the SETAs for various initiatives, gaining access to the funds proved to be challenging, and

in the end only about R150m was spent. Work is now under way to try and streamline the SETA process. The National Skills Fund, however, pledged substantial funds and almost R2bn has been spent on new infrastructure and bursaries, largely relating to trades, operators and the training of elementary workers. The challenge now is how to tap these and other funds for the development of professionals.

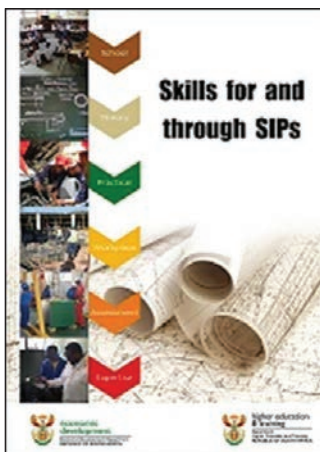


Figure 13: The publication *Skills for and through SIPs*

## Quality Council for Trades and Occupations (QCTO)

Allyson Lawless continued to serve on the Qualifications Committee of the QCTO. The QCTO is responsible for re-developing all the qualifications that have been developed by SETA Standard Generating Bodies since the inception of SETAs. In many instances, several qualifications have been consolidated

into a single national qualification and much research has gone into determining the scope of each of these qualifications.

## Water and Waste Water Process Controller Occupational Qualification

Peter Coetzee continued his duties in the Water Research Commission working group, constituted to develop a W&WW Process Controller qualification in terms of section 71(1) (a) of the Water Services Act 108 of 1997. The suite of documents is now ready for peer review.

## ECSA Strategic Advisory Committee – Candidacy Phase Working Group (WG1)

Three SAICE-PDP staff members serve on the Candidacy Phase Working Group (WG1) set up by the ECSA Strategic Advisory Committee to identify, launch and oversee initiatives that will lead to the following broad outcomes:

1. A sustainable increase in the number of candidates enrolled with ECSA
2. A sustainable reduction of the average duration of the candidacy phase towards the minimum prescribed period
3. The creation of a culture of respect for and recognition of the value of professional registration

A new Commitment and Undertaking has been developed which will give companies significantly more guidance on how graduates should be trained and a mentor contract will be issued which each mentor must sign – this gives comprehensive guidance on the role that mentors should be playing.

Development of the Mentor-Connector website faltered during the year due to lack of budget, but it has been put out to tender and is expected to be up and running by August 2015.

## Research

### Municipal Research

It was decided to repeat the municipal research carried out in 2005 to determine the number, age, race, gender, qualifications and registration status of civil engineers, technologists and technicians in local government. The research is not yet complete, but from early replies, it appears that there are many more civil engineering staff than there were 10 years ago. The concerning trend is that experienced engineers have been replaced by recently graduated technicians. Once the research is complete, this will inform us as to what type of training and support we should be offering local government.

### Technician Research

There are mixed messages about the numbers and need for engineering technicians in various sectors. A research project is under way to trace the history, demand for and supply of engineering technicians, and to determine the type of training and numbers required.

# Company News



## Our New Website

The Civils Masakheni website was out of date and the key staff of the service provider had moved on, which meant that we needed to start again. A new site has been developed using the YourMembership site, which is a substantial American site providing extensive functionality for professional bodies. The site offers an integrated solution for managing members, events, CPD, and communications, and for automating workflows. It can be customised by users. The functionality has been invaluable for managing the roll-out of the MISA courses.

In designing the website, we were forced to re-consider our functions, divisions and ad hoc images developed for various initiatives. Essentially, over and above providing advisory services generally on a pro bono basis, there are three divisions within SAICE-PDP:

- The Candidate Academy
- The Municipal Academy
- The Professional Development Division

Images of all three were re-developed, and tabs for each have been developed using the overall look and feel shown in Figure 14. Visit the site at [www.civilsmasakheni.co.za](http://www.civilsmasakheni.co.za). This annual report now also reflects the updated corporate image and division news.

## Staff News

- **Mbali Buthelezi** joined the company through the South African Graduate Development Association (SAGDA) in July 2014 to work as an intern in the training department, and has been involved with the Candidate and Municipal Academy and updating the database on the new website.
- **Thuba Sithole**, a research intern who was seconded to SAICE-PDP in October 2013, completed his studies in November 2014 and graduated in April 2015 (see Figure 15). He left the company in January 2015 to start

research for his Master's degree, but assists the company part-time when he is in Johannesburg.

- **Queen Nzima** gave birth to a baby son, Sabelo Junior, on 20 February 2015.
- **Zan Mlambo** assisted SAICE-PDP on a temporary assignment in February 2015 and is likely to join the company in early April 2015 as a researcher and support to Allyson Lawless.
- **Natasha Niemandt**, a founding staff member of SAICE-PDP, who was involved in the project management and preparing all the manuals and formal company documents, left the company at the end of February 2015 to expand her own business.
- **Peter Stevenson**, a young IT enthusiast, joined the company to take over Natasha's desktop publishing responsibilities and to serve as the webmaster and offer first-line IT support.
- **Allyson Lawless** became a director of SANRAL in March 2015.



Figure 14: The new Civils Masakheni website



Figure 15: Thuba Sithole is all smiles on graduation day

## Governance

### Board of Directors Meetings

The Board met on 29 July 2014 and 23 March 2015.

### B-BBEE and Tax Clearance Certificates

Our verification audit will be conducted at the beginning of May 2015 prior to the expiry date of the existing certificate. We are confident that we will retain our Level 2 contributor status. Furthermore, a new tax clearance certificate was received in July 2014.

### Directors and Members

Directors and Members as at 31 March 2015 are listed below.

DIRECTORS
Gary Drummond (Chair)
Allyson Lawless
Manglin Pillay
Neil Macleod
Stanford Mkhacane

MEMBERS
Seetella Makhetha
Martin van Veelen
Mehboob Babamia
Simon Mqamelo
Errol Kerst
Chris Herold

Table 3: Directors and Members

### Financial Report

The Annual Financial Statements have been audited and are available for review. Conditions improved in the 2014/2015 year, as can be seen from Table 4. Several small projects were won which helped address the difficult months between CETA quarterly payments. The poor rate of payment by the public sector meant that the company often needed to dip into the retained income and borrow externally to be able to pay mentors, creditors and make statutory payments. The situation stabilised in January 2015 and the cash flow was much improved as at March 2015.

Table 4: Revenue, surplus and retained income from 2012 to 2015			
Year	Revenue	Surplus	Retained income
2012/2013	R6,900,026	-R199,066	R1,752,232
2013/2014	R12,750,519	R119,433	R1,871,665
2014/2015	R14,962,067	R178,066	R2,049,729



## OFFICES

### Physical Address

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SAICE Professional Development and Projects  
trading as Civils Masakheni  
Allyson Hall  
26 Weltevreden Road  
Northcliff Ext 9

### Postal Address

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P.O. Box 73285  
Fairland  
2030

### Contact Numbers

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Tel: (011) 476-4100  
Fax: (011) 678-7518

### Mail and Internet

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[allyson@ally.co.za](mailto:allyson@ally.co.za)  
[www.civilsmasakheni.co.za](http://www.civilsmasakheni.co.za)

### Physical Address

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SAICE National Office  
SAICE House  
Block 19  
Thornhill Office Park  
Bekker Street  
MIDRAND

### Postal Address

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Private Bag X200  
Halfway House  
1685

### Contact Numbers

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Tel: (011) 805-5947/48/53  
Fax: (011) 805-5971

### Mail & Internet

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[civilinfo@saice.org.za](mailto:civilinfo@saice.org.za)  
<http://www.civils.org.za>