ABOUT SAPOA
One of the main objectives of SAPOA is to provide professionally designed programmes, aimed at increasing knowledge and skills of the property industry, ensuring that the content of programmes are aligned to industry needs and thus raising the competence of professionals in the industry. Education should continue to have a sharp focus in our current environment and industry, as it is this that will drive the quality of the property sector for the future.

SAPOA provides continued growth and development opportunities to its members and the property industry at large by offering programmes such as the Property Development Programme (PDP) through its collaboration with the UCT Graduate School of Business. The two-week course allows delegates the platform to sharpen their skills and knowledge, not only by the practical instruction and case studies, but also through the interchange of ideas with fellow colleagues, resulting in an extended basic knowledge in the principles and practices of property investment, development, marketing and management.

SAPOA is pleased that PDP has grown over the years and has developed into a well-known programme which is now recognised as a brand of its own within the property industry. Year after year, the programme continues to attract outstanding participants in the industry and supports the development of young professionals locally and internationally. Delegates can be assured that the programme is of the highest quality and is presented by industry experts.

The ever-dedicated PDP committee, this year chaired by Leanne Sowray, continuously endeavours to keep the programme content updated, ensuring that delegates reap maximum value. The tireless hours spent on the selection process in ensuring that the profile of our delegates meets the required standards has shown in the diversified group of delegates that we have for this year’s programme. We trust that each of you will gain deeper insight into the industry and foster key relationships that will benefit your property careers.

SAPOA would like to acknowledge Standard Bank, the PDP sponsor, for their valuable contribution in making this world-class programme possible. Similarly, SAPOA extends their gratitude to all the lecturers for their time, expertise and contribution in making PDP the esteem programme that it has now become. We wish you everything of the best, not only during the programme, but also for your professional journey with the property industry.

Neil Gopal
Chief Executive Officer
South African Property Owners Association (SAPOA)

Complexity, uncertainty, relentless change; these global touchstones of the times challenge traditional thinking about how business operates, economies grow, and societies develop – and the new world needs new ways to deal with them.

UCT Graduate School of Business is the home to the only full-time African MBA ranked in the top 100 by the prestigious Financial Times and as just one of 59 schools world-wide to be "triple-crowned" (schools which are accredited by AMBA, EQUIS and the AACSB), the school is among the best in the world.

We take a four-pronged approach to excellence that combines academic rigour, societal relevance, innovation in teaching and thought leadership to transform our students – taking them from a place of knowing to doing to being. GSB is committed to making business better. With our roots in Africa, our focus is on emerging market business and our teaching and research is geared towards driving development and understanding in this context, which is characterized by high degrees of uncertainty, complexity and inequality.

Our internationally acclaimed Executive Education department, collaborates closely with our corporate clients to customise cutting edge leadership and management courses that incorporate the four prolonged values approach of the school and equips leaders to make a positive difference in business and in society.

2017 once again brings you the very popular and prestigious Property Development Programme that has been running since 1964. Partnering with SAPOA, the GSB is very proud of this programme which attracts the best in the industry to learn and collaborate together. We welcome you and wish you an enriching journey of learning, innovation and building networks during your time at our school and beyond.

Kumeshnee West
Director: Executive Education
UCT GSB
MESSAGE FROM THE SPONSOR

Congratulations on your selection to this year’s Property Development Programme (PDP), a programme that attracts outstanding participants each year. It is a fantastic achievement to have been selected – well done.

The knowledge you will gain over the two week programme will be invaluable as you move forward in your career. Even more important are the experiences you will share as a group and the friendships that you will build with colleagues in the real estate sector. These are the true legacies of the programme - use the opportunity to its fullest.

Thank you to the team at SAPOA and the Graduate School of Business. This is a programme of the highest quality and Standard Bank is extremely proud to be associated with the PDP.

Gary Garrett
Head, Real Estate Finance
Standard Bank

ABOUT THE SPONSOR

Standard Bank Real Estate Finance, a division of Investment Banking, has the largest dedicated real estate platform of any financier in Sub-Saharan Africa and our expertise extends across the continent. We provide term and development funding in all areas of the real estate sector through a variety of solutions specific to the needs of our clients, including:

- Commercial, industrial and retail developers and investors
- Single asset transactions and portfolio lends
- Real Estate Investment Trusts (REITs) / listed real estate funds
- Residential development and term funding for rental stock (including affordable housing)
- Owner occupied properties and portfolios

Our ability to tap into the vast resources and expertise within the Standard Bank Group enables us to provide seamless access to specialist areas within the organisation and across the globe. This facilitates the professional delivery of flexible and comprehensive funding solutions positioning our clients at the forefront of their real estate related initiatives.

The established track record of our Real Estate Finance activities in South Africa has been extended to various countries on the continent creating a footprint across Africa with on the ground expertise to structure solutions for clients in various organisations, industries and countries.
WELCOME

Presented jointly by the South African Property Owners Association (SAPOA) and The Graduate School of Business of the University of Cape Town, the PDP is designed to sharpen skills, broaden knowledge and inspire leadership.

PDP is respected for its high standard of instruction, which is matched to the high calibre of its participants, with in-depth insight from national and international instructors. It has earned a proud reputation as the premier management programme for property professionals on the continent.

Its technical base covers the principles and practices of property investment, development, marketing and management, and builds on this with dynamics, strategic thinking, negotiation and presentation skills, and economics.

Its benefits extend well beyond technical learning and critical thinking. PDP is a compelling platform for the exchange of ideas with industry leaders, peers and co-delegates. It is a unique opportunity to build long-lasting business and personal relationships with course colleagues from a multitude of disciplines.

This year, the programme highlights responses to current issues that have the most influence on our industry. In a difficult operating environment, more and more property role-players are looking beyond our borders for opportunities. Investing in “Africa and beyond” is the subject of a panel discussion, which is set to be a highlight of this year’s programme. Also, SAPOA Past President and experienced property professional TC Chetty will share his wisdom and inspiration as the keynote speaker.

I encourage you to make the most of everything that PDP offers. Learn, grow and enjoy!

Leanne Sowray
Chairperson
SAPOA PDP Committee
The South African Property Owners Association (SAPOA) and The Graduate School of Business (GSB) thank each participating lecturer below for their valuable knowledge and expertise combined with the wealth of experience that was shared with our delegates at the Property Development Programme (PDP) 2017. We are most certain our delegates will make use of this knowledge to further enrich our current vibrant industry.

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Dave Duarte is the CEO of Treeshake, a learning organisation for the digital age. As Young Global Leader of the World Economic Forum, he is committed to serving society through his work. After co-founding Cerebra, Africa’s leading social media agency, he launched the first digital-marketing courses for executives at UCT’s Graduate School of Business. An influential voice in digital media, he speaks regularly to audiences ranging from students to world leaders, and writes about the importance of learning-by-doing. He serves on Endeavor’s Venture Corps and is a Trustee for the Reach Trust, which serves more than a million people each month with mobile support services.

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Rob Wesselo is a Managing Director responsible for South African operations at International Housing Solutions (IHS), a post he has held since September 2010. He is responsible for sourcing investment, structuring and negotiating deals with developers, and managing the operations of IHS in South Africa. Prior to joining IHS, he was the Head of Commercial Property Finance (Property Investments) at Absa Business Bank. He has also held other property-focused positions, including those of Commercial Director at Pangbourne Properties and Head of Listed Property Funding at Rand Merchant Bank. He holds an LLB from Wits University.

**Nicola Robins**  
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Nicola Robins is a sustainability coach, strategist and facilitator with a master’s in Industrial Environmental Management from Yale University. She founded Groundwork Environmental in 2002, and is now Director and co-founder of Incite Sustainability, developing tools and processes for sustainability strategy and implementation for clients such as Vodacom, Old Mutual and Edcon. As a personal coach, she evolves coaching methodologies informed by sustainability principles, and indigenous African approaches to personal and collective social transition. She is the author of Sustainability 2.0: A Guide To Competing In A Changing World, and a visiting lecturer in sustainability and leadership at UCT’s Graduate School of Business.
Guy Nicolson’s environmental and land use planning consulting firm has been operating since 1993. He has postgraduate degrees in ecology and education, and a master’s degree in Urban and Regional Planning, having specialised in the environmental aspects of this field. His clients include government branches, parastatals such as Eskom and the Public Rail Association of South Africa, the Development Bank of South Africa, town/regional planning commissions, and various property developers. He prides himself on being involved in the complete project cycle by assembling specialist project teams, and on his reputation as a leading environmental consultant who offers independent, specialised, personal and efficient service.

Shevira Bissessor has degrees in quantity surveying and property development from the University of KwaZulu-Natal. She joined Aecom in 2005 as a student and was permanently employed in 2008. She’s been a registered quantity surveyor since 2011 and is a professional member of the Association of South African Quantity Surveyors. As an associate at Aecom, she is involved in all aspects of quantity surveying, including estimates, feasibility studies, preparation of bills of quantities, tender adjudication reports, payment certificates, contract documentation and cost reports. In 2013, her team took first prize at the Property Development Programme held at UCT’s Graduate School of Business.

With an extensive background in property economics and property research and more than 18 years of work experience, Sanett Uys is the Managing Director of SerendipityRemix. She is responsible for the detailed analysis of the property market, including aspects such as due diligence and consultancy. She has an MBA from the University of Stellenbosch, and is a professional member and Chair of the Sub-Saharan Africa Market Advisory Panel of the Royal Institution of Chartered Surveyors. She heads up SAPOA’s Research Committee and is a member of SAPOA’s National Council; she is also a previous Chair of the Women’s Property Network.
Pieter Engelbrecht
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Pieter Engelbrecht is the Head of Development at Growthpoint Properties. He started his career as a qualified quantity surveyor and, after practising for three years, made the move into the development field. He has more than 30 years of experience in the property industry, from facilities management to property development, and has developed projects worth billions of rand for various clients. He was recently elected as a new SAPOA Board member and is currently the Chairman of the SAPOA Awards Committee.

Rudolf Pienaar
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Rudolf Pienaar is Director: Office Sector at Growthpoint Properties. In his 25 years in the property industry, he’s been a member of senior management of five listed property companies and has served as Director of management companies such as Barprop and Primegro. His developments have won SAPOA Awards for Innovative Excellence in Property Development in the Office, Industrial and Mixed Use categories. He’s been at the forefront of sustainable development at Growthpoint Properties and is a Director of the Green Building Council of South Africa. He also serves on the advisory board of the Department of Construction Economics at the University of Pretoria.

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Phil Barttram is the Vice President for Client Coverage at IPD South Africa, having moved from Old Mutual Property where he was Head of Research. He has an MBA from UCT’s Graduate School of Business and has completed a Property Development Programme at UCT; this is complemented by more than 20 years of experience in financial services, real estate, asset management and strategy consulting in both the UK and South Africa. He is excited by real estate as an investment class and is passionate about the latent potential that exists within emerging markets, particularly in sub-Saharan Africa.
Johann Marnitz
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Johann Marnitz of the law firm JP Marnitz & Co was admitted as an attorney in 1976, as notary public in 1989 and as a conveyancer in 1997. His firm specialises in property and contract law, servicing various national and international development clients specifically in the property development sector of the industry. He is a part-time lecturer at the University of Pretoria, the University of the Free State and UCT, and has been involved in SAPOA Educational Programmes and workshops on property law, contracts and leases.

Dr. Gabriell Prinsloo
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Dr Gabriell Prinsloo is a qualified medical doctor registered with the Health Professions Council of South Africa. She graduated in 2001 and then worked in the public sector for 8 years. She has spent the last 15 years exploring different aspects of health and healing including nutrition, exercise, homeopathy, meditation, different forms of energy healing and metaphysics. She is a qualified yoga teacher and also has a diploma in Life Coaching, a diploma in Hypnotherapy and is in the final stages of completing a PhD in Exercise Science (UCT) focusing on Stress Management. She is also on the Wellness Warehouse advisory panel. She is currently in private practice where she uses a combination of coaching, hypnotherapy, allopathic medicine, homeopathy, and nutritional and exercise advice to help her clients to become and stay healthy and happy.

Steve Sutcliffe
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Steve Sutcliffe is the founder and owner of Trafficon, a specialist practice established in 1996 that offers traffic engineering and transportation planning expertise. He has a master’s degree in Traffic and Transportation from Wits University, and holds diplomas in financial management and transportation logistics. His practice consults with both the private and public sector, focusing on property development and the requisite solutions to traffic impact, as well as related transport policies for the City of Cape Town. The firm’s specialty is micro-simulation modelling, which permits the testing of traffic solutions to road network congestion and alternative solutions on the computer, rather than on the street.
Richard Thomson is a member of faculty and Course Chairman for the full-time MBA programme at Wits Business School. As a visiting lecturer since 1990, he played a leading role in the School's group dynamics and team development processes for executive and certificate programmes, including the International EDP and MAP. He also taught in Europe for 15 years, and has been facilitating Group Dynamics as part of the Property Development Programme for more than 15 years. In his work with the Learning Network, he facilitates performance improvement processes for executive and leadership teams in client organisations.

Simon has qualifications in commerce, architecture, urban design and planning. After working for a large architectural and planning firm, he joined the firm which became CNdV africa 29 years ago. He has led teams on a wide variety of projects from detailed urban design and landscaping, through to municipal and provincial spatial development frameworks. Recent and current projects include: the restructuring of a number of SA’s mining towns arising out of the Marikana Commission recommendations; the repurposing of parts of Newlands Cricket Stadium; and, one of the Cape Town Foreshore Freeway submissions. He is lead urban designer and town planner on the latter two. Simon has also been involved as a member of private development syndicates. He is vice chair of SAPOA Western Cape regional committee and sits on the Western Cape Property Development Forum. He is also a member of the City of Cape Town Municipal Planning Tribunal.

Englishman Norman Griffiths qualified as an Associate of the Royal Institution of Chartered Surveyors before moving to South Africa in 1968. He has operated as an independent property valuer and consultant since 1990. Prior to that he held various positions at Richard Ellis/Dunlop Heywood. He is registered professional valuer, a Fellow of the South African Institute of Valuers and a member of SAPOA’s Education, Training and Development Committee. His firm provides valuation advice to a wide range of clients, including unit trusts/loan stock companies, property investors and owners, the hotel and leisure industry, and government. He regularly lectures to the profession, students and the property industry.
Clive Shepherd
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Clive Shepherd is the Chairman of DSA Architects International with offices in Johannesburg, Dubai and Lisbon, and a total staff compliment of 170. DSA Architects is a truly international practice having completed projects in over 30 countries worldwide. Clive has a Bachelor of Architecture degree from the University of Natal, and is a member of both the Institute of South African Architects ISAA, and the Royal Institute of British Architects RIBA, with over 35 years’ experience in the architecture, his experience covers a wide spectrum from Hospitality, Healthcare, Education and Commercial project. Clive is also a Past Chairman of the PDP Committee.

Henry Chitsulo
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Henry Chitsulo has 22 years of experience in investment banking and real estate and property development. He was previously a Director responsible for BEE funding in the Real Estate Investment Division at Standard Bank and National Manager of Property Equity Investments at Absa. He is past Chairman of SAPOA’s Convention Committee and of the Property Development Programme, and is one of the founding members of the South African Institute of Black Property Practitioners. He is a guest lecturer in Property Studies at Wits University, and also lectures in several SAPOA courses and workshops in conjunction with the University of Pretoria and UCT.

Tony Gebhardt
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Tony Gebhardt qualified as Associate of the Royal Institution of Chartered Surveyors through the University of Reading in the UK in 1981. He’s been a member of the Association of South African Quantity Surveyors since 1980, and registered with the South African Council for the Quantity Surveying Profession in 1982. He opened Hamlyn Gebhardt Quantity Surveyors in 1990, consulting to developers of large shopping and office projects, heritage properties, schools, conference centres and housing developments. He serves on SAPOA’s Method of Measuring Floor Areas Committee and Property Development Programme Committee, and represents SAPOA on the Standard Setting Committee of the International Property Measurement Standards Coalition.
### Lecturers

#### Prof François Viruly
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Professor François Viruly is a property economist with 20 years of experience in the analysis of the South African property market, its drivers and its relationship with urban economics. He lectures in Urban Economics, Property Development and Portfolio Management at UCT’s School of Construction Economics and Management. He was Head of Research at JHI Professional Services and more recently headed the School of Construction Economics and Management at Wits University. He is a fellow of the Royal Institution of Chartered Surveyors and the Acting Chair of the Ethics in Research Committee at UCT’s Faculty of Engineering and the Built Environment.

#### Willie Vos
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“Willie Vos is the CEO of Waterfall Management and Operating Company (WMOC). He is an experienced property developer with more than 21 years’ experience in residential property developments and holds a Honours degree in Financial Management and a Master’s degree in Business Management. WMOC is responsible for the co-ordination and management of all developments on the Waterfall Development (on behalf of the landowner) with current estimated value of just over R90bn. WMOC liaises with all strategic partners such as Attacq, Century Developments as well as Balwin. WMOC is also responsible for property development, project management, asset management and liaison with relevant Government institutions where required.”

#### Clifford Hayim
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Quantity surveyor Clifford Hayim is the Managing Director of Ferrer Hayim. With a BSc in quantity surveying and master’s degree in property and construction, he specialises in and consults on financial feasibilities and property valuation. He’s a registered professional member of the South African Council for the Quantity Surveying Profession and the Association of South African Quantity Surveyors, and an associate member of the Royal Institute of Chartered Surveyors. He lectures postgraduate students at the School of Construction Economics and Management at Wits, and has also lectured at UCT, SAPOA and the College of People Management and Development in various property-related subjects.
Barry Standish is a Professor of Economics at the Rotterdam School of Management in the Netherlands, and a Director and partner at Stratecon, an applied economic research company primarily dealing with infrastructure projects. He has a long history of flagship assignments, including economic analyses of the proposed ring road in Mauritius and the proposed N3 bypass near Pietermaritzburg, as well as the Saldanha IDZ and the Atlantis IDZ. He’s also been involved in economic impact assessments for Vodacom, Sun International and the V&A Waterfront, and played a part in optimising the government motor-vehicle transport fleet for the Western Cape Provincial Treasury.

Portia Tau-Sekati is the CEO of the Property Sector Charter Council, the organisation entrusted with developing strategy and programmes to enable stakeholders in the property sector to achieve transformation as outlined in the Property Charter. She has extensive knowledge of dealing with and lobbying government, and a reputation as an expert on issues of transformation. She has led and facilitated discussions on transformation targets with major property stakeholders, and aligned property sector requirements to B-BBEE codes of good practice. She has addressed a number of forums, conferences and media across the spectrum, talking about the property and transformation in the sector.

Robert McGaffin is a town planner and land economist. He has worked as town planner with the City of Cape Town and the Gauteng Department of Economic Development and he has worked as a researcher for the Cambridge MIT Institute looking at the location factors of the high-tech industry in the UK and USA. His other focus is property finance in which he gained experience working as a manager in Standard Bank’s Commercial Property Finance Division. He has worked with Rode and Associates to produce the Rode Growth Points Report. He currently lectures on both the Property and Construction Programmes at the UCT Department of Construction Economics and Management and he is the Property Market Theme Coordinator for Urban LandMark.
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