Our operations in Africa boast permanent offices in Botswana, Ghana, Kenya, Lesotho, Mozambique, South Africa and Uganda.
To learn more about how AECOM is delivering a better world go to: www.aecom.com

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Message from
Dean Narainsamy

Positive sentiment in the business environment seems to be the theme for 2018. Amazingly, we are already halfway through this year and, as a business, the year ahead presents many opportunities and challenges for AECOM.

As alluded to last year, investment in innovation is a key trademark for a global business. We are happy to report that our Cost Management BIM team has made significant progress in enhancing our 5D BIM capability. We can proudly say that we have local project examples that clearly illustrate the benefits of using 5D BIM. The dawn of digital transformation has enabled our team to embrace a more proactive approach, both from a cost and contract management perspective, allowing us to focus on a better service offering for our clients.

Our journey into Africa continues. As a result of our global presence and project work in Africa, our opportunities pipeline in infrastructure has created a balanced portfolio of work locally, with a more focused approach to grow our project presence in Kenya, Ghana, Uganda, Mozambique, Lesotho and Botswana. The year ahead reflects one of consolidation and building on the investments that we have made in places, people and projects. Fundamental to our success will be understanding the local economic policies of government, employing local people and embracing the culture of working in Africa.
We are proud to report that we have made significant strides in improving our broad-based black economic empowerment commitment in South Africa, and have moved from a Level 3 contributor a year ago to a Level 1 contributor in terms of the Department of Trade and Industry’s (Revised Codes) scorecard. As a business we view this milestone as an ongoing goal to achieve the highest possible accreditation in support of government’s empowerment policies.

The old adage that ‘you are the reflection of the team that supports you’ holds firm in our thinking. Our ability to retain, attract and recruit the best people remains, and will always be, a key focus for us. Our Graduate Development / Mentoring 4 Success programme has already gained significant traction, and I am pleased that we have already had successful professional registrations since its inception last year. This is truly a remarkable achievement, and enforces our commitment to growing and nurturing our young talent into professionals who will help shape the future of our industry. We have also started a strategic partnership with the Department of Public Works to house their candidate quantity surveyors in our M4S Programme in order for them to fast-track their registration process. It is our intention to grow this initiative throughout our various office locations.

As a business, we continue to evolve, and 2018 sees another chapter being written in our evolutionary process, with our main focus being on innovation, our people and clients. Our vision is to become an organisation that is respected and valued for inspiring solutions, enduring legacies and continuing to remain relevant in a constantly changing and challenging construction environment.

Best Regards,
Dean Narainsamy
Imagine it. Delivered.

It’s one thing to imagine a better world. It’s another to deliver it.

AECOM was built to do just that. With a deep and experienced global team, we design and deliver infrastructure and services that unlock opportunities for clients and communities and protect our environment and improve people’s lives.

From urban centres to remote villages, our work is transformative. We make a positive and lasting impact by applying our global reach, connected expertise and delivery excellence to solve complex, evolving challenges.

The difference that we help our clients make is felt in every region of the world. Clean water for developing communities, iconic skyscrapers that swell a nation’s pride, power and security to fuel economic prosperity, transportation that brings people together and thoughtful planning that sustains cities and natural resources.

Our clients face tough, interrelated challenges that can only be solved by a company like ours - one with deep roots, diverse perspectives and an innovative approach. One with the people, technology and vision to deliver what others can only imagine.

We are AECOM Imagine it. Delivered.
Our Core Values

At AECOM, we are guided by six core values that we all share and that underpin everything we do.

**SAFEGUARD** We operate ethically and with integrity, while prioritising safety and security in all that we do.

**COLLABORATE** We build diverse teams that connect expertise to create innovative solutions.

**INSPIRE** We develop and celebrate our people, and elevate the communities we touch.

**ANTICIPATE** We understand the complexity of our clients’ challenges and help them see further.

**DELIVER** We grow our business through operational excellence and flawless execution.

**DREAM** We transcend the industry by reimagining what is possible – and realising it.
Safety First

Safety, Health and Environment (SHE) is a prized component of the AECOM culture.

Safeguarding our people, those we work with and anyone affected by our operations, as well as the environment and communities in which we work, is a business critical responsibility. It is one of our core values and central to our ability to conduct business with integrity at all times.

In order to achieve this, AECOM’s senior management team leads the improvement process and continuously demonstrates support and commitment.

Our policies, procedures and processes, which form part of our SHE Management System, are fully aligned to the international standards for both environmental management - ISO 14001, and safety and health management - BS OHSAS 18001.
Quality Excellence

AECOM is a global community of professionals – different disciplines, backgrounds and perspectives – united by a common goal of delivering best-in-class solutions and services to clients.

To achieve this, we have a Quality Management System (QMS) that provides a consistent documented and auditable platform for operations with the capacity to manage risk and change.

We are committed to promoting a culture of continual improvement in the management of our business through:

— Leading quality at all levels, where everyone is encouraged and expected to do the right thing
— Delivering work and services in a manner that meet client requirements and enhance client satisfaction
— Collaborating, which enables mutually beneficial relationships with clients, suppliers and internal partners
— Anticipating and managing risks to safeguard the integrity of our work and services
— Employee empowerment, where quality is achieved through a balance between formal integrated processes and empowered employee discretion
— Organisational learning and knowledge sharing
— Providing a delivery excellence framework for establishing and reviewing appropriate business objectives and targets
— Supporting the professional development of our employees

Our QMS is certified to **ISO 9001: 2015**.
Africa has Risen

Our operations in Africa boast around 800 people, predominantly in South Africa. However, we have a growing number of permanent offices in key African countries.

We offer services to clients across the continent and maintain a project presence in more than 40 African countries. With top-level professionals in multiple strategic locations, we understand Africa’s specific infrastructure needs, as well as its challenges inherent in working on our wonderfully diverse, vibrant and complex continent.

Our multidisciplinary teams of award-winning engineers, planners, architects, environmental specialists, scientists, consultants, quantity surveyors (cost managers) and project and programme managers are committed to delivering projects that improve the quality of life for Africa’s communities.
Improving Lives

AECOM is committed to the principles of good governance and corporate citizenship. As an industry leader with a range of built environment professionals, we strongly believe in investing our resources to improve the quality of life for all.

Our corporate social investment approach includes programmes undertaken for the purpose of uplifting communities in general and those that have a strong developmental and educational approach.

Our strategy is aimed at facilitating the empowerment of talented individuals within a variety of interventions through university and into the workplace. We believe that in providing these opportunities to the identified individuals, they will realise their potential and be able to successfully enter the built environment profession.

In 2017, AECOM established the AECOM Educational Trust with the objective of providing bursaries to young, black women to further their tertiary education in the built environment field.

Bridging the Skills Divide

Disabled Learnership Programme
AECOM’s Learning and Development department, in partnership with Enigma Skills College, launched its second 12 month Disabled Learnership Programme in 2018. Learnerships are intended to address the gap between education, training provision and the needs of the labour market. AECOM has to date sponsored 59 disabled learners on this work-based approach to learning that will culminate in a Business Administration NQF level 2 and 3 qualifications.

AECOM’s Bursary Programme
As part of our commitment to grow skills, experience and excellence in the built environment, AECOM offers bursaries each year to aid full-time employees and meritorious students that are studying towards the main fields of our core business.
Global Unite

What is Global Unite?

Historically, cost data has existed in many different forms ranging from costs estimates to reports, spreadsheets etc.

The **Global Unite** system was designed and developed to allow us to capture and benchmark this cost data in a central location.

**Centres on a tool that gathers the wealth of previously untapped data. Captures data at source from estimating and CAD systems.**

**Database of elemental cost data, project information and key benchmark ratios. An invaluable bank of knowledge that we can bring to new projects.**

What can Global Unite do for our Clients?

- Adds value to our clients’ projects.
- Global clients will enjoy consistent outcomes and deliverables.
- Enables our clients to understand what best practice is and how their project compares.
- Provides confidence by demonstrating the breadth of AECOM’s global knowledge and experience.
- Through our cost managers and quantity surveyors, provides access to a huge database of project information.
- Provides confidence in the relevance and quality of data through the rigorous checking and verification process.
- Enables our clients to benchmark their own projects, configured to suit individual needs.
- Enables our clients to create early stage indicative construction cost scenarios when considering new projects.
How is the Quality of Global Unite Data guaranteed?

The system contains a full electronic QA system allowing the control of the data flow.

What information can Global Unite hold?

The Global Unite system has been designed to hold all of the key project information, primarily cost data, but also more information about the project itself.

We are able to tailor Global Unite to capture any data point that is required either by the cost managers themselves or the client.
Building Information Modelling

BIM Defined

Building Information Modelling (BIM) is used to describe the process of designing and managing a building (or other design asset) in collaboration with the entire team, throughout the asset’s life-cycle, by using the same system or model as compared to using separate sets of conventional drawings and information sets. BIM software is used to plan, design, construct, operate and maintain diverse physical infrastructures.

Whether we are designing or constructing bridges and roads, office towers and apartment blocks, pipelines, factories or schools, an information model or a database can be created and contains information about what will be built, how it will be built and how it will perform. Enabled by technology, we can create a synchronised, collaborative, digital representation of assets to virtually construct and test a project before we do so in reality.

A BIM model usually includes the 3D shape of the objects, but can also include things such as their cost, installation date, or operating parameters. We can attach practically infinite additional data to any object or category of objects in a BIM database, and use that data to manage information flow across multiple life-cycle phases and between multiple parties.

By creating a single source of project information and by making this available across the design, construction and operation teams, we increase our accuracy and efficiency, and can realise significant savings on the life-cycle cost of operating an asset.

Benefits of the BIM Process

- Improved visualisation
- Improved coordination and collaboration
- Improved conflict detection and risk mitigation
- Improved productivity due to easy retrieval of information
- Embedding and linking vital information for tendering, scheduling and estimating
- Reduced rework costs and improved design efficiency
- Improved access to maintenance information over a building's life-cycle
The 5D BIM Process

For the Cost Management team, our focus is on 5D BIM, which refers to the linking of cost information to a 3D model. The letter ‘D’ in connection with BIM relates to the type of information associated with the model. It refers to other dimensions, such as time (4D) or cost (5D) that is linked to a model. 2D and 3D essentially refer to CAD 2D plans and 3D Model, while 5D BIM entails the intelligent linking of individual 3D CAD components to cost-related information.

Understanding the Process

Moving over to the 5D BIM process is an enhancement to our current systems and the implementation thereof will offer a number of benefits. The process aims to automate the measuring, estimating and bill production stages. The value lies in the fact that it will enable Cost Managers to be more proactive and to rather spend time on cost engineering and management as compared to measurement and cost reporting only.

In brief, shifting our focus towards the 5D BIM process requires the following:

— Involvement with the design team prior to the start of design work to communicate our cost extraction design requirements

— Base our measures on both 2D and 3D design information

— Create a unified link between the design information, our measures and our costs

— Adopt automated estimating, bill production and cost management tools
Possible benefits of BIM from a cost management perspective

— Fast, reliable and accurate quantity take-off and cost estimation
— Auto computation of calculations, hence reduced calculation mistakes
— Categorised cost reporting and estimation via the use of zones/locations
— Improved visualisation of the elements for measurement and costing purposes
— Easy project handover between quantity surveyors
— Enhanced communication and collaboration amongst the professional and project team
— Improved cost database management
— Enables a more proactive outlook from a quantity surveying perspective with regard to cost management, contract management and cost engineering
Sustainability

AECOM is a company with a vision to build a better world. Our projects transform communities, improve lives and power growth by designing, building, financing and operating infrastructure assets globally.

From our on-site practices to initiatives in our offices, we are committed to implementing sustainability in everything we do. Our purpose is to enhance and sustain the world’s built, natural and social environments. Our key goals at the heart of our commitment are:

— Embedding sustainability into all aspects of our work with our clients
— Building our capability to provide sustainable solutions for our clients in creative and innovative ways
— Conducting our business in a way that is consistent with sustainability principles
By embracing sustainability, we aim to produce sustainable outcomes across every aspect of our work including planning, design, development, production, delivery and review.

Sustainability is also at the core of how we manage our company globally. We take our responsibilities seriously, and continue to deliver improvements in our environmental performance across key performance indicators including greenhouse gas emissions, water, waste, energy and preparedness for the impacts of climate change.

For example, AECOM was a “Silver” founding member of the Green Building Council of South Africa (GBCSA), demonstrating our commitment to building sustainably. We maintain this membership each year. We have also assisted the GBCSA with its technical working groups to launch the Green Star South Africa Office rating tool in 2008, and the Green Star South Africa Retail Centre rating tool in 2010.

Employees from across our South African business have completed the Green Star South Africa accredited professional course and are available to help clients and colleagues to achieve their environmental responsibilities, as well as their financial objectives in terms of infrastructure and building development.

Green building ratings currently undertaken by our team of sustainability consultants include: Green Star Office, Green Star Interiors, Green Star Existing Building Performance, LEED Design and Construction and LEED Interior ratings.
Research Support

Research is a key part of AECOM’s aspirations to embrace complex challenges and deliver transformational outcomes.

Through our research and knowledge creation activities, we aim to stimulate beneficial cultural and business changes, resolve industry-specific problems, support our knowledge database and deliver cost-effective, high-quality and relevant services. We also undertake contract research on assignment for clients.

Globally we have a tradition of supporting research collaborations, and in South Africa we are currently pursuing a wide range of research studies with local academic and research institutions, professional bodies and the government.

Current research nationally and internationally centres around:

— Local, regional and international influences on construction costs and prices

— BIM cost models

— Sustainability and green buildings - drivers of green design, construction and operations within different building types

— Improving infrastructure project delivery in South Africa

— Tall, large and complex buildings – efficiencies in construction and life-cycle costing

— The triple bottom line in construction and property development

— The soft landings process for buildings

We have on-going collaboration with our international offices with specific regard to global infrastructure sentiment surveys, sector-specific research and developing global project-cost databases.

Finally, we aim to work closely with industry on continuing educational workshops and in developing relevant industry reports and publications.
Candidacy Support and Mentoring Programme

The AECOM Africa Candidacy Support and Mentoring Programme has been uniquely designed for AECOM Africa by Mentoring 4 Success (M4S) to cater for the specific professional registration requirements of the whole Built Environment (encompassing 6 professional bodies) as well as two additional professional bodies relevant to AECOM’s end markets.

This programme has also been designed to comply with the stringent requirements of the Department of Trade and Industry’s Skills Matrix “Category C” programme requirements and has received approval from two of the most respected South African National Accreditation System-accredited B-BBEE Verification Agencies – Empowerlogic and Platinum Verifications.

The programme design includes 6 categories for graduates and applicants:

- “Bridging” applicants who need to increase their minimum academic requirements
- New graduates – prior to their candidacy application
- Recently registered or more experienced candidates
- Mature candidates (work experience exceeds the normal timeframe to registration)
- Internationally qualified and experienced candidates
- RPL candidates

The programme has been designed to incorporate a careful balance between the “process” of professional registration and the “path” to professional development – thus accelerating the development of confident, capable and competent young professionals within AECOM.

Candidates from the AECOM Africa Candidacy Support and Mentoring Programme.
The programme is supported by the unique *M4S Professional Registration Mentoring Handbook*, which has been aligned in conjunction with each of the professional bodies to demystify the road to registration and answer the many questions that young graduates and candidates have each year.

M4S provides a completely outsourced professional registration support mentoring programme methodology, as well as the full programme management, facilitation and administration resources required to support such a complex and multi-regional/multi-office project of this nature, with over 100 participants. This includes managing, monitoring and maintaining all the compliance and administration requirements for B-BBEE “Category C” and CETA verification.

The programme is further enabled via the unique M4S Mobile Knowledge Mentoring Apps and Analytic Dashboards, which enable constant collaboration between candidates and their mentors as well as their colleague candidates on common knowledge themes related to their jobs as well as professional registration. These unique technology platforms allow M4S to gather, monitor and report on the rich engagement analytics so critical to validating effective impact and accelerated professional development.

Progress monitoring and reporting processes, such as the M4S Candidacy Mentoring Action Plans (C-MAPS), Heat Maps and the “Journaling Process”, are also built into the programme so that once a quarter, a consolidated “running progress record” can be maintained and documented for all appropriate stakeholders. External experts and industry champions are invited to present insights and narratives on a quarterly basis in order to build increased contacts, contextual understanding, situational relevance and industry knowledge.

Engaged mentors are also incentivised to participate pro-actively via the comprehensive number of possible CPD accreditations that both AECOM and M4S provide via the programme. There are seventeen managers and mentors who have been registered as professional mentors with an official professional designation from SA Board for People Practices, which is a unique and industry first benefit for mentors only available through this programme.

It has been particularly pleasing to witness the multiple mentoring relationships developed.
Our Services

Quantity Surveying/Cost Management

AECOM provides comprehensive cost-management services from project initiation to completion through all six stages of the project cycle as identified by The South African Council for the Quantity Surveying Profession, Tariff of Professional Fees, Quantity Surveying Profession Act 2000 (Act 49 of 2000), which is summarised as follows:

Stage 1

— Assisting in developing a clear project brief
— Advising on the procurement policy for the project
— Advising on other professional consultants and services required
— Advising on economic factors affecting the project
— Advising on appropriate financial design criteria
— Providing necessary information within the agreed scope of the project to the other professional consultants

Stage 2

— Agreeing on the documentation programme with the principal consultant and other professional consultants
— Reviewing and evaluating design concepts and advising on viability in conjunction with the other professional consultants
— Preparing preliminary and elemental or equivalent estimates of construction cost
— Assisting the client in preparing a financial viability report
— Auditing space allocation against the initial brief
— Providing services for which the following deliverables are applicable:
  • Preliminary estimates of construction cost
  • Elemental or equivalent estimates of construction cost
  • Space allocation audit for the project

Stage 3

— Reviewing the documentation programme with the principal consultant and other professional consultants
— Reviewing and evaluating design and outline specifications, as well as exercising cost control in conjunction with the other professional consultants
— Preparing detailed estimates of construction cost
— Assisting the client in reviewing the financial viability report
— Commenting on space and accommodation allowances, and preparing an area schedule
— Providing services for which the following deliverables are applicable:
  • Detailed estimates of construction cost
  • Area schedule

Stage 4

— Assisting the principal consultant in the formulation of the procurement strategy for contractors, sub-contractors and suppliers
— Reviewing working drawings for compliance with the approved budget of construction cost and/or financial viability
— Preparing documentation for both principal and sub-contract procurement
— Assisting the principal consultant with calling of tenders and/or negotiation of prices
— Assisting with financial evaluation of tenders

— Assisting with preparation of contract documentation for signature

— Providing services for which the following deliverables are applicable:
  • Budget of construction cost
  • Tender documentation
  • Financial evaluation of tenders
  • Priced contract documentation

Stage 5

— Preparing schedules of predicted cash flow

— Preparing proactive estimates for proposed variations for client decision-making

— Adjudicating and resolving financial claims by contractors

— Assisting in the resolution of contractual claims by contractors

— Establishing and maintaining a financial control system

— Preparing valuations for payment certificates to be issued by the principal agent

— Preparing final accounts for the works on a progressive basis

— Providing services for which the following deliverables are applicable:
  • Schedules of predicted cash flow
  • Estimates for proposed variations
  • Financial control reports
  • Valuations for payment certificates
  • Progressive and draft final accounts

Stage 6

— Preparing valuations for payment certificates to be issued by the principal agent

— Concluding final accounts

— Providing services for which the following deliverables are applicable:
  • Valuations for payment certificates
  • Final accounts
Engineering Cost Management

Mining and engineering cost management operates as a specialist service within AECOM. It comprises specialist skills and applications that enhance the risk and value management techniques required by the mining, infrastructure, minerals, metallurgical and petro-chemical sectors.

Our mining and engineering cost management group includes dedicated independent teams specialising in, and responsible for, the estimation, procurement, cost management and contract administration activities relating to the abovementioned sectors.

The mining and engineering cost management team operates throughout Africa using infrastructure support from our other local offices in all major centres in South Africa, Mozambique and Botswana. Our group employs professionally-qualified quantity surveyors, cost managers, cost engineers and contract administrators.

Mining, infrastructure, minerals, metallurgical and petro-chemical projects are generally of a high monetary value. It therefore is most beneficial to involve the mining and engineering cost management team at an early stage in the project cycle.

Imposing robust financial discipline from a very early stage of a project will result in accurate and structured estimating, timely and cost-effective procurement, accurate and up-to-date maintenance of costs to completion, including the cost management of design changes and the prompt close-out of contracts. The implementation of these principles of financial management will thereby deliver maximum shareholder value and it is in this area that the engineering cost management team strives to significantly influence project outcomes to benefit all stakeholders.

Our mining and engineering cost management group provides a depth of experience, expertise and independence which will contribute to and complement the client’s team. This is critical, particularly in the early stages of a project, when the opportunity to add value, as well as recognise and define cost, is established. Simultaneously, formalising project principles is equally critical throughout the project, with cost management continuing through to the post-contract period and final closeout.
Building Services Cost Management

The importance of Cost Management

Building services such as electrical, air-conditioning, fire protection and the various electronic installations are part of every building project, and usually comprise 25% to 40% of the total construction cost, thus effective cost management of the building services is essential to ensure the client’s budget is met.

Independent cost management of building services ensures transparency of costs and a dedicated service not linked to the specific design consultant.

Expertise

Our building services cost management team draws upon its unique expertise to provide financial management and contract administration of all building services including:

— Electrical installation
— Heating, ventilating and air-conditioning (HVAC) installations
— Fire protection systems
— Fire detection and evacuation systems
— Electronic systems such as access control, surveillance, structured cabling and the like
— Lifts and escalators

Our track record stretches over the last 30 years, during which period, we have successfully cost-managed the full complement of building services on many major projects.
Services provided

Working in close conjunction with the appointed mechanical, electrical and fire protection consultants, our building services team provides a comprehensive service which will cover all aspects of procurement and cost management such as:

— Cost planning at an early stage prior to detailed design
— Cost studies to compare alternative materials and designs
— Evaluating design as it evolves to ensure compatibility with the approved cost plan
— Procurement from tender documentation to adjudication
— Cost management, monitoring and reporting
— Valuation of work done during construction
— Settling final costs with the contractor
AECOM in South Africa

Broad-Based Black Economic Empowerment (B-BBEE)

Transformation is an important factor in South Africa’s democratic transition towards the vision of a non-racial, non-sexist, democratic and prosperous society as summarised in the Freedom Charter. AECOM believes that, in order to realise the vision of the Constitution, South Africa needs transformation that opens a path to inclusive economic growth and development.

As a responsible business and a leader in the built environment industry, AECOM acknowledges that to be a good corporate citizen we need to embrace fully the principles of transformation.

We strive to advance on our status through a B-BBEE strategy that sets continuous improvement targets on all the B-BBEE scorecard criteria in order to maintain a leading role in the built environment.

AECOM’s most recent B-BBEE assessment is indicated hereunder:

<table>
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<td>• Socio-Economic Development</td>
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<tr>
<td>Scorecard</td>
<td>Generic – B-BBEE Revised Codes of Good Practice (Gazette no 36928 of 11 October 2013)</td>
</tr>
</tbody>
</table>
South African Cost Data

Key Factors Influencing Building Cost Rates

Inherent difficulties and pitfalls

This section highlights the inherent difficulties and pitfalls that may occur when inclusive or single rates are used to establish the estimated cost of a particular building.

Construction cost estimation is complex. Comprehensive exercises based on detailed and accurate information are required to achieve reliable levels of comfort. For various reasons, however, decisions are often based on inclusive rate estimates, i.e. rate per square metres (m²) of construction area or rate per unit in number.

The most widely used method of quick approximate estimating to obtain an indication of the construction cost of a building is by the rate/m²-on-plan method. This is often also referred to as the “order of magnitude” method of cost estimation. It certainly is both quick and convenient, but it can be very misleading if used indiscriminately and without taking care when calculating the construction area and selecting the rate.

Cost comparisons of various buildings are often made by comparing the individual rates/m² without due consideration of a number of factors that can affect the rate/m² to a substantial degree.

Very often the cost of a building is expressed in R/m² and the unit cost is ignored, if calculated at all. This rate/m² is then used as the sole yardstick for the building costs.
For example, a security guard’s shelter measuring 2m x 2m consisting of brick walls with windows, one door and a simple roof construction may cost R9,000/m². This rate, when compared with the rate for a 200m² house containing plumbing, carpets, etc., at R7,000/m² would seem very expensive. However, the unit cost of the shelter is R36,000 compared with R1,4 million for the house.

Below are a few criteria to be taken into account when considering rates/m²:

**Specification**

Two buildings of the same shape and with identical accommodation can have vastly different R/m² rates should the one building have finishes of a differing standard. For example, expensive carpets in lieu of vinyl floor tiles can increase the rate by R150/m².

**Wall-to-floor ratio — plan shape**

The most economical shape for a building is square. This shape requires the minimum wall length to enclose a given floor area, e.g.

**Case A**

<table>
<thead>
<tr>
<th>Area</th>
<th>1,600m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wall length</td>
<td>160m</td>
</tr>
<tr>
<td>Wall height</td>
<td>3m</td>
</tr>
<tr>
<td>Wall area</td>
<td>480m²</td>
</tr>
<tr>
<td>Wall floor ratio</td>
<td>480/1,600</td>
</tr>
<tr>
<td>Cost of external façade in terms of R/m² of floor area to each R/m² of façade area</td>
<td>30.0%</td>
</tr>
</tbody>
</table>
Case B

Area 1,600m²
Wall length 232m
Wall height 3m
Wall area 696m²
Wall floor ratio 696/1,600

Cost of external façade in terms of R/m² of floor area to each R/m² of façade area 43.5%

The rate/m² on plan of a façade costing R800/m² on elevation in each case is:

**Case A**  
R800 x 30.0% = R240/m²

**Case B**  
R800 x 43.5% = R348/m²

The reader with a good knowledge of mathematics will fault the above argument correctly by stating that a circle is the geometric shape requiring the minimum wall length to enclose a given floor area. In very few cases, however, this is the most economical plan shape of a building as, due to various reasons, the cost of constructing a circular as opposed to a straight external envelope, is generally greater than the saving in terms of the quantities required by the envelope.

**Floor-to-ceiling heights**

Two buildings of an identical plan, shape and area but with different floor-to-ceiling heights will have different rates/m² due to the additional cost of walling, finishes, etc., in the building with the greater floor-to-ceiling height.

**Plumbing, mechanical and electrical installations**

The concentration of plumbing installations has a marked effect on the rate/m² of the building. The cost of a toilet block per m² is much greater than that of a house containing one bathroom as the high cost of the bathroom area is spread over the less expensive remaining areas of the house.
Similarly, in office blocks, factories, etc., the rate/m² will depend greatly on whether air-conditioning, security systems, sprinklers, smoke-detection systems, specialised electrical installations, acoustic treatment or other specialised installations are incorporated into the design.

Construction areas

The rate/m² for a building with large balconies or access corridors included in the construction area cannot be compared with the rate/m² for a building without similar low cost areas.

Internal subdivisions

The rate/m² for open plan offices should not be compared directly with the rate/m² for offices with internal partitions without the relevant adjustments being made. The inclusion of partitions can increase the overall rate/m² by up to R300/m² of office area.

Parking

Should the building in question contain certain parking areas, the average rate/m² will be less than for a building with identical accommodation but with parking outside the building structure. See the following example:

Case A

Building with parking in the building area

<table>
<thead>
<tr>
<th>OFFICES</th>
<th>OFFICES</th>
<th>OFFICES</th>
<th>OFFICES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>PARKING (600m²)</td>
</tr>
</tbody>
</table>

Plan area 600m²/floor
Construction area 3,000m²

Basement

Cost of building

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Offices</td>
<td>2,400m² @ R15,000 = R 36,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>600m² @ R6,000 = R 3,600,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>R 39,600,000</td>
</tr>
<tr>
<td>Average rate/m²</td>
<td></td>
<td></td>
<td>R 13,200</td>
</tr>
</tbody>
</table>
Case B

Building having parking outside the building structure and on grade

OFFICES
OFFICES
OFFICES
OFFICES
PARKING (600m²)

Plan area 600m²/floor
Construction area 2,400m²

Cost of building

<table>
<thead>
<tr>
<th></th>
<th>Area</th>
<th>Rate</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offices</td>
<td>2,400m²</td>
<td>R15,000</td>
<td>R36,000,000</td>
</tr>
<tr>
<td>Parking</td>
<td>600m²</td>
<td>R 800</td>
<td>R 480,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>R 36,480,000</td>
</tr>
<tr>
<td>Average rate/m²</td>
<td></td>
<td></td>
<td>R 15,200</td>
</tr>
</tbody>
</table>

Under Case B, the parking area is not included as part of the construction area for the purposes of calculating the rate/m². Similarly, the rate/m² for supermarket/hypermarket shopping centres should be qualified as to whether the cost of on-site parking and ancillary site development has been included, a said cost which could be in the region of R800/m² of construction area.

There are numerous further points of consideration in addition to those given above. Amongst these are site works particular to each contract, the number of storeys, floor loadings, column spans, concentration of joinery and other fittings, overall height of building, open-atrium upper volumes, etc.

In conclusion, rates/m² must be used with circumspection. The degree of accuracy of the answers provided must be in direct proportion to the research and surveys undertaken to establish the rate for the building in question.
Approximate Inclusive Building Cost Rates

Building cost rates

This section provides a list of approximate inclusive building cost rates for various building types in South Africa.

Rates are current to 1 July 2018, and therefore represent the average expected building cost rates for 2018. It must be emphasised that these rates are indicative only, and should be used circumspectly, as they are dependent upon a number of assumptions. See inclusive rate estimates herein.

The area of the building expressed in m² is equivalent to the construction area where appropriate, as defined in Method for Measuring Floor Areas in Buildings, Second Edition (effective from 7 November 2007), published by the South African Property Owners’ Association (SAPOA).

Regional Variations

Construction costs normally vary between the different provinces of South Africa. Costs in parts of the Western Cape and KwaZulu-Natal, specifically upper class residential, for example, are generally significantly higher than Gauteng due to the demand for this type of accommodation. Rates have, however, been based on data received from Gauteng, where possible. Be mindful that cost differences between provinces at a given point in time are not constant, and may vary over time due to differences in supply and demand or other factors. Specific costs for any region can be provided upon request by any AECOM office in that region.
Building Rates

Rates include the cost of appropriate building services, e.g. air-conditioning, electrical, etc., but exclude costs of site infrastructure development, parking, any future escalation, loss of interest, professional fees and value-added tax (VAT).

**Offices**  
Rate per m² (excl. VAT)

- Low-rise office park development with standard specification: R 7,700 – R 9,500
- Low-rise prestigious office park development: R 10,000 – R 14,800
- High-rise tower block with standard specification: R 11,100 – R 14,800
- High-rise prestigious tower block: R 14,800 – R 18,600

*Office rates exclude parking and include appropriate tenant allowances incorporating carpets, wallpaper, louvre drapes, partitions, lighting, air-conditioning and electrical reticulation.*

**Parking**  
Rate per m² (excl. VAT)

- Parking on grade, including integral landscaping: R 500 – R 600
- Structured parking: R 3,800 – R 4,100
- Parking in semi-basement: R 4,100 – R 5,600
- Parking in basement: R 4,400 – R 6,800

**Retail**  
Rate per m² (excl. VAT)

- Local convenience centres (Not exceeding 5,000m²): R 7,600 – R 10,000
- Neighbourhood centres (5,000 – 12,000m²): R 8,200 – R 10,500
- Community centres (12,000 – 25,000m²): R 9,000 – R 11,600
- Minor regional centres (25,000 – 50,000m²): R 10,000 – R 12,300
- Regional centres (50,000 – 100,000m²): R 10,500 – R 12,800
- Super regional centres (exceeding 100,000m²): R 11,100 – R 14,400

*Super regional centres and regional centres are generally inward trading with internal malls, whereas convenient, neighbourhood and community centres are generally outward trading with no internal malls.*

*Retail rates include the cost of tenant requirements and specifications of national chain stores.*

*Retail costs vary considerably depending on the tenant mix and sizing of the various stores.*
**Industrial**

Industrial warehouse, including office and change facilities within structure area (architect/engineer designed):

- Steel frame, steel cladding and roof sheeting (light-duty)  
  R 3,800 – R 5,600
- Steel frame, brickwork to ceiling, steel cladding above and roof sheeting (heavy-duty)  
  R 4,400 – R 6,300
- Administration offices, ablution and change room block  
  R 7,200 – R 9,100
- Cold storage facilities  
  R 13,300 – R 19,000

**Residential**

Site services to low-cost housing stand (250 - 350m²)  
R 33,100 – R 50,600

**Rate per m² (excl. VAT)**

- RDP Housing  
  R 1,900 – R 2,200
- Low-cost housing  
  R 2,900 – R 5,000
- Simple low-rise apartment block  
  R 7,100 – R 9,800
- Duplex townhouse
  - Economic  
    R 7,100 – R 10,100
  - Prestige apartment block  
    R 13,400 – R 20,800
Residential

Private dwelling houses:
- Economic \( R \ 5,000 \)
- Standard \( R \ 6,300 \)
- Middle-class \( R \ 7,600 \)
- Luxury \( R \ 10,800 \)
- Exclusive \( R \ 17,000 \)
- Exceptional ('super luxury') \( R \ 26,000 – R \ 54,000 \)

Outbuildings \( R \ 3,600 – R \ 5,100 \)

Carport (shaded)
- single \( R \ 4,300 \)
- double \( R \ 8,300 \)

Carport (covered)
- single \( R \ 6,800 \)
- double \( R \ 12,400 \)

Swimming pool
- Not exceeding 50 kl \( R \ 90,000 \)
- Exceeding 50 kl and not exceeding 100 kl \( R \ 84,000 – R \ 148,000 \)

Tennis court
- Standard \( R \ 368,000 – R \ 500,000 \)
- Floodlit \( R \ 442,000 – R \ 632,000 \)

Hotels

Budget \( R \ 1,000,000 – R \ 1,500,000 \)
Mid-scale (3 Star) \( R \ 2,000,000 – R \ 2,500,000 \)
Upper scale (4 Star) \( R \ 2,500,000 – R \ 3,500,000 \)
Luxury (5 Star) \( R \ 3,500,000 – R \ 4,500,000 \)

Hotel rates include allowances for furniture, fittings and equipment (FF&E).

Studios

Studios - dancing, art exhibitions, etc. \( R \ 13,300 – R \ 19,000 \)
### Conference centres

Conference centre to International standards  
Rate per m² (excl. VAT)  
R 23,900 – R 31,000

### Retirement centres

#### Dwelling houses
- Middle-class  
  Rate per m² (excl. VAT)  
  R 7,900
- Luxury  
  Rate per m² (excl. VAT)  
  R 11,100

#### Apartment block
- Middle-class  
  Rate per m² (excl. VAT)  
  R 8,100
- Luxury  
  Rate per m² (excl. VAT)  
  R 12,600

#### Community centre
- Middle-class  
  Rate per m² (excl. VAT)  
  R 10,600
- Luxury  
  Rate per m² (excl. VAT)  
  R 15,600

#### Frail care
  Rate per m² (excl. VAT)  
  R 12,600

### Schools

#### Primary school
  Rate per m² (excl. VAT)  
  R 6,300 – R 7,300

#### Secondary school
  Rate per m² (excl. VAT)  
  R 7,500 – R 8,000

### Hospitals

#### District hospital
  Rate per m² (excl. VAT)  
  R 26,000

Hospital rates exclude allowances for furniture, fittings and equipment (FF&E).

### Stadiums

#### Stadium to PSL standards
  Rate per seat (excl. VAT)  
  R 33,000 – R 50,000

#### Stadium to FIFA standards
  Rate per pitch (excl. VAT)  
  R 75,000 – R 100,000

#### Stadium pitch to FIFA Standards
  Rate per pitch (excl. VAT)  
  R 21,000,000 – R 25,300,000
**Prisons**  
*Rate per inmate (excl. VAT)*

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Rate Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,000 Inmate prison</td>
<td>R 563,000 – R 599,000</td>
</tr>
<tr>
<td>500 Inmate prison</td>
<td>R 599,000 – R 670,000</td>
</tr>
<tr>
<td>High/maximum security prison</td>
<td>R 894,000 – R 1,197,000</td>
</tr>
</tbody>
</table>

**Infrastructure airport development costs**

Rates exclude any future escalation, loss of interest, professional fees, VAT and ACSA direct costs.

**Apron stands (incl. associated infrastructure)**  
*Rate per m² (excl. VAT)*

<table>
<thead>
<tr>
<th>Code</th>
<th>Dimensions</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>(85m long x 80m wide = 6,800m²)</td>
<td>R 4,800</td>
</tr>
<tr>
<td>E</td>
<td>(80m long x 65m wide = 5,200m²)</td>
<td>R 5,100</td>
</tr>
<tr>
<td>C</td>
<td>(56m long x 40m wide = 2,240m²)</td>
<td>R 6,400</td>
</tr>
</tbody>
</table>

**Taxi lanes (incl. associated infrastructure)**  
*Rate per m (excl. VAT)*

<table>
<thead>
<tr>
<th>Code</th>
<th>Dimensions</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>(101m wide)</td>
<td>R 159,000</td>
</tr>
<tr>
<td>E</td>
<td>(85m wide)</td>
<td>R 134,500</td>
</tr>
<tr>
<td>C</td>
<td>(49m wide)</td>
<td>R 78,000</td>
</tr>
</tbody>
</table>

**Service Roads**  
*Rate per m (excl. VAT)*

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>10m wide</td>
<td>R 16,500</td>
</tr>
<tr>
<td>15m wide</td>
<td>R 21,100</td>
</tr>
</tbody>
</table>
Taxi ways (incl. associated infrastructure)

Code F taxi way (70m wide)  
Rate per m (excl. VAT)  
R 114,000

Runways (incl. associated infrastructure)

Code F Runway (3,885m long x 60m wide = 233,100m²)  
Rate per m (excl. VAT)  
R 265,000

Parking (excluding bulk earthworks)

Structured parking  
Rate per bay (excl. VAT)  
R 175,000
Basement parking  
R 267,000

Perimeter fencing / Security gates

Perimeter walls with perimeter intrusion detection (PIDS), etc.  
Rate per m (excl. VAT)  
R 8,100

Security gate  
Rate per no. (excl. VAT)  
R 15,300
Super security gate  
R 45,800

Terminal & other buildings (excl. bulk earthworks, external site & services works)

Terminal building (excl. terminal building baggage & X-ray)  
Rate per m² (excl. VAT)  
R 27,100

Pier terminal building (excl. telescopic air bridges, seating & aircraft docking system)  
R 28,400

Telescopic air bridges  
Rate per unit (excl. VAT)  
R 10,395,000
Aircraft docking system  
R 1,525,000
Building services

The following rates are for building services (mechanical and electrical), which are applicable to typical building types in the categories indicated. Rates are dependent on various factors related to the design of the building and the requirements of the system.

In particular, the design, and therefore the cost of air-conditioning, can vary appreciably depending on the orientation, shading, extent and type of glazing, external wall and roof construction, etc.

**Electrical installation**  
*Rate per m² (excl. VAT)*

**Offices**

- Standard installation
  
  R 550 – R 750

- Sophisticated installation
  
  R 750 – R 1,000

- UPS, substations, standby generators to office buildings
  
  R 350 – R 500

**Residential**

R 500 – R 750

**Shopping centres**

R 750 – R 1,000

**Hotels**

R 850 – R 1,150

**Hospitals**

R 1,200 – R 1,600

**Electronic installation**  
*Rate per m² (excl. VAT)*

**Offices**

- Standard installation
  
  R 350 – R 500

- Sophisticated installation
  
  R 500 – R 700

**Residential**

R 300 – R 450

**Shopping centres**

R 700 – R 900

**Hotels**

R 650 – R 850

**Hospitals**

R 700 – R 900

*Electronic installation includes access control, CCTV, public address, fire detection, data installation, WiFi, CATV, PABX (Private Automatic Branch Exchange) and Building Management System (BMS).*
**Fire protection installation**  
*(offices)*

Sprinkler system, including hydrants and hose reels  
(excluding void sprinklers)  
*R 250 – R 350*

**Air-conditioning installation**

Ventilation to parking/service areas  
*R 400 – R 550*

**Offices**

- Console units  
  *R 750 – R 950*
- Console/split units  
  *R 900 – R 1,300*
- Package units  
  *R 1,200 – R 1,800*
- Central plant  
  *R 1,750 – R 2,750*
- Variable refrigerant flow (VRF)  
  *R 1,600 – R 2,750*

**Residential - split units**  
*R 900 – R 1,400*

**Shopping centres**

- Split units  
  *R 1,000 – R 1,400*
- Package units  
  *R 1,200 – R 1,800*
- Evaporative cooling  
  *R 750 – R 1,100*

**Hotels - public areas**  
*R 1,750 – R 2,750*

**Hospitals central plant**  
*R 2,250 – R 3,550*

**Hotels**  
*Rate per key (excl. VAT)*

- Console units  
  *R 19,000 – R 26,000*
- Split units  
  *R 26,000 – R 40,000*
- Central plant  
  *R 60,000 – R 85,000*

**Hospitals - operating theatres**  
*Rate per theatre (excl. VAT)*  
*R 500,000 – R 800,000*

For guidance with regard to the cost of buildings rated under the Green Star South Africa rating tool system, see the latest edition of the AECOM publication entitled “Quick Guide to Green Design Attributes.”
Section 05

Global Sentiment and Building Costs

Africa Outlook 2018

Through the implementation of sound macroeconomic policies, Africa’s economies have generally remained resilient, thus enabling the continent to maintain its expected growth throughout 2017.

Although Africa’s overall growth is expected to be moderate in 2018, it remains one of the fastest growing continents with Ethiopia, Ghana and Côte d’Ivoire being three of the fastest growing economies globally in terms of increased GDP. Africa’s growth is being further helped with a number of East African countries contributing collectively through increased exports and cross border trade to grow this region’s economy.
There is an ever growing need to finance infrastructure on the continent. A number of countries are now prioritising this following a realisation of the importance of industrialisation to not only maintain growth in their economies but to also diversify through the exportation of goods and services. Consequently, creating jobs that are needed for an increasing, younger population. A developing industrial sector on the continent will require more infrastructure investment, particularly in power, water and transportation services that are already over stretched.

An increase in oil prices and stabilisation of commodity prices have helped strengthen the forecast for GDP growth on the continent with predictions of collective growth of 3.2% to 3.8% for 2018, with individual countries increasing by as much as 7.4% to 8.5%.

Although we have seen some growth in the construction sector in North Africa, this has been restricted to a few countries that have stabilised following the Arab Spring. In sub-Saharan Africa, we are seeing steady growth in the infrastructure and construction sectors, as well as in East and West Africa.

Over the last year we have seen a number of national elections across Africa that have been free and fair and the transition of leadership has been stable; including for some of Africa’s more high-profile leaders. This has shown the world Africa’s willingness to implement good governance and curb corruption at all levels.

These changes will help to encourage further foreign direct investment across the continent, which has been increasing steadily over a number of years and is a catalyst for positive growth in demand for Africa’s imports and exports.

Africa continues to grow and there is a steady increase of larger infrastructure and construction projects coming to market that will provide the opportunities for investment and service providers for 2018 and beyond.
## Africa in Figures
### Area and Population

<table>
<thead>
<tr>
<th>Country</th>
<th>Land area (000km²)</th>
<th>Population</th>
<th>Average annual % population growth rate, 2000 - 2016</th>
<th>Density, people per km², 2016</th>
<th>Prevalence of HIV, total (% of population 15 - 49)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola</td>
<td>1247</td>
<td>28.81</td>
<td>3.4</td>
<td>23.1</td>
<td>1.9</td>
</tr>
<tr>
<td>Botswana</td>
<td>567</td>
<td>2.25</td>
<td>1.8</td>
<td>4</td>
<td>21.9</td>
</tr>
<tr>
<td>DRC</td>
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Source: World Development Indicators 2016
Population 2016

Source: World Development Indicators 2016
## Gross Domestic Product (At Constant 2000 Prices)

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<tr>
<th>Country</th>
<th>GDP (USD millions)</th>
<th>GDP growth (annual % since 2000)</th>
<th>GDP per capita (USD)</th>
<th>Gross capital formation (% of GDP)</th>
<th>Inflation, consumer price (annual %)</th>
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Source: World Development Indicators 2016

*Figures not available*
Gross Domestic Product 2016

Source: World Development Indicators 2016
Africa Building Costs

This section makes provision for comparisons of Africa’s building costs, international building costs and international rental rates.

The Africa Building Cost Comparison table (page 52), summarises the approximate estimated building costs for different types of buildings in various locations in Africa. Rates are based on projected 1 July 2018 costs and provide an indicator for the expected building cost rates during 2018. Exchange rates are as at 1 April 2018.

Rates include the cost of appropriate building services, e.g. air-conditioning, electrical, etc., but exclude costs of site infrastructure development, parking, any future escalation, loss of interest, professional fees and VAT. These rates are of an indicative nature and therefore the qualifications dealt with elsewhere in this publication would apply.

These are estimated costs only and should be considered in the context of acceptable building standards in each relevant country. These standards, both at a technical level and pertaining to quality, do vary from country-to-country. Therefore the building costs must be seen as being for the normal standards prevailing in each particular region. This being the case, these costs must be used circumspectly.
Africa Property & Construction Cost Guide
Africa Building Cost Comparison

### Costs based on 1 July 2018

#### Exchange Rates to US$ as at 1 April 2018

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</table>

Prices exclude land, site works, professional fees, tenant fit-out and equipment. Rates exclude GST/VAT. Hotel rates include FF&E.
Global Building Costs

The cost data under the heading International Building Cost Rate Comparison (see page 54) was made available through a survey by the relevant AECOM offices based in these locations. Their assistance in this regard is acknowledged with thanks.
### Questions:

1. **Building Types** are classified into **Residential**, **Commercial/Retail**, **Industrial**, and **Other** categories.

2. **Residential** costs are broken down into categories such as **Average Multi Unit High Rise**, **Luxury Unit High Rise**, and **Individual Prestige Houses**.

3. **Commercial/Retail** costs include **Average Standard Offices High Rise**, **Prestige Offices High Rise**, and **Major Shopping Centre (CBD)**.

4. **Industrial** costs include **Light Duty Factory** and **Heavy Duty Factory**.

5. **Hotel** costs are divided into **3 Star Budget**, **5 Star Luxury**, and **Resort Style**.

6. **Other** costs cover **Multi-storey Car Park**, **District Hospital**, **Primary & Secondary Schools**, and **(As at 1 April 2018)**

### Exchange Rates to US$ as at 1 April 2018:

- **AUD** = 1.30
- **HKD** = 7.85
- **CNY** = 6.28
- **MYR** = 4.00
- **SGD** = 1.40
- **ZAR** = 11.86
- **THB** = 31.00
- **USD** = 1.00
- **GBP** = 0.72

### Prices:

Prices exclude land, site works, professional fees, tenant fit-out and equipment. Rates exclude GST/VAT. Hotel rates include FF&E.
### International Prestigious Office Rental Comparison

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## International Prestigious Office Rental Comparison

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## International Prestigious Office Rental Comparison

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<td></td>
<td></td>
<td>Los Angeles</td>
<td>446</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Miami</td>
<td>407</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New York (Manhattan)</td>
<td>807</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Philadelphia</td>
<td>284</td>
</tr>
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<td>Sacramento</td>
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<td>San Francisco</td>
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<td>Washington DC</td>
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<td>South America</td>
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<td>Buenos Aires</td>
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<td>Brazil</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Rio de Janeiro</td>
<td>582</td>
</tr>
</tbody>
</table>

Rates are applicable as at 1 January 2018 and exclude VAT, but include GST where applicable. Above are gross rentals and include operating cost and municipal cost, but exclude electricity and water consumption.
Building Cost Escalations

Building cost

The meaning of “building cost” depends on the application and context. A building contractor, for example, may refer to the cost of labour, material, plant, fuel and supervision. In contrast, a developer may refer to either the tender price from the contractor or the ultimate cost of the project, which could include professional fees, plan approval fees, escalation, loss of interest, etc.

For the purposes of this document, building cost shall be deemed to mean the tender price (or negotiated price) submitted by the building contractor.

Escalation rate

There seems to be two popular methods for calculating and expressing percentage annual increases, namely the average rate and the year-on-year rate. The average rate is of no real use in calculating escalation and is of general interest only. The year-on-year rate should be used in escalation calculations, taking cognizance of actual project programmes.
The average rate compares the indices for each month (or quarter) of the year with those of the corresponding months (or quarters) of the preceding year and calculates the average of these, which is then quoted as the average annual increase for that particular year.

The year-on-year rate compares the January (or December) index with the index for the corresponding month of the previous year, and reflects the increase over that year.

There could be a significant difference in the two rates in question. For example, in 2013 the year-on-year rate (January 2013 to January 2014) of building cost inflation in South Africa was only 4.6% while the average annual rate (comparing monthly indices) was 7.3%.

**Calculation of estimated escalation of construction contracts**

**Pre-contract**

Construction cost changes on an ongoing basis for various reasons. Provision should therefore be made for changes in tender prices during the period from the date of the estimate to the expected tender date. Adding the estimated current building cost to the total equals the anticipated tender amount.

This is calculated by multiplying the estimated current building cost by the average estimated monthly percentage increase and by the number of months from date of estimate to tender date.

**Contract price adjustment**

Provision is made for escalation in building costs during the contract period. The Contract Price Adjustment Provisions (CPAP) formula provides for 85% of the contract amount to be subject to escalation adjustment with the remaining 15% fixed. Furthermore, a factor must be introduced to take account of the cash flow payments during the construction period and 0.6 is usually acceptable if a short method of calculation is employed.

The total escalation during the contract period is therefore calculated by multiplying the anticipated tender amount by 0.85 and 0.6 and then by the estimated monthly percentage increase as indicated by the relevant indices in the CPAP formula and by the contract period expressed in months.
Tender price escalation

The annual year-on-year increase in building costs (i.e. tender prices) based on the indices published by the Bureau for Economic Research (BER), University of Stellenbosch (January- to-January of each year) and for CPAP formula (Work Group 181 Commercial/Industrial buildings) published by Statistics South Africa (P0151), are as follows:

Cost Indices applicable to the building industry

<table>
<thead>
<tr>
<th>YEAR</th>
<th>BER</th>
<th>CPAP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Index (Jan=100)</td>
<td>Year-on-Year increase</td>
</tr>
<tr>
<td>2013</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>104.6</td>
<td>+4.6%</td>
</tr>
<tr>
<td>2015</td>
<td>116.5</td>
<td>+11.4%</td>
</tr>
<tr>
<td>2016</td>
<td>115.8</td>
<td>-0.6%</td>
</tr>
<tr>
<td>2017</td>
<td>125.4</td>
<td>+8.3%</td>
</tr>
<tr>
<td>2018</td>
<td>132.1</td>
<td>+5.3%</td>
</tr>
<tr>
<td>2019</td>
<td>144.0</td>
<td>+9.0%</td>
</tr>
<tr>
<td>2020</td>
<td>154.6</td>
<td>+7.4%</td>
</tr>
<tr>
<td>2021</td>
<td>168.9</td>
<td>+9.2%</td>
</tr>
<tr>
<td>2022</td>
<td>182.2</td>
<td>+7.9%</td>
</tr>
</tbody>
</table>

The average annual increases indicated by the BER in its publications are the average of the quarterly increases for that particular year and will not correspond to the above year-on-year increase.

The difference between tender price escalation and escalation according to the indices incorporated in the CPAP formula for any one period may be attributed to the market factor, which incorporates the contractor’s mark-up, productivity, availability of materials, etc.

* Forecast based on information provided by Medium-Term Forecasting Associates Building Economists, Stellenbosch.
Tender climate

The column marked Tender Market Indicator (TMI) gives an indication of the tender climate. The building cost index, as published by the BER, based on tender prices, has been deflated by the index for CPAP Work Group 181, based on the cost of labour and material. The result is the movement of tender prices excluding the influence of market costs of labour and material, giving an indication of competitiveness of tendering. It represents a comparison or rate of change of BER and CPAP indices.

When the TMI (see graph on page 65) shows a downward gradient, this indicates a favourable tender market, i.e. the next point is numerically less, resulting from the calculation of BER divided by CPAP indicating that the increase in BER (tender index) is less than the increase in the CPAP index. Therefore, there is a favourable tender market from the viewpoint of the employer.

Conversely, if the graph has an upward gradient, the increase in BER is greater than the increase in CPAP indices, indicating an unfavourable tender market from the viewpoint of the employer. Thus it would be prudent to recommend negotiation as opposed to tendering.

This tendency is also apparent on the cost indices graph (see page 64). When the two lines (CPAP and BER) converge, i.e. CPAP is dropping and BER is rising, you should negotiate. When the two lines diverge, i.e. CPAP is rising and BER is dropping, proceed to tender instead.

Base dates: To allow for comparison of indices, a factor has been introduced resulting in an equal base for both BER and CPAP indices (i.e. January 2013 = 100).
Unique large-scale projects

Building cost estimation seems to become more complex when unique circumstances prevail. For example, when a FIFA World Cup, Olympic Games or similar events take place in a particular country, many new construction works and associated infrastructure projects are awarded.

Projects of such magnitude can only be constructed by major contractors possessing the required expertise and resources. It is often experienced that the unit costs of these projects are significantly higher than anticipated originally. Selected contractors at this level have little competition. Based on a favourable supply and demand, they price costs accordingly, resulting in client cost overruns and severe pressure on budgets.

Value-added tax

As the majority of developers are registered vendors in the property industry, any VAT on commercial property development is fully recoverable. Therefore, to reflect the net development cost, VAT should be excluded. Should the gross cost (i.e. after VAT inclusion) be required, then VAT at the ruling rate (currently 15%) should be added.

Cognizance should be taken, however, of the effect of VAT on cash flow over a period of time. This will vary according to the payment period of the individual vendor. In all cases, however, it will add to the capital cost of the project to the extent of interest on outstanding VAT for the VAT cycle of the particular vendor.
GRAPHS: BER AND CPAP

January-to-January building cost % change

% Increase

Year


Bureau for Economic Research
Contract Price Adjustment Provision (CPAP)
January building cost indices

- Bureau for Economic Research
- Contract Price Adjustment Provision (CPAP)
This graph gives an indication of the tender climate. It is the result of the relationship between BER and CPAP. Refer to the section on tender climate, page 61.
Method for Measuring Rentable Areas

SAPOA methods

In the past, many landlords and developers have derived methods for calculating the rentable areas of buildings.

Most common is the method recommended by SAPOA entitled *Method for Measuring Floor Areas in Buildings, Second Edition* (effective from 7 November 2007). This replaces the *SAPOA Method for Measuring Floor Areas in Commercial and Industrial Buildings* (updated August 1991). It should be noted, however, that the latest edition is approved for use from 7 November 2007 and should not be applied retrospectively.

Notwithstanding or detracting from the above publication, and by kind permission of SAPOA, we have abbreviated and simplified for easier understanding the definitions contained in that document, together with our comments on the use of rentable areas, as follows.

The document provides separate methods for measuring floor areas of:

- Offices of all types
- Retail developments, including malls, stand-alone, strip and value centres/warehouses
- Industrial developments, including factories, warehouses, mini-units and trading warehouses, multi-storey and the like
- Residential buildings, including houses, flats/apartments, townhouses, cluster houses, etc.
For offices of all types, the following definitions and explanations are applicable:

**The basis**

The basis used in calculating the rentable area is the measurement of usable area, together with common and supplementary area, as determined at each level. Unless otherwise indicated, the unit of measurement is square metres (m²).

**Area definitions**

**Construction area**

The construction area is the entire covered built area. This is the sum of the areas measured at each floor level over any external walls to the external finished surface.

Only the lowest levels of atria are included, and all openings on other levels to form atria are to be excluded.

**Rentable area**

The rentable area is the total area of the building enclosed by the dominant face, adjusted by deducting major vertical penetrations. No deduction is made for columns.

Its intended use is in determining the revenue-producing area of a building, which comprises rentable area, supplementary area and parking. It is also used by those analysing the economic potential of a building.

Rentable area has a minimum floor-to-ceiling height of 1.5 metres.

Rentable area comprises usable area plus common area.

Rentable area excludes supplementary area, which may produce additional revenue.

**Usable area**

The usable area is the area capable of exclusive occupation by the tenant i.e. the total area of the building enclosed by the dominant face, adjusted by deducting all common area and major vertical penetrations. No deduction is made for columns.

Its intended use is to be the essential part of rentable area and the basis for apportioning common area.
Common area

Common area is an area to which the tenant has access and/or use, and is part of the rentable area. The primary common area of the building is apportioned to tenancies pro-rata to the usable area of that tenancy. The secondary common area is apportioned only to tenancies that it services.

The common area has two components:
— The primary common area comprises all rentable area on a given floor that is not usable area, together with remote common area, which comprises entrance foyers, plant and service rooms, or any other portion of rentable area not located on the given floor.
— The secondary common area comprises areas beyond primary common area giving access to multiple tenancies. Accordingly, this may vary over the life of a multiple tenancy building.

Supplementary area

Supplementary area is any additional revenue-producing component that falls outside of the definition of rentable area. Supplementary area need not be weatherproof. For example, it includes storerooms, balconies, terraces, patios, access/service passages and signage/advertising areas and parking areas demarcated for tenant use. Parking bays shall be given in number.
General Definitions

Atrium

An atrium is a weatherproof interior space, accessible and capable of use by the tenant at the lowest level. Voids in floors above the atrium space are not included in the rentable area.

Entrance foyer

The entrance foyer is a portion of remote common area, including associated adjacent rooms and lobby. Lift lobby and entrance foyers that occur together with parking floors (not adjacent to office areas) comprise remote common area.

Major vertical penetrations

Major vertical penetrations, stairs and landings, lift shafts, flues, pipe shafts, vertical ducts, and the like, and their enclosing walls, exceeding 0.5m² in area, are deducted from the rentable area.

Remote service areas and plant rooms

Remote refuse rooms, electrical sub-stations, transformer rooms, central air-conditioning plant rooms and lift motor rooms are included in the primary common area.

Storage areas

Dedicated storage areas within the usable area are included as usable area.

Dedicated storage areas are listed separately as supplementary areas.
Retail, Industrial, Residential and other developments

Similar provisions have been made for measuring the floor areas of retail, industrial and residential buildings referred to on page 66. For detailed information, it is suggested that the relevant sections of the said document be studied carefully.

The above method is designed to accommodate the measurement, as far as practical, of most building types. However, certain building types such as hotels, leisure and sport centres, petrol stations, hospitals, law courts, retirement villages and others may only utilise the underlying principles of this method.

In General

Developers and financiers are constantly attempting to either reduce building costs or increase rental levels to achieve higher returns. When these parameters are exhausted, it becomes incumbent on the architects and designers to design more efficiently. One must therefore understand the complete SAPOA Method for Measuring Floor Areas in Buildings, Second Edition, and implement the various facets of the definitions to achieve higher efficiencies between the various areas.

The initial return is more sensitive to an increase in rental income (which can be affected by increasing the rental area) than the corresponding percentage reduction in construction costs.

Once again, the above has been published as a quick guideline only, and should not be used in preference to the SAPOA publication, which is far more comprehensive and detailed.

We acknowledge and thank SAPOA for its permission to use extracts from this publication.
Section 09

Return on Investment

Criteria to be employed

There are two distinct criteria generally used for evaluating the financial viability of a property investment, namely:
— The initial return, and
— The cash flow analysis.

The initial return

The initial return is based on the net income during the first year of operation of the development. The return is expressed as a percentage per annum of the anticipated capital investment.

Escalation in construction cost and cost of capital are both taken into account in an effort to incorporate the time value of money.

The major advantage of employing the initial return method is that expenses and income do not have to be escalated too far into the future. Therefore these are relatively accurate and easily understood in today’s monetary terms. The fact that the first year of operation may have a higher vacancy factor than subsequent years should be ignored when the initial return is calculated in order to reflect long-term potential more accurately.

The initial return should be qualified as follows:
— All expenses and income have been escalated to the construction completion date
— Interim income received prior to the construction completion date has been deducted from the capital investment after adjusting for operating expenses and cost of capital
— The returns are expressed as percentages of the escalated capital investment and do not take into account loans, loan repayments or interest charges on loans
— The calculated returns are for the first complete year of operation only and do not cater for the following:

- When the project may not reach full maturity during the first year of operation
- Vacancies
- Recoupment of capital during the income-bearing period of the investment or realisation value of the investment at the end of the investment period
- Income tax

**Cash flow analysis over a predetermined period**

In the cash flow method, the income and expenditure cash flow over the economic lifespan of the investment is taken into account. Usually an Internal Rate of Return (IRR) and/or a Net Present Value (NPV) is employed to evaluate the financial viability.

The NPV (discounted cash flow) method works as follows: Determine the sum of all cash flows (inflows, outflows and initial investment) and discount to present values at the project’s cost of capital. With a positive NPV the project can be accepted and it should be rejected if the NPV is negative.

The IRR is the rate of interest that equates the present value of the expected future net income with the present value of the cost of the investment. The NPV would therefore be exactly zero if the IRR is used as the discount rate. The IRR of an investment is generally used by institutional investors, as it is a comparative indication of the profitability of alternative investment options.

A weakness of the IRR calculation is the fact that an implicit assumption is made that cash flows are reinvested at the project’s own IRR. The Modified Internal Rate of Return (MIRR) overcomes this by assuming that cash flows are reinvested at the cost of capital rate (or any other given rate), and may be calculated in addition. As the cost of capital rate is normally determined at a lower rate than the IRR, it can be assumed that the MIRR calculation will always render a lower result.
The assumptions on which the cash flow return is based must be listed. These should include the assumed investment period (e.g. 20 years after the construction completion date), that income has been taken into account at the beginning of each month and expenditure at the end of each month, the terminal value, and escalation in rental and operating expenses over the investment period, etc.

It is suggested that, where applicable, a comprehensive financial viability analysis should incorporate both the initial return and the cash flow method of evaluation. It is significant to note that there is a close relationship between the initial return and the IRR. However, this is to be applied with care by an experienced analyst.

Example

<table>
<thead>
<tr>
<th>Total capital expenditure (investment)</th>
<th>R 100,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental in first year (net income)</td>
<td>R 10,500,000</td>
</tr>
<tr>
<td>Initial return in first year</td>
<td>10.50%</td>
</tr>
<tr>
<td>Escalation in net rental income</td>
<td>9.00% per annum</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Net cash flow</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>-100,000,000</td>
</tr>
<tr>
<td>1</td>
<td>10,500,000</td>
</tr>
<tr>
<td>2</td>
<td>11,445,000</td>
</tr>
<tr>
<td>3</td>
<td>12,475,050</td>
</tr>
<tr>
<td>4</td>
<td>13,597,805</td>
</tr>
<tr>
<td>5</td>
<td>14,821,607</td>
</tr>
<tr>
<td>6</td>
<td>16,155,552</td>
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</tr>
<tr>
<td>8</td>
<td>19,194,411</td>
</tr>
<tr>
<td>9</td>
<td>20,921,908</td>
</tr>
<tr>
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<td>22,804,879</td>
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<td>24,857,319</td>
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<td>27,094,477</td>
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<tr>
<td>13</td>
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<td>14</td>
<td>32,190,948</td>
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<tr>
<td>15</td>
<td>35,088,134</td>
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<tr>
<td>16</td>
<td>38,246,066</td>
</tr>
<tr>
<td>17</td>
<td>41,688,212</td>
</tr>
<tr>
<td>18</td>
<td>45,440,151</td>
</tr>
<tr>
<td>19</td>
<td>49,529,764</td>
</tr>
<tr>
<td>20</td>
<td>53,987,443</td>
</tr>
<tr>
<td>(+ terminal value)</td>
<td>560,441,075</td>
</tr>
<tr>
<td></td>
<td>614,428,518</td>
</tr>
</tbody>
</table>

The IRR with a 9.00% annual escalation in rental is 19.50%.
The terminal value is subjective and in this example has been assumed as the capitalised value of the anticipated rental in Year 21 (i.e. R53,987,443 + 9.00% = R58,846,313) capitalised at the initial yield, i.e. 10.50%.

Should the terminal value be assumed to be nil (this is unlikely as the land parcel will always have a value), the IRR drops to 16.92%.

A rule of thumb for the calculation of the approximate IRR of an investment is that it is equal to the sum of the initial return plus the escalation rate (assumed to be constant over the investment period), provided that the terminal value is calculated as in the given example, i.e. the capitalised value of the anticipated rental in the year after disposal, assuming a capitalisation rate equal to the initial return.

Thus, in the given example, the initial return is 10.50%, the escalation rate is 9.00%, and the approximate IRR is the sum of the two, i.e. 19.50%.

*Where Green Star South Africa ratings are a requirement, cash flow analyses over longer time periods have become essential. Capital expenses are normally higher due to investment in “green” technology and more expensive methods employed. Therefore, the long-term effect on the operation and maintenance of buildings due to better energy efficiency and the like should be demonstrated to building owners and tenants in order to determine the viability scientifically.*
Residual Land Value

The formula

The calculation of the residual land value for a predetermined rate of return i.e. what a developer can afford to pay for a parcel of land given a specified return for a particular development.

The formula is determined as follows:

\[
\text{Return} = \frac{\text{Net Annual Income}}{\text{Total Capital Outlay (TCO)}}
\]

\[
= \frac{\text{Net Annual Income}}{y + x}
\]

(where “y” = TCO excluding land value and its corresponding loss of interest and “x” = land value and its corresponding loss of interest)

Therefore \( x \) = \( \frac{\text{Net Annual Income}}{\text{Return}} - y \)

Now \( x \) = Land Value + Loss of Interest

= Future Value of Land

Therefore to obtain the present land value, i.e. land value excluding its corresponding loss of interest, simply discount “x” at the interest rate and period used in the previous TCO calculations.
Example

What price should be paid for land to obtain a return of 10.00% p.a. with a net annual income of R6 million and the following capital outlay?

- Estimated escalated building cost: R 38,150,000
- Professional fees: 5,725,000
- Legal and plan approval fees: 45,000
- Interim rates on ground during construction period: 265,000
- Loss of interest and/or bond interest at 10.5% p.a. compounded monthly over a 15 month construction period: 3,180,000

Total capital outlay excluding land cost (y) = R 47,365,000

\[
x = \frac{\text{Net Annual Income}}{\text{Return}} - y
\]

\[
= \frac{R6,000,000}{0.10} - R47,365,000
\]

\[
= R12,635,000
\]

Therefore land value is R12,635,000 discounted at 10.5% p.a. over 15 months = R11,087,204 (say) R11 million

The above residual value is very sensitive to changes of the required rate of return, otherwise known as the capitalisation rate (CAP rate). Consideration should be given carefully, taking into account the risk profile of the proposed development.
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