PAUL HUMAN

PROJECT & PROGRAMME MANAGER



PROFILE

Accomplished senior manager with 25+ years of experience in planning, facilitating & heading construction projects and leading teams with project and programme design & management. Offers skills in the design, proposal, planning and management of development and construction projects and programmes, with a focus on project control systems and data management & analysis.

EDUCATION

- **BT&RP** (Town & Regional Planning), University of Pretoria - 1990
- **BA Hons** (Sociology), University of Pretoria - 1991
- **Project Management Professional** (PMP), PMI – 2015 (exp. 2018)
- **Labour Intensive Construction** (LIC), CESA – 2010
- **Internal Auditor**, Certified training in auditing techniques based on ISO 9001, ISO 14001 and ISO 45001 – 2026

CONTACT

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KEY SKILLS & EXPERTISE

Project & Programme Management (PMO Setup): Over 25 years of experience leading complex construction, energy, and municipal capital projects, establishing Project Management Offices, and designing & implementing stage-gate project workflows.

Project Control Systems & Custom PMIS: Designing and deploying project control tools, including custom SQL-backed web applications, document management platforms (such as Bentley ProjectWise and Oracle Primavera), financial control tracking, and ISO quality assurance procedures.

Contract Administration & Principal Agent Roles: Serving as Principal Agent on major commercial and residential developments using JBCC contracts, overseeing contractor and subcontractor procurement, and navigating post-termination legal and claim disputes.

Town Planning, PPP Feasibility & Due Diligence: Qualified background in Town & Regional Planning paired with practical experience conducting Public-Private Partnership (PPP) feasibility assessments, land-use due diligence, and municipal capital expenditure planning.

RECORD OF EXPERIENCE

■ October 2025 to date

Energy Industry – Management & Consulting

Lumax Energy (contract)

Head of Projects

In Project Management:

- Appointed as Head of Projects, responsible for overseeing the successful delivery of installation projects at Lumax Energy. This role combines strategic project management leadership with operational quality control oversight to ensure that installations meet high standards of efficiency, safety and quality.
- Establishing a project management office to coordinate cross-functional teams, manage client and subcontractor relationships and contracts, and ensure compliance with industry best practices and company standards. Developing and implementing systems for financial, quality, and health and safety management and control.

Achievements:

- Established a financial control system for project budgeting and costs.

- Instituted policies and procedures for construction and installation project management.
- Established and structured documentation and procedures for health and safety and quality assurance, and control management.
- Established documentation and control systems for field asset and resource management.
- Establishing and structuring documentation and procedures for ISO 9001 certification.

■ November 2023 to June 2025

Construction Industry – Management & Consulting

The Public Investment Corporation (contract)

Principal Agent

- **Shopping Centre Development**

  In Project Management:

  - **Contractor and Subcontractor Management:** Led the procurement of a replacement main contractor and engaged directly with unpaid subcontractors to maintain continuity of services during the transition.
  - **Stakeholder and Community Liaison:** Negotiated with community labour representatives and subcontractors to address delayed payments and mitigate unrest, ensuring ongoing site activity.
  - **Contractual and Legal Support:** Supported the client's legal team with project records and interpretation of JBCC PBA contract terms, helping navigate subcontractor claims and post-termination disputes.

■ June 2023 to October 2023

Construction Industry – Management & Consulting

GladAfrica Group - Project Management

Senior Project Manager

- **Shopping Centre Development**

  In Project Management:

  - Performed the role of Principal Agent on a JBCC project to redevelop and extend a major shopping centre, works valued at R700m. The challenging role required integration and management of responsibilities by the building and civil works contractors, architect, professional engineering service providers, quantity surveyors and the fit-out requirements of tenants through the tenant coordinator.

■ October 2021 to May 2023

Energy Industry: Energy Optimisation Systems – Management & Consulting

Polarium Energy Solutions AB - Services in Project Consulting and Operations Management (contract)

Project/Organisational Manager – Technical Support Africa

Played a leading project and operational management role in the establishment and operation of technical support for energy backup systems services to all customers in 7 African countries.

In Client Relationship Management and Communication:

- Established and managed the relationship between the client and the company, fostered a collaborative environment and supported the customer with product issues and opportunities.

In Operations Management:

- Supervision and coordination products warranty and repair services provided to customers.
- Sustained interface with senior technical management, customer and service providers representatives to drive service delivery objectives.
- Ensured services capacity preparedness aligned with projected demand.
- Ensured accurate status and process delivery reporting from customer inbound through workstreams and return to customer.

In Project/Operational Controls & Systems:

- Established a services delivery management system to capture all technical support activities, including repair records, product warranty and service status, spare stock inventory and stock forecasting.

In Team Management:

· Established, enabled and supported a team of technical support specialists in 6 African countries.

■ March 2017 to February 2021

Construction Industry – Management & Consulting

Gladys Group (Pty) Ltd - Services in Project Consulting (contract)

Senior Project & Programme Manager

- **City of Tshwane Capital Expenditure Programme**

  Played a senior role in the establishment and operation of the City of Tshwane's Enterprise Programme Management Unit (ePMU), to manage the City's entire capital expenditure programme through multiple workstream disciplines.

  In Client Relationship Management and Communication:

  · Fulfilled a central client-facing role in managing the relationship between the client and the employer, ensuring that the client's needs are interpreted accurately and translated into an appropriate scope of work.

  In Leadership:

  · Led the workstream tasked with Project Implementation, Monitoring & Control.

  In Programme Management:

  · Improved the City of Tshwane's (CoT) interpretation of their total capital project development programme by leading a team with an initial analysis of all project data to identify quick-win projects for acceleration, low-performing projects for improvement or postponement and monitoring projects with the appropriate metrics.
  · Enabled the increase in efficiency of project identification, development, execution and management in the CoT with the design and implementation of a Stage Gate and Workflow process to guide the identification, planning, approval, execution and close of projects in the City's capital expenditure programme.
  · Improved the CoT's gathering and interpretation of strategic project metrics with assisted analysis of their capital programme project performance on a monthly and quarterly basis to inform the City's strategy and operational performance department on progress and proposal for remedial actions.

  In Training:

  · Improved the quality of project delivery and management by personally providing training to the CoT's departmental project managers according to the PMBOK Process Groups & Knowledge Areas.

- **Midrand Residential Development**

  Principal Agent and *Project Manager*

  In Project Management:

  · Initially acted as Principal Agent for the client in constructing a R100million residential development through a JBCC construction contract.
  · Following contractor's contract termination, acted as *de facto* contractor, managing procurement, contract, quality, time, cost and construction management.

  In Project Controls & Systems:

  · Developed a custom database system for cost management and control.

- **5-star Lodge development in Mpumalanga lowveld**

  Development Manager for the Client for the design and development of a 5-star lodge in Mpumalanga.

  In Development Management:

  · Provided pre-emptive development direction with the anticipation of development constraints, especially environmental, and directing resources in advance.
  · Leading environmental assessment, architectural and engineering team with developing services reports based on strict environmental limitations and progressing the development planning up to drafting of tender documentation.

■ July 2015 to September 2016

Construction Industry – Management & Consulting

Driver Trett SA (Pty) Ltd (now CAPIC)

Senior Project Manager & Project Consultant

Consulted as Senior Project Manager/Consultant on project development, project finance, PPP feasibility and project viability assessment, as well as programme management.

- **Bitou Municipality: Accommodation PPP**

  In Project Management: Led as *Project Manager* through managing all the technical and financial inputs and outputs required for the PPP feasibility study.

- **Rural City Development: Mpumalanga**

  In Project Management: Principal *Project Manager* member of team that offered project design and feasibility services for an ambitious project in Mpumalanga to establish a formal rural settlement to empower the local community with economic opportunities through ownership and access to economic activity and government services.

- **Accommodation Programme, National Department of Public Works**

  In Programme Management & PMU/PMO Design & Operations: Led as *Programme Manager* for the analysis of progress and designing an implementation plan for the accommodation of several state-owned entities in the City of Tshwane. The implementation plan proposed accommodation solutions via different procurement solution options, ownership, site and precinct design requirements, professional services requirements, coupled with an implementation strategy of communication and stakeholder interaction.

■ January 2014 to April 2015

Construction Industry – Management & Consulting

AECOM SA (Pty) Ltd

Project & Construction Management – Project Controls

Manager: Project Systems

Led the implementation of project controls systems on all projects, but especially large projects, from within the Project & Construction Management business line. The role required developing knowledge about advanced project delivery systems (e.g. EPCM) and developing project control systems to manage these projects with.

- **Blue sky opportunities: Oracle Primavera PMIS**

  In Project Controls & Systems: Led an initiative of implementing a service to clients to deploy Oracle® Primavera® PMIS solutions as a stand-alone service. The focus of the initiative was to identify clients that require the implementation of PMIS services, specifically for those holding Oracle Primavera & Unifier licences.

- **Transnet EPCM Services: Cape Town, Saldanha & Postmasburg**

  In Project Controls & Systems & Programme Management: Participated in the identification and development of project control systems for cost & contract management, document management and Health & Safety management on the Transnet EPCM project, with a construction value of R4bn and R250m in fees.

- **Gibela JV: New Manufacturing Facility**

  In Project Controls & Systems: Established the systems and implementation project controls on the Gibela rail transport manufacture and maintenance plant project. Responsible for implementing and managing the Bentley ProjectWise® document control system. The role also consisted of implementing cost- and contract management, as well as the implementation of health & safety and risk management systems.

- **ISO Certification of Systems, Standards & Tools for the Africa Construction Services Business Line**

  In Project Controls & Systems: Played a primary role in the identification and development of Systems, Standards and Tools for CS with the purpose of obtaining ISO Certification for project delivery systems through collaborative work on an SST ISO certification process. Also contributed an in-depth analysis of potential project control systems by evaluating Document Management/Control, Budget & Cost Control, Contract Management, Transmittals, Collaboration & Workflow, Access, Scheduling, Pricing, Mobile access and Procurement.

■ October 2012 to December 2013

Construction Industry – Management & Consulting

AECOM SA (Pty) Ltd

Information/Senior Project Manager

- **Information Management**

  In Information Management & Project Controls & Systems: Appointed in the newly created Africa business position of Information Manager. Tasked with managing all information systems within the legacy BKS (Pty) Ltd business as it was integrated into AECOM SA (Pty) Ltd, including storing, uniforming, disseminating and archiving information according to best practise while adhering to legal requirements and information retention.

- **Employer Accommodation**

  In Project Management: Managed the Tenant Installation project of the new AECOM Lakeside office by leading change management, co-location of existing offices, head and satellite office space planning, refurbishment & upgrade design & installation, contractor procurement and the planning & implementation of the removal process.

■ March 2009 to September 2012

Construction Industry – Management & Consulting

BKS Engineering & Management (Pty) Ltd
Inland Project Management

Senior Project Manager

Part of a multi-disciplinary project management team that provided project management services to a wide range of project disciplines in the engineering and construction management environment.

- **PPP for the finance, design, construction, operation and maintenance of the new serviced Head Office for National Department of Education (DOE)**

  In Project Management: Assisted with appointment as independent advisor (Independent Certifier) providing certification services to the Private Party and to the DOE, including monitoring the progress of the Works, audit and monitor of the commissioning of the works, certification of supply and fitment of FF&E and monitoring of the DOE's compliance to obligations under the OH&S Act.

- **Gauteng Department of Education Schools Implementation Project (GSIP)**

  In Project Management: Played a pivotal role as part of the technical due diligence team to fast track the identification of new cluster schools and development of new facilities, as tasked with the responsibility to examine identified properties in terms of their land use potential for schools and the availability of services as a technical due diligence investigation.

- **Housing Development Project in Southern Africa**

  In Project Management: Assisted in a leading role in conducting technical assessments of proposed housing developments as part of a project to facilitate the provision of housing in South Africa by a private consortium. The technical assessments involved the investigation of all town planning and developmental issues that developments need to adhere to before they can be considered for structured financial assistance.

- **DBSA Procurement**

  In Procurement Management: Assisted in a leading role with the evaluation of bids submitted to the DBSA for the construction of housing projects in the Eastern Cape. The role consisted of developing a system of identifying and evaluating criteria, methodology, reporting and recommendations.

■ October 2002 to February 2009

Local Government

City of Tshwane Metropolitan Municipality (CTMM)
Department of City Planning, Development & Environmental Management, Division City Planning

Planning Professional (strategic)

In Strategic Planning: Played a principal role with Strategic Development in Metropolitan Planning. Was involved in city development strategy with the purpose to continually conceive, plan, enable and manage appropriate projects, programmes, strategies and interventions of a metropolitan strategic nature, that were vital for the development and spatial restructuring of the City of Tshwane.

Pre-2002:

- 2001 – 2002: ***Trade Advisor*** at the 'Trade Point', a Section 21 company within the Department of Economic Development. The Trade Point is an adapted concept from the United Nations Congress on Trade & Development (UNCTAD), which strives to achieve local economic upliftment through export-led growth. Was mainly responsible for the development of information systems and web presence, but also functioned as a trade advisor.
- 1997 – 2001: ***Project Manager*** with City of Tshwane - for planning and management of projects that aimed to initiate and realise economic development, the marketing of development opportunities and development facilitation, which include the compilation of information systems.
- 1994 – 1997: ***Assistant Town Planner*** with City of Tshwane – marketing of development opportunities and facilitation and management of development projects.
- 1994: ***Town Planner*** with SA Air Force: Air Logistics Commandment **–** general land use planning on local level and Management of implementation of land use projects
- 1993 – 1994: ***Demographer*** with Department of National Health and Population Development - involved with the analysis, processing and visual representation of data that presented and evaluated the Population Development Programme.
- 1992 – 1993**:** ***Town Planner*** with SA Defence Force: SA Army Engineers – master planning development proposals, analysis for policy formulation and reporting, design layouts and digital land surveyor plotting.