C B E

COUNCIL FOR THE BUILT ENVIRONMENT

architecture
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quantity surveying

## COUNCIL FOR THE BUILT ENVIRONMENT

# STRATEGIC PLAN

**Financial Years**

**2015 - 2020**

COUNCIL FOR THE BUILT ENVIRONMENT

# STRATEGIC PLAN

**2015 - 2020**

# CONTENTS


| | | |
|---|---|---|
| Message from the Minister of Public Works | | 1 |
| Message from the Council Chairperson | | 3 |
| Message from the CEO | | 4 |
| **PART A: STRATEGIC OVERVIEW** | | |
| 1. | Purpose and Values of the CBE | 6 |
| | Vision | 6 |
| | Mission | 6 |
| | Values | 6 |
| 1.1. | Legislative Revisions | 7 |
| 1.2. | Legislative Mandates | 7 |
| 1.3. | Policy Mandates | 9 |
| 1.4. | Relevant Court Rulings | 9 |
| 2. | Situational Analysis | 9 |
| 2.1. | Performance Environment | 11 |
| 2.2. | Organisational Environment | 12 |
| 2.3. | Description of the strategic planning process | 14 |
| 3. | Strategic outcome-oriented goals of the CBE | 16 |
| **PART B: STRATEGIC OBJECTIVES** | | |
| 4. | Aligning CBE objectives to the mandate | 18 |
| | Programme 1: Government Policies and Priorities | 22 |
| 4.1.1 | Resource considerations | 24 |
| | Programme 2: Skills Development in the Built Environment | 25 |
| 4.2.1 | Resource considerations | 27 |
| | Programme 3: Research and Information in the Built Environment | 28 |
| 4.3.1 | Resource considerations | 29 |
| | Programme 4: Public Interest | 30 |
| 4.4.1 | Resource considerations | 32 |
| | Finance | 33 |
| | Governance | 43 |
| **PART C: LINKS TO OTHER PLANS** | | |
| 1. | Risk Management Plan | 47 |
| 2. | Fraud Prevention Plan | 47 |
| 3. | Materiality Framework | 47 |

## Acronyms and Definitions used in the Plan:

| | |
|---|---|
| AG | Auditor-General |
| BBBEE | Broad Based Black Economic Empowerment |
| BE | Built Environment |
| BEE | Black Economic Empowerment |
| BEPC/s | Built Environment Professional Council/s |
| CBE | Council for the Built Environment |
| CHE | Council for Higher Education |
| CI | Construction Industry |
| CIIs | Construction Industry indicators used to measure performance, growth and improvements |
| CIP | Capital Improvement Programme |
| Council | The appointed members of the CBE Council |
| DHET | Department of Higher Education and Training |
| DoE | Department of Education |
| DPW | Department of Public Works |
| EEA | Employment Equity Act |
| EPWP | Expanded Public Works Programme |
| HEIMS | Higher Education Information Management System |
| IDoW | Identification of Work |
| Minister | Minister of Public Works |
| MoU | Memorandum of Understanding |
| MoA | Memorandum of Agreement |
| MTBPS | Medium Term Budget Policy Statement |
| MTEF | Medium Term Expenditure Framework |
| MTSF | Medium Term Strategic Framework |
| NEMA | National Environmental Management Act, 1998 |

| | |
|---|---|
| N&G | Norms and Guidelines in the Built Environment |
| NCDP | National Contractor Development Programme |
| NQF | National Qualification Framework |
| PAIA | Promotion of Access to Information Act |
| PAJA | Promotion of Administrative Justice Act |
| PDI | Previously Disadvantaged Individuals |
| PIA | Protection of Information Act |
| PIP | Property Incubator Programme |
| PFMA | Public Finance Management Act, 1999 (Act 1 of 1999) |
| PPP | Public Private Partnerships |
| PPPFA | Preferential Procurement Policy Framework Act |
| SAQA | South African Qualifications Authority |
| SLA | Service Level Agreement |

## Message from the Minister of Public Works

South Africa is still faced with a number of socio-economic challenges such as unemployment, poverty and inequality. The growing consensus is that the state ought to play a more direct role in the economy, particularly under the current global economic climate characterised by high uncertainty and low levels of economic growth.

Built Environment Professionals are key in driving infrastructure investment through their skills and competence in planning, design, procurement, construction, maintenance and decommissioning of infrastructure. There is also a deeper dimension to the built environment and its relation to development. The built environment spaces and objects created by built environment professionals, is the innermost mediator of the cultural, psychological and spiritual aspirations of a people and is the core determinant within contemporary understanding of development. It looks beyond meeting the material needs of a people to address their higher order needs of self actualisation, psychological wellness and spiritual meaning.

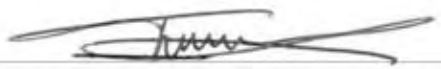
Furthermore, the design of infrastructure needs to be not only fit for purpose, but also it must contribute to sustainable development. On the infrastructure procurement side, there needs to be a fair, equitable, transparent, competitive and cost effective procurement regime that promotes sustainable development objectives. These include enhancing urban environments for human well being: physical and psychological, minimizing costs of procurement, harmful side effects on the environment, encouraging the use of sound construction materials and promoting construction technologies and methodologies that increase employment and contribute to alleviation of poverty.

While the built environment and construction sector in general responds to these important policy priorities, there are still major transformation challenges that need to be addressed. The built environment professions in general remain untransformed and the participation of previously disadvantaged groups within the professions remains disturbingly low. This is an area the Department of Public Works will pay attention to over the medium term. The CBE, working together with its key role players, the Professional Councils, is also expected to play a central role in determining and developing a strategy and transformation path for the built environment professions.

Linked to the issues of transformation, is the broader priority of skills development and access to the built environment professions by individuals from the previously disadvantaged backgrounds. In partnership with the Department of Basic Education and the Department of Higher Education and other entities, the CBE under the guidance of the Department of Public Works will drive the implementation of skills development initiatives with the ultimate goal of improving representation of all racial groups within the built environment professions.

Over the medium term, the Department of Public Works will also prioritise the review of the Legislative and Regulatory arrangements within the built environment with the aim of strengthening governance and institutional arrangements within the sector, and more importantly to ensure that the built environment professions continue to play a meaningful role in the developmental objectives of the State and the Department of Public Works, in particular.

I have full confidence in the CBE Council in implementing this strategic plan, and in providing wisdom to serve the interests and aspirations of the South African public within the built environment. As the Executive Authority, I therefore take this opportunity to endorse this strategic plan and provide assurance that I am committed to oversee its implementation.



**Honourable Thembelani Nxesi (MP)**
**Minister of Public Works**

## Message from the Chairperson of the Council

South Africa has embarked on a developmental approach which strategically positions the built environment as a key driver of development. The CBE Council has taken a new direction in its strategic planning which is intended to make the CBE a relevant leader in the built environment.

Transformation remains one of the key challenges facing the Built Environment Professions and remains one of the priority areas for the CBE Council. We realise that the current status of the sector not being transformed does not only affect us as CBE, but it is an issue of concern to the nation. The CBE Council commits to driving the transformation agenda within the built environment for a better future of our country.

In ensuring execution of the CBE's mandate, the Council will ensure that requisite capacity is in place within the organisation and ensure that our stakeholders effectively participate and contribute to the realisation of our goals. The current challenges and opportunities presented by the sector offer an opportunity for the CBE to effectively implement its mandate by actively supporting government and our key stakeholders through advice on issues pertaining to the built environment.

The CBE, as a regulatory body, has a bigger role to play particularly in ensuring that the regulatory instruments designed to protect and advance the interests of the public in the built environment, are functional, sound and applied consistently across the sector. In this regard, we will work closely with the government and all our key stakeholders to ensure the effectiveness of this role.

It is hereby certified that this strategic plan has been developed by the CBE, under the guidance of the Accounting Authority. This document takes account of all relevant legislation, policies and mandates for which the CBE is responsible.

This strategic plan accurately reflects the strategic outcome-oriented goals and objectives which the CBE will seek to achieve, given the resources available over the 5 year period between 2015 and 2020.

**Isaac Mzumara Nkosi**
**Chairperson of the Council**

## Message from the CEO

The 2014 - 2019 Medium Term Strategic Framework document of government and the strategic plan of the Department of Public Works as well as the legislative mandate embodied in the CBE Act of 2000, all provide a foundation for the CBE's strategic plan for the years 2015 - 20.

The CBE has aligned its programmes and delivery agenda to be responsive to government priorities within the built environment, which include supporting government's infrastructure roll out programme, mainly through skills development, health and safety in construction, environmental sustainability as well as employment creation goals.

Transformation within the Built Environment Professions continues to be a challenge and an enormous task for the CBE. Transformation requires a concerted effort of the whole built environment community. The CBE will continue to facilitate collective efforts towards developing and getting consensus on the transformation agenda and stakeholder mobilisation. The CBE is certain that through the support from the Department of Public Works and participation of the Built Environment Professional Councils, we will continue to work with various stakeholders to ensure that the built environment is demographically representative, the professional capacity of the public sector is enhanced.

The CBE will also intensify its work on research and knowledge management so that it provides informed informed and researched advice to govenrment on built environment matters.

The CBE's role as an appeal body on matters of law regulating the built environment professions and other regulatory and legislative functions, will gain momentum in the next five years, and the organisation will continue to engage with various key stakeholders in order to ensure effective regulation and development of the built environment professional space.

**Gugu Mazibuko**
**Chief Executive Officer**

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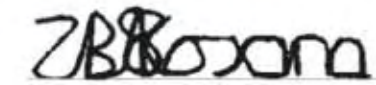
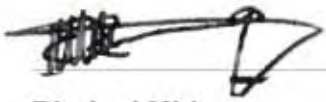
**Chief Executive Officer**

## Official Sign-Off



**Zola Skosana**
**Acting Manager:**
**Planning, Monitoring and Evaluation**

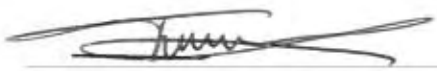


**Rhulani Mhlanga**
**Acting: Chief Financial Officer**

**Gugu Mazibuko**
**Chief Executive Officer**

**Isaac Mzumara Nkosi**
**Chairperson: CBE Council**

**Approved by:**



**Honourable Thembelani Nxesi (MP)**
**Minister of Public Works**

## PART A: STRATEGIC OVERVIEW

### 1. Purpose and Values of the CBE

#### Vision

An environment built to sustainably meet people's needs and aspirations.

#### Mission

To be a responsive, relevant advisor and implementer of government priorities in the built environment, and to lead and support ongoing transformation, development and regulation of the built environment professions.

#### Values

The following values are the principles that bind and guide the CBE in executing its mandate and meeting its strategic goals:

- **Integrity**

  We will carry out our responsibility in a manner that will preserve and enhance the integrity of the organisation.

- **Transparency**

  We recognise the CBE as a public entity and commit to providing reliable information to all our stakeholders.

- **Excellence**

  We will endeavour to achieve the best possible standards in all we do.

- **Innovation**

  We will continuously seek and employ better and more affordable solutions to meet the needs of our stakeholders.

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## Revisions to Legislative and other Mandates

### 1.1. Legislative Revisions

No legislative revisions have been made to date, however the Ministry of Public Works gazetted the BEP Policy Review for public comment in May 2013, proposing amendments of the statutory regulatory framework of the BEPs.

### 1.2. Legislative Mandates

The scope of the CBE and Professional Councils in the built environment value chain is to regulate those built environment professions who conceptualise, design, build, maintain and transfer social and economic infrastructure. The CBE executes its mandate derived from the CBE Act 43 of 2000 whilst also mindful of the following legislations, regulations and policies:

| Short title of the Act | Purpose of the Act |
|---|---|
| Republic of South Africa Constitution of 1996 | The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution. |
| Consumer Protection Act 2011 | To promote a fair, accessible and sustainable marketplace for the consumer. |
| Construction Industry Development Board Act, 2000 | To provide for the establishment of the Construction Industry Development Board; and matters incidental thereto. |
| Council for the Built Environment Act, 2000 | To provide for the establishment of the Council for the Built Environment and matters incidental thereto. |
| Architectural Profession Act, 2000 | To provide for the establishment of the Council for the Architectural Profession and matters incidental thereto. |
| Landscape Architectural Professional Act, 2000 | To provide for the establishment of the Council for the Landscape Architectural Profession and matters incidental thereto. |
| Engineering Profession of South Africa, 2000 | To provide for the establishment of the Council for the Engineering Profession and matters incidental thereto. |
| Project and Construction Management Profession Act, 2000 | To provide for the establishment of the Council for the Project and Construction Management Profession and matters incidental thereto. |
| Quantity Surveying Profession Act, 2000 | To provide for the establishment of the Council for the Quantity Surveying Profession and matters incidental thereto. |
| Property Valuers Profession Act of 2000 | To provide for the establishment of the Council for the Property Valuation Profession and matters incidental thereto. |
| Public Finance Management Act of 1999 | To regulate financial management and to ensure that all revenue, expenditure, assets and liabilities of Government departments or entities are managed efficiently and effectively. |
| Skills Development Act 97 of 1998 | To govern training, education and skills development in the workplace. |

| Short title of the Act | Purpose of the Act |
|---|---|
| Employment Equity Act | Applies to all employers and workers and protects workers and job seekers from unfair discrimination, and also provides a framework for implementing affirmative action. |
| Promotion of Administrative Justice Act of 2000 | To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto. |
| Promotion of Access to Information Act 2 of 2000 | To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith. |
| Minimum Information Security Act | (1) Maximises the degree to which unclassified geographic information from various sources can be made electronically compatible and accessible; and<br>(2) Promotes the development of interoperable geographic information systems technologies that shall -:<br>(a) allow widespread, low-cost use and sharing of geographic data by National, Provincial, local governments and state entities, and the public; and<br>(b) enable the enhancement of services using geographic data |
| Occupational Health and Safety Act | The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory Council for occupational health and safety. |
| National Treasury Regulations | These regulations are issued on a regular basis by National Treasury and are applicable to all public entities as listed on Schedules 2, 3B and 3D. These regulations are also applicable to public entities listed on Schedules 3A and 3C until 31 March 2001. |
| National Archives of South Africa Act 1996 | Provides for the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage. |
| Construction Charter | Provides a framework for the construction sector to address BBBEE, enhance capacity and increase productivity in the sector to meet world best practice. |
| Property Charter | Promote the BBBEE Act as these relate to the property sector. |

## 1.3. Policy Mandates

The following delegations of authority are implemented within CBE and have been reviewed accordingly by the 4th term CBE Council:

- Procurement delegations;
- Financial delegations;
- Legal and contracting delegations; and
- Human Resource Management delegations.

## 1.4 Relevant Court Rulings

No court rulings are applicable.

## 2. Situational Analysis

The 2014 Medium Term Budget Policy Statement (MTBPS) sets the broad macro-economic environment of the country which will have an impact firstly on the resourcing of the CBE, and secondly set the policy priorities of government through trade-offs that will be enforced by the macro-economic environment.

The 2014 Medium-Term Budget Policy Statement (MTBPS) reflects a shift in fiscal policy. Government proposes a series of measures to reduce the budget deficit and stabilise public debt. These steps are necessary to ensure the sustainability of South Africa's most important public spending programmes in a weaker economic environment. The squeezed fiscal space of government has directly impacted the CBE through proposed reductions in medium term budget allocations. For the three fiscal years of 2015/16, 2016/17 and 2017/18, the CBE budget has been reduced by R5,924 million, made up of R2,297 million reduction in 2015/16, R3,225 million reduction in 2016/17 and R402,000 in 2017/18. This reduced fiscal envelop will therefore compel the CBE to make strategic choices on projects and initiatives that it can undertake in the medium-term to 2018/19.

The 2014 MTBPS also identifies the policy priorities of government. It states that Government's 2014 -19 Medium Term Strategic Framework (MTSF) provides a roadmap to address these challenges. It is the first five-year policy framework designed in sync with the 2030 vision of the National Development Plan. The 2014 -19 MTSF aims to improve policy coherence, alignment and coordination across government. It highlights the need for partnerships between a capable developmental state, a thriving business sector and a strong civil society. It identifies employment, education and enhancing the capacity of the state as core policy objectives. These core policy objectives provide the key areas that the CBE will anchor its efforts and activities. The MTSF priorities over the period ahead as identified in the MTBPS, which are amenable to the CBE mandate,

include the following:

- Building the capacity of the public sector, particularly at local government level, through the "back-to-basics" approach, focused on improving service delivery, accountability and financial management.
- Improving the quality of the education system, starting with greater attention to human resources management and annual assessment of learners to benchmark progress.

The above policy priorities will therefore see the following key priorities for the CBE in the medium-term:

- Ensuring that Built Environment (BE) academic programmes curricula addresses issues of Labour Intensive Construction, implementation of the Infrastructure Delivery Management System (IDMS), Sustainable Development and Health and Safety;
- Promotion of high demand skills for Strategic Infrastructure Projects (SIPs).
- Stepping up mechanisms, programmes, projects and interventions to drive transformation and ensuring adequate representation of women and black people within the BE through the CBE Transformation Model;
- Scaling up the Maths and Science support programme to reach learners in grade 1 to 12 in 2018;
- Establishing a structured candidacy programme for candidates and interns to address bottlenecks in the skills pipeline;
- Supporting workplace training of BE graduates/candidates and interns to deepen competencies and to promote professional registration;
- Strengthening the technical capacity of local, provincial and national government;
- Aligning the policy planning and reporting processes of Built Environment Professional Councils (BEPCs) to the government's planning cycles and the government's priorities;
- Strengthening monitoring and regulatory work on delegated public functions of the BEPCs; and
- Enhancing internal systems, controls and capabilities to allow the organisation to deliver on its mandate and strategic goals.

## 2.1. Performance Environment

The development of the 2015-2020 Strategic Plan coincided with two key strategic developments for the CBE, i.e. the start of a new fourth term Council of the CBE and the first year of the implementation of the new 2014-19 Medium Term Strategic Framework (MTSF) after South Africa's fifth democratic elections. Both of these developments afford the CBE the opportunity to sustain its strategic direction to effectively align the CBE, to government priorities, as contained in the following 14 Outcomes of the MTSF.

Outcomes targeted in the medium-term strategic framework are:

1. Quality basic education
2. A long and healthy life for all South Africans
3. All people in South Africa are free and feel safe
4. Decent employment through inclusive growth
5. A skilled and capable workforce to support an inclusive growth path
6. An efficient, competitive and responsive economic infrastructure network
7. Vibrant, equitable, sustainable rural communities contributing to food security for all
8. Sustainable human settlements and improved quality of household life
9. Responsive, accountable, effective and efficient local government
10. Protect and enhance our environmental assets and natural resources
11. Create a better South Africa, and contribute to a better Africa and a better world
12. An efficient, effective and development-oriented public service
13. A comprehensive, responsive and sustainable social protection system
14. A diverse, socially cohesive society with a common national identity

The Department of Public Works (DPW), which is the Executive Authority of the CBE, contributes directly to outcomes 4, 6, 7 and 12; and indirectly to outcomes 1, 5, 8, 10 and 14 as identified in Honourable Minister Nxesi's Five Year Policy Statement and Vision for the period 2014-2019. These have an impact on the strategic programmes and projects of the CBE, within its legislative mandate, going forward.

The CBE views the period between 2015 and 2020 as the time to consolidate and position the Built Environment Professions (BEPs) as important contributors to the development priorities of the State in support of the 14 outcomes of government, and those outcomes to which DPW has a direct and indirect contribution.

The 4th Term Council affords the CBE an opportunity to prepare a five year strategic plan that will guide the programmes of the CBE to discharge of its mandate in line with government priorities and outcomes; the Minister's Five Year Policy statement; and the Ministerial directive to the 4th Term Council during its inauguration, which was held on 05 September 2014.

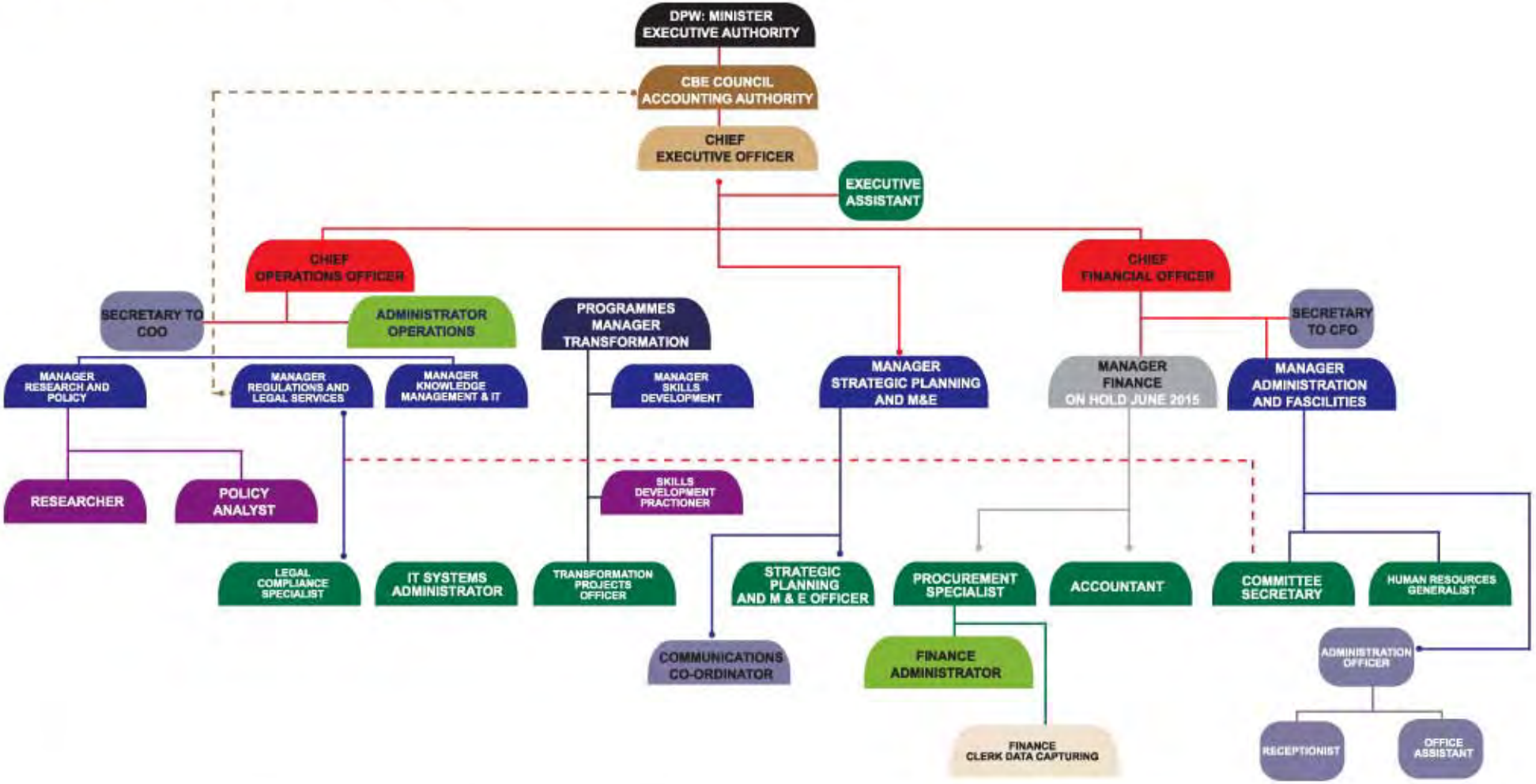
## 2.2. Organisational Environment

The CBE constantly reviews its capacity requirements, mainly driven by its APP requirements, as a main tool to deliver on the Strategic Plan. Aligned to this, the CBE has identified the key risks that might have impact on the effective operation of the organisation to achieve its mandate and has developed strategies to mitigate the identified risks.

The CBE fully recognises that the changing international and domestic economic environment, including government's policy priorities, all have direct implications on the organisational environment. The CBE will keep abreast of these, and will make the necessary changes to its capacity requirements to remain relevant and focused on delivering more value within its current resources.

In its ongoing effort to be more responsive to government priorities and deliver on its Strategic Plan and Annual Performance Plan (APP) programmes, the CBE has reviewed its organisational structure. It will supplement its capacity requirements through the hiring of fixed term appointments to the organisation, that are specifically contracted for specific projects and deliverables.

## CBE Organisational Structure 2014-2019




*The following suggestions have been put forward by some Council members:

1. Stakeholder Management – There is a need for this to be managed at Management level, i.e. at least two levels below the CEO. This will ensure effective implementation of the approved Stakeholders Management Strategy of the CBE.
2. The Finance Administrator and Finance Clerk/Data Capturer should rather report to the Accountant and not the Procurement Specialist.

## 2.3 Description of the strategic planning process

This strategic plan is informed by the strategic planning session held at the CBE offices on the 09th and 10th October 2014. The session was attended by a number of CBE council members, the CBE Senior Executives as well as officials from the DPW.

The process for the development of a CBE strategic plan started by looking at the strategic planning processes in government and the DPW, the Minister's Five Year Policy Statement, Minister's directives to the 4th Term Council, the mandate and functions of the CBE, the CBE Transformation Model, the current Strategic Plan and lastly the 2014/15 Annual Performance Plan.

The discussions then focused on PERSTEL (political, economic, regulatory, social, technological, ecological, legal) factors and SWOT (strengths, weaknesses, opportunities, threats) analysis, to unpack the strategic operating environment of the CBE and to guide the strategic choices and determination of Strategic Outcome Orientated Goals.

The next discussion looked at the legislative mandate of the CBE and the six BEPCs.

The bulk of the discussions then moved to identifying the medium term strategic framework (MTSF) 2014-19 outcomes, in line with government's outcomes based planning approach, which the CBE responds to, directly or indirectly.

The strategic session's initial responses and recommendations were then categorised into the following six initial themes:

a. Capacity and Capability of the CBE
b. Stakeholder Management
c. Built Environment Policy and Advisory
d. Transformation
e. Research and Information
f. Legislative and Regulatory

The deliberations on the six identified themes were later synthesised and categorised into internal and external focus areas.

**Internally focussed themes**

Internal focussed themes are enablers that are in direct control of the CBE and have some existing functions within the organisation. (These enablers are internally focussed and cannot form the strategic outcome orientated goals which respond to the outcomes and impact of the organisation).

The following two themes were identified as internally focussed:

1. Capacity and capability of the CBE (capacity and resources issues)

2. Stakeholder Management (communication and stakeholder management issues)

**Externally focussed themes**

Externally focussed themes are outward looking and respond to the organisation's outputs within its mandate, linked to government's priorities. Four themes were identified to form the basis for the Strategic Orientated Outcome Goals of the CBE, as follows:

1. Built Environment Policy and Advisory (A built environment that is responsive to the developmental and economic priorities of government)

2. Transformation (A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery needs)

3. Research and Information (An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions)

4. Legislative and Regulatory (BEPs that operate within a regulated policy and legislative framework)

## 3. Strategic outcome-oriented goals of the CBE

The four Strategic Outcome Oriented Goals from the synthesis of external focus issues identified at the strategic planning session were:

| | |
|---|---|
| **Strategic Goal 1** | A built environment that is responsive to the developmental and economic priorities of government. |
| **Goal statement** | A built environment that is aligned with environmental, health and safety legislation and contributes to service delivery, job creation, poverty alleviation and economic development |
| **Link to national outcome(s)** | Outcome 4 - decent employment through inclusive economic growth<br>Outcome 5 - skilled and capable workforce<br>Outcome 6 - an efficient, competitive and responsive economic infrastructure network<br>Outcome 9 - responsive, accountable, effective and efficient local government<br>Outcome 10 - protect and enhance our environmental assets and natural resources |
| | |
| **Strategic Goal 2** | A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs. |
| **Goal statement** | A well functioning BE skills pipeline that is demographically and gender representative and supports national infrastructure delivery |
| **Link to national outcome(s)** | Outcome 1 - quality basic education<br>Outcome 4 - decent employment through inclusive economic growth<br>Outcome 5 - skilled and capable workforce<br>Outcome 6 - an efficient, competitive and responsive economic infrastructure network<br>Outcome 14 - transforming society and uniting the country |

| | |
|---|---|
| **Strategic Goal 3** | An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions. |
| **Goal statement** | Provision of an informed and researched advice to government and all sectors of the economy on BE priority matters identified in the MTSF, supported by a well functioning and resourced BE research, knowledge management and information resource |
| **Link to national outcome(s)** | Outcome 4 - decent employment through inclusive economic growth<br>Outcome 5 - skilled and capable workforce<br>Outcome 6 - and efficient competitive and responsive economic infrastructure network<br>Outcome 7 - comprehensive rural developmentt<br>Outcome 10 - protect and enhance our environmental assets and natural resources<br>Outcome 12 - efficient, effective and development-oriented public service |
| | |
| **Strategic Goal 4** | BEPs that operate within a regulated policy and legislative framework. |
| **Goal statement** | BEPs that provide their services in an ethical and professional manner and are responsive to the country's national goals and needs, while complying with legislative requirements. |
| **Link to national outcome(s)** | Outcome 13 - social protection<br>Outcome 10 - protect and enhance our environmental assets and natural resources |

## PART B: STRATEGIC OBJECTIVES

### 4. Aligning CBE objectives to the mandate

The development of objectives and programmes for the CBE has taken into account the objectives and functions as set out in the Council for the Built Environment Act 43 of 2000. The CBE Act 43 of 2000 establishing the CBE was passed by Parliament in November 2000 along with Acts regulating and re-establishing the six Built Environment Professional Councils (BEPCs). The Act became operational in September 2001, following the establishment of the six BEPCs for architects, engineers, landscape architects, project and construction managers, property valuers and quantity surveyors.

The objectives (section 3 of the CBE Act) are set out as follows:

1. Promote and protect the interest of the public in the built environment;
2. Promote and maintain a sustainable built environment and natural environment;
3. Promote ongoing human resources development in the built environment;
4. Facilitate participation by the built environment professions in integrated development in the context of national goals;
5. Promote appropriate standards of health, safety and environmental protection within the built environment;
6. Promote sound governance of the built environment professions;
7. Promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic;
8. Serve as a forum where the built environment professions can discuss relevant issues; and
9. Ensure uniform application of norms and guidelines set by the Professional Councils throughout the built environment.

## CBE Functions

The key functions assigned by section 4 of the CBE Act are:

The council may—

a) **advise government** on any matter falling within the scope of the **built environment**, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;

b) communicate to the **Minister** information on **matters of public importance** acquired by the council in the course of the performance of its functions under this Act;

c) make **recommendations to** the **Minister** on the composition, functions, assets, rights, employees or financing of the Council

d) **advise** the **Minister** with regard to the **amendment of this Act**, if necessary, in order to support the norms and values of the built environment professions;

e) facilitate **inter-ministerial co-operation** concerning issues relating to the **built environment**;

f) provide **advice** and consultation on **national policy** that could impact **on the built environment**, human resource development in relation to the built environment professions, and the recognition of new professions;

g) **comment**, if necessary on all proposed **legislation impacting on health and safety** in the built environment;

h) **direct communication** from the Minister or the relevant **Minister to the councils** for the professions;

i) **advise** the councils for the **professions on matters of national importance** where the **needs of State** as communicated to the council through the relevant Minister, require joint and co-ordinated action by the built environment professions;

j) **coordinate** the establishment of mechanisms for **professionals** to gain **international recognition**;

k) **ensure** the **consistent application of policy** by the councils for the professions with regard to

i) **accreditation**;

ii) the **registration** of different categories of registered persons;

iii) key elements of **competence testing** of registered persons;

iv) **codes of conduct** to be prescribed by the councils for the professions;

v) the **principles** upon which the councils for the professions must base the determination of **fees** which registered persons are entitled to charge in terms of any of the professions' Acts, and in **accordance with** any legislation relating to the **promotion of competition**;

vi) **standards of health, safety and environmental protection** within the built environment;

vii) the **recognition of voluntary associations** for the built environment professions, by approving the framework for that recognition submitted by the councils for the professions, taking due cognizance of the characteristics of each built environment profession;

l) **investigate** or initiate investigations into matters pertaining to its **functions and policies** with regard to the built environment and, if necessary, recommend legislation in this regard;

m) act as an **appeal body** with regard to **matters** referred to it in terms **of the law** regulating the built environment professions;

n) in consultation **with councils for the professions**, obtain recognition for the councils for the professions as bodies responsible for the establishment of **education and training standards** in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995);

o) **ensure** the **consistent application of policy** throughout the built environment by encouraging coordination between the councils for the professions;

p) promote coordination between the **Council on Higher Education** and the councils for the professions in relation to the accreditation of education **institutions**;

q) **liaise with the Competition Commission**, established in terms of the Competition Act, 1998 (Act No. 89 of 1998), on behalf of the councils for the professions regarding the **identification of work** for the built environment professions;

r) **review fees** published by the councils for the professions to ensure the consistent application of the principles regarding such fees;

(i) **membership fees** in the prescribed manner from the councils for the professions, calculated pro rata to the number of persons registered with that council;

(ii) **fees** payable for **appeals** in terms of section 21; and

(iii) any other **fee it considers necessary**.

t) institute legal proceedings to **recover** all **outstanding membership fees** payable under this Act;

u) **consider proposals from the councils** for the professions with regard to the determination of **policy** contemplated in paragraph (k);

v) receive and **assimilate** the **annual reports** of the **councils** for the professions and submit a summary to the Minister;

w) purchase, hire or otherwise acquire or dispose of **property, borrow money** on the security of the **assets** of the council or accept and **administer any trust or donation**;

x) subject to this Act, approve standing orders for the **regulation** of its proceedings and of all other matters relating to the management, powers and duties of the council;

y) perform such functions as **may** be prescribed; and

z) generally, **do all** such things as the Council deems necessary or expedient to achieve the **objectives of this Act**.

All the strategic objectives set out in this document respond directly to one or more of the mandates of the CBE as detailed above. The delivery vehicle for the strategic objectives is the four programmes of the CBE. The strategic objectives and their underlying strategic goals are detailed in the next section.

## 4. PROGRAMMES

### 4.1 Programme 1: Government Policies and Priorities (formerly Administration)

**Strategic Goal**: A built environment that is responsive to the developmental and economic priorities of government.

**Strategic objectives**: Built environment (BE) academic curricula and CPD programmes, that embody health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as infrastructure delivery management system (IDMS).

| | |
|---|---|
| **Strategic Objective 1** | BE academic curricula and CPD programmes, that embody issues of health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as infrastructure delivery management system (IDMS). |
| **Objective statement** | · To ensure that all BE academic programmes include in their curriculum adequate coverage of issues on health and safety in construction, environmental sustainability and job creation through labour intensive construction by 30 March 2020.<br>· To ensure that all National Standards for the planning, design, procurement, construction, operation and maintenance of infrastructure embody health and safety, environmental sustainability and job creation through labour intensive construction by 30 March 2020. |
| **Baseline** | · All BE programmes curricula in January 2014<br>· All national standards for the planning, design, procurement, construction, operation and maintenance of infrastructure in January 2014 |
| **Justification** | · Curricula and the education of built environment professionals embodied in educational programmes, influence their knowledge in infrastructure design and its performance against the goals of health and safety, environmental sustainability and job creation through labour intensive construction and thus their contribution to job creation, poverty alleviation and sustainable economic development.<br>· National standards set the conceptualisation and design parameters of infrastructure projects and it is imperative that they reflect adequate standards and performance criteria towards appropriate outcomes in health and safety, environmental sustainability and job creation through labour intensive construction, operation and maintenance. |

| | |
|---|---|
| **Links** | This programme is responding to the following mandate of the CBE:<br><br>· Section 3 (c) promote ongoing human resource development in the built environment.<br>· Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals.<br>· Section 3 (e) promote appropriate standards of health, safety and environmental protection within the built environment.<br>· Section 4 (a) advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary<br><br>It is contributing to the following outcomes of the DPW:<br><br>**Direct outcomes**<br><br>Outcome 4 – decent employment through inclusive growth (Chapter 3 of NDP)<br>Outcome 6 – an efficient, competitive and responsive economic infrastructure network (Chapter 4 of NDP)<br>Outcome 12 – an efficient, effective and development orientated public service (Chapter13 of NDP)<br><br>**Indirect outcomes**<br><br>Outcome 2 – a long and healthy life for all (Chapter 10 of NDP)<br>Outcome 5 – skilled and capable workforce to support an inclusive growth path (Chapter 9 of NDP)<br>Outcome 8 – sustainable human settlements and improved quality of household life (Chapter 8 of NDP)<br>Outcome 10 – protect and enhance our environmental assets and natural resources (Chapter 5 of NDP) |

### 4.1.1 Resource considerations

It is anticipated that the CBE budget for this programme will be reduced. This is because projects that were conceptualised and started in the previous two financial years are reaching maturity, and the bulk of the future actions will be mainly stakeholder engagements which requires less resources for their implementation.

### 4.1.2 Risk Management

| Description of Risk | Primary Causes | Action Plans |
|---|---|---|
| Dependency on third parties to define priorities to enable CBE to realise the achievement of its strategic objectives | Lack of buy - in by key stakeholders including academia, government, statutory bodies, professional bodies and some legislative gaps. | 1. CBE engagements with CHE academic accreditation branch on 2nd and 3rd quarter accreditation visits<br>2. Engagement of professional councils on a quarterly basis through the registrar's forum and ad hoc bi-monthly meetings |
| Lack of adequate financial and human resources | 1. Inefficiencies in the management of the current budget<br>2. Misalignment with mandate<br>3. Insufficient budget allocation emanating from the absence of cost analysis of funds required by CBE for operation and mandate. | 1. Engagements with National Treasury and DPW's Finance department on a quarterly basis<br>2. Medium Term Expenditure Framework (MTEF) budget process conducted bi-annually<br>3. Monthly budget and variance analysis reports<br>4. Implementation of the cost containment measures announced by National Treasury<br>5. Mid-term budget reviews<br>6. Annual review of organogram<br>7. Monthly temporary capacity identification process<br>8. Monthly Finance, Human Resources and Legal Committee meeting and reporting<br>9. Quarterly Council and bi- monthly EXCO meetings |

### 4.2 Programme 2: Skills for Infrastructure Delivery (formerly Skills Development in the Built Environment)

**Strategic Goal:** A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.

**Strategic objective:** Drive and facilitate skills development and transformation within the Built Environment.

| | |
|---|---|
| **Strategic Objective 2.1** | Projects to support Strategic Integrated Projects (SIPs) skills production and development initiatives for SIPs identified high demand skills (Engineers, Quantity Surveyors, Construction & Project Managers, Landscape Architects, Town Planners, Land & Engineering Surveyors and Geographic Information Systems (GIS) professionals) |
| **Objective statement** | To be the lead driver of skills development initiatives for public sector infrastructure delivery with a focus on Strategic Integrated Projects (SIPs) skills initiatives by 30 March 2020 |
| **Baseline** | SIPs skills report of 2013 |
| **Justification** | SIPs form the core of government's planned infrastructure delivery programme and BE skills are at the centre of infrastructure delivery |
| | |
| **Strategic Objective 2.2** | Initiatives to implement the CBE Transformation Model, to increase the representation of previously disadvantaged groups in the BEPs |
| **Objective statement** | To lead the implementation of the CBE transformation model by all BE stakeholders in order to increase the numbers, demographic and gender representation of BEPs to reflect the demographics of the country by 30 March 2020 |
| **Baseline** | Representation of previously disadvantaged groups in the combined six BEPs currently stands at W (76%), A (15%), I (6%), C (3%) for registered professionals and at W (35%), A (52%), I (10%), C (3%) for candidates. |
| **Justification** | The BEPs must reflect appropriate quality and quantity to meet the planned infrastructure delivery needs of the country. Transformation and the lack of adequate technical skills is affecting the spending of infrastructure budgets leading to lower economic growth and perpetuation of poverty, inequality and unemployment |

| | |
|---|---|
| **Strategic Objective 2.3** | BE candidates / graduates and interns benefiting from quality assured workplace training |
| **Objective statement** | To monitor and evaluate the implementation of a standardised and quality assured workplace training framework by BE employers to produce competent professionals and graduates for BE industry by 30 March 2020 |
| **Baseline** | CBE workplace training model of 2013 and training guidelines from BEPCs |
| **Justification** | The BEPs must reflect appropriate quality and quantity to meet the planned infrastructure delivery, operation and maintenance needs of the country |
| **Links** | This programme is responding to the following mandate of the CBE:<br>· Section 3 (c) promote ongoing human resource development in the built environment<br><br>It is contributing to the following outcomes of the DPW:<br><br>**Direct outcomes**<br>· Outcome 4 – decent employment through inclusive growth (Chapter 3 of NDP)<br>· Outcome 6 – an efficient, competitive and responsive economic infrastructure network (Chapter 4 of NDP)<br>· Outcome12 – an efficient, effective and development orientated public service (Chapter13 of NDP)<br><br>**Indirect outcomes**<br>· Outcome 1 – quality basic education (Chapter 9 of the NDP)<br>· Outcome 5 – skilled and capable workforce to support an inclusive growth path (Chapter 9 of NDP) |

### 4.2.1 Resource considerations

This programme focuses mainly on issues of skills development within the built environment. It will be accompanied by a substantial increase in spending as a result of the rollout of the Maths and Science support programme in schools covering grades 1 to 12, and increasing the number of candidates/ graduates and interns benefiting from the standardised and quality assured workplace training framework to accelerate professional registration. This programme is also tasked with increasing the representation of women, black and coloured people within the BEPs.

### 4.2.2 Risk Management

| Description of Risk | Primary Causes | Action Plans |
|---|---|---|
| Misconceptualisation / misunderstanding and lack of buy-in to transformation | 1. Legislation shortcomings: CBE Act and BEPCs legislation is not clear on transformation.<br>2. Insufficient stakeholder engagement on transformation matters. | Collaborate with BEPCs, industry and infrastructure and education departments of government to enable greater impact on similar objectives and projects |
| Lack of control over the skills development value chain i.e. basic education, tertiary education, workplace training and registered professionals | 1. Lack of coordination between education policies and built environment requirements<br>2. Lack of resources<br>3. Insufficient career guidance<br>4. Insufficient stakeholder engagement | Implementation of the CBE transformation framework which is currently being promoted for adoption by industry stakeholders, BEPCs, State Owned Enterprises, infrastructure departments (at national and provincial government levels) and municipalities. |
| Poor quality and insufficient number of matriculants with Maths and Science | 1. Lack of resources<br>2. Insufficient career guidance | 1. Pilot programme for Maths and Science students being sponsored by CBE<br>2. Career guidance and awareness initiatives targeted at pre-tertiary level students |
| Limited capacity at higher education institutions to accommodate the transformation agenda / demands | Insufficient resources | 1. Partnership with Department of Higher Education and Training (DHET) |
| Low through put rate of BE candidates attaining professional registration | No structured and quality assured workplace training in the industry | Popularise and pilot the CBE Workplace Training Model, in partnership with BEPCs and industry workplace training hosts. |

### 4.3 Programme 3: BE Research, Information and Advisory (formerly Research and Information in the Built Environment)

**Strategic Goal 3:** An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions.

**Strategic Objective 3**: To provide informed and researched advice to government on BE priority matters identified in the 2014-19 Medium Term Strategic Framework (MTSF)

| | |
|---|---|
| **Strategic Objective 3.1** | Providing informed and researched advice to government on BE priority matters identified in the 2014-19 MTSF |
| **Objective statement** | To provide advice to government on BE priority matters that are identified in the 2014-19 MTSF and NDP and provide information and knowledge management resources for the BE to inform government policy on an annual basis |
| **Baseline** | BE priority issues identified in the 2014-19 MTSF and NDP |
| **Justification** | Sections 4 a, b, d and e of the CBE Act impels the CBE to offer advice to the Minister of Public Works on BE matters whilst the dynamic and changing BE sector requires regulatory intelligence to fine tune government planning and infrastructure investment |
| **Links** | This programme is responding to the following mandate of the CBE:<br>· Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals<br>· Section 3 (e) promote appropriate standards of health, safety and environmental protection within the built environment.<br>· Section 4 (a) advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary |

It is contributing to the following outcomes of the DPW:

**Direct outcomes**

- Outcome 4 – decent employment through inclusive growth (Chapter 3 of NDP)
- Outcome 6 – an efficient, competitive and responsive economic infrastructure network (Chapter 4 of NDP)
- Outcome 12 – an efficient, effective and development orientated public service (Chapter 13 of NDP)

**Indirect outcomes**

- Outcome 5 – a capable and skilled workforce (Chapter 9 of NDP)
- Outcome 10 – protect and enhance our environmental assets and natural resources (Chapter 5 of NDP)

### 4.3.1 Resource considerations

The main drivers of expenditure in this Programme will be the requisite expertise in Research and Policy, and Knowledge Management. However, the highest cost driver will be the deployment of ICT platforms and infrastructure for research as well as dissemination of knowledge and information on BE issues. It is envisaged that the internal ICT infrastructure will require an overhaul to ensure that the organisation becomes a world class knowledge centre on BE issues.

### 4.3.2 Risk Management

| Description of Risk | Primary Causes | Action Plans |
|---|---|---|
| Lack of requisite research infrastructure, expertise and linkages may lead to CBE being unable to adequately execute the research function | Compared to academia which is adequately resourced from subsidies to fund its research, the CBE lacks adequate resources | Partner with academic institutions when conducting research<br>Obtain appropriate IT Infrastructure required for research and knowledge management projects. |
| Fragmented built environment industry research | 1. Poor coordination of research efforts<br>2. Industry players working in silos (endemic within the industry) | Proposed a shared services model to DPW and the DPW entities (IDT, CIBD), and suggest to DPW to start a consolidated pool of research |

### 4.4 Programme 4: Regulation and Oversight of six BEPCs (formerly Public Interest)

**Strategic Goal 4:** BEPs that operate within a regulated policy and legislative framework.

**Strategic Objective:** To act as an appeal body on matters of law regulating the BEPs and to promote and ensure high standards of professional ethics and conduct within the BE.

| | |
|---|---|
| **Strategic Objective 4.1** | Act as an appeal body on matters of law regulating the BEPs and promote and ensure high standards of professional ethics within the BE |
| **Objective statement** | The CBE Act impels the CBE to act as an appeal body for persons aggrieved by decisions of BEPCs within 60 days of lodgement of such appeals |
| **Baseline** | 100% finalisation rate within 60 days of lodgement |
| **Justification** | Section 4 (m) of the CBE Act states that the CBE must act as an appeal body with regard to matters referred to it in terms of the law regulating the BEPs |
| | |
| **Strategic Objective 4.2** | Alignment by six BEPCs to CBE's Corporate Governance Framework |
| **Objective statement** | To ensure that the six BEPCs respond to DPW's concerns on issues of lack of alignment to government policy, lack of accountability of BEPCs to government and parliament through non-compliance with the PFMA, and Strategic Plans and Annual Performance Plans not aligned to DPW's and CBE's and thus non-alignment and contribution to national priorities |
| **Baseline** | CBE Corporate Governance Framework of 2013 |
| **Justification** | Section 3 (f) of the CBE Act states that the CBE must promote sound governance of the built environment professions |

| | |
|---|---|
| **Strategic Objective 4.3** | Adoption and implementation by the six BEPCs of a CBE Monitoring and Evaluation Framework |
| **Objective statement** | To ensure that the six BEPCs are aligned and responsive to government priorities and policy directives by 31 March 2018 |
| **Baseline** | Quarterly report inputs of the six BEPCs |
| **Justification** | Section 3 (f) promote sound governance of the built environment professions<br>Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals<br>Section 4 (i) advise the councils for the professions on matters of national importance where the needs of State, as communicated to the council through the relevant Minister, require joint and co-ordinated action by the built environment professions |
| **Links** | This programme is responding to the following mandate of the CBE:<br>· Section 20 and 21 of the CBE Act 43 of 2000<br><br>It is also contributing to the following outcomes of the DPW:<br><br>**Indirect outcomes**<br>· Outcome 13 – social protection (Chapter 11 of the NDP) |

### 4.4.1 Resource considerations

The main drivers of expenditure will be the regulatory work around the Identification of Work (scope of work that can only be undertaken by appropriately qualified and registered professionals), Registration of Professionals and the Appeals function.

### 4.4.2 Risk Management

| Description of Risk | Primary Causes | Action Plans |
|---|---|---|
| Lack of finalisation of identification of work (IDoW) compromising the viability and sustainability of the profession and the professional councils | The Competition Commission is still adjudicating on the matter | Engaging the Competition Commission on a quarterly basis. |
| Long term viability of CBE within the impending review of the CBE Act by DPW | Legislation | Submitted policy position to the DPW for consideration |

## Financial Resources

The Council for the Built Environment as a Schedule 3A entity derives its income from funds appropriated by Parliament, which are directed by the Executive Authority, the Honourable Minister of Public Works.

### Relating Expenditure Estimates to Strategic Outcome Oriented Goals

The following table shows the allocated projects related expenditure to the four programmes over the MTEF allocation.

| | 14/15 Budget | 15/16 Budget | 16/17 Budget | 17/18 Budget |
|---|---|---|---|---|
| **Programme 1** | 19 015 | 25 196 | 28 815 | 20 368 |
| **Programme 2** | 8 604 | 9 593 | 6 190 | 8 104 |
| **Programme 3** | 10 985 | 6 097 | 7 000 | 16 597 |
| **Programme 4** | 4 880 | 3 061 | 3 448 | 5 933 |
| **Total** | **43 484** | **43 947** | **45 453** | **51 002** |

The project budget for Programme 1 focus is mainly on stakeholder consultations to ensure that BE programme curricula contain adequate coverage of health and safety, environmental sustainability, labour intensive construction and the IDMS. The development of quality assured CPD point bearing, skills programmes, will be the single project that will carry substantial expenditure as subject matter experts will be contracted to develop CPD programmes in two areas; health and safety and environmental sustainability since the IDMS and labour intensive construction have well developed skills programmes.

The budget for Programme 2 will mainly be consumed by the funding of Transformation initiatives, including the scaling up of the Maths and Science programme. The funding of workplace training for candidates and interns will take the bulk of the budget.

The budget for Programme 3 will see a substantial increase in funding mainly to fund research and advisory projects which will rely on contracting of industry experts to undertake technical research on identified projects. The programme resources will also be consumed by the implementation of the BE information and knowledge hub and will be consumed by the procurement and deployment of appropriate hardware, software and IT applications. The funding of posts for a Knowledge and Information Manager and Officer will also consume a substantial portion of the programme budget.

Expenditure for Programme 4 will mainly be consumed by the funding of appeals and supporting the six BEPCs to respond to queries from the CC regarding the IDoW submissions.

The following tables show the medium-term projects that will be undertaken per programme to meet the strategic goals of the organisation:

## Programme 1: Government Policies and Priorities Programme

**Strategic Goal**: A built environment that is responsive to the developmental and economic priorities of government.

**Strategic objectives**: Built environment (BE) academic curricula and CPD programmes, that embody issues of health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as infrastructure delivery management system (IDMS).

## Programme 1: Performance Indicators

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 1.1 | Number of academic institutions that incorporate health & safety in construction into BE academic curricula | - | - | - | Projects to support government's infrastructure delivery established by 31 March 2014 | One project to support health and safety initiatives in construction, implemented by 31 March 2015 | Framework developed on modalities to incorporate health and safety in construction, in the BE curricula, endorsed by the CHE by 31 March 2016 | Two academic institutions committed to changing curricula of BE programmes to incorporate health and safety in construction by 31 March 2017 | Two academic institutions committed to changing curricula of BE programmes to incorporate health and safety in construction by 31 March 2018 |
| 1.2 | Number of academic institutions that incorporate environmental sustainability into BE academic curricula | - | - | - | Partnerships and projects on health and safety in construction established by 31 March 2014 | One project to support health and safety initiatives in construction, implemented by 31 March 2015 | Framework developed on modalities to incorporate environmental sustainability, in the BE curricula, endorsed by the CHE by 31 March 2016 | Two academic institutions committed to changing curricula of BE programmes to incorporate environmental sustainability by 31 March 2017 | Two academic institutions committed to changing curricula of BE programmes to incorporate environmental sustainability by 31 March 2018 |

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 1.3 | Number of academic institutions that incorporate labour intensive construction into BE academic curricula | - | - | - | Partnerships and projects on environmental sustainability within the BE established by 31 March 2014 | One project on environmental sustainability within the BE implemented by 31 March 2015 | Framework developed on modalities to incorporate labour intensive construction in the BE curricula, endorsed by the CHE by 31 March 2016 | Two academic institutions committed to changing curricula of BE programmes to incorporate labour intensive construction by 31 March 2017 | Two academic institutions committed to changing curricula of BE programmes to incorporate labour intensive construction by 31 March 2018 |
| 1.4 | Number of academic institutions that incorporate the IDMS into BE academic curricula | - | - | - | Joint initiatives and projects on job creation established by 31 March 2014 | One project on supporting job creation priorities of government, implemented by 31 March 2015 | Framework developed on modalities to incorporate IDMS, in the BE curricula, endorsed by the CHE by 31 March 2016 | Two academic institutions committed to changing curricula of BE programmes to incorporate the IDMS by 31 March 2017 | Two academic institutions committed to changing curricula of BE programmes to incorporate the IDMS by 31 March 2018 |
| 1.5 | Number of SAQA accredited CPD skills programmes on health and safety, environmental sustainability, labour intensive construction and IDMS for BEPs | - | - | - | - | - | Development of CPD skills programme on IDMS that is CPD points bearing by 31 March 2016 | Two CPD skills programmes on labour intensive construction and health and safety by 31 March 2017 | One CPD skills programmes on environmental sustainability by 31 March 2018 |

## Programme 2: Skills for Infrastructure Delivery (formerly Skills Development in the Built Environment)

**Strategic Goal**: A transformed built environment with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery needs.

**Strategic objective**: Drive and facilitate skills development and transformation within the Built Environment.

## Programme 2: Performance Indicators

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 2.1 | Number of SIPs high demand skills professions developed | - | - | - | DHET Strategic Infrastructure Projects (SIPs) skills report presented to PICC (Section on Professional Skills required for delivery of government SIPs projects) | - | Development of the Implementation Project Plan to support the production of three high demand BEPs skills categories (Engineers, Quantity Surveyors, Project and Construction Managers) for SIPs, by 31 March 2016 | Development of the Implementation Project Plan to support the production of two high demand BEPs skills categories (Land & Engineering Surveyors and Geographic Information Systems (GIS) professionals) for SIPs, by 31 March 2017 | Development of the Implementation Project Plan to support the production of two high demand BEPs skills categories (Landscape Architects, Town Planners) for SIPs, by 31 March 2018 |
| 2.2 | Number of students enrolled and benefiting from the Maths and Science support programme | - | - | - | 150 students reached through the roll out of Maths and Science support programme by 31 March 2014 | 150 students reached through the roll out of Maths and Science support programme by 31 March 2015 | [1]150 Grade 10 -12 learners benefiting from Maths and Science support programme by 31 March 2016 | 150 Grade 8 -12 learners benefiting from Maths and Science support programme by 31 March 2017 | 150 Grade 1 - 7 learners benefiting from Maths and Science support programmes by 31 March 2018 |

[1]There is a suggestion from some Council members to relook at these medium-term targets to reflect commitments to be made by the BEPCs, hinging on the availability of resources to be availed to the BEPCs for effective implementation of this project.

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 2.3 | Number of candidates/BE recent graduates placed in workplace training | - | - | - | - | Report on 50 candidates/BE recent graduates placed in workplace training | [2]50 candidates/BE graduates placed in workplace training by 31 March 2016 | 50 candidates/BE graduates placed in workplace training by 31 March 2017 | 50 candidates/BE graduates placed in workplace training by 31 March 2018 |
| 2.4 | Number of interns placed in workplace training | - | - | - | - | Report on 100 interns placed in workplace training | [3,4]50 interns participating in workplace training by 31 March 2016 | 50 interns placed in workplace training by 31 March 2017 | 50 interns placed in workplace training by 31 March 2018 |
| 2.5 | Oversight report on accreditation of BE academic programmes and institutions | - | - | - | One monitoring oversight report on accreditation of learning sites and academic programmes by the BEPCs by 31 March 2014 | One monitoring oversight report on accreditation of learning sites and academic programmes by the BEPCs by 31 March 2015 | One project on accreditation of academic programmes and institutions, submitted to BEMC, by 31 March 2016 | One project on accreditation of academic programmes and institutions, submitted to BEMC, by 31 March 2017 | One project on accreditation of academic programmes and institutions, submitted to BEMC, by 31 March 2018 |

[2]There is a suggestion from some Council members to relook at these medium-term targets to reflect commitments to be made by the BEPCs, hinging on the availability of resources to be availed to the BEPCs for effective implementation of this project.
[3]Ditto
[4]There is a further suggestion from some Council members to increase the number of candidates and interns to 1000 (2015/16), 2000 (2016/17) and 3000 (2017/18) under a project " Number of candidates on the BEPCs database (in the pipeline for many years) mentored and coached to be registerable", also hinging on the availability of resources.

## Programme 3: BE Research, Information and Advisory (formerly Research and Information in the BE)

**Strategic Goal 3**: An optimally functioning built environment with a responsive and relevant policy and legislative framework based on informed and researched positions.

**Strategic Objective 3**: To provide informed and researched advice to government on BE priority matters identified in the 2014 MTSF

## Programme 3: Performance Indicators

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 3.1 | Number of research projects on BE industry skills initiatives | - | - | - | - | - | One research project on currently existing BE industry initiatives on Maths & Science support interventions at basic education level, submitted to BEMC, by 31 March 2016 | One research project on currently existing BE industry initiatives on career awareness interventions, submitted to BEMC by 31 March 2017 | One research project on currently existing BE industry initiatives on tertiary phase student support programmes and workplace training for graduates, submitted to BEMC by 31 March 2018 |
| 3.2 | One research project on the survey on BE technical professionals employed at municipal, provincial and national departments and SOEs by 31 March 2016 | - | - | - | - | Research report on BE professional skills in municipalities by 31 March 2015 | One research project on BE technical professionals employed in municipalities and, provinces, submitted to BEMC by 31 March 2016 | One research project on BE technical professionals employed in national departments and SOEs, submitted to BEMC by 31 March 2017 | One research project on attraction, development and retention of BE technical professionals employed in the public sector, submitted to BEMC by 31 March 2018 |

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 3.3 | Engagements of the DPSA on the OSD Framework to attract and retain BEPs in the provinces and national departments. | - | - | - | - | - | One research project on OSD Framework's role in attraction and retention of built environment professions in the public sector, discussed with DPSA, by 31 March 2016 | One research project on BE technical skills development strategies at municipal level, submitted to COGTA by 31 March 2017 | One research on built environmental professions' technical skills development strategies, at provincial and national levels, submitted to DPSA, by 31 March 2018 |
| 3.4 | Research project on the viability of government infrastructure agency | - | - | - | - | - | First phase research project on the viability of government infrastructure agency submitted to Council by 31 March 2016 | Second phase research project on the viability of government infrastructure agency submitted to Council by 31 March 2016 | Viability study on the government infrastructure agency submitted to DPW by 31 March 2016 |
| 3.5 | Research project on incorporation of labour intensive construction and job creation requirements in public sector infrastructure and construction projects contracts | - | - | - | - | - | First phase research project on incorporation of labour intensive construction and job creation opportunities in public sector infrastructure and construction projects contracts, submitted to Council by 31 March 2016 | Second phase research project on incorporation of labour intensive construction and job creation opportunities in the public sector infrastructure and construction projects contracts, submitted to Council by 31 March 2017 | Final research report approved on incorporation of labour intensive construction and job creation opportunities in the public sector infrastructure and construction projects contracts, submitted to DPW by 31 March 2018 |

## Programme 4: Regulation and Oversight of six BEPCs (formerly Public Interest)

**Strategic Goal 4**: Built Environment Professionals (BEPs) that operate within a regulated policy and legislative framework.

**Strategic Objective**: To act an appeal body on matters of law regulating the BEPs and to promote and ensure high standards of professional ethics and conduct within the BE.

## Programme 4: Performance Indicators

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 4.1 | Percentage of appeals submitted to CBE by persons aggrieved by decisions of six BEPCs, finalised within statutory 60 days from lodgement | | | All appeal cases resolved within the 60 days | Appeal cases finalised within 60 days by 31 March 2014 | Annual report on 100% finalisation of appeals within statutory 60 days by 31 March 2015 | 100% finalisation of appeals within statutory 60 days by 31 March 2016 | 100% finalisation of appeals within statutory 60 days by 31 March 2017 | 100% finalisation of appeals within statutory 60 days by 31 March 2018 |
| 4.2 | Implementation analysis of CBE's corporate governance framework by the six BEPCs | | | | Corporate governance framework for BEPCs completed by 31 March 2014 | Report on consultation and adoption of the Corporate Governance Framework by the six BEPCs by 31 March 2015 | Implementation report submitted to Council on the decision of the CC on IDoW of six BEPCs by 31 March 2016<br><br>Research report submitted to Council benchmarking IDoW in other countries by 31 March 2016 | Implementation report submitted to Council of the decision of the CC on IDoW of six BEPCs by 31 March 2017 | Implementation report submitted to Council of the decision of the CC on IDoW of six BEPCs by 31 March 2018 |

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 4.3 | Implementation report of the CC decision on the IDoW exemption applications for the six BEPCs | None | Five scopes of work for the professions (IDoW) | One scope of work completed by 31 March 2013 (IDoW) | IDoW for the five BEPs implemented by 31 March 2014 | Report on implementation of the decision of the CC on IDoW of five BEPCs and ECSA's, by 31 March 2015 | Corporate Governance Implementation Checklist assessment in the six BEPCs, submitted to Council and DPW, by 31 March 2016 | Monitoring and evaluation of corporate governance implementation in the six BEPCs, submitted to Council and DPW by 31 March 2017 | Report on Monitoring and evaluation of corporate governance compliance in the six BEPCs, submitted to Council and DPW by 31 March 2018 |
| 4.4 | Implementation programme of Ministerial approved BE policy frameworks translated into rules by six BEPCs | - | - | - | - | - | Six BEPCs implementation programme on translation of four Ministerial approved BE policies into rules by BEPCs by 31 March 2016 | Six BEPCs implementation programme on translation of Ministerial approved further BE policies into rules by BEPCs by 31 March 2017 | Six BEPCs implementation programme on implementation of further Ministerial approved BE policies into rules by BEPCs by 31 March 2018 |
| 4.5 | PFMA compliance roadmap by the six BEPCs | | | | | | PFMA compliance roadmap by the six BEPCs, submitted to BEMC, by 31 March 2016 | Adoption of the PFMA roadmap by the six BEPCs, submitted to BEMC by 31 March 2017 | Implementation report of PFMA roadmap by the six BEPCs, submitted to BEMC by 31 March 2018 |

| Programme performance indicators | | Audited Actual performance | | | | Estimated Unaudited Performance | Medium-Term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
| 4.6 | Timetable on the alignment of Strategic Plans, Annual Performance Plans (APP) and Annual Reports (AR) of the six BEPCs | | | | | | Timetable on the alignment of Strategic Plans, Annual Performance Plans and Annual Reports of the six BEPCs to those of CBE and DPW, submitted to Council and DPW by 31 March 2016 | Submission of aligned SPs, APPs and ARs of the six BEPCs to Council and DPW by 31 March 2017 | Submission of aligned SPs, APPs and ARs of the six BEPCs to Council and DPW by 31 March 2018 |
| 4.7 | Implementation analysis of the CBE's monitoring and evaluation framework by the six BEPCs | | | | | | Project on development by CBE and adoption by the six BEPCs, of an all encompassing CBE monitoring and evaluation framework for BEPCs, submitted to Council and DPW by 31 March 2016 | Oversight report on implementation of the all encompassing Monitoring and Evaluation Framework by the six BEPCs, submitted to Council and DPW by 31 March 2017 | Oversight report on implementation of the all encompassing Monitoring and Evaluation Framework by the six BEPCs, submitted to Council and DPW by 31 March 2018 |

## Governance

### The Council

The Council for the Built Environment (CBE) consists of a non-executive Council which serves as the organisation's Accounting Authority. The Accounting Authority reports to the Minister of Public Works, as the Executive Authority. The 3rd term CBE Council's term of office ended on 3 June 2014. From 4 June 2014 to 4 September 2014 the Chief Executive Officer acted as the Accounting Authority of the CBE as prescribed in the PFMA, section 49(2)(b). The 4th term CBE Council consists of 20 members that were appointed by Cabinet as of 1 August 2014, and were inaugurated on 5 September 2014 by the Minister of Public Works.
Council, at its first meeting on 5 September 2014, resolved to continue with and establish the following committees of Council:

A. Statutory Committees
- Executive Committee (as prescribed and mandated in the CBE Act)
- Audit and Risk Committee (as prescribed and mandated in the Public Finance Management Act (PFMA)

B. Committees of Council
- Finance, Human Resources and Legal Committee (established as a combination of the previous Finance and Human Resources committees)
- Built Environment Matters Committee (established as a combination of the previous Transformation, Education and Research and Identification of Work committees)

C. Ad Hoc / Sub-Committees of Council
- Bid Adjudication Sub-Committee (established to address all tenders above R500, 000)

### Executive Committee (EXCO)

In terms of the Act, the EXCO may hold meetings as and when necessary, with a minimum of four in each financial year. The Act prescribes the mandate of the EXCO as follows:

1. Ensure that the resolutions of the Council are carried out.
2. Consider any matter delegated to it by the Council in terms of any law, and advise the Council in connection therewith.
3. Prepare estimates of revenue and expenditure of the Council.
4. Control the expenditure of monies voted by Council in its approved estimates and all other monies or funds made available by the Council.
5. Exercise or perform any power, duty or function delegated to it by the Council and such other powers as may be delegated to it by Council in terms of clause 16 of the CBE Act.

6. Report at every ordinary meeting of the Council on the activities of the Committee.
7. Establish an annual work plan to ensure that all relevant matters of the Committee's roles and responsibilities are covered.

**Audit, Risk and Ethics Committee (AREC)**

The AREC comprises five members, the majority of whom are independent non-executive members. There is currently one vacant position which is in the process of being filled and will be finalised within the third quarter.

The main objective of the Committee is to assist Council in discharging its duties relating to the safeguarding of assets, adequate operation of systems, control procedures and the preparation of accurate financial reports and statements of compliance with all legal requirements and accounting standards.

**Finance, Human Resources and Legal Committee (FHLC)**

The FHLC is a newly reconstituted committee incorporating the previously free standing committees of finance, human resources and legal from the 3rd term Council from a Council resolution of 5 September 2014. The mandate of the FHLC is as follows:

**A. Finance**

1. Consider matters of financial strategy and policy, including procurement and supply chain management, risk management and insurance, as they relate to the operation of the CBE, in particular the optimum use of available and potential financial resources (including internal investment options and their rate of return).
2. Consider and assess all investment opportunities available to the CBE, in respect of all funds which it administers, and determine the manner and extent to which funds are to be invested with a view to ensuring both security and optimisation of income.
3. Review the annual financial statements of the CBE in conjunction with the Audit and Risk Committee, and make recommendations to Council.
4. Receive and consider budget proposals from the Executive and recommend to Council, the annual operating and capital budgets.
5. Monitor compliance with PFMA in respect of matters relating to the Act.
6. Review the adequacy of the working capital by comparing cash focus against the actual.
7. Receive reports on fraud relating to the CBE.
8. Report at every ordinary meeting of the Council on the activities of the Committee.
9. Establish an annual work plan to ensure that all relevant matters of the Committee's roles and responsibilities are covered.

**B. Human Resources**

1. Consider and make recommendations on human resources strategy that will ensure that CBE is able to attract, retain and develop the best possible talent to support business performance.
2. Consider and make recommendations on the creation or review of an organisational culture, structure and processes which seek to support the development of staff and optimisation of their potential in particularly those that have been previously disadvantaged so as to address any existing inequalities in staff profiles and organisational practice.
3. Ensure compliance with all employment legislation such as Employment Equity Act, Labour Relations Act and Basic Conditions of Employment Act, etc.
4. Consider and make recommendations on a formal and transparent procedure for developing a policy on remuneration with particular reference to Senior Management.
5. Determination of annual remuneration adjustments for all staff members.
6. Creation and abolition of Senior Management positions, appointments, transfers and promotions of Senior Managers; appraisal of performance of the CEO, and implementation of disciplinary action against the CEO.

**C. Legal**

1. Deal with the BE Policy proposal by DPW relating to the repeal of the CBE Act.
2. Deal with Identification of Work; Appeals; Planning, Monitoring and Evaluation; and other legal compliance matters within the BEPCs.
3. Deal with Corporate Governance matters in Council.

**Built Environment Matters Committee (BEMC)**

The BEMC was also constituted following the Council resolution of 5 September 2014. The mandate of BEMC is as follows:

**A. Broader Government Priorities and Programmes in the BE**

1. Skills Plan for government infrastructure roll-out programme (PICC and SIPs).
2. Job Creation Initiatives of government (Linkage to EPWP within DPW and involvement of BEPCs in labour intensive construction).
3. Environmental sustainability agenda (Linkage to DPW Green Buildings initiatives).
4. Health and Safety in Construction (Linkage to the Department of Labour initiatives and incorporation of health and safety into the curricula of built environment academic programmes).
5. Transformation
   5.1 Proposal on the NPO that will undertake transformation initiatives at schools, tertiary institutions and for quality assured workplace training;
   5.2 Support for BEPCs transformation plans).

**B. Skills development initiatives in the BE**

1. Maths and Science programme in schools.
2. Monitoring of accreditation of academic programmes and academic institutions; monitoring of registration including RPL.
3. Quality assured, workplace training for new BE graduates for candidature and interns for experiential learning.

**C. Research and information on BE matters**

1. Research on BE matters that are of priority to DPW.
2. Research on BE matters that are of priority to BEPCs.
3. Research on BE matters that are of priority in service delivery (Municipalities, National, Provincial and Infrastructure depts. – e.g. IDMS).
4. Research on BE matters that are of priority to industry and the general public.

**D. BEPCs General Matters**

1. Implementation of policies within BEPCs.
2. Business plan issues of BEPCs.
3. Support, guidance and monitoring of BEPCs.
4. Support for conclusion of identification of work regulations.
5. Other BEPCs related matters.

**Bid Adjudication Sub-Committee**

Council has established the Bid Adjudication Sub-Committee to adjudicate on all tenders above R500,000 and make recommendations to FHLC, then to Council for approval, depending on the thresholds.

## PART C: LINKS TO OTHER PLANS

### 1. Risk Management Plan

Section 51(1)(a)(i) of the PFMA, requires management to take positive steps to identify and mitigate risks to which the public entity may be exposed to through the development of effective, efficient and transparent systems of internal controls. The CBE has a well developed internal audit function in this regard, which follows a risk assessment process to identify and evaluate potential risks. The risk assessment is updated annually following an Internal Audit Plan which is approved by the Audit, Risk and Ethics Committee.

### 2. Fraud Prevention Plan

The CBE has well developed Fraud Prevention Plan and Policy which is updated annually. The monitoring of the implementation of the Fraud Prevention Plan lies with the Internal Audit function of the CBE.

### 3. Materiality Framework

The CBE is dependant mainly on its grant allocation for the execution of its mandate and its administrative operations. The CBE has therefore set its materiality level at 0.5% of its grant allocation, in line with the International Auditing Standard 320 paragraph 3 and in compliance with the PFMA. Any item which, by its nature, is considered to be fruitless, wasteful, irregular or criminal conduct will be deemed to be material, irrespective of the amount. The transaction will be considered to be significant if its value or aggregate value of similar transactions exceeds R200, 000.00. This figure is in the process of being revised down to R30, 000.00 and the Executive Authority will be consulted as per Treasury Regulation 28.3.1 and sections 55(2) and 54(2) of the PFMA which states that " the accounting authority must develop and agree on a framework of acceptable levels of materiality and significance with the relevant executive authority."

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