



ANNUAL PERFORMANCE PLAN

2019

For A Better Built Environment



COUNCIL FOR THE BUILT ENVIRONMENT
ANNUAL PERFORMANCE PLAN
For the Financial Year
2019 - 2020

PO Box 915 • Groenkloof • PRETORIA • 0027

• Tel: +27 12 346 3985 • VOIP: 087 980 5009 • Email 1: info@cbe.org.za • Email 2: registrar@cbe.org.za

• Website: www.cbe.org.za

CONTENTS

Glossary	4
Message from the Minister of Public Works.....	6
Message from the Chairperson of the Council.....	8
Endorsement.....	10
PART A: STRATEGIC OVERVIEW	11
1. Strategic outcome - oriented goals.....	12
2. Legislative mandates	16
3. Revisions to legislative and other mandates	16
4. Relevant court rulings	16
5. Updated situational analysis	16
5.1 External environment.....	16
5.2 Internal environment.....	21
6. Alignment to the NDP and DPW Policy Priorities	35
7. Strategic planning process.....	35
8. Overview of the 2019/20 budget and Medium Term Expenditure Framework estimates.....	37
PART B: PROGRAMMES AND OBJECTIVES	39
Programme 1: Administration	40
Programme 2: Skills for Infrastructure Delivery.....	46
Programme 3: Built Environment Research, Information and Advisory.....	54
Programme 4: Regulation and Oversight of six CBEP.....	59
Programme 5: Government Policies and Priorities.....	66
PART C: LINKS TO OTHER PLANS	69
PART D: TECHNICAL INDICATORS	73
Programme 1: Administration	75
Programme 2: Skills for Infrastructure delivery	79
Programme 3: Built Environment Research, Information and Advisory.....	87
Programme 4: Regulation and Oversight of six CBEP.....	89
Programme 5: Government Policies and Priorities.....	96
ANNEXURE A: AMENDMENT OF CBE STRATEGIC PLAN 2015/16 - 2019/20.....	97
Revision to Programme 1: Administration.....	98
Revision to Programme 2: Skills for Infrastructure Delivery	104
Revision to Programme 3: Built Environment Research, Information and Advisory.....	104
Revision to Programme 4: Regulation and Oversight of six CBEP	104
REFERENCES	105

Tables

Table 1: Strategic outcome - oriented goal 1.....	13
Table 2: Strategic outcome - oriented goal 2.....	13
Table 3: Strategic outcome - oriented goal 3.....	14
Table 4: Strategic outcome - oriented goal 4.....	14
Table 5: Strategic outcome - oriented goal 5.....	15
Table 6: Total number of registered professionals in the six CBEP.....	19
Table 7: Gender representation of professionals in the six CBEP.....	19
Table 8: Total number of registered candidates in the six CBEP.....	20
Table 9: Memoranda of Understanding (MoU) on Work Integrated Learning with universities of technology.....	24
Table 10: Thematic areas.....	29
Table 11: Staff establishment per job classification.....	32
Table 12: Staff establishment per salary level.....	33
Table 13: Staff establishment per race and gender.....	33
Table 14: Alignment to the NDP and DPW Policy Priorities.....	35
Table 15: Expenditure per Programme.....	37
Table 16: Sources of income and disbursement.....	38
Table 17: Strategic Risk Register.....	71

Figures

Figure 1: Staff Organogram.....	34
Figure 2: Strategic Planning Process.....	37
Figure 3: High-level architecture for the Integrated Electronic Built Environment System (IEBES).....	41
Figure 4: Knowledge Management Process.....	42

Glossary

Acronyms and Abbreviations

The Act	The Council for the Built Environment Act 43, of 2000
APP	Annual Performance Plan
BE	Built Environment
BEP	Built Environment Profession
BIM	Building Information Modelling
CARINBE	Centre for Applied Research and Innovation in the Built Environment
CBE	Council for the Built Environment
CBEP	Councils for the Built Environment Professions
CC	Competition Commission
CCMA	Commission for Conciliation, Mediation and Arbitration
CEO	Chief Executive Officer
CETA	Construction Education and Training Authority
CFO	Chief Financial Officer
CHE	Council on Higher Education
cidb	Construction Industry Development Board
COO	Chief Operations Officer
Council	The accounting authority of the CBE
CPD	Continuous Professional Development
DHET	Department of Higher Education and Training
DPSA	Department of Public Service Administration
DPW	Department of Public Works
EPWP	Expanded Public Works Programme
4IR	Fourth Industrial Revolution
GDP	Gross Domestic Product
GIS	Geographic Information Systems
GTAC	Government Technical Advisory Centre
ICT	Information and Communications Technology
IDoW	Identification of Work
IDMS	Infrastructure Delivery Management System
IEBES	Integrated Electronic Built Environment System
IT	Information Technology
the Minister	Minister of Public Works
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
OCPO	Office of the Chief Procurement Officer
OSD	Occupation Specific Dispensation
PDI	Previously Disadvantaged Individual
PICC	Presidential Infrastructure Coordinating Commission
PFMA	Public Finance Management Act 1 of 1999
RDP	Reconstruction and Development Programme
Seta	Sector Education and Training Authority
SOE	State-Owned Enterprise
SIPDM	Standards for Infrastructure Procurement and Delivery Management
SIPs	Strategic Infrastructure Projects
STEM	Science, Technology, Engineering and Mathematics

Stats SA	Statistics South Africa
TID	Technical Indicator Description
TMAP	Transformation Model and Action Plan
UoT	University of Technology
VAs	Voluntary Associations

Committees of Council

ARC	Audit and Risk Committee
BEMC	Built Environment Matters Committee
EXCO	Executive Committee
FHLC	Finance, Human Resources and Legal Committee

CBE Programmes

Programme 1	Administration
Programme 2	Skills for Infrastructure Delivery
Programme 3	Built Environment Research, Information and Advisory
Programme 4	Regulation and Oversight of six CBEP
Programme 5	Government Policies and Priorities

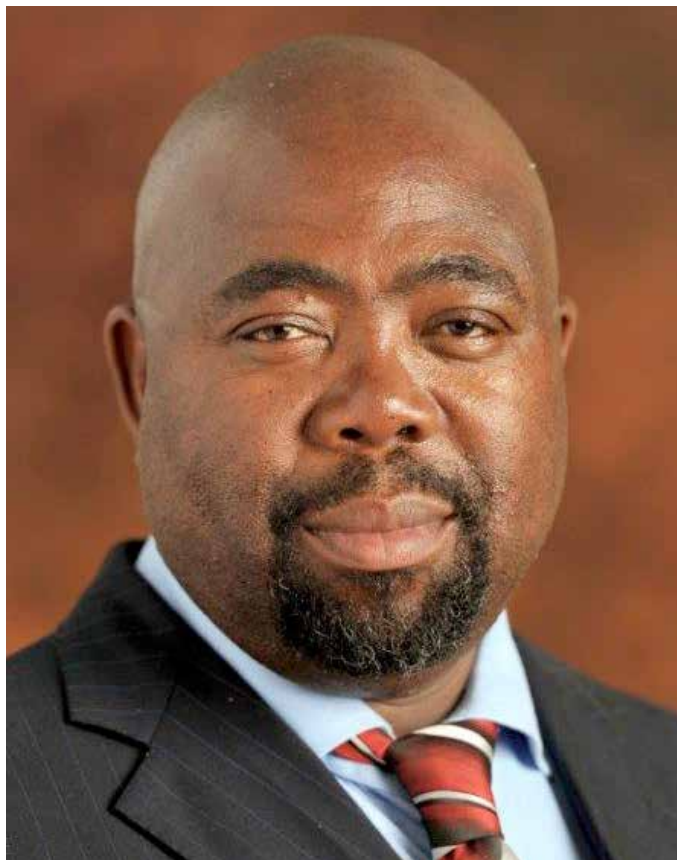
Councils for the Built Environment Professions (CBEP)

ECSA	Engineering Council of South Africa
SACAP	South African Council for the Architectural Profession
SACLAP	South African Council for the Landscape Architectural Profession
SACPVP	South African Council for the Property Valuers Profession
SACPCMP	South African Council for the Project and Construction Management Professions
SACQSP	South African Council for the Quantity Surveying Profession

Definitions

Candidate	Graduate who requires workplace training to enable him/her to register as a fully-fledged BE professional.
GDP (Gross Domestic Product)	The gross domestic product is one of the primary indicators used to gauge the health of a country's economy. It represents the total dollar value of all goods and services produced over a specific period; therefore, you can think of it as the size of the economy.
IDoW (Identification of Work)	Work that is ring – fenced, which only suitably qualified and registered professionals within the South African BE categories may undertake.
Intern	Undergraduate from a university of technology, who requires workplace training to complete his/her academic qualifications.

Message from the Minister of Public Works



The Council for the Built Environment (CBE) is a schedule 3A public entity accountable to the Department of Public Works (DPW) and the Parliament of South Africa in terms of its financial and performance management as required by legislation. The CBE's 2019/20 annual performance plan is a road map for the period 1 April 2019 to 31 March 2020, aligned to Government's National Development Plan 2030 Vision and DPW's strategic oriented objectives.

Throughout the 2019/20 financial year, the CBE and DPW will focus on the following:

- **Growth in construction** is key to the South African economy and can only be achieved if all the necessary skills are available to deliver it. The CBE will work with the six Councils for the Built Environment Professions (CBEP), their voluntary associations and DPW to open up the skills pipeline and avail scarce skills in the built environment in a way which better reflects the demographics of the country – by race, gender, class and disability. The CBE's second Transformation Indaba held on 07- 08 February 2019 mobilised both

the public and the private sector to pledge their resources collaboratively towards activating the skills pipeline – all the way from the basic education phase to continuous professional development for practising built environment professionals. This is a more realistic perspective of a transformed built environment for South African society presently.

- Collaboration between the sector and higher education institutions to influence the design of curricula, training programmes and qualifications. The CBE will engage academic institutions to **incorporate the demands of the approaching Fourth Industrial Revolution (4IR) into the built environment academic curricula**. The CBE is well positioned to lead research on skills needed for Artificial Intelligence (AI) with the goal of ensuring these skills and knowledge are transferred to South Africans in the built environment. It is critical that the CBE, DPW and the built environment professions prepare themselves for these changes. Our actions today will determine whether the wave of change brought by the 4IR will result in a substantial displacement of workers or in the emergence of new opportunities. With the 4IR bearing down on the South African population, CBE has no choice but to consider how the world of work in South Africa is going to meld with counterparts globally.
- **CBE's oversight of the six CBEP** should significantly improve to address governance issues and ensure congruence with national priorities. The CBE legislation emphasises participation of the built environment professions in integrated development within the context of national goals. These statutory requirements directly stress the inherent role of the CBEP, as statutory bodies, in furthering the policy objectives of Government, as they are an extension of the State. Maximising the contribution of the professions is of national interest. It is therefore important to coordinate their contributions jointly, and identify and draw on areas of potential synergy among them.

- The CBE, six CBEP and accreditation bodies need to adopt a collaborative approach through supporting **research and development activities of higher learning institutions**. A continued commitment to partnerships across the built environment sector, local and national government, universities and research institutes and with businesses and organisations throughout society will be pivotal to our success.
- The CBE will work with DPW to promote **Health and Safety** in the built environment. This is critical, having witnessed tragedies due to construction structural defects and maintenance in 2018.

I am confident this annual performance plan outlines how the CBE will deliver on its and Government's goals of improving service to South Africans and protecting the interest of the public in the built environment. As Minister of the National Department of Public Works, and on behalf of the Council for the Built Environment led by the newly inaugurated Fifth Term of Office Council, I am very proud to present the 2019/20 annual performance plan. I remain committed to support the CBE in ensuring the full implementation and achievement of its strategic objectives.



Mr TW Nxesi (MP)

Honourable Minister of Public Works

Message from the Chairperson of the Council



It gives me great pleasure to submit my first annual performance plan as Chairperson since the inauguration of the new Fifth Term of Office Council on 16 January 2019. I want to thank Honourable Minister Thulas Nxesi for bestowing this responsibility on my colleagues and me. I would furthermore like to thank the Fourth Term of Office Council, whose tenure expired at the end of July 2018, for their unwavering support and dedication in ensuring they leave an excellent platform for the Fifth Term of Office Council to build on.

In the 2019/20 financial year the CBE will continue its focus on developing a skilled and capable workforce by supporting a significantly increased number of trained and registered built environment professionals. The CBE, in collaboration with the Department of Public Works, will continue to focus on contributing to socio-economic development, improving service delivery and improving competitiveness through implementing skills development programmes and competencies required for the built environment.

The CBE will also focus on collaboration between the built environment sector and higher education institutions to influence the design of curricula, training programmes and qualifications. The Council will consider how our universities of technology, universities and Councils for the Built Environment Professions can ensure our skills provision is more agile, responsive and flexible, and better matches the needs of the Fourth Industrial Revolution in the built environment.

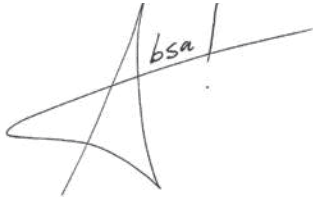
The CBE will research skills needed for Artificial Intelligence in leading countries with the intent of ensuring these skills and knowledge transfer to South Africans in the built environment.

The CBE understands the benefits of developing strong relationships with stakeholders and will work to forge successful partnerships over the coming years. We are focused on cultivating and developing relationships with new and existing clients to support an environment of confidence and trust. The CBE will further enhance its collaborations to leverage outcomes and optimise its impact. We aim to strengthen sector-wide coordination during 2019/20 and beyond.

Lastly, the CBE will continue to assist the six Councils for the Built Environment Professions to ensure they comply with good corporate governance and their legislative mandate.

As our country prepares for its sixth democratic election, we stand at the beginning of a new era. In the year ahead, the CBE will take stock of its accomplishments and its performance against the CBE's vision in the 2015 – 2020 strategic plan, in preparation for the development of the next strategy for the period 2020 and beyond. For the next planning period, the Council will support the CBE executive management and its team in all its efforts to accelerate and improve service to the built environment, the public and Government, whom we are committed to treating as valued clients.

As Chairperson of the Council and on behalf of my fellow Council members, we undertake to do all in our power to assist the CBE to effectively discharge its mandate and support the Department of Public Works in moving the built environment and South Africa forward.

A handwritten signature in black ink, appearing to be 'Absalom Molobe', written over a horizontal line.

Mr Absalom Molobe

Chairperson: CBE Council

Endorsement

This Annual Performance Plan (APP) was developed by the CBE, under the guidance of the Minister of Public Works. It has been prepared in line with the current Strategic Plan of the CBE and reflects the performance targets accurately which the CBE will endeavour to achieve, given the resources are availed in the budget for the 2019/20 financial year.



Ms Lindy Jansen van Vuuren

Chief Financial Officer



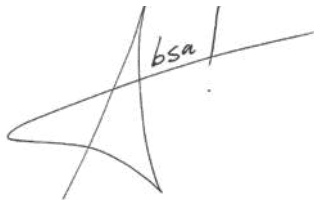
Mr Mokgema Mongane

Chief Operations Officer



Ms Priscilla Mdlalose

Chief Executive Officer



Mr Absalom Molobe

Chairperson: CBE Council

Approved by:



Mr Thulas Nxesi (MP)

Honourable Minister of Public Works



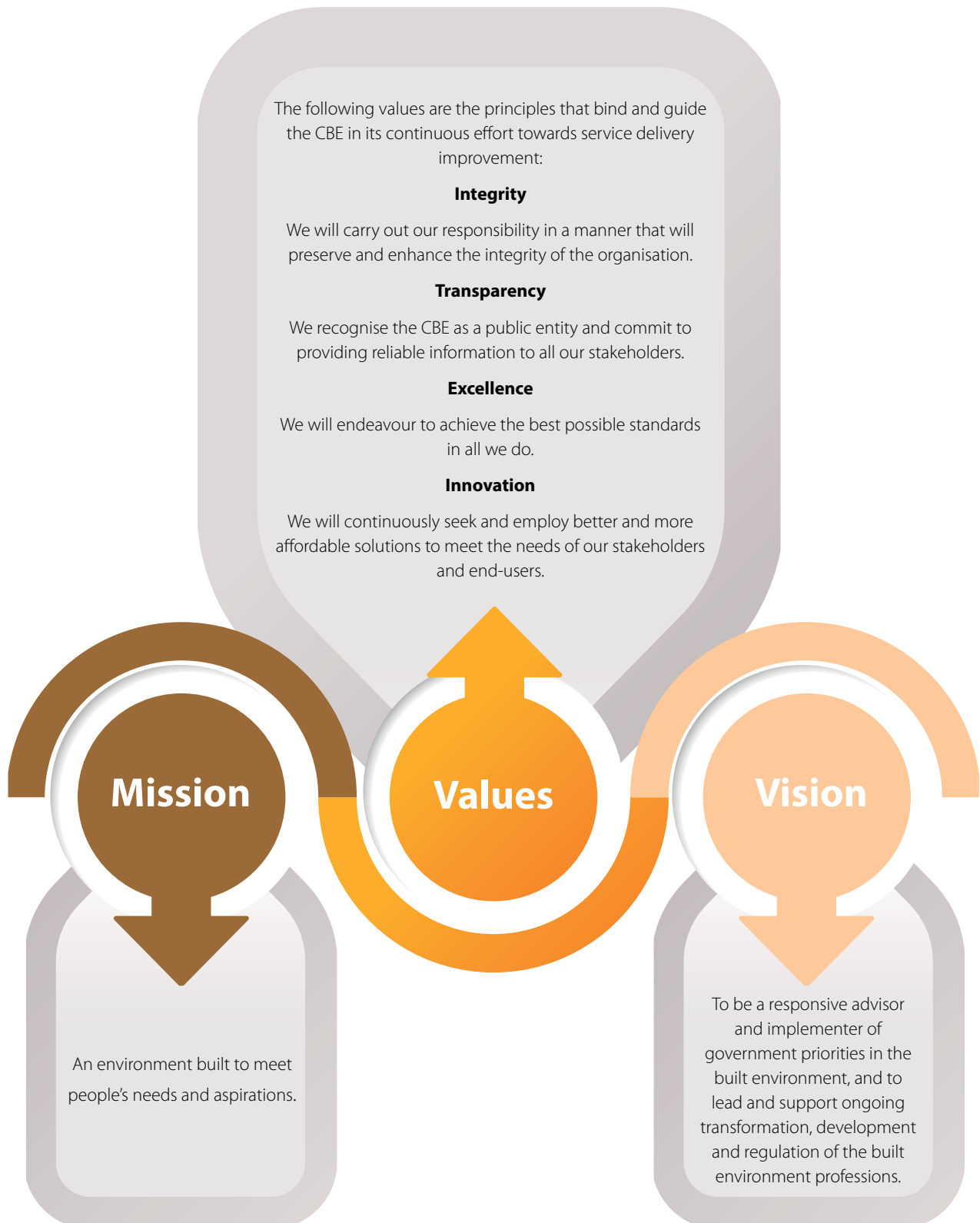
PART

A

**STRATEGIC
OVERVIEW**

PART A: STRATEGIC OVERVIEW

The driving force in developing the annual performance plan is the CBE's need to pursue and realise its vision, mission and core values as articulated below.



1. Strategic outcome - oriented goals

The strategic goals, together with the goal statements, justification and links to other outcomes and the National Development Plan (NDP), are outlined in Tables 1-5 that follow.

Table 1: Strategic outcome - oriented goal 1

Strategic goal 1	Provide support to CBE, thus contributing directly and indirectly to the delivery of all strategic outcome - oriented goals of the CBE.
Goal statement	A capacitated organisation that is able to deliver on its mandate.
Programme name	Programme 1: Administration
Justification	Improving Information and Communications Technology (ICT) performance and ensuring alignment to governance processes, as per the Department of Public Service Administration (DPSA) guidelines. Improving the financial performance of the CBE by ensuring compliance to financial frameworks.
Link to national outcome(s)	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
Related strategic objectives	1.1 Capacitate CBE to respond to Government priorities within the built environment (BE). 1.2 Ensure good governance and sound control environment

Table 2: Strategic outcome - oriented goal 2

Strategic goal 2	A transformed BE 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.
Programme name	Programme 2: Skills for Infrastructure Delivery
Justification	<p>The CBE Act mandates it to drive Transformation among the six CBEP and the built environment sector, one that is still greatly lacking in terms of transforming. It is imperative that all stakeholders have a common understanding of transformation in the built environment in order to mobilise interventions to drive it effectively.</p> <p>Strategic Infrastructure Projects (SIPs) form the core of Government's planned infrastructure delivery programme, and BE skills are at the centre of infrastructure delivery. The lack of adequate technical skills is affecting the spend of infrastructure budgets, leading to lower economic growth and the perpetuation of poverty, inequality and unemployment. The Built Environment Professions (BEPs) must reflect both appropriate quality and quantity to meet the planned infrastructure delivery, operation and maintenance needs of the country whilst adhering to transformational targets. Essentially, there must be a steady supply of aptly skilled potential professionals to meet the demands of our future society.</p>
Link to national outcome(s)	<p>This Programme is responding to section 3 (c) of the Council for the Built Environment Act 43, of 2000 (the CBE Act), which is to promote ongoing human resource development in the built environment, and translates into the following outcomes:</p> <ul style="list-style-type: none"> • Outcome 1: Quality basic education • Outcome 4: Decent employment through inclusive economic growth • Outcome 5: Skilled and capable workforce • Outcome 6: An efficient, competitive and responsive economic infrastructure network • Outcome 14: Transforming society and uniting the country
Related strategic objectives	<ul style="list-style-type: none"> • Projects to support SIPs identified high demand skills professions - engineers, quantity surveyors, construction and project managers, landscape architects, property valuers, town planners, land and engineering surveyors and geographic information systems (GIS) professionals. • Various skills development and capacitating initiatives to implement the CBEs Transformation Model and Action Plan (TMAP) as amended, to increase the representation of marginalised groups in the BEPs. • BE candidates¹ / graduates and interns² benefit from quality assured workplace training.

1 Candidates are graduates who require workplace training to enable them to register as fully-fledged built environment professionals.

2 Interns are BE students at universities of technology to must undertake workplace training to fulfil the practical component requirement in order to graduate.

Table 3: Strategic outcome - oriented goal 3

Strategic goal 3	An optimally functioning BE with a responsive and relevant policy and legislative framework, based on informed and researched positions.
Goal statement	Provision of informed and researched advice to Government and all sectors of the economy on BE priority matters identified in the Medium -Term strategic Framework (MTSF), supported by a well-functioning and resourced BE research, knowledge management and information resource.
Programme name	Programme 3: Built Environment Research, Information and Advisory
Justification	Sections 4 a, d, and e of the CBE Act impel the CBE to offer advice to the Minister of Public Works (the Minister) on BE matters, whilst the dynamic and changing BE sector requires regulatory intelligence to fine tune Government's planning and infrastructure investment.
Link to national outcome(s)	<ul style="list-style-type: none"> • Outcome 4: Decent employment through inclusive economic growth • Outcome 7: Comprehensive rural development • Outcome 8: Sustainable human settlements and improved quality of house-hold life • Outcome 9: Responsive, accountable, effective and efficient local government • Outcome 10: Protect and enhance our environmental assets and natural resources
Related strategic objectives	Provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSF.

Table 4: Strategic outcome - oriented goal 4

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.
Programme name	Programme 4: Regulation and Oversight of six CBEP
Justification	<p>1. The relevant sections of the CBE Act are:</p> <p>Section 3 (f) promote sound governance of the built environment professions.</p> <p>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.</p> <p>Section 4 (m) act as an appeal body with regard to matters referred to it in terms of the law regulating the BEPs.</p> <p>2. To ensure that the six Councils for the Built Environment Professions (CBEP) respond to DPW's concerns of:</p> <ul style="list-style-type: none"> • Lack of alignment to government policy • Lack of accountability to Government and Parliament through non-compliance with the Public Finance Management Act (PFMA) principles • Strategic Plans and Annual Performance Plans (APPs) not aligned to DPW's and those of the CBE, culminating in non-alignment and contribution to national priorities
Link to national outcome(s)	<p>1. This Programme is responding to the mandates in sections 20 and 21 of the CBE Act.</p> <p>2. It is also contributing to the following outcomes of DPW:</p> <ul style="list-style-type: none"> • Outcome 10: Protect and enhance our environmental assets and natural resources • Outcome 13: Social protection
Related strategic objectives	<ul style="list-style-type: none"> • To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and enhance high standards of professional ethics and conduct within the BE. • Alignment, by the six CBEP, with CBE's Corporate Governance Framework. • Adoption and implementation, by the six CBEP, of the CBE Monitoring and Evaluation Framework.

Table 5: Strategic outcome - oriented goal 5

Strategic goal 5	A BE that is responsive to the developmental and economic priorities of Government.
Goal statement	A BE that is aligned with environmental, health and safety legislations, and contributes to service delivery, job creation, poverty alleviation and economic development.
Programme name	Programme 5: Government Policies and Priorities
Justification	<ul style="list-style-type: none"> • Curricula and the education of BEPs 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. This becomes their contribution to job creation, poverty alleviation and sustainable economic development. • National standards set the conceptualisation and design parameters of infrastructure projects; it is therefore 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.
Link to national outcome(s)	<p>This Programme is responding to the following mandates of the CBE Act:</p> <ul style="list-style-type: none"> • Section 3 (c) promote ongoing human resource development in the built environment. • Section 3 (d) facilitate participation by the built environment professions in integrated development in the context of national goals. • Section 3 (e) promote appropriate standards of health, safety and environmental protection within the built environment. • 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. <p>It is contributing to the following outcomes of the DPW:</p> <ul style="list-style-type: none"> • Outcome 2: A long and healthy life for all • Outcome 4: Decent employment through inclusive growth • Outcome 5: A skilled and capable workforce to support an inclusive growth path • Outcome 6: An efficient, competitive and responsive economic infrastructure network • Outcome 8: Sustainable human settlements and improved quality of household life • Outcome 10: Protect and enhance our environmental assets and natural resources • Outcome 12: An efficient, effective and development orientated public service
Related strategic objectives	BE academic curricula and Continuous Professional Development (CPD) programmes that embody issues of health and safety in construction, environmental sustainability and job creation through labour intensive construction, and the Infrastructure Delivery Management System (IDMS).

These strategic objectives are further developed into Programmes, whose components are outputs, performance indicators, projects and operational plans, as outlined in Part B.

2. Legislative mandates

The CBE executes its mandate from the Council for the Built Environment Act 43 of 2000, whilst being mindful of other legislations and policies regulating the industry.

3. Revisions to legislative and other mandates

The Department of Public Works (DPW) published its 'Draft BEP Policy, 2014' as Notice 370 of 2014 in the Government Gazette No. 37653 on 23 May 2014. DPW has started the process of amending the CBE Act and the professions Acts of the six CBEP. The CBE engaged with its stakeholders for input and submitted a first draft of proposed revisions to DPW on 06 November 2017.

4. Relevant court rulings

No court rulings are applicable. The former Chief Executive Officer (CEO) of the CBE lodged an unfair dismissal claim with the Commission for Conciliation, Mediation and Arbitration (CCMA). The matter was taken out of the CCMA. The former CEO has lodged the case in the Labour Court and the matter is yet to be heard.

5. Updated situational analysis

The CBE assessed developmental and operational challenges, in both the internal and external environments, to inform its APP. Strengths, weaknesses as well as opportunities and threats were scanned, within the realm of existing policy, political, economic, social, technological, environmental and legal frameworks. Given its role in the built environment, developments in the sector impacts and influences the CBE at the sectoral level. Since preparation of the last APP, the South African built environment has experienced significant change and upheaval, leaving its mark on the sector to shape priorities for the immediate future. The changes are explained in terms of how they will affect the CBE's performance - renewed pressure for meaningful transformation in the built environment professions, shortage of skills, Health and Safety issues and the Fourth Industrial Revolution (4IR).

5.1 External environment

5.1.1 Economic variables

(a) Economy

According to Statistics South Africa (Stats SA) the South African economy slipped into a recession during the second quarter of 2018, shrinking by 0,7% quarter-on-quarter (seasonally adjusted and annualised). This followed a revised 2.6% contraction in the first quarter of 2018. The widely recognised indicator of recession is two (or more) consecutive quarters of negative growth (real Gross Domestic Product [GDP]³ quarter-on-quarter). South Africa experienced its last recession during the 2008–2009 global financial crisis with three consecutive quarters of economic decline.

The 0.7% downturn in the second quarter of 2018 was a result of a fall-off in activity in the agriculture, transport, trade, government and manufacturing industries.

³ The gross domestic product is one of the primary indicators used to gauge the health of a country's economy. It represents the total dollar value of all goods and services produced over a specific period; therefore, you can think of it as the size of the economy.

Agriculture production fell by 29.2% in the second quarter of 2018, following a 33.6% slump in the first quarter. This was largely driven by a decline in the production of field crops and horticultural products. Continued drought conditions in Western Cape and a severe hailstorm in Mpumalanga, resulting in extensive crop damage, also placed additional pressure on production in the second quarter. Mining, construction, electricity, finance and personal services experienced positive growth, but not enough to lift overall economic growth out of negative territory. Mining's growth rate of 4.9% was largely spurred on by a rise in the production of platinum group metals, copper and nickel. Construction activity increased by 2.3%, driven by a rise in non-residential buildings and construction work. The slow economic growth has consequences for the CBE, as it depends solely on government funding. There will be budget cuts that will affect the CBE.

Overview of the construction sector

According to PwC's report: SA construction 3rd edition (2017), the construction industry is crucial to South Africa's economic growth, and contributes a significant portion of the Gross National Product (GNP). It also plays a critical role in development and contributes considerably to South Africa's GDP. The construction industry also contributes to the labour market; according to Stats SA the South African construction sector employs more than 1.4 million people. Engineering plays a vital role in South Africans' economic and societal wellbeing, providing quality employment on a large scale and some of the key solutions to major global challenges. In the face of technological advancements, and a changing political and economic landscape, developing the pipeline to address the skills needs of the construction sector remains a key challenge.

Currently, South Africa's construction sector is in a challenging cycle and, as a result, its index trading is at 69% lower than in 2009 during the global financial crisis (GFC).

The construction industry continued to contract, experiencing its fifth consecutive quarter of decline. The industry has lost R1.7 billion in value since the fourth quarter of 2016, falling from R110 billion to R108 billion in the first quarter of 2018 (constant 2010 prices, annualised).

Lack of work

Avior Capital Markets' Roelof Brand says, "Industry order books have benefited from a boom in residential and commercial building demand in South Africa, which too may start to slow as interest rates rise."

"New building projects alone aren't enough to support the industry. We do not have mega projects that can keep thousands of people busy for multiple years," adds Aveng Chief Executive Officer Kobus Verster. "To really get a step change, we need to have a real roll-out of the long awaited and promised infrastructure development programme in the country."

Part of the reason for the current situation in the industry is the lack of new infrastructure projects rolled out by Government. Slow economic growth in South Africa has a ripple effect on the industry and not many big new infrastructure projects are on the horizon. Due to various other factors, these big projects have all but dried up, leaving the big companies fighting for an ever-decreasing piece of the pie, and these large construction companies require major projects in order to sustain their overheads.

Skills shortage

The competitiveness of the construction industry, paired with a significant skills shortage, places substantial pressure on business to deliver on projects. As a result, there is poor execution of contracts, which creates margin erosion and losses.

Additionally, the risk of poor quality control on sites is also increased. This causes reworking of areas of poor quality, which increases the cost of projects; and increases the delay of delivering the final project.

Health and Safety

The construction industry is inherently a high impact, hazardous industry for workers. Major incidents, such as the collapse of a pedestrian bridge in Sandton, while a tragedy in its own right, also reflects poorly on the whole industry.

The implications on the reputation and ability of the construction company to procure work in certain sectors can become compromised, which means it will take many successful projects before the bridge-collapse incident is forgotten or its damage is lessened. The CBE is in a process of signing a Memorandum of Understanding (MoU) with Department of Labour and South African Council for the Project and Construction Management Professions (SACPCMP) to deal with some of the operational issues of health and safety.

Fourth Industrial Revolution

The world of work is changing, with a growing trend in economically developed countries towards utilising technology in their operational processes. Technological advances have been key to this transformation, resulting in the expansion of knowledge intensive services and increased demand for highly skilled labour. This trend, where technological advancement is transforming the labour market, is known as the fourth industrial revolution (4IR). It has clear implications for the construction sector and its skills needs. In all built environment related industries, there is a trend towards increased automation and connectivity. Illustrative of this is the tremendous growth observed in information and communication. New technology is likewise transforming the built environment professions, skills needs of construction and infrastructure.

Building Information Modelling (BIM), Augmented Reality (AR), Rapid Prototyping (RP) and Virtual Reality (VR) are some of the new technologies that can strongly contribute to construction industry. However, the potential offered by new digital technologies will require professionals relevantly trained in order to contribute to the improvement of the construction industry. This accelerating pace of technological, demographic and socio-economic changes is translating to changing needs in the labour market.

It is critical that the CBE, DPW and the built environment professions prepare themselves for these changes. Our actions today will determine whether the wave of change brought by the 4IR will result in a substantial displacement of workers or in the emergence of new opportunities. With the 4IR bearing down on the South African population, CBE has no choice but to consider how the world of work in South Africa is going to meld with the global world of work.

(b) Labour market overview

Skills development and unemployment in South Africa

There appears to be a positive correlation between unemployment and education, with the unemployed consisting largely of individuals with a matric or lower level of education. The more skilled individuals are, the more likely they are to be employed. Given the correlation between education and the probability of employment, this suggests a very low likelihood of this sector of the population being employed. Figures from Stats SA suggest that it indeed pays to go to school, with the unemployment rate among young graduates at 11% compared to 44.1% joblessness among their peers with no matric.

The Stats SA Quarterly Labour Survey for 2018 show that unemployment was higher, at 38.8%, in young people between the ages of 15 and 34 compared to adults, at 17.9%, regardless of education.

Noticeable though is the fact that unemployment rate reduces as the level of education increases. However, the report also notes that the unemployment rate for young graduates was twice higher than their adult counterparts at 4.4%. At 39.1%, the rate of unemployed young people with matric is also high compared to adults from 34 to 63 years at 16.1%. Joblessness in general increased to 27.2% in the second quarter of the year, from 26.7% in the first quarter.

Overview of the Built Environment Professions

The table below shows that, at professional level, the professions are still white dominated. Whites represent 70% of the total number of registered professionals, with 20% being African, 7% Indian and 3% coloured. Structural changes at candidature levels that sustainably reflect the demographics of the country are starting to evidence themselves, as reflected in the table.

Table 6: Total number of registered professionals in the six CBEP

CBEP	African	White	Indian/Asian	Coloured	Total
ECSA	6694	20815	2036	690	30235
SACAP	1149	6122	622	533	8426
SACLAP	8	210	1	4	223
SACPCMP	592	1820	151	105	2668
SACPVP	219	979	66	55	1319
SACQSP	449	1491	206	46	1319
Total	9111	31437	3082	1433	45063
Percentage	20	70	7	3	100

Source: Fourth quarter report of the six CBEP 2017/18

There are still equity discrepancies within the built environment due the poor representation and appointment of women. The built environment professions are male dominated. The table below indicates that the BEPs are still male dominated, with 89% of registered professionals male, while women only make up 11%. Tackling diversity issues at every stage of the educational pipeline and in the profession needs to be a key priority for the BE community. Employers in the BE sector have a very significant role to play in promoting equality and diversity, working with schools, universities and on their own.

Table 7: Gender representation of professionals in the six CBEP

Gender	Total (Professionals)
Male (professionals)	39960
Percentage	89
Female (professionals)	5103
Percentage	11

Source: Fourth quarter report of the six CBEP 2017/18

The number of candidates across the demographic spread is very encouraging. The overall number of historically disadvantaged groups totals 71% of registered candidates. Overall, Africans make up 58% of the registered candidates with coloured people at 4%, white at 29% and Indian/Asian at 9%. However, the conversion from candidate to professional status is poor and a serious concern, requiring the attention of the CBE and CBEP. The CBE has developed a Structured Candidacy Framework as a component of its Skills Pipeline Strategy to address this issue, which it has introduced to a number of stakeholders for implementation.

Table 8: Total number of registered candidates in the six CBEP

CBEP	African	White	India/Asian	Coloured	Total
ECSA	13656	5986	2208	562	22412
SACAP	707	1171	212	149	2239
SACLAP	17	55	2	2	76
SACPCMP	276	252	40	40	598
SACPVP	3097	1422	329	378	5226
SACQSP	1179	670	195	103	2147
Total	18932	9556	2986	1224	32698
Percentage	58	29	9	4	100

Source: Fourth quarter report of the six CBEP 2017/18

The CBE's strategic plan and 2019/20 annual performance plan play an important role in addressing these challenges as well as enhancing the capacity to meet its current and future imperatives effectively and efficiently. With the 2019/20 financial year being the last year of delivery before the next general election in 2019, the CBE must review its progress and achievement on the implementation of its strategic plan, with particular reference on the delivery of outcomes.

5.1.2 Environmental variables

The CBE is mandated to promote and maintain a sustainable built environment and natural environment. The regulatory function of the CBE and the CBEP is to ensure that infrastructural delivery executed by built environment professionals does not compromise environmental sustainability. Professionals have to adhere to their code of conduct when implementing their projects. Apartheid planning in South Africa played its major role in the construction of road networks connecting residential places, which are miles away from the economic hubs. Poor quality and maintenance of roads, especially in the townships, accelerate degradation of the environment. According to Habitat Council Report (1980) there is a great impact of un-surfaced roads on ecological resources which include direct habitat loss, invasion of weeds, pests and pathogens many of them which are not indigenous. This is still evident in new Reconstruction and Development Programme (RDP) settlements where indigenous plants are removed during the preparation for the construction of houses, only to be replaced by foreign plants, which are mostly weeds.

Poor workmanship in the construction of human settlements in townships where the majority of the population live is a threat to the community and the environment. Sanitation issues in some RDP settlements remain a health hazard. CBE is mandated to promote appropriate standards of health, safety and environmental protection in the built environment. The CBE's approach to these issues would be to forge partnerships with communities to strengthen advocacy and awareness programmes. CBE would set up a hotline for the public to raise environmental and health and safety issues caused by professionals contravening their code of conduct. CBE will forge partnerships with the Public Protector, the Department of Labour and other law enforcement authorities to ensure public protection as infrastructure projects are implemented in communities.

5.1.3 Social Variables

In order to significantly drive transformation in the South African context requires one to adequately grasp the substantial and nuanced impacts and lingering effects of colonialism and apartheid on both South Africa and the entire African continent, as well as the people, regardless of race and gender. With this in mind, it becomes apparent that driving Transformation requires a "multi-pronged" approach. Such an approach should focus on the entire built environment Skills Pipeline, ensuring that issues currently faced at the end of the Pipeline (such as inclusivity and representativeness) are addressed at their origin, therefore preventing their future manifestations and enabling a greater focus on more pivotal issues such as quality assurance and appropriate skills. Additionally, great care should be taken to not perpetuate current societal issues through the interventions we implement among our youth. For example, gender based and racial

discrimination are societal issues we are currently faced with in South Africa and forms the two priority indicators for Transformation. The question then becomes should discrimination in future continue to prevail, specifically according to these archaic systems of classification, or should Transformation aim to ensure a future where race and gender no longer feature in our society as envisioned within the Constitution of South Africa?

There is a great need to positively conscientise the mind-sets of the people who are to embrace transformation initiatives. The school curriculum plays an important role in changing the mind-sets of people. Similarly, the media is also a key role player in influencing societal culture and human perceptions and behaviour. The CBE has to coordinate and establish partnerships across sectors, embracing all available platforms to specifically our youth, enticing them towards pursuing careers in the built environment professions. Curricula should address local challenges and be able to solve the needs of the communities. Indigenous knowledge should be elevated in all levels of education. Accreditation of institutions should support the inclusion of this knowledge. Human resource development should not be limited to classroom experience. Recognition of prior learning should be embraced and supported by political principals, professional bodies and education institutions. The CBE's role, as per its mandate, would be to create engagement platforms for representatives of the built environment professions to discuss required qualifications, standards of education and training and competence. Furthermore, the CBE will need to be proactive and future looking in their approach, particularly focusing on facilitating "courageous conversations" across sectors and with key stakeholders to discuss and deal with contentious issues around gender, people living with disabilities and race.

5.2 Internal environment

5.2.1 Performance Environment

Progress in implementing the CBE's strategic plan

The CBE's strategic plan and 2019/20 annual performance plan play an important role in addressing the challenges raised above, and in enhancing the capacity to meet its current and future imperatives effectively and efficiently. There has been significant progress since the strategic plan was approved. The following section provides progress and weakness on the strategic objectives set out in the strategic plan.

(a) CBE to respond to Government priorities within the BE and ensure good governance and sound control environment.

The Council (the accounting authority of the CBE) is required, in terms of the PFMA, to maintain adequate accounting records. It is responsible for the content and integrity of the financial statements and related information. The Council therefore has an executive management team in place to ensure that this is achieved. All the executive positions have been filled. The CBE received an unqualified audit with findings for the 2014/15 and 2015/16 financial years. However, the CBE improved its audit outcomes by obtaining a clean audit for the 2016/17 and 2017/18 financial years. This is due to a staff complement acutely aware of its role in terms of section 57 of the PFMA, and an Executive and Council that takes its fiduciary obligations extremely seriously. The CBE has also made significant progress in its development and continuous improvement of information technology (IT) processes and compliance with National Treasury prescripts. Presently, internal and external systems remain stable with no down time. External systems remain accessible and fit for purpose, and responsive to any feedback received. The IT strategy continues to support the CBE's objectives and delivers efficiently.

Its strengthened governance, internal service delivery and decision-making practices uphold public sector principles and legislative requirements for accountability, leadership, transparency, integrity, efficiency and risk management.

(b) A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.

The NDP requires attention on occupationally directed programmes in critical areas needed to grow the economy. Engineers, architects, landscape architects, construction and project managers, quantity surveyors, and property valuers have specialised skills that are sought after by industry and have the opportunity to become entrepreneurs. The CBE's Transformation Model and Action Plan (TMAP) emphasises that transformation in the built environment must achieve the following outcomes:

A responsive built environment – transformation within the industry is not only about progressive change in professional and regulatory practices: the ultimate goal is to ensure the responsiveness of the built environment professions industry to the broader national and public policy objectives and goals as well as the future demands of an ever changing and developing society.

Increased participation of the previously marginalised groups in the built environment – while the CBE's view of transformation is based on qualitative reforms and changes, there is an aspiration to see a built environment industry that is truly representative of the demographics of the South African society. In the short term, increased participation of the previously marginalised groups in the industry is one of the key objectives of the CBE and includes a concerted focus on race and gender as the two priority indicators of transformation as well as people living with disabilities and retired professionals. In the long-term the CBE hopes to transform the South African built environment to the extent where each child in this country, regardless of their geographical location, socio-economic status, race, gender or disability would confidently be able to successfully pursue a career in the built environment professions.

Better cooperation between industry stakeholders – there must be a network of working arrangements and relationships between all stakeholders in the built environment to achieve the outcomes mentioned above.

During the medium term, the CBE will continue to facilitate transformation through driving skills development within the sector by implementing initiatives such as the Maths and Science support programme, Work Integrated Learning (WIL) and Structured Workplace Candidacy (SWC) programmes (candidates and interns placement) as well as engaging and providing support to municipalities on implementing the structured candidacy framework. Additionally a number of sector coordinating forums will be hosted and convened on a quarterly basis which will culminate in an annual national Built Environment Indaba (expanding on the current CBE Transformation Indaba).

Transformation runs through each activity, project and programme that the CBE implements and fulfils the fundamental responsibility of sector wide coordination. The CBE has adopted a participatory approach towards achieving holistic transformation with a specific focus on the entire skills pipeline, in order to streamline the process towards professional registration and to ensure a continuous supply of quality driven and aptly skilled individuals. The approach is participatory in the sense that all stakeholders need to be consulted, considered and involved; and holistic in that every aspect should be considered to ensure a sustainably transformed BE able to meet the needs and demands of our future society.

The Department of Higher Education and Training (DHET) delegated CBE to coordinate the occupational teams for professionals and associate professionals in the BE to support the technical skills resourcing of the planned and ongoing 18 Strategic Infrastructure Projects (SIPs). A report, highlighting the scarce skills and designated professions in the BE, was submitted to DHET for final submission to the Presidential Infrastructure Coordinating Commission (PICC).

This process involved engagements with the six CBEPs to systematically balance the demand and supply of these scarce skills at national, provincial and sector levels. The occupational teams, working through the CBEP, determined the number of people with the required occupational skills in both the workforce as well as those unemployed. The occupational teams then determined which occupations are not developing at the requisite rate to meet the demand. CBE's engagement with Government, through SIPs, included advocacy for the implementation of the Construction Industry Development

Board's (cidb) Standard for Developing Skills through Infrastructure (Government Gazette No. 36760, 23 August 2013). This would increase the number and quality of candidates' skills development programmes and support them on their way to professional registration.

From 2014/15 to 2017/18, the CBE developed Implementation Project Plans to support the production of high demand BEP skills categories (engineers, quantity surveyors, project and construction managers, land and engineering surveyors, and geographic information systems [GIS] practitioners) for SIPs. The CBE is currently working with the relevant professional bodies to develop skills plans for architects and town planners. The CBE has served, and will continue to play a central role of intermediate body for the professions under the BE umbrella and many other allied professions. SIPs contributed to the following areas:

- Defining the level of scarcity of built environment professions
- Making inputs to the Department of Home Affairs 100 scarce skills list
- Assisting the Department of Labour Employment Services SA to track training and experience opportunities
- Influencing the Sector Education Training Authorities (Seta) skills plans viz. Construction Education Training Authority (CETA) to issue grants for Candidacy, Work-Integrated Learning etc.
- Ensuring the Setas ring-fence funds for SIPs
- Tertiary throughput
- Influencing the academic curricula to meet the changing needs of industry

The number of candidates supported through structured candidacy increased from 50 in 2015/16 to 206 in 2018/19. In the work integrated learning programme, the CBE increased its 100 interns in 2015/16 to 606 in 2017/18. The Council will also aim to build and strengthen partnerships with departments and the CBEP that have similar programmes in operation.

Through its Maths and Science support programme, the CBE has been able to increase its support to grade 12 learners from 150 in 2015/16 to 906 in 2018/19. The target group will be learners in under-resourced and rural areas with the aim of improving their performance in mathematics and science through engagements with stakeholders, which could potentially encourage them to consider careers in the built environment. Technical experts in mathematics and science are sourced to provide extended support to learners, and undertake a monthly assessment of learners' academic progress. The largest flow of newly skilled talent into the built environment workforce comes directly from education. Between each educational stage, there is potential for 'leakage' from the pipeline, as individuals make voluntary decisions about their progression. While trends in Science, Technology, Engineering and Mathematics (STEM) education are broadly positive, developing the pipeline to address the skills shortage will continue to be a challenge for the built environment community. Gender representation, in particular, is a key concern. Work readiness of graduates remains a concern among employers.

The CBE hosted its inaugural Annual Built Environment Transformation indaba on 29 August 2017. Transformation Indaba 2017 specifically focused on bringing together the majority of stakeholders and role-players in the sector. It provided a platform for these high-level delegates to discuss commonly shared challenges, to engage face-to-face and to share knowledge of experience and principles of best practice. Transformation Indaba 2017 also provided a unique space for role-players to collaborate and actively participate in joint initiatives driving transformation in the sector. It was successful in gaining commitment from many of stakeholders in the form of a Declaration of Intent to actively participate and collaborate in such efforts.

As stated Transformation cannot be encapsulated into a single programme or project at the CBE, but features in every activity the CBE undertakes. There are other initiatives, not necessarily directly managed by the Transformation unit that actively drive transformation. These include but are not limited to continuous improvement of standards, procedures, processes, systems and tools used to accredit built environment programs through participating in the six CBEP' accreditation visits

since 2015/16. Introducing the Structured Candidacy Programme to government departments and municipalities also fall in the realm of transformation initiatives. Assisting government in capacitating the State through interventions across all three spheres aims at adequate resource mobilisation and human capital development.

The CBE participates in Career Awareness in collaboration with DPW. It is essential to encourage young people to study STEM subjects and pursue engineering-related qualifications. The built environment community should ensure young people have a full understanding of the excitement and variety a career in the built environment offers, and the potential contribution they can make as professionals. Career awareness are key opportunities to showcase the professions to a new generation, and ones that need to be embraced and supported by the community.

Strategic partnerships

The success of transformation is dependent upon building and strengthening partnerships across sectors, specifically between Government and the built environment private sector. As stated, the CBE adopted a participatory approach towards achieving holistic transformation, which focuses on the entire Skills Pipeline Strategy, and streamlining the process. There must be specific focus on key areas in need of redress in order to ensure a continuous supply of quality and aptly skilled individuals, and to maintain co-operation between key role players. Strategic partnerships were forged with a wide range of institutions and interest groups - parastatals, provincial and national government departments, municipalities, private sector, industry (including transport and construction). These relationships continue to deliver positive results and will be enhanced in the coming period through the CBE's Transformation unit by means of a detailed and concerted effort at quality driven stakeholder management, sector-wide coordination and promoting the CBE. The focus is on improving cooperation with other departments and municipalities to enhance service delivery impacts. Particularly, the Skills Development unit supports municipalities by introducing Structured Candidacy to them so that they are encouraged to source professionally registered professionals.

Table 9: Memoranda of Understanding (MoU) on Work Integrated Learning with universities of technology

University of Technology (UoT)	Province
Mangosuthu UoT (MUT)	KwaZulu-Natal
Durban UoT (DUT)	KwaZulu-Natal
Walter Sisulu UoT (WSU)	Eastern Cape
Central UoT (CUT)	Free State
Tshwane UoT (TUT)	Gauteng, Mpumalanga, Limpopo

The CBE has entered into agreements with two CBEP on IT shared services. An IT steering forum has been established, comprising the six CBEP, with the CBE as the facilitator.

The CBE has a MoU with the South African Council for Graduates Cooperative (SAGC) for purposes of placing unemployed graduates and supporting entrepreneurship in the built environment.

The Black Business Council for the Built Environment (BBCBE) is a key stakeholder to the CBE - the relationship is based on supporting the needs of black businesses in the built environment, where some of the major issues are:

- 30 day payments to businesses
- bundling tender projects which makes it almost impossible for smaller contractors to get projects from Government
- lack of funding by financial institutions to support black business start-ups

Other partnerships

- Municipal Infrastructural Support Agency (MISA)
- Office of the Chief Procurement Officer (OCPO)

(c) An optimally functioning BE with a responsive and relevant policy and legislative framework, based on informed and researched positions.

Since 2014/15, the following research reports were developed to increase knowledge production:

- Health and safety in the built environment
- A survey on BE technical professionals employed at municipal, provincial and national departments and state-owned enterprises (SOEs)
- The role of the Occupation Specific Dispensation (OSD) framework in attracting and retaining BEPs in the public sector
- The state of readiness of municipalities to implement the Standards for Infrastructure Procurement and Delivery Management (SIPDM)

The main objective of this research output is to build a body of knowledge on the built environment in South Africa, and develop and disseminate ideas, tools and techniques that can be applied to improve the performance and prospects of the sector.

(d) BEPs that operate within a regulated policy and legislative framework.

The CBE has powers and duties to:

- Provide advice and consultation on national policy that could impact on the built environment, human resource development in relation to the built environment professions
- Advise the councils for professions on matters of national importance where the needs of the state require joint and coordinated action by the built environment professions

The above statutory requirements have significant implications on the way the CBE and professional councils work. The CBE legislation places emphasis on facilitating the participation of the built environment professions in integrated development within the context of national goals. With regard to the CBEP, the above statutory requirements directly stress the inherent role of the councils as statutory bodies of the State in furthering the policy objectives of Government, as they are an extension of the State. Maximising the contribution of the professions is of national interest. It is therefore important to coordinate their contributions jointly, and identify and draw on areas of potential synergy among them.

Since 2014/15, all professional councils complied with National Treasury's format and information requirements for annual reports. Their annual reports were tabled in Parliament as per statutory requirements.

(e) A BE that is responsive to the developmental and economic priorities of Government.

A key feature of this Programme was the development of a framework to incorporate modules on health and safety in construction, environmental sustainability, job creation through labour intensive construction and the IDMS in BE curricula. The framework was developed and consultation took place from 2015/16 to date. The four areas were strategically identified as key in the country's development and supporting Government priorities; hence the need for their full incorporation into the training of BEPs in South Africa. The CBE has not been able to make much progress since the framework was developed, mainly due to its mis-alignment with the accreditation cycle. The CBE is in discussions with the six CBEP on implementing the framework within their function of accreditation, embedded in their legislative mandate.

The 2014/15 to 2017/18 financial years have shown marked improvements in the CBE's performance against its planned objectives - from 71% achievement of targets in 2014/15 to 90% in 2017/18. The CBE commits itself to continuous improvement in the policies, processes, structures and instruments to contribute optimally to national development. The CBE's capability to deliver on its purpose is supported by enabling strategies that include:

- transforming technology to render it user-friendly for CBE's core business
- strengthening governance and risk management practices
- improving business planning and performance monitoring

The CBE will implement some of the recommendations (especially those related to governance, funding, monitoring and evaluation) emanating from the auditor-general's reports.

Weaknesses

The CBE has improved its performance, albeit in a challenging environment.

A key concern during this planning cycle has been to ensure that the CBE strengthens its role as a thought leader in South African built environment sector.

Budget reduction

The primary challenge for the CBE in delivering its objectives is its budget, which is an allocation from DPW. Government's squeezed fiscal space directly impacts on the CBE through proposed reductions in medium term budget allocations. The CBE's budget reduced by R1 624 million over four fiscal years as follows:

- R1. 28 million reduction in 2018/19
- R0. 110 reduction in 2019/20
- R0. 114 in 2020/21
- R0.120 reduction in 2021/22

This reduced fiscal envelop will compel the CBE to make strategic choices on projects and initiatives in the medium-term to 2019/20. A government grant and levies from the six CBEP, who depend solely on registration fees from their professionals, sustain the CBE. The CBE must balance its strategies required to enhance its workforce and IT capability, whilst still meeting its statutory obligations within this limited budget.

Income generation has not been actively pursued, hence strategies must be developed. In addition, the existing income generating services of the CBE are not adequately marketed. To address the uncertainty around budget allocation, the CBE will work closely with funding institutions and Treasury on alternative funding arrangements to secure appropriate funding for itself.

The CBE is yet to take a lead in debates and discussions on topical built environment market issues and to leverage on its strategic partnerships to enhance service delivery.

Limited work experience spaces for candidates and interns at SOEs and government departments is another challenge.

The organisation has challenges with operationalising its mandate, which affects its impact (or lack thereof) upon its stakeholders. Through the support of the Government Technical Advisory Centre (GTAC), there is confidence that the CBE will strengthen its capacity to focus on its core mandate and thus achieve greater impact within the built environment sector.

Lack of public awareness and understanding of the role of the CBE and the six CBEP

There is a need to improve perceptions about the CBE and its reputation, relevance and demonstrable impact. Some factors that contribute to this state are:

- Poor stakeholder relations
- Communication and information dissemination (internally and externally)
- Limited understanding of the CBE's mandate
- Lack of pro-active engagement with stakeholders
- Partnerships are slow to actualise
- Weak partnerships with primary sector institutions
- Relationships with stakeholders are individually driven

To respond to these challenges, the CBE will work with both the public and private sector consciously and continuously in driving awareness on its work and mandate.

The CBE will actively seek opportunities for working with a wider range of stakeholders to:

- Build partnerships with DPW to influence the regulation of CBEP to protect consumers
- Raise the profile of the six CBEP, and draw attention to the role of regulation
- Gather and process feedback from consumers of the CBE's services, to ensure these are relevant, accessible and value-adding
- Deliver a communication plan to raise awareness of the CBE's role
- Communicate the value of using registered built environment professionals to the consumer public

Through the Transformation unit, the CBE is working on strengthening partnerships in a well-coordinated Stakeholder Management Plan, to leverage resources and coordinate transformation interventions within the built environment. It is also adopting a sector wide collaboration framework that seeks to optimise the breadth and depth of collaborations between the CBE and the six CBEP within the existing legislative framework.

Corporate governance of the six CBEP

The CBE faces challenges in some areas, which it is working on to improve. Corporate Governance, disputes relating to appointments of Council members and the development of business plans in some CBEP proved to be particularly challenging, although a great deal of work is ongoing to improve in these areas. A key element of this work will see the CBE implementing the Corporate Governance Framework in the six CBEP. The CBE is committed to deliver on its mandate to promote and protect the interest of the public in the built environment, while recognising the need to be responsive to the needs of its stakeholders. It will continue to improve the culture of governance adherence within the organisation and ensure alignment with best practice. The CBE will work with DPW and the six CBEP to ensure their Board membership continues to comply with the requirements of the professions Acts, and to induct new Board members as appropriate.

Another area of concern is the implementation of the Identification of Work (IDoW), where progress has been slow due to external dependencies and rejection of the exemption applications by the Competition Commission (CC). The CC's rejection of the exemption applications is viewed in a serious light as it takes away the public protection factor regarding the competence of services provided by professionals. What appears to be not understood is that competence is a minimum technical and ethical standard of service delivery, which is intrinsically embodied in the ability to deliver the work to be identified in terms of section 26(2) of the Act.

The CBE Council resolved to adopt an official position on IDoW based on the CBE Act, and approved an IDoW action plan. The action plan focuses on exploring different approaches to conclude the IDoW process as allowed by enabling legislation with continued focus on engagement with the CC, and extensive consultation with and updating stakeholders on the process.

Information Technology challenges

A gap analysis identified the following IT challenges at the CBE:

- a. Budget constraints
- b. IT capacity / resources
- c. No collaborations with partners
- d. Non-standard business processes and operating procedures

The CBE adopted these interventions to address the IT challenges:

- a. An IT strategic plan to include a three year implementation roadmap
- b. ICT Governance Framework and Policies are currently implemented
- c. New integrated systems (IEBES, Knowledge Management and Un-Employment Portal) have been identified and their procurement is in progress
- d. IT Interns are recruited and paid through a partnership with The Innovation Hub to temporarily address the capacity issue
- e. IT Forum with the six CBEP has been established to address collaborations on the resource issue
- f. Business Architecture development addresses the standard business processes and operating procedures. Technological solutions are explored and developed to improve efficiency in service delivery

Working in silos

The CBE's units and the six CBEP tend to work in silos, with little synergy between them. This silo modus operandi hampers progress and reporting on initiatives implemented by the CBEP. The CBE needs to anchor a system to coordinate the CBEP' initiatives that address the challenges of skills development and candidacy. Transformation in the built environment requires collaboration between programmes, the breaking of silos and working jointly with the CBEP to develop and implement quality driven, value adding programmes and interventions will address this agenda.

Lastly, the overall lack of scientific research emanating from the CBE diminishes its stature as a thought leader of the built environment. The CBE is mandated to provide current and relevant scientifically sound research, to above all inform Government and its priorities. Such seminal research should be conducted internally, which will also greatly aid in cost containment measures. Research to support evidence, inform policy and decision-making should be undertaken rigorously. Structured publication and archiving of research outputs will enhance the CBE's credibility as a thought leader in the built environment sector and contribute to its responsibility of custodian and, setting the research agenda for the built environment sector.

5.2.2 Organisational environment

The CBE is a Schedule 3A public entity as per the Public Finance Management Act, Act 1 of 1999 (PFMA). The CBE is a statutory body that has been in existence since the enactment of the Council for the Built Environment Act No. 43 of 2000 in 2000. It is an entity of the National Department of Public Works. The CBE is essentially responsible for regulating the following built environment professions in South Africa - Architecture, Engineering, Landscape Architecture, Project and Construction Management, Property Valuation and Quantity Surveying. Professions in the built environment lend valuable support to development initiatives of Government through, among others:

- a. structured advice on development proposals and policy issues
- b. mobilising expertise for implementing development projects from the public the and private sectors
- c. compiling development specifications and standards

The CBE is entrusted with powers and duties to ensure:

- Government has access to the coordinated support of the professions with regard to national development priorities and the regulation of the professions
- coordination of the various professional regulatory systems
- coordination between the professions to support matters of high priority for the country

The following table summarises the above concurrent functions into 13 functions, clustered into four key thematic areas:

Table 10: Thematic areas

Thematic area	Governance of CBEP	Public Protection	Sustainable and integrated development	Human Resource Development
CBE MANDATE	<p>Promote sound governance of the built environment</p> <p>Serve as a forum where built environment professions discuss relevant issues</p> <p>Ensure uniform application of norms and standards set by the professional councils</p>	<p>Promote and protect the interests of the public in the built environment</p> <p>Promote appropriate standards of health and safety and environmental protection in the built environment</p>	<p>Promote and maintain a sustainable built environment</p> <p>Facilitate participation of the built environment professions in integrated development</p>	<p>Promote on-going HRD in the built environment</p> <p>Promote liaison in the field of training in the Republic and elsewhere</p>

Thematic area	Governance of CBEP	Public Protection	Sustainable and integrated development	Human Resource Development
ENABLING POLICY	Codes of Conduct and Practice for the professions Recognition of voluntary associations	Appeal body and procedures IDoW – in line with the Competition Act of 1998	Determination of guideline for professional fees in line with the Competition Act, 1998 (Act 89 of 1998) Recognition of new professions	International recognition of professions Accreditation of education institution's programmes Registration of different categories of registered persons Competency standards for registration Establish standard generating bodies in line with the South African Qualifications Authority (SAQA) to align qualifications to the National Qualifications Framework (NQF) Recognition of prior learning (RPL) Continuous Professional Development (CPD)

Source: CBE Act No 43, 2000

The CBE Act stipulates that a Council comprising twenty members (non-executive) is appointed by the Minister, consisting of:

- a. One representative from DPW
- b. Not more than three persons nominated by state departments within whose functional areas the professions are also practised
- c. Two representatives nominated by each CBEP
- d. Not more than four persons nominated by the public

The CBE Act stipulates a formal process for the appointment of members. The Minister appoints the Chairperson, Deputy-Chairperson and members of the Council for a period of four years. A company secretary supports the Council and its committees on governance matters. The CEO and CBE staff are responsible for operational matters.

The CBE Council has four committees:

Statutory Committees

- a. Executive Committee (EXCO) – as prescribed and mandated in the CBE Act
- b. Audit and Risk Committee (ARC) – as prescribed and mandated in the PFMA

Other Committees

- a. Finance, Human Resources and Legal Committee (FHLC)
- b. Built Environment Matters Committee (BEMC)

The CBE's strategic goals over the medium term are to:

- **Goal 1** - Provide support to CBE, thus contributing directly and indirectly to the delivery of all strategic outcome-oriented goals of the CBE.
- **Goal 2** - A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.
- **Goal 3** - An optimally functioning built environment, with a responsive and relevant policy and legislative framework, based on informed and researched positions.
- **Goal 4** - Ensure that Built Environment Professions operate within a regulated policy and legislative framework.
- **Goal 5** - Ensure that the South African built environment responds to the developmental and economic priorities of Government.

The CBE will continue to focus on its core mandate, implemented through five Programmes.

Programme 1 is the administrative function that supports the CBE directly and indirectly to deliver on its strategic outcome-oriented goals. The focus areas are the ICT and financial support services. IT will continue to develop and deliver systems that are user-friendly and meet expectations of users. Regarding financial management, there will be emphasis on continuously improving the budget process, timeous financial reporting and ensuring that policies and activities comply with regulatory frameworks and guidelines. Complying with statutory and regulatory frameworks remains an important focus, together with improving the reporting function. This Programme will implement an integrated approach to retain staff talent through human resource programmes - talent management and organisational development, employment equity, performance management and wellness in the workplace (including occupational health and safety). Finally, this Programme will seek to improve knowledge management in order to preserve institutional memory and translate tacit knowledge (residing in people) into explicit or coded knowledge.

Programme 2 is a drive to facilitate skills development and transformation in the BE. Additionally, this Programme will aim to translate the knowledge generated from its pilot projects into frameworks/action plans for large-scale cooperative implementation or facilitation. This Programme responds to section 3(c) of the CBE Act to promote ongoing human resource development in the built environment. It contributes to DPW's Outcome 5 - a skilled and capable workforce to support an inclusive growth path - through the following initiatives:

- Strategic Infrastructure Projects (SIPs)
- Maths and Science support programmes
- Career Awareness
- Partnerships with sister entities, CBEP and private sector organisations
- Placing and supporting BE candidates and interns in work places for structured training
- Promoting skills development to support the roll out of infrastructure delivery in the country
- Introducing the Structured Candidacy Programme to government departments and municipalities

The Candidacy Programme sets out to ensure that the candidate produces a structured training plan that covers all the required outcomes from the CBEP.

Programme 3 provides informed and researched advice to Government and the public on BE priority matters identified in the MTSF. This Programme undertakes sector inquiries into matters relating to the built environment professions, the study of government policies, procedures and legislations to assess their effects on the CBE and the six CBEP, advocacy and awareness creation, and liaison with the construction sector and built environment-wide regulators.

This Programme responds to section 3(d) of the CBE Act to facilitate participation by the built environment professions in integrated development in the context of national goals.

Programme 3 contributes to DPW's Outcomes 4, 6 and 12 by entering into partnerships with Government and SOEs to facilitate researched BE capacity-building programmes for the public sector.

Programme 4 responds to the mandates of sections 20 and 21 of the CBE Act. This Programme contributes indirectly to DPW's Outcome 12 for an efficient, effective and development-oriented public service. The CBE contributes towards this outcome by improving the governance of the CBEP through corporate governance, PFMA compliance and strategic planning and capacity building. The CBEP will be mobilised to transform the built environment and to serve their legislative purpose.

Programme 5 is an advocacy initiative to ensure that BE academic curricula and CPD programmes embody health and safety in construction, environmental sustainability, job creation through labour intensive construction and the IDMS.

The table below lists the CBE's staff establishment by job classification, in line with the 2019/20 organogram.

Table 11: Staff establishment per job classification

Job classification	Positions
Unskilled	General Office Assistants (2)
Semi-Skilled	Finance Data Clerk Receptionist
Skilled	Administrator: Operations Admin and Facilities Officer Administrator: Procurement Communications Coordinator Paralegal Secretary to Chief Financial Officer Secretary to Chief Operations Officer Strategic Planning, Monitoring and Evaluation Officer Transformation Projects Officer
Highly Skilled	Accountant BE Workplace Training Specialist Committee Secretary Communications and Stakeholder Relations Specialist Executive Assistant Human Capital Generalist IT Systems Administrator Legal Compliance Specialist Policy Analyst Procurement Specialist Researcher Senior Researcher Skills Development Practitioner Transformation Projects Coordinator

Job classification	Positions
Senior Management	Company Secretary
	Manager: Finance
	Manager: Human Capital and Facilities Management
	Manager: Knowledge Management and IT
	Manager: Regulations and Legal Services
	Manager: Research and Policy
	Manager: Skills Development
	Manager: Strategic Planning, Monitoring and Evaluation
	Manager: Transformation Programmes
Executive Management	Chief Executive Officer
	Chief Financial Officer
	Chief Operations Officer

Table 12: Staff establishment per salary level

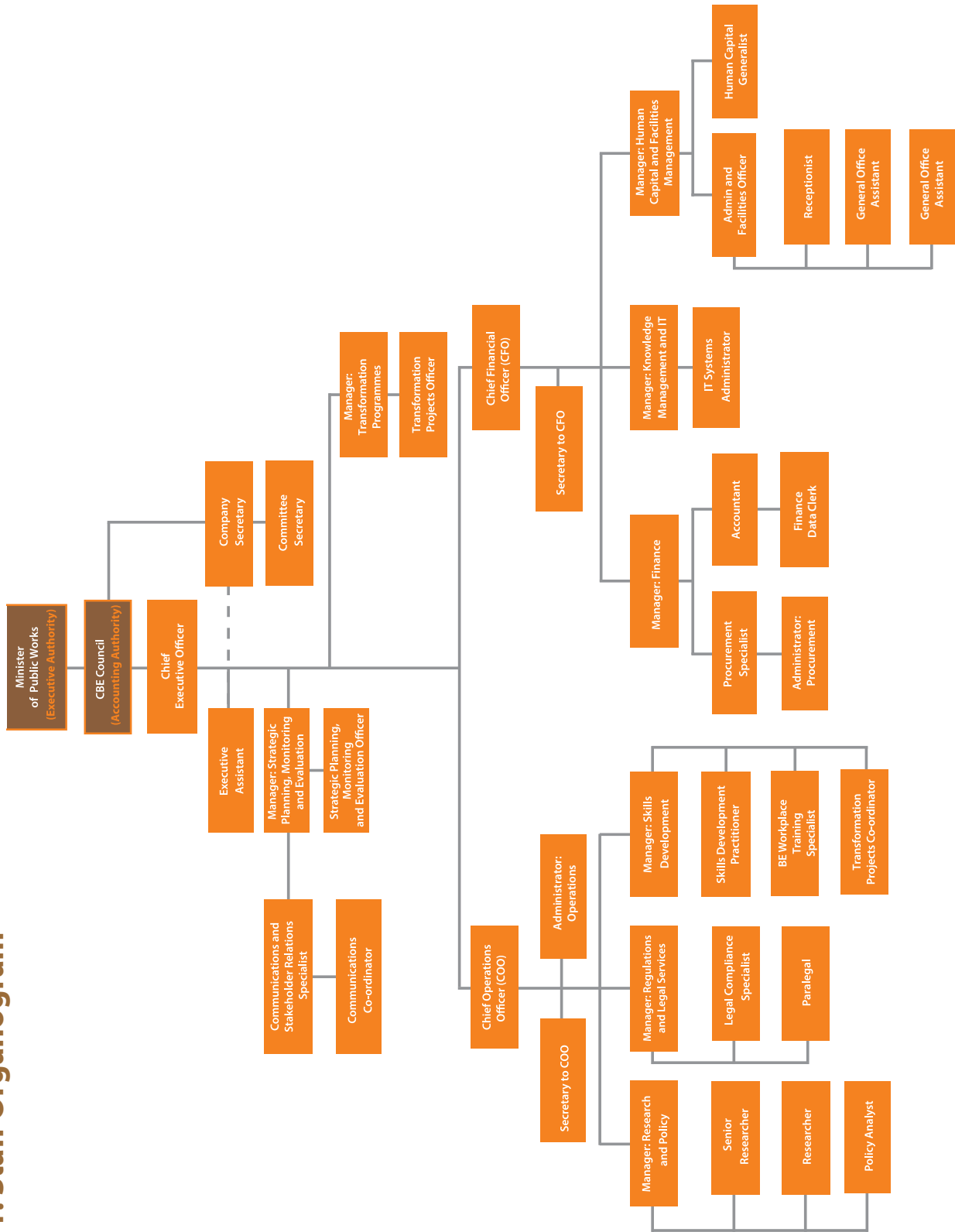
Salary Level	Filled posts	Vacant posts	Total establishment	Current Vacancy rate
01	1	0	1	0.00
02	-	-	-	-
03	1	0	1	0.00
04	-	-	-	-
05	1	0	1	0.00
06	2	0	2	0.00
07	3	0	3	0.00
08	1	0	1	0.00
09	4	0	4	0.00
10	6	0	6	0.00
11	2	1	3	0.33
12	5	0	5	0.00
13	8	1	9	0.11
14	2	0	2	0.00
15	1	0	1	0.00
Total	37	2	39	0.05

The CBE has a staff establishment of 39. During the 2017/18 financial year, all the critical executive positions - the Chief Executive Officer, Chief Operations Officer and Chief Financial Officer - were filled to strengthen human resources (HR) planning and management support to the core business of the CBE. The CBE has two vacant positions – that of Senior Researcher and the Company Secretary. The Senior Researcher position was frozen for six months pending the outcome of the reviewing of the implementation of the organisation mandate; however, it will be filled within the 2018/19 financial year. The vacancy rate does not affect the APP deliverables as the fourth term of office Council resolved to appoint the Regulations and Legal Services Manager to fulfil the Company Secretary duties. The CBE has been strengthening partnerships with tertiary institutions to undertake research work.

Table 13: Staff establishment per race and gender

Race	Gender		Total	Percentage
	Male	Female		
African	9	18	27	73.0
Coloured	0	1	1	2.7
Indian/Asian	0	2	2	5.4
White	3	4	7	18.9
Total	12	25	37	100.0

Figure 1: Staff Organogram



6. Alignment to the NDP and DPW Policy Priorities

The NDP, which is the overarching government framework for the socio-economic transformation of South Africa, is divided into five-year implementation plans, the first of which has been the 2014-2019 MTSF. It has of 14 Outcomes. During this MTSF period, the CBE will have contributed to and reported on the following Outcomes:

Table 14: Alignment to the NDP and DPW Policy Priorities

NDP and DPW Priorities	CBE Priorities
Transformation of the construction and property sector by growing and developing black owned businesses while increasing the supply and availability of management and technical skills. MTSF Outcome 4: Decent Employment through Inclusive Growth. MTSF Outcome 5: Skilled and capable workforce to support an inclusive growth path.	A transformed BE with appropriate, adequate skills and competencies, responsive to the country's infrastructure delivery, operation and maintenance needs.
Building the capacity of the Department to deliver through the creation of Internal Strategic Enablers. MTSF Outcome 12: An effective and efficient development oriented public service.	An optimally functioning BE, with a responsive and relevant policy and legislative framework, based on informed and researched positions.
Improve governance of entities and the Councils for the Built Environment Professions. MTSF Outcome 12: An effective and efficient development oriented public service.	BEPs that operate within a regulated policy and legislative framework.

7. Strategic planning process

The CBE's 2019/20 annual performance plan, which covers the period 1 April 2019 to 31 March 2020, emanates from its strategic plan of 2015-2020. It outlines performance indicators, targets, and budgets for Programmes to assist the CBE in realising its goals and objectives set out in the strategic plan. The annual performance plan also includes a quarterly breakdown of performance targets for the period 1 April 2019 - 31 March 2020.

The 2019/20 financial year is the last year of delivery before the country's next general election in 2019. This being the case, the CBE will review its progress and achievement of its strategic plan, with particular reference on the delivery of outcomes. In developing the 2019/20 APP, the CBE took cognisance of the State of the Nation Address (SoNA) 2018 priorities. These salient points, relevant to the CBE's mandate, are taken from the President's address:

- "We will improve our capacity to support black professionals, deal decisively with companies that resist transformation"
- "This year, we will be initiating measures to set the country on a new path of growth, employment and transformation"
- "Improving outcomes of public schools"
- "Infrastructure investment is key to our efforts to grow the economy, create jobs, empower small businesses and provide services to our people"
- "Working in partnership with business, organised labour and community representatives, we are creating opportunities for young people to be exposed to the world of work through internships, apprenticeships, mentorship and entrepreneurship"
- "Growth, development and transformation depend on a strong and capable state"

- “We urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically”
- “create jobs and set the industry on a new path of transformation and sustainability”

As part of its strategic planning process, the CBE held a meeting with DPW’s Planning Unit on 27 June 2018. The CBE Management met on 28 June 2018 where they considered the Minister’s updated policy statement issued in June 2018, committing to continue strengthening collaborations with government departments and its entities tasked with delivering infrastructure, and with industry. The CBE will work closely with DPW’s entities to drive transformation in the construction and property sector by supporting black owned businesses, women and persons with disabilities. The CBE will strengthen its oversight role to ensure good governance of the six CBEP.

The CBE management and staff held a strategic review session on 13 August 2018 where Programme managers presented their programmes.

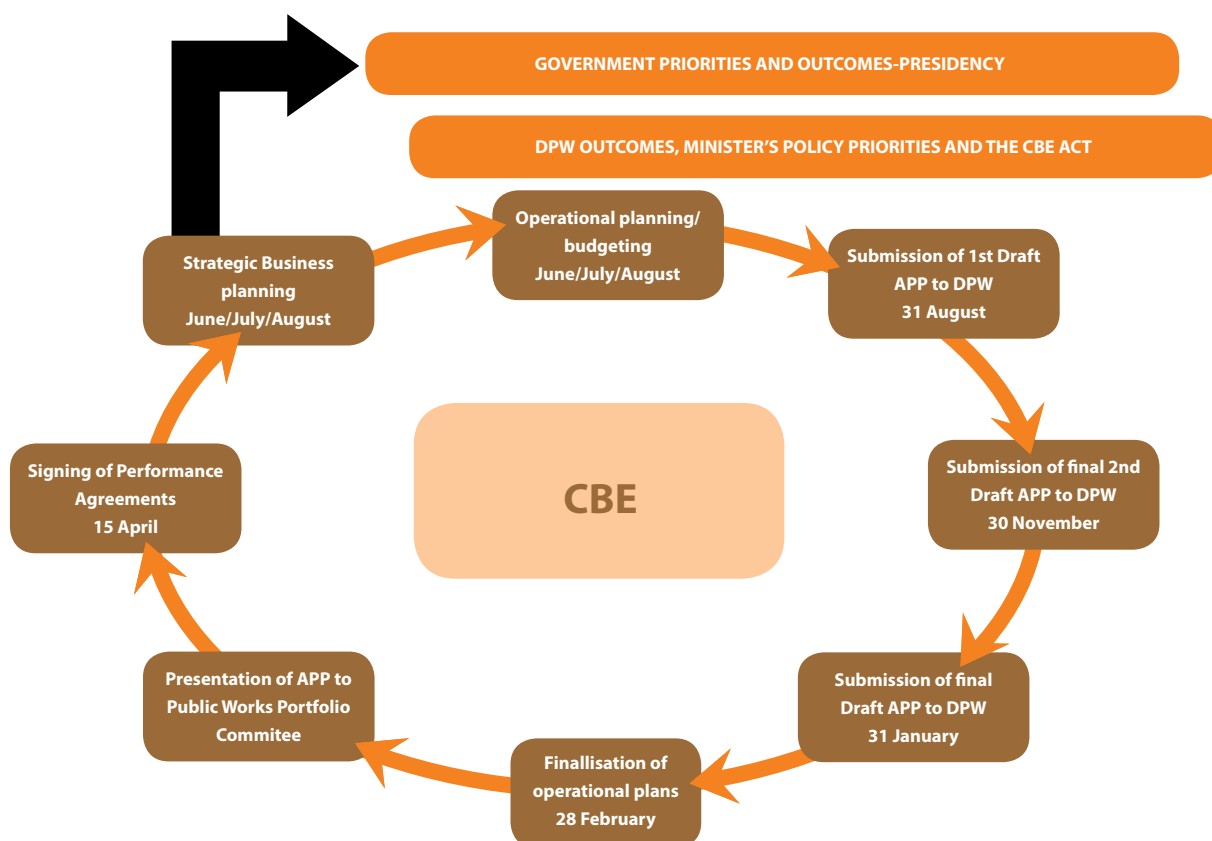
The MTSF (2014-19) states that the strategic priorities for this five-year period are to accelerate growth, create decent work and promote investment in a competitive economy. It goes on to state that the MTSF has two over-arching strategic themes: radical economic transformation and improving service delivery. In line with the outcomes based planning approach of Government, the MTSF (2014-19) has expanded into 14 priority Outcomes, which cover the focus areas identified in the NDP and Government’s electoral mandate. These are the 12 Outcomes, which were the focus of the 2009-2014 administration, and the two new Outcomes (social protection, nation-building and social cohesion).

The DPW, which is the executive authority of the CBE, contributes directly to MTSF Outcomes 4, 6, 7 and 12, and indirectly to Outcomes 1, 5, 8, 10 and 14, as identified by the Minister’s Five Year Policy Statement and Vision for 2014-2019. The CBE contributes to Outcomes 4, 5, 6 and 12.

BEPs are important contributors to the development priorities of the State, supporting the 14 Outcomes of Government; especially to those which DPW has a direct or indirect contribution. In this regard, CBE’s key priorities have been developed from the Minister’s Five Year Policy Statement and the strategic priorities identified by CBE’s fourth term of office Council, at their inauguration on 5 September 2014.

The BE policy review on the proposed amendments of the BEPs Statutory Regulatory Framework, gazetted for public comment by DPW, presents an opportunity for the CBEP and the CBE to re-establish their relevance as regulators of BEPs. The current legislation continues to provide the basis for the execution of the CBE’s strategic plan and annual performance plan.

Figure 2: Strategic Planning Process



8. Overview of the 2019/20 budget and Medium Term Expenditure Framework estimates

The budget for the CBE, as detailed in the Estimates of National Expenditure (ENE) for the 2019/20 Medium Term Expenditure Framework (MTEF) period, is detailed in the following two tables.

Table 15: Expenditure per Programme

Programme	Audited Outcome	Audited Outcome	Audited Outcome	Current Year	Medium-term estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>R in thousands</i>							
Programme 1: Administration	38,222	38,549	41,884	45,540	47,710	50,468	53,375
Programme 2: Skills for Infrastructure Delivery	9,655	8,224	7,243	6,399	6,564	6,829	7,111
Programme 3: Built Environment Research, Information and Advisory	919	881	728	615	631	656	683
Programme 4: Regulation and oversight of six Councils for the Built Environment Professions	566	598	930	1,006	1,032	1,074	1,118
Programme 5: Government Policies and Priorities	–	–	341	167	171	178	186
Total expenditure	49,362	48,252	51,126	53,727	56,108	59,205	62,473

Table 16: Sources of income and disbursement

Estimate per standard items	Audited Outcome			Current year	Medium-Term Estimate		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
<i>R in thousands</i>							
Revenue							
Grant allocation	41,994	43,413	48,568	50,100	52,796	55,702	58,766
Interest	2	267	821	1,502	949	1,001	1,056
Levies and Other	2,461	2,758	3,046	2,125	2,363	2,502	2,651
Total Revenue	44,457	46,438	52,435	53,727	56,108	59,205	62,473
Current payments	49,362	48,252	51,126	53,727	56,108	59,205	62,473
Compensation of employees	20,227	23,043	25,045	28,611	30,706	32,395	34,177
Salaries and wages	17,653	19,482	25,045	28,611	30,706	32,395	34,177
Social contributions	2,574	3,561	-	-	-	-	-
Goods and services	29,135	25,209	26,081	25,116	25,402	26,810	28,296
Agency and support / outsourced services	4,755		-	-	-	-	-
Communication	397	466	397	351	370	390	411
Computer services	1,173	472	831	2,413	1,836	1,937	2,043
Consultants	6,656	9,617	6,772	7,273	7,654	8,072	8,515
Lease payments	4,182	5,144	5,471	6,764	7,122	7,514	7,928
Repairs and Maintenance		83	29	15	16	17	18
Training and staff development		41	394	336	354	373	394
Travel and subsistence	2,218	1,587	2,072	2,343	2,449	2,556	2,693
Depreciation	955	1,333	1,714	-	-	-	-
Other	8,799	6,466	8,401	5,621	5,601	5,951	6,294
Total Expenditure	49,362	48,252	51,126	53,727	56,108	59,205	62,473
Surplus/(deficit) for the year	(4 905)	(1 814)	1 309	-	-	-	-

8.1 Relating expenditure estimates to strategic outcome-oriented goals

The annual financial statements received an unqualified audit opinion. The focus of the MTEF will be on CBE's legislative mandate imperatives and the six CBEP' responsiveness to Government's developmental priorities. These are encapsulated in the MTSF's 14 priority Outcomes, in support of the NDP. Thus, it follows that the CBE's five strategic goals are rooted in these priority Outcomes, which have been converted into five APP Programmes, each with its relevant projects and budget. While the CBE undertakes to implement projects to achieve its strategic goals, its financial constraints restricts it to fully implement its business plan. The budget allocations presented above indicate a declining trend in real terms, and this has a negative impact on the ability of the entity to fully execute its mandate.



PART **B**

PROGRAMMES AND OBJECTIVES

PART B: PROGRAMMES AND OBJECTIVES

The CBE's operational Programmes are:

Programme 1: Administration

Programme 2: Skills for Infrastructure Delivery

Programme 3: Built Environment Research, Information and Advisory

Programme 4: Regulation and Oversight of six CBEP

Programme 5: Government Policies and Priorities

This section of the annual performance plan provides details of each Programme in respect of the:

- Context and background of each annual target
- Budget utilisation
- Strategic objectives and medium-term targets for 2019/20
- Performance indicators for each target
- Quarterly targets for each annual target

Programme 1: Administration

Strategic goal: Provide support to CBE, thus contributing directly and indirectly to the delivery of all strategic outcome-oriented goals of the CBE.

Strategic objective: To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the BE.

Programme 1 has four deliverables. Administration's targets will be the following:

1.1. 100% of the processes implemented in the COBIT 5 Continuous Improvement Road Map by 31 March 2020.

The Continuous Improvement Road Map helps to optimise IT in the CBE environment and ensures ICT governance compliance.

The road map includes monitoring and reporting on ICT Governance as per the DPSA guidelines and COBIT 5 best practice.

The activities that will be undertaken are:

- Gap Analysis
- Identify specific COBIT 5 processes for implementation
- Close the identified gaps as part of continuous improvement
- Implement the identified COBIT 5 Processes

1.2 An Integrated Electronic Built Environment System (IEBES) implemented in the six CBEP by 31 March 2020.

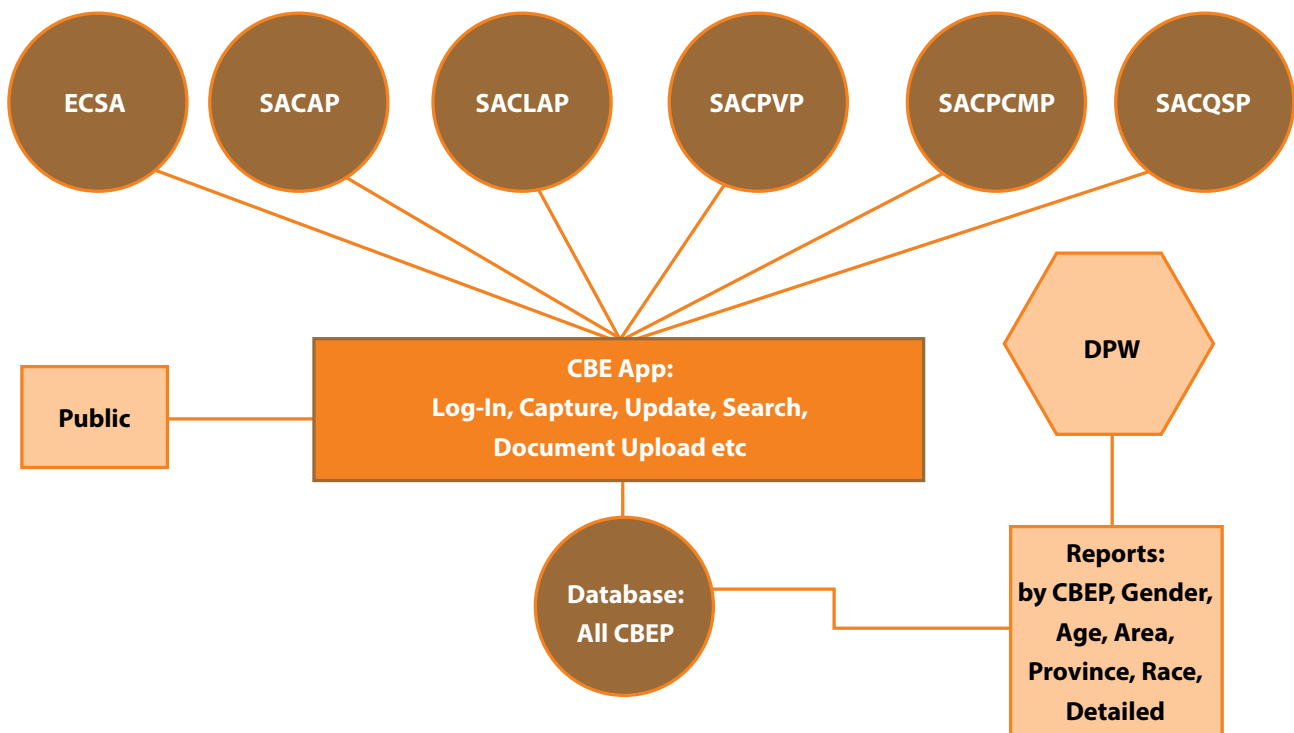
The Integrated Electronic Built Environment System (IEBES) enables the CBEP to submit their reports on an online transacting platform.

This Integrated Electronic Built Environment System (IEBES) will be centrally located at CBE, accessible to all CBE stakeholders, with functionalities that meet all their requirements. It addresses the challenge of data reporting experienced by the CBEP.

The following activities will be undertaken to achieve this target:

- Draw up Business Requirements Definitions
- Develop the System as per System Development Life Cycle

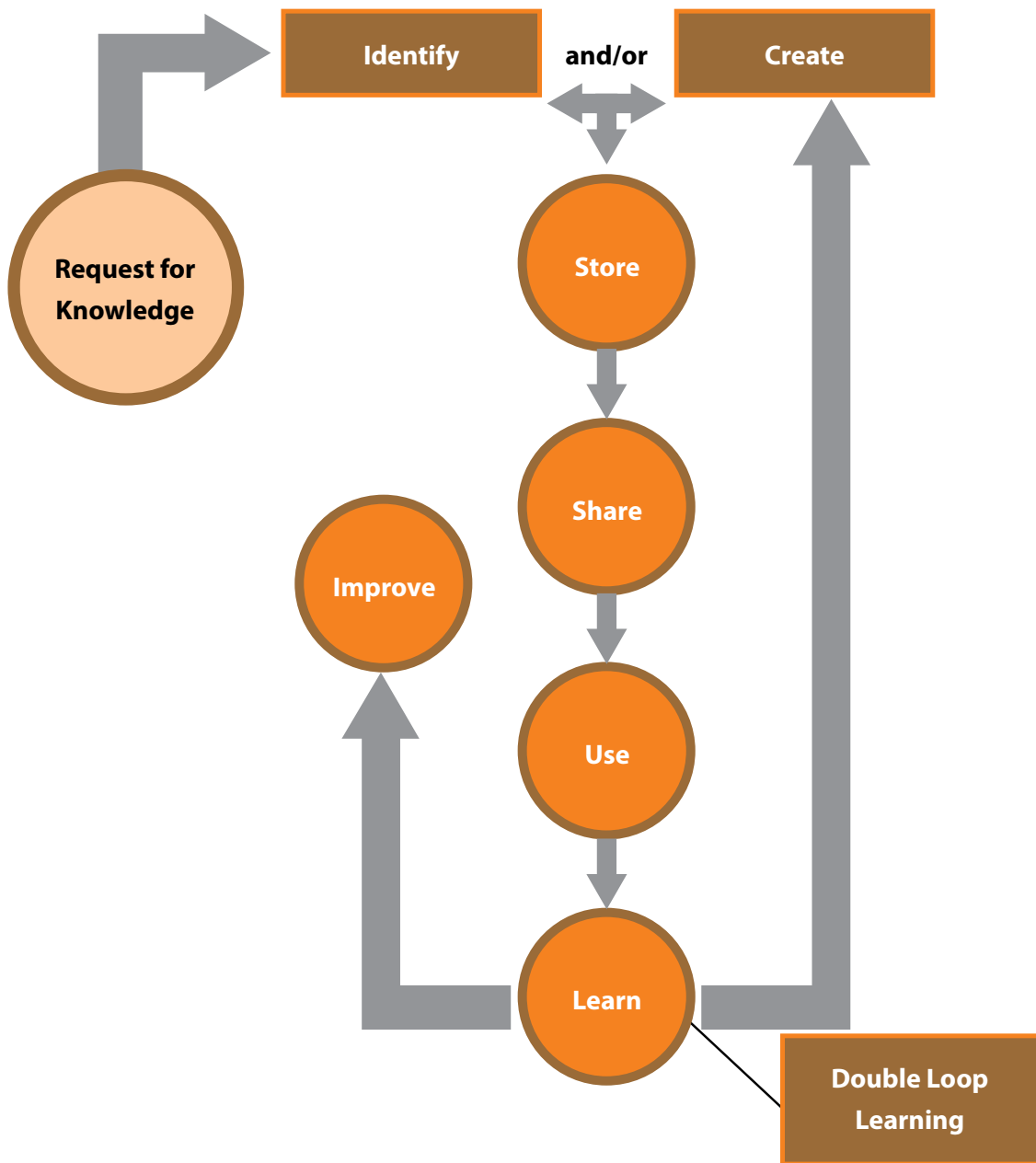
Figure 3: High-level architecture for the Integrated Electronic Built Environment System (IEBES)



1.3. A Knowledge Management e-portal platform implemented in the CBE by 31 March 2020.

The aim of the Knowledge Management e-portal platform is to create a Knowledge Management System or portal that will be used by students, the public, the CBE, the Centre for Academic Research in the Built Environment (CARINBE) and the six CBEP. The following figure depicts the Knowledge Management process.

Figure 4: Knowledge Management Process



Source: KM cycle Adopted from Evans, Dalkir and Bidian (2014)

1.4. An unqualified audit report achieved on financial statements, with no material findings for the 2018/19 financial year, by 31 March 2020.

The aim of this support function is to achieve a clean audit through the implementation of sound financial management and internal controls.

Budget

The budget for this Programme will increase by 2.58% for the 2019/20 financial year.

Strategic objectives and medium-term targets for 2019/20-2021/22

Strategic Objective	Strategic Plan Target	Audited/ Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
<p>To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the BE.</p>	IT processes compliant with sound corporate governance	-	Developed IT Governance Framework, in compliance with the DPSA corporate governance of ICT, and implementation of the IT Strategy by 31 March 2017.	A CBE IT Governance Framework, in line with DPSA Corporate Governance of ICT Policy Framework, implemented by 31 March 2018.	A CBE IT Governance Framework, in line with DPSA Corporate Governance of ICT Policy Framework, implemented by 31 March 2019.	Implement 100% of the processes in the COBIT 5 Continuous Improvement Road Map by 31 March 2020.	Continuous Improvement roadmap to implement IT Governance developed by 31 March 2021.	Continuous Improvement roadmap to implement IT Governance developed by 31 March 2022.	
	95% network up time	-	ICT Plan implemented by 31 March 2017.	Reconfigured network and server systems to ensure 95% up-time by 31 March 2018.	An Integrated Electronic Built Environment System (IEBES) implemented in three CBEP by 31 March 2019.	Implement an Integrated Electronic Built Environment System (IEBES) in the six CBEP by 31 March 2020.	Integrated Electronic Built Environment System (IEBES) with other external systems by 31 March 2021.	Continuous Improvement of the Integrated Electronic Built Environment System (IEBES) by 31 March 2022.	
	To ensure information and knowledge in the built environment is readily accessible and efficiently shared around the organisation and its stakeholders.	-	-	-	-	Implement a Knowledge Management e-portal platform in the CBE by 31 March 2020.	Continuous implementation and improvement of the system.	Integrated Knowledge Management Platform by 31 March 2022.	
<p>Ensure good governance and sound control environment.</p>	Efficient management of operations, financial controls and compliance with laws and regulations to obtain a clean audit report.	-	An unqualified audit report for the 2015/16 financial year.	An unqualified audit report, with no material financial findings for the 2016/17 financial year.	An unqualified audit report on financial statements, with no material findings for the 2017/18 financial year.	An unqualified audit report on financial statements, with no material findings for the 2018/19 financial year by 31 March 2020.	An unqualified audit report on financial statements, with no material findings for the 2019/20 financial year by 31 March 2021.	An unqualified audit report on financial statements, with no material findings for the 2020/21 financial year by 31 March 2022.	

Performance indicators and medium-term targets for 2019/20-2021/22

Performance indicator	Audited/ Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
1.1 Percentage of the Continuous Improvement Road Map implemented,	-	Developed IT Governance Framework, in compliance with the DPSA corporate governance of ICT, and implementation of the IT Strategy by 31 March 2017.	A CBE IT Governance Framework, in line with DPSA Corporate Governance of ICT Policy Framework, implemented by 31 March 2018.	A CBE IT Governance Framework, in line with DPSA Corporate Governance of ICT Policy Framework, implemented by 31 March 2019.	100% of the processes implemented in the COBIT 5 Continuous Improvement Road Map by 31 March 2020.	Continuous Improvement Road Map to implement IT Governance developed by 31 March 2021.	Continuous Improvement Road Map to implement IT Governance developed by 31 March 2022.	
1.2 Integrated Electronic Built Environment System (IEBES), implemented.	-	ICT Plan Implemented by 31 March 2017.	Reconfigured network and server systems to ensure 95% up-time by 31 March 2018.	An Integrated Electronic Built Environment System (IEBES) implemented in three CBEP by 31 March 2019.	An Integrated Electronic Built Environment System (IEBES) implemented in the six CBEP by 31 March 2020.	Integrated Electronic Built Environment System (IEBES) with other external systems by 31 March 2021.	Continuous Improvement of the Integrated Electronic Built Environment System (IEBES) by 31 March 2022.	
1.3 Knowledge Management e-Platform implemented.	-	-	-	-	A Knowledge Management e-portal platform implemented in the CBEP by 31 March 2020.	Integrated Knowledge Management Platform.	Integrated Knowledge Management Platform.	
1.4 Clean audit strategy implemented.	-	An unqualified audit report for the 2015/16 financial year.	An unqualified audit report, with no material financial findings for the 2016/17 financial year.	An unqualified audit report on financial statements, with no material findings for the 2017/18 financial year.	An unqualified audit report on financial statements, with no material findings for the 2018/19 financial year by 31 March 2020.	An unqualified audit report on financial statements, with no material findings for the 2019/20 financial year by 31 March 2021.	An unqualified audit report on financial statements, with no material findings for the 2020/21 financial year by 31 March 2022.	

Performance indicators and quarterly targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1st	2nd	3rd	4th
1.1 Percentage of the Continuous Improvement Road Map implemented.	Quarterly	100% of the processes implemented in the Continuous Improvement Road Map by 31 March 2020.	Gap analysis conducted on the implemented CBE IT Governance Framework and a continuous improvement implementation road map developed.	50% of the processes implemented in the Continuous Improvement Road Map.	100% of the processes implemented in the Continuous Improvement Road Map.	Reviewed the implementation road map for continuous improvement.
1.2 Integrated Electronic Built Environment System (IEBES) implemented.	Quarterly	An Integrated Electronic Built Environment System (IEBES) implemented in the six CBEP by 31 March 2020.	An Integrated Electronic Built Environment System (IEBES) implemented in any three CBEP.	An Integrated Electronic Built Environment System (IEBES) implemented in one CBEP.	An Integrated Electronic Built Environment System (IEBES) implemented in the remaining two CBEP.	Report compiled on the implementation of an Integrated Electronic Built Environment System (IEBES) in the six CBEP.
1.3 Knowledge Management e-Platform implemented.	Quarterly	A Knowledge Management e-portal platform implemented in the CBE by 31 March 2020.	A Knowledge Management e-portal fully implemented in the CBE.	A Knowledge Management e-portal fully implemented in the Centre for Academic Research in the Built Environment (CARINBE).	-	A Knowledge Management e-portal fully implemented in the public interface.
1.4 Clean audit strategy implemented.	Quarterly	An unqualified audit report achieved on financial statements, with no material findings for the 2018/19 financial year by 31 March 2020.	-	An unqualified audit report obtained on financial statements, with no material findings.	-	-

Programme 2: Skills for Infrastructure Delivery

Strategic goal: A transformed BE 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 BE.

Programme 2 has six targets as listed below:

2.1. 150 Grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2020.

The CBE's Maths and Science support programme started in the 2013/14 financial year. It seeks to improve the quality of Maths and Science throughput during the basic education phase. Initially it targeted disadvantaged learners from Grade 10-12 to improve their Maths and Science performance, as these are key entry subjects into BE qualifications and careers. The beneficiaries for the 2019/20 year will be grade 12 Maths and Science learners, who might have interest to pursue a career in the built environment.

2.2. 50 Candidates placed and assessed in workplace training by 31 March 2020.

The aim of this project is to have an efficient system in place to enlist suitable and accredited mentors to guide candidates on their journey to professional registration. The CBE will work towards increasing the number of candidates in line with projected numbers, while simultaneously supporting all candidates currently in the programme. This is a pilot project, intended to empower the CBEP to address capacity constraints with impact in the built environment.

2.3. 100 Interns placed and assessed in Work Integrated Learning (WIL) by 31 March 2020.

This project is the intern-training component of the structured workplace-training model. It entails supporting interns from UoTs to undertake workplace training, to complete the practical training requirement of their tertiary qualifications. This is a pilot project, intended to empower the CBEP to address capacity constraints with impact in the built environment. UoTs utilise a WIL Training Guideline (also known as the logbook) to guide the learner's practical exposure in the required knowledge areas.

The CBE's focus will be on consolidating efforts into a unified programme by defining the roles and responsibilities of all parties involved. The aim of this programme is to have an efficient system in place to enlist suitable and accredited mentors to guide interns to complete the practical component of their tertiary qualification. CBE will work towards increasing the number of interns, in line with projected numbers, while simultaneously supporting all interns currently in the programme.

2.4. An oversight report developed by 31 March 2020 on the accreditation of academic programmes undertaken by the CBEP.

In this project, the CBE exercises its oversight role during the accreditation visits undertaken by the six CBEP. The monitoring tool is the BE accreditation oversight framework programme, informed by the Council on Higher Education's (CHE) 19 Accreditation Criteria.

2.5. Two national government departments and two metropolitan municipalities engaged on the implementation of the CBE Structured Candidacy Framework by 31 March 2020.

This project forms part of the CBE's response to strengthen the technical capacity of the public sector for infrastructure delivery. It focuses on facilitating partnerships to support technical capacity and aligns with the Minister's priority of capacitating the State. The CBE will support government departments and municipalities implementing the structured workplace training for candidates in their employ. It will also advise the Minister, based on the engagements with partners, on the roll out of targeted capacity building interventions.

2.6. 12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2020.

During 2019/20, the CBE will focus heavily on coordinating the built environment sector of South Africa. This will entail convening high-level topic specific engagements, representative of all stakeholders in the sector. These engagements, which will be set up in the first quarter, will convene quarterly. Presently there are four such engagements listed and recommended in the CBE Organisation Review Project facilitated by Government Technical Advisory Centre (GTAC).

The CBE's annual Transformation Indaba provides a national platform to discuss transformation in the South African built environment, with a longitudinal view to establish and implement partnerships towards cooperative large-scale implementation of projects nationally. Additionally, it provides a platform for the intended quarterly sector coordination forums to culminate and consult with other stakeholders, sharing outcomes and decisions reached. Fundamentally, the Indaba serves to coordinate the sector thereby ensuring a uniformed approach to collaboratively driving Transformation.

Budget

The budget for this Programme will increase by 2.58% in the 2019/20 financial year. The major cost drivers will be the following:

- National Built Environment Indaba
- Maths and Science support programme for grade 12 learners
- Increasing career awareness of built environment professions at school level
- Refinement of the pilot project on integrated workplace training model for candidates and interns

Strategic objectives and medium-term targets for 2019/20-2021/22

Strategic Objective	Strategic Plan Target	Audited/ Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Drive and facilitate skills development and transformation within the BE.	To improve the Maths and Science throughput rate during the basic education phase by 31 March 2020.	150 Students reached through the roll out of the Maths and Science support programme by 31 March 2016.	150 Learners from a pool of Grade 10-12 learners enrolled in the Maths and Science support programme in the Durban (KwaZulu-Natal), Port Elizabeth (Eastern Cape) and Nelspruit (Mpumalanga) Education Districts.	150 Grade 12 learners enrolled in the Maths and Science support Programme by 31 March 2018.	150 Grade 12 learners enrolled in CBE's Maths and Science support programme by 31 March 2019.	150 grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2020.	150 grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2021.	150 grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2022.	
BE candidates / graduates and interns benefit from quality assured workplace training.	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 31 March 2020.	60 Candidates placed for workplace training.	50 Candidates/ BE graduates in workplace training by 31 March 2017.	50 Candidates placed in workplace training.	50 Candidates placed and assessed in workplace training by 31 March 2019.	50 Candidates placed and assessed in workplace training by 31 March 2020.	50 Candidates placed and assessed in workplace training by 31 March 2021.	50 Candidates placed and assessed in workplace training by 31 March 2022.	

Strategic Objective	Strategic Plan Target	Audited/ Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
BE candidates / graduates and interns benefit from quality assured workplace training.	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 the BE industry by 31 March 2020.	154 Interns placed with host employers for work integrated learning by 31 March 2016.	200 Interns placed in work integrated learning by 31 March 2017.	100 Interns placed for work integrated learning.	100 Interns placed and assessed for work integrated learning by 31 March 2019.	100 Interns placed and assessed for work integrated learning by 31 March 2020.	100 Interns placed and assessed for work integrated learning by 31 March 2021.	100 Interns placed and assessed for work integrated learning by 31 March 2022.	
Drive and facilitate skills development and transformation within the BE.	Six oversight reports to ensure consistent application of the CBE Policy Framework on Accreditation by the CBEP. Six initiatives to support BE technical capacity within municipal, provincial, national departments and SOEs, completed by 31 March 2020.	One project report on accredited academic programmes and institutions, submitted to BEMC by 31 March 2016.	A report on accreditation of academic programmes and academic institutions by the CBEP, completed by 31 March 2017.	One oversight report on the accredited academic programmes by the CBEP.	One oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2019.	An oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2020.	An oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2021.	An oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2022.	

Strategic Objective	Strategic Plan Target	Audited/ Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Initiatives to implement the CBE Transformation Model as amended, to increase the representation of previously disadvantaged groups in the BEPs.	Three transformation engagements held with built environment stakeholders.	-	-	One annual Transformation Indaba hosted, and its outcomes reported to DPW by 31 March 2018.	One annual Transformation Indaba hosted, and its outcomes reported to DPW by 31 March 2019.	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2020.	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2021.	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2022.	

Performance indicators and medium term targets for 2019/20 – 2021/22

Performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
2.1 Number of learners enrolled in the Maths and Science support programme.	150 students reached through the roll out of the Maths and Science support programme by 31 March 2016.	150 students reached through the roll out of the Maths and Science support programme by 31 March 2017.	450 learners from a pool of Grade 10-12 learners enrolled in a Maths and Science support programme in the Durban (KwaZulu- Natal), Port Elizabeth (Eastern Cape) and Nelspruit (Mpumalanga) Education Districts by 31 March 2018.	150 Grade 12 learners enrolled in the Maths and Science support programme by 31 March 2019.	150 Grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2020.	150 Grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2021.	150 Grade 12 learners enrolled and assessed in the CBE's the Maths and Science support programme by 31 March 2022.	
2.2 Number of candidates placed for workplace training.	53 Candidates were placed for workplace training by 31 March 2016.	60 Candidates were placed in workplace training by 31 March 2017.	50 Candidates/ BE graduates in workplace training by 31 March 2018.	50 Candidates/ BE graduates in workplace training by 31 March 2019.	50 Candidates placed and assessed in workplace training by 31 March 2020.	50 Candidates placed and assessed in workplace training by 31 March 2021.	50 Candidates placed and assessed in workplace training by 31 March 2022.	
2.3 Number of interns placed for workplace training.	154 Interns were placed with host employers for work integrated learning by 31 March 2016.	100 Interns placed for work integrated learning by 31 March 2017.	100 Interns placed for work integrated learning by 31 March 2018.	100 Interns placed and assessed for work integrated learning by 31 March 2019.	100 Interns placed and assessed for work integrated learning by 31 March 2020.	100 interns placed and assessed for work integrated learning by 31 March 2021.	100 Interns placed and assessed for work integrated learning by 31 March 2022.	
2.4 Number of oversight reports of CBEP Accreditation of BE Academic Programmes.	One project report on accredited academic programmes and institutions, submitted to BEMC by 31 March 2016.	A report on accreditation of academic programmes and academic institutions by the CBEP, completed by 31 March 2017.	One oversight report on the Accredited Academic Programmes undertaken by the CBEP by 31 March 2018.	One oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2019.	One oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2020.	One oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2021.	One oversight report developed on the accreditation of academic programmes undertaken by the CBEP by 31 March 2022.	

Performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
2.5 Number of municipalities, and national departments engaged on their BE technical capacity, based on the researched initiatives.	One research project on BE technical professionals employed in municipalities and provinces, submitted to BEMC by 31 March 2016.	Developed transformation strategy for the BEPs by 31 March 2017.	Nine Provincial Public Works Departments engaged on the implementation of the CBE Structured Candidacy Framework by 31 March 2018.	Four metropolitan municipalities engaged on the implementation of the Structured Candidacy Framework by 31 March 2019	Two national departments and two metropolitan municipalities engaged on the implementation of the CBE Structured Candidacy Framework by 31 March 2020.	A research report developed on BE professional skills in municipalities by 31 March 2021.	Impact assessment study of the implementation of the CBE Structured Candidacy Framework, conducted and completed by 31 March 2022.	
2.6 Number of transformation engagements held with built environment stakeholders.	-	-	One annual Transformation Indaba hosted, and its outcomes reported to DPW by March 2019.	One annual Transformation Indaba hosted, and its outcomes reported to DPW by March 2019.	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2020.	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2021.	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2022.	

Performance indicators and quarterly targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1st	2nd	3rd	4th
2.1 Number of learners enrolled in the Maths and Science support programme.	Quarterly	150 Grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2020.	150 Grade 12 learners enrolled in the CBE's Maths and Science support programme.	Progress assessed and analysed of the 150 grade 12 learners enrolled in the CBE's Maths and Science support programme.	Progress assessed and analysed of the 150 grade 12 learners enrolled in the CBE's Maths and Science support programme.	Final matrix results analysed of the 150 grade 12 learners enrolled in the CBE's Maths and Science support programme.
2.2 Number of candidates placed for workplace training.	Quarterly	50 Candidates placed and assessed in workplace training by 31 March 2020.	50 Candidates placed for workplace training.	Progress assessed of the 25 candidates placed in first quarter.	Progress assessed of the other 25 candidates placed in the first quarter.	Final progress analysed of the 50 candidates placed in workplace training.
2.3 Number of interns placed for workplace training.	Quarterly	100 Interns placed and assessed for work integrated learning by 31 March 2020.	100 Interns placed in work integrated learning.	Progress assessed and reported of the 50 interns placed in work integrated learning.	Progress assessed and reported of the remaining 50 interns placed in work integrated learning.	Final progress analysed of the 100 interns placed in workplace training.
2.4 Number of oversight reports of CBEP Accreditation of BE Academic Programmes.	Quarterly	An oversight report developed by 31 March 2020 on the accreditation of academic programmes undertaken by the CBEP.	Progress report produced on accreditation visits undertaken in the 1st quarter by the CBEP to evaluate compliance with CHE's Accreditation Criteria.	Progress report produced on accreditation visits undertaken in the 2nd quarter by the CBEP to evaluate compliance with CHE's Accreditation Criteria.	Progress report produced on accreditation visits undertaken in the 3rd quarter by the CBEP to evaluate compliance with CHE's Accreditation Criteria.	An oversight report developed on the accreditation of academic programmes undertaken by the CBEP.
2.5 Number of municipalities, and national departments engaged on their BE technical capacity, based on the researched initiatives.	Quarterly	Two national departments and two metropolitan municipalities engaged on the implementation of the CBE Structured Candidacy Framework by 31 March 2020.	Any two national departments engaged on the implementation of the CBE Structured Candidacy Framework.	Any one metropolitan municipality engaged on the implementation of the CBE Structured Candidacy Framework.	Any one metropolitan municipality engaged on the implementation of the CBE Structured Candidacy Framework.	A report on the engagements with two national governments departments and two metropolitan municipalities on the implementation of the CBE Structured Candidacy Framework produced by 31 March 2020.
2.6 Number of transformation engagements held with built environment stakeholders.	Quarterly	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2020.	Constituted four topic specific quarterly engagements aimed at sector coordination.	Convened 1st sitting of four collaborative engagements.	Convened 2nd sitting of four collaborative engagements and hosted the annual Built Environment Indaba as per the approved project plan.	Convened 3rd sitting of four collaborative engagements.

Programme 3: Built Environment Research, Information and Advisory

Strategic goal: An optimally functioning BE with a responsive and relevant policy and legislative framework, based on informed and researched positions.

Strategic objective: To provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSF.

Programme 3 has three deliverables, listed as follows:

3.1 One research report developed by 31 March 2020 that analysed the best practices of models/systems equivalent to the SIPDM.

This project is part of the formalised partnership between the CBE and the Office of the Chief Procurement Officer (OCPO) at National Treasury on the implementation of the SIPDM, also referred to as 'the Standard'. The Standard makes it incumbent upon the departments and municipalities to involve professionally registered BE practitioners from the conceptualisation, through to delivery and completion of projects. The implementation of the SIPDM creates an enabling environment for the attraction and retention of built environment professionals in Government, and to ensure that they get involved in the actual technical work rather than be limited to administrative tasks. In addition, the implementation of the Standard compels BE technical officials in the employ of the State to be registered with their respective CBEP, as a pre-requisite to be involved in the management of construction projects. This, by default, enforces professional registration, thus promoting numbers that contribute to transformation in the built environment. The overall objective of the project is to assess the state of readiness of municipalities to implement the SIPDM. In so doing, the specific objectives of the project are to:

- establish the availability of requisite BEP skills as prescribed by the SIPDM within the selected municipalities
- establish the existence of individuals with built environment qualifications who have not registered with their respective CBEP
- identify existing processes and legislative frameworks that can be utilised to ensure sustainable technical capacity within municipalities

3.2 One advisory report developed by 31 March 2020 on the state of compliance with health and safety regulations by the CBEP.

This project emanates from the Health and Safety Accord and Action Plan signed in 2013 by the Department of Labour (DoL), DPW and labour representatives to promote higher standards of health and safety in the built environment. The CBEP co-signed the Accord as a commitment to promote health and safety in their professional practice. The SACPCMP has the function to register Health and Safety practitioners in the construction sector. As the DoL remains the custodian of regulating construction health and safety, CBE initiated a formalised partnership through a draft MoU. The partnership enables the CBE to respond to its mandate to promote health and safety, implement determinations that were made through the Accord, and to create awareness on the importance of compliance with health and safety regulations. The Construction Health and Safety Accord is based on the Occupational Health and Safety Act enacted in 1994, which gives workers some rights in health and safety in the workplace.

3.3 One research report developed by 31 March 2020 on the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.

The project will be implemented through an existing MoU, signed two years ago between DPW, Expanded Public Works Programme (EPWP) and the International Labour Organization (ILO). The initiative supports labour intensive practices in the delivering government infrastructure projects. It promotes job creation in the country, with specific interest in the role of BEPs. Further, the project seeks to create greater awareness amongst the infrastructure departments, BEPs and tertiary institutions offering BE programmes on labour intensive practices.

Budget

Programme 3 will see an increase of 2.60% in its budget in 2019/20, with key cost drivers being the following:

- Research
- Knowledge and information gathering
- Stakeholder forums

Strategic objectives and medium-term targets for 2019/20-2021/22

Strategic Objective	Strategic Plan Target	Audited/ Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
		2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
Provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSF.	Three reports on the implementation of the SIPDM.	-	One partnership with the Office of the Chief Procurement Officer on CPD programmes to support infrastructure delivery in the public sector by 31 March 2017.	One research report on the state of readiness of municipalities to implement the SIPDM by 31 March 2018.	A research report, analysing the impact of the SIPDM on attracting and retaining BEPs within DPW by 31 March 2019.	-	-	-
	Four reports on health and safety matters in the built environment.	One research project on the Occupation Specific Dispensation (OSD) Framework's role in the attraction and retention of BEPs in the public sector, submitted to DPSA, by 31 March 2016.	Advisory report on the implementation of OSD Framework within national infrastructure departments developed by 31 March 2017.	-	One advisory report on health and safety regulations within the public sector developed and submitted to the Department of Labour by 31 March 2019.	-	-	-
Provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSF.	Two reports on the impact of built environment skills development.	First phase research project on the incorporation of labour intensive construction and job creation opportunities in public sector infrastructure and construction projects contracts, submitted to Council by 31 March 2016.	One Memorandum of Agreement (MoA) with EPWP/ ILO ⁴ on programme to promote labour intensive practices in the BE projects by 31 March 2017.	-	One advisory report on BEPs role in the Expanded Public Works Programmes (EPWP) developed and submitted to DPW EPWP by 31 March 2019.	-	-	-

Performance indicators and medium term targets for 2019/20 – 2021/22

Performance indicator	Audited/Actual performance			Estimated/ Unaudited Performance	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
3.1 Number of research reports to support infrastructure delivery in the public sector (Analysis of the impact of SIPDM).	-	One partnership with the Office of the Chief Procurement Officer (OCPO) on CPD programmes to support infrastructure delivery in the public sector by 31 March 2017.	One research report on the state of readiness of municipalities to implement the SIPDM by 31 March 2018.	A research report, analysing the impact of the Standards for Infrastructure Procurement and Delivery Management (SIPDM) on attracting and retaining BEPs within DPW by 31 March 2019.	One research report developed by 31 March 2020 that analysed the best practices of models/systems equivalent to the SIPDM.	-	-
3.2 Number of advisory reports on health and safety regulations within the public sector.	-	-	-	One advisory report on health and safety regulations within the public sector developed and submitted to Department of Labour by 31 March 2019.	One advisory report developed by 31 March 2020 on the state of compliance with health and safety regulations by the CBEP.	-	-
3.3 Number research reports on initiatives to promote labour intensive construction practices in the BE projects.	-	-	-	One advisory report on BEPs role in the Expanded Public Works Programmes (EPWP) developed and submitted to DPW EPWP by 31 March 2019.	One research report developed by 31 March 2020 on the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	-	-

Performance indicators and quarterly targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1st	2nd	3rd	4th
3.1 Number of research reports to support infrastructure delivery in the public sector (Analysis of the impact of SIPDM).	Quarterly	One research report developed by 31 March 2020 that analysed the best practices of models/systems equivalent to the SIPDM.	Literature review that analysed the best practices of models/systems equivalent to the SIPDM.	First draft research report that analysed the best practices of models/systems equivalent to the SIPDM.	Second draft research report that analysed the best practices of models/systems equivalent to the SIPDM.	Final research report that analysed the best practices of models/systems equivalent to the SIPDM.
3.2 Number of advisory reports on health and safety regulations within the public sector.	Quarterly	One advisory report developed by 31 March 2020 on the state of compliance with health and safety regulations by the CBEP.	Literature review that analysed the state of compliance with health and safety regulations by the CBEP.	First draft advisory report that analysed the state of compliance with health and safety regulations by the CBEP.	Second draft advisory report that analysed the state of compliance with health and safety regulations by the CBEP.	Final advisory report that analysed the state of compliance with health and safety regulations by the CBEP.
3.3 Number of research reports on initiatives to promote labour intensive construction practices in the BE projects.	Quarterly	One research report developed by 31 March 2020 on the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Literature review that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	First draft research report that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Second draft research report that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Final research report that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.

Programme 4: Regulation and Oversight of six CBEP

Strategic goal: Ensure that BEPs that operate within a regulated policy and legislative framework.

Strategic objective: To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and ensure high standards of professional ethics and conduct within the BE.

Programme 4 has five deliverables. The focus will be the following:

4.1 100% of appeals finalised within the statutory 60 days of their lodgement by 31 March 2020.

The aim of this target is to give effect to the provision of the Promotion of Justice Act (PAJA). Section 4 (m) of the CBE Act empowers the CBE to act as an appeal body with regard to matters referred to it in terms of the law regulating the BEPs. Section 21 of the Act empowers the CBE to constitute an Appeals Committee to decide an appeal within 60 days from its date of lodgement.

4.2. 100% of the identification of work (IDoW) Action Plan deliverables implemented by 31 March 2020.

This project will facilitate consultations with the Competition Commission (CC), the CBEP and other stakeholders on IDoW. Section 20(2) of the CBE Act requires the CBE to identify the scope of work for every category of registered persons. This will be effected after consultation with the CC and in consultation with the CBEP. Applications for exemption from the provisions of the Competition Act were rejected in a previous financial year. The CBE's approach to IDoW is to follow the provisions of the CBE Act closely by identifying the scope of work as explained above after conducting the required consultations.

4.3. Two workshops conducted with the CBEP by 31 March 2020 to promote the principles of the final Governance Regulatory Framework.

Section 3(f) of the Act impels the CBE to promote sound governance in the CBEP. The CBE developed a Corporate Governance Framework to assist the CBEP in enhancing good governance in their operations. In 2019/20, CBE will implement initiatives aimed at promoting sound governance in the CBEP.

4.4 One assessment report submitted to DPW by 31 March 2020 on progress made by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.

Sections 3(i), 4(k) and 4(o) of the Act mandate the CBE to ensure the consistent application of policy by the CBEP. DPW has developed policy frameworks, approved by the Minister as the executive authority in this regard, for adoption and implementation by the CBEP. The CBEP are expected to align their policies with the principles contained in the Policy Frameworks. The CBE will monitor progress made by CBEP on the alignment of their policies with the approved Policy Frameworks, according to an implementation plan developed in the 2019/20 financial year.

4.5 The strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2020.

This project seeks to ensure that the six CBEP are on their path towards compliance with the statutory prescripts of Government's budgeting and planning/reporting requirements in their strategic plans, annual performance plans and annual reports.

Budget

The budget for Programme 4 will increase by 2.58% in the 2019/20 financial year. The major cost drivers will remain:

- Appeals
- IDoW activities
- Governance

Strategic objectives and medium-term targets for 2019/20-2021/22

Strategic Objective	Audited/ Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs and to promote and enhance high standards of professional ethics and conduct within the BE.	Appeal cases finalised (within the statutory 60 days) by 31 March 2016.	Annual report on the 100% finalisation of appeals within statutory 60 days by 31 March 2017.	Finalise 100% of appeals within the statutory 60 days of their lodgement by 31 March 2018.	Finalise 100% of appeals within the statutory 60 days of their lodgement by 31 March 2019.	100% of appeals finalised within the statutory 60 days of their lodgement by 31 March 2020.	100% of appeals finalised within the statutory 60 days of their lodgement by 31 March 2021.	100% of appeals finalised within the statutory 60 days of their lodgement by 31 March 2022.
	Implementation report on the CC's decision on the IDoW exemption applications for the six CBEP, submitted to Council.	Implementation report on the decision of the CC on the IDoW of six CBEP, submitted to Council by 31 March 2017.	Develop an identification of work (IDoW) Action Plan, approved by Council by 31 March 2018.	Implement 50% of the deliverables of the identification of work (IDoW) Action Plan by 31 March 2019.	100% of the revised identification of work (IDoW) Action Plan deliverables implemented by 31 March 2020.	Stakeholders engaged on the identification of work (IDoW) by 31 March 2021.	-
Alignment by six CBEP to CBE's Corporate Governance Framework.	-	Assessment of the Corporate Governance Implementation Checklist in the six CBEP, submitted to Council and DPW, by 31 March 2017.	Assessment of the Corporate Governance Implementation Checklist in the six CBEP, submitted to Council and DPW, by 31 March 2018.	A report on the six CBEP' implementation of the King IV Corporate Governance Framework, submitted to Council and DPW by 31 March 2019.	Two workshops conducted with CBEP to promote the principles of the final Governance Regulatory Framework.	Assessment submitted to Council and DPW by 31 March 2021 on the six CBEP' level of compliance with the King IV Corporate Governance Framework.	Assessment submitted to Council and DPW by 31 March 2022 on the six CBEP' level of compliance with the King IV Corporate Governance Framework.
	Six CBEP' implementation programme on the translation of four Ministerial approved BE policies into rules, by 31 March 2016.	Three workshops to facilitate the alignment of the Ministerial approved BE Policy frameworks by the six CBEP, by 31 March 2017.	An assessment report on the six CBEP' Policies alignment with the seven (Ministerial approved) Policy Frameworks submitted to DPW, by 31 March 2018.	An implementation plan for the six CBEP' alignment of their policies with the Ministerial approved Policy Framework, developed and approved by the COO and CEO by 31 March 2019.	One assessment report submitted to DPW by 31 March 2020 on progress made by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	An assessment report submitted to DPW by 31 March 2021 on progress made by CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	A report submitted to DPW by 31 March 2022 on progress by CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.

Strategic Objective	Audited/ Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets		
	2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
Adoption and implementation of the CBE Monitoring and Evaluation Framework by the six CBEP.	Timetable on the alignment of strategic plans, annual performance plans and annual reports of the six CBEP to those of CBE and DPW, submitted to Council and DPW by 31 March 2016.	Six CBEP' strategic plans, annual performance plans and annual reports submitted to DPW by 31 March 2017.	Strategic plans, annual performance plans and annual reports of the six CBEP submitted to Council and DPW by 31 March 2018.	The six CBEP' strategic plans, annual performance plans and annual reports submitted to DPW by 31 March 2019.	The strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2020.	The strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2021.	The strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2022.	

Performance indicators and medium term targets for 2019/20 - 2021/22

Performance indicator	Strategic Plan target	Audited/Actual performance				Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
4.1 Percentage of appeals finalised within the statutory 60 days from date of lodgement.	100% finalisation of appeals within the statutory 60 days by 31 March 2020.	Appeal cases finalised (within the statutory 60 days from lodgement) by 31 March 2016.	Annual report on the 100% finalisation of appeals within statutory 60 days from lodgement by 31 March 2017.	Finalise 100% of appeals within the statutory 60 days from lodgement by 31 March 2018.	Finalise 100% of appeals within the statutory 60 days from lodgement by 31 March 2019.	100% of appeals finalised within the statutory 60 days from lodgement by 31 March 2020.	100% of appeals finalised within the statutory 60 days from lodgement by 31 March 2021.	100% of appeals finalised within the statutory 60 days from lodgement by 31 March 2022.	
4.2 Percentage of IDoW Action Plan deliverables implemented.	Identification of Work promulgated.	Report on the implementation of the decision of the CC on IDoW of five BEPCs and ECSA, by 31 March 2016.	Implementation report on the decision of the CC on IDoW of six CBEP, submitted to Council by 31 March 2017.	Develop an identification of work (IDoW) Action Plan, approved by Council by 31 March 2018.	Implement 50% of the deliverables of the identification of work (IDoW) Action Plan by 31 March 2019.	100% of the identification of work (IDoW) Action Plan deliverables implemented by 31 March 2020.	Stakeholders engaged on the identification of work (IDoW) by 31 March 2021.	–	
4.3 Number of Initiatives implemented to enhance governance in the CBEP.	CBEP comply with principles of corporate governance by 31 March 2020.	Assessment of the Corporate Governance Implementation Checklist in the six CBEP, submitted to Council and DPW, by 31 March 2016.	Assessment of the Corporate Governance Implementation Checklist in the six CBEP, submitted to Council and DPW, by 31 March 2017.	Reviewed and aligned CBE Corporate Governance Framework to the King IV principles of Corporate Governance, and approved by Council by 31 March 2018.	A report on the six CBEP' implementation of the King IV Corporate Governance Framework, submitted to Council and DPW by 31 March 2019.	Two workshops conducted with CBEP to promote the principles of the final Governance Regulatory Framework.	Assessment submitted to Council and DPW by 31 March 2021 on the six CBEP' level of compliance with the King IV Corporate Governance Framework.	Assessment submitted to Council and DPW by 31 March 2022 on the six CBEP' level of compliance with the King IV Corporate Governance Framework.	
4.4 Number of reports on the Assessment of the six CBEP Policies' alignment with the seven (Ministerial approved) Policy Frameworks.	CBEP align their policy with the Ministerial approved BE frameworks by 31 March 2020.	Six CBEP' implementation programme on the translation of four Ministerial approved BE policies into rules, by 31 March 2016.	Three workshops to facilitate the alignment of the Ministerial approved BE Policy frameworks by the six CBEP, by 31 March 2017.	An assessment report on the six CBEP Policies alignment with the seven (Ministerial approved) Policy Frameworks submitted to DPW, by 31 March 2018.	An implementation plan for the six CBEP' alignment of their policies with the Ministerial approved policy framework, developed and approved by 31 March 2019.	One assessment report submitted to DPW by 31 March 2020 on progress made by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	A report on progress by the CBEP on the alignment of their policies with the Ministerial approved Policies Frameworks submitted to DPW by 31 March 2021.	A report on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks submitted to DPW by 31 March 2022.	

Performance indicator	Strategic Plan target	Audited/Actual performance				Estimated performance	Medium-term targets		
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
4.5 Number of strategic plans, annual performance plans and annual reports of the six CBEP submitted to CBE and DPW.	The strategic plans, annual performance plans and annual reports of the CBEP, submitted to CBE and DPW.	Timetable on the alignment of strategic plans, annual performance plans and annual reports of the six CBEP to those of CBE and DPW, submitted to Council and DPW by 31 March 2016.	Six CBEP's strategic plans, annual performance plans and annual reports submitted to DPW by 31 March 2017.	Strategic plans, annual performance plans and annual reports of the six CBEP submitted to Council and DPW by 31 March 2018.	The six CBEP's strategic plans, annual performance plans and annual reports submitted to DPW by 31 March 2019.	The aligned strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2020.	The aligned strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2021.	The aligned strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2022.	

Performance indicators and quarterly targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1st	2nd	3rd	4th
4.1 Percentage of appeals finalised within the statutory 60 days from date of lodgement.	Quarterly	100% of appeals finalised within the statutory 60 days of their lodgement by 31 March 2020.	Quarterly Report developed on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Quarterly Report developed on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Quarterly Report developed on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Final Report produced on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.
4.2 Percentage of IDoW Action Plan deliverables implemented.	Quarterly	100% of the identification of work (IDoW) Action Plan deliverables implemented by 31 March 2020.	IDoW action plan deliverables scheduled for the 1st quarter completed.	IDoW action plan deliverables scheduled for the 2nd quarter completed.	IDoW action plan deliverables scheduled for the 3rd quarter completed.	100% of the identification of work (IDoW) Action Plan deliverables implemented.
4.3 Number of Initiatives implemented to enhance governance in the CBEP.	Quarterly	Two workshops conducted with CBEP by 31 March 2020 to promote the principles of the final Governance Regulatory Framework.	-	First workshop conducted with CBEP on the governance principles of the Regulatory Framework.	Outcomes of the first workshop reported on to the CBEP.	Second workshop conducted with CBEP on the governance principles of the Regulatory Framework.
4.4 Number of reports on the progress of the six CBEP Policies' alignment with the seven (Ministerial approved) Policy Frameworks.	Quarterly	One assessment report submitted to DPW by 31 March 2020 on progress made by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarterly report developed on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarterly report developed on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarterly report developed on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Final report produced on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.
4.5 Number of strategic plans, annual performance plans and annual reports of the six CBEP submitted to CBE and DPW.	Quarterly	The strategic plans, annual performance plans and annual reports of the six CBEP submitted to DPW by 31 March 2020.	No target	Annual reports of the six CBEP tabled in Parliament by the end of September 2019.	No target	Strategic plans and annual performance plans submitted to DPW.

Programme 5: Government Policies and Priorities

Strategic goal: Ensure that the South African built environment responds to the developmental and economic priorities of Government.

Strategic objectives: BE academic curricula and CPD programmes that embody issues of health and safety in construction, environmental sustainability, job creation through labour intensive construction and the IDMS.

Programme 5 has one deliverable.

5.1 One research report on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, developed by 31 March 2020.

The aim of this project is to ensure that BE academic programmes contain adequate coverage and content of new knowledge areas identified by the built environment sector in the design, construction, maintenance and disposal of infrastructure. The strategic goal of Programme 5 is to achieve a built environment that is responsive to the development and economic priorities of Government. The objectives are that built environment academic curricula and CPD programmes should embody health and safety in construction, environmental sustainability, job creation through labour intensive construction and the IDMS. Digital systems (such as the Building Information Model [BIM]) along with other technologies emerging from the Fourth Industrial Revolution have the potential to embody and address all of these important issues in an efficient holistic manner. For example, BIM is a 3D model-based process which gives architecture, engineering, quantity surveyors and construction professionals the insight and tools to more efficiently conceptualise, plan, design, construct, and manage buildings and infrastructure. It is a digital representation of physical and functional characteristics of an infrastructure. BIM is a shared knowledge resource for decisions during the life cycle of infrastructure - from conception to demolition.

The benefits of BIM are:

- Improved visualisation due to its digital 3D modelling (which makes room for labour intensive construction)
- Improved designs (which enhances the issues of health and safety in construction and environmental sustainability)
- Improved productivity due to easy retrieval of information (which support efficient infrastructure delivery i.e. IDMS)
- Increased coordination of construction documents (which support efficient infrastructure delivery i.e. IDMS)
- Embedding and linking of vital information such as vendors for specific materials, location of details and quantities required for estimation and tendering
- Increased speed of delivery (which support efficient infrastructure delivery i.e. IDMS)
- Reduced costs (which allows for economic sustainability)
- BIM contains most of the data needed for construction and performance analysis and simulation (construction health and safety). The building properties in BIM can be used to automatically create the input file for building performance simulation and save significant time and effort. Moreover, automation of this process reduces errors and mismatches in the building performance simulation process

Strategic objectives and medium-term targets for 2019/20-2021/22

Strategic Objective	Strategic Plan Target	Audited Actual Performance				Estimated/ Unaudited Performance	Medium-Term Targets	
		2015/16	2016/17	2017/18	2018/19		2019/20	2020/21
<p>5.1 BE academic curricula and CPD programmes that embody issues of health and safety in construction, environmental sustainability and job creation through labour intensive construction and the IDMS.</p>	<p>To ensure that all BE academic programmes include adequate coverage of issues on health and safety in construction, environmental sustainability and job creation through labour intensive construction in their curriculum by 31 March 2020.</p>	<p>Framework developed to incorporate modules on health and safety in construction, environmental sustainability and job creation through labour intensive construction as well as the IDMS in BE curricula by 31 March 2016.</p>	<p>Memorandum of Agreement on the framework implementation on BE curricula reviews and changes to incorporate modules on health and safety in construction, and the IDMS by 31 March 2017.</p>	<p>Implementation plan to incorporate modules on health and safety, sustainability, labour intensive construction and the Infrastructure Delivery Management System (IDMS) into the BE academic curricula by 31 March 2018.</p>	<p>An implementation plan to incorporate new knowledge areas into BE academic curricula, developed by 31 March 2019.</p>	<p>One research report on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, developed by 31 March 2020.</p>	-	-

Performance indicators and medium term targets for 2019/20-2021/22

Performance indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2015/16	2016/17	2017/18		2019/20	2020/21	2021/22
5.1 Number of implementation plans incorporating new knowledge in BE curricula.	Framework developed to incorporate modules on health and safety in construction, environmental sustainability, job creation through labour intensive construction and the IDMS in BE curricula by 31 March 2016.	MoA on the framework implementation on BE curricula reviews and changes to incorporate modules on health and safety in construction, and the IDMS by 31 March 2017.	Implementation plan to incorporate modules on health and safety, sustainability, labour intensive construction and the Infrastructure Delivery Management System (IDMS) into BE academic curricula by 31 March 2018.	An implementation plan to incorporate new knowledge areas into BE academic curricula, developed by 31 March 2019.	One research report on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, developed by 31 March 2020.	-	-

Performance indicators and quarterly targets for 2019/20

Performance indicator	Reporting period	Annual target 2019/20	Quarterly targets			
			1st	2nd	3rd	4th
5.1 Number of implementation plans incorporating new knowledge in BE curricula.	Quarterly	One research report on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, developed by 31 March 2020.	Concept document developed on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.	First draft on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.	Second draft on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.	Final research report on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.



PART **C**

**LINKS TO
OTHER PLANS**

PART C: LINKS TO OTHER PLANS

Links to the long-term infrastructure and other capital plans

The CBE does not have any long-term infrastructure or capital spending plans.

Conditional grants

The CBE does not receive any conditional grants.

Public-private partnerships

Not applicable to the CBE at this stage.

Strategic risks identified

Risk management forms a central part of the CBE's strategic management with the task of identifying, assessing, managing and monitoring risks across the organisation. This exercise has been performed by the CBE internal audit function, O.M.A Chartered Accountants (OMA), to support the Audit and Risk Committee (ARC).

In line with good governance, risk management and planning is emphasised as an element for which the accounting authority is directly responsible. Risk Management is also a compliance requirement, as per the PFMA.

The CBE held a Strategic Risk workshop on 26 October 2017. The CBE Management Committee discussed and approved the Strategic Risk Register on 23 May 2018. The Strategic Risk Register, with action plans, was submitted to ARC and the Executive Committee (EXCO) respectively on 24 May 2018. This document is distributed quarterly to all relevant governance structures to monitor its action plans. The ARC monitors strategic risks and management plans and considers key environmental concerns that may impact on CBE's goals, strategies and key activities.

Table 17: Strategic Risk Register

Risk No	Strategic Objective	Risk Description	Risk Rating	Primary/Root Cause	Consequences	Controls in Place	Actions to Improve Management of the Risk	Custodian Dept
1	To ensure that the CBE has the necessary capacity and capability to support Government's development priorities within the BE.	Inadequate IT governance policies and procedures.	5	<ul style="list-style-type: none"> - Lack of adoption of the DPSA Framework. - Inadequate approval/development and communication of IT policies and procedures. - Lack of capacity to implement. 	<ul style="list-style-type: none"> - Reputational damage. - Inability to operate. - Non-compliance. - Financial loss. 	<ul style="list-style-type: none"> - ICT Governance Framework approved. - ICT policies developed and in the process of approval. - Appointed service providers for implementation. - IT Manager appointed. 	<ol style="list-style-type: none"> 1. IT Policies to be presented to Council for approval. 2. Implementation of the approved policies. 3. Continuous monitoring. 	KMIT
2	To ensure that the CBE has the necessary capacity and capability to support Government's development priorities within the BE.	Adverse audit opinion	4	<ul style="list-style-type: none"> - Inadequate policy and control environment. - Incomplete and inaccurate financial records. - Inadequate document management. - Inadequate performance management system. - Non adherence to policies and procedures. - Indicator descriptors (TIDs) not well defined. - Portfolio of evidence insufficient to support reported target. 	<ul style="list-style-type: none"> - Funding difficulties - Reputational harm 	<ul style="list-style-type: none"> - Financial policies and procedures. - Performance Management Framework. - Internal control / Internal audit. - Adequate systems in place. - Trained resources. - Regular workshops on Finance and SCM policies. - Audit findings register. 	<ol style="list-style-type: none"> 1. Add and improve Technical Indicator Descriptions (TIDs) to the APP. 2. Improve the portfolio of evidence. 3. Internal Audit reviews the Performance Information before submission to AG. 	Finance
3	Drive and facilitate Skills Development within the BE.	Inability to influence the built environment	4	<ul style="list-style-type: none"> - The CBE Act and CBEP' legislation is not clear regarding the responsibilities on transformation and on the regulatory role of CBE. - Lack of buy-in into CBE's role on transformation. - Negative perception / lack of recognition of CBE's standing in industry. - Lack of coordination of initiatives in the industry. 	<ul style="list-style-type: none"> - Minimal levels / slow pace of transformation in the industry. 	<ul style="list-style-type: none"> - Transformation model approved and partly implemented. - Dedicated unit - Transformation Task Team in place. - Annual Transformation Indaba held to engage stakeholders. - Transformation initiatives. - Partnerships established. - Stakeholder management plan in place. 	<ol style="list-style-type: none"> 1. Enter into agreements with stakeholders in the built environment. 2. Obtain information from CBEP, Provincial DPWs. 3. Consultations 4. Improve the stakeholder management plan. 5. Drive sector coordination initiatives 6. Convene quarterly high-level engagements addressing topical concerns. 	Transformation Programmes

Risk No	Strategic Objective	Risk Description	Risk Rating	Primary/Root Cause	Consequences	Controls in Place	Actions to Improve Management of the Risk	Custodian Dept
4	Provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSE.	Lack of coordination and access to research initiatives for the built environment sector	3	<ul style="list-style-type: none"> - Industry players working in silos (endemic within the industry). - Lack of knowledge management platform. - Lack of knowledge of current research available. 	<ul style="list-style-type: none"> - Absence of information for sound decision making by policy makers. - Absence of industry knowledge may lead to CBE being unable to execute the advisory function adequately. 	Signed agreements with some universities.	<ol style="list-style-type: none"> 1. Establishing relationships with existing research institutions in terms of knowledge sharing. 2. Establishment of a knowledge management platform. 3. Develop knowledge sharing plan. 	Research and Policy
5	Provide informed and researched advice to Government on BE priority matters identified in the 2014-19 MTSE.	Inadequate dissemination of research output.	4	<ul style="list-style-type: none"> - Unpublished research report output. - Lack of a research publication policy / strategy. 	<ul style="list-style-type: none"> - Lack of visibility. - Negative perception / lack of recognition of CBE's standing in industry. 	Research information is shared with various stakeholders.	<ol style="list-style-type: none"> 1. Develop a research publication policy / strategy. 2. Publish the research information on the knowledge management platform. 	Research and Policy
6	Act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions.	Appeals timelines not met.	3	<ul style="list-style-type: none"> - Dependence on third parties. - Delays in appointment of appeal Committee. 	<ul style="list-style-type: none"> - Reputation of CBE impaired. - Additional litigation. - Financial loss. 	<ul style="list-style-type: none"> - Appeals policy regularly reviewed. 	<ol style="list-style-type: none"> 1. Appoint a standing Committee. 2. Enforce compliance with the appeal policy. 	Regulations and Legal Services
7	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 IDMS.	Dependency on third parties (institutions of higher learning) to amend their curricula and implement amendments.	4	<ul style="list-style-type: none"> - Lack of buy-in by and readiness of key stakeholders (institutions of higher learning). - Lack of resources on the part of the key stakeholders. 	<ul style="list-style-type: none"> - Non- achievement of CBE's mandate. - Reputational harm. - Targets not achieved. - Inadequate skills in the built environment. - National Transformation objectives not achieved. 	<ul style="list-style-type: none"> - Accreditation visits to exercise oversight. - Consultations with HOD's and 6 CBEP. - Assessing and reviewing of budgets and APPs. - Research on status quo 	<ol style="list-style-type: none"> 1. Implementation Plan to be developed 2. Advise Government on status quo and challenges 	Skills for Infrastructure Delivery
8	To ensure that the CBE has the necessary capacity and capability to support Government's development priorities within the BE.	Succession planning	3	Size and structure of CBE.	<ul style="list-style-type: none"> - Targets not achieved. - Inadequate skills in the built environment. - Tested knowledge compromised. 	<ul style="list-style-type: none"> - On the job training. - Appoint officials in acting positions. 	Action plan to mitigate risk	Human Capital



PART **D**

TECHNICAL INDICATORS

PART D: TECHNICAL INDICATORS

Technical indicators must be clearly defined so that they can be used as measures of success. Well-defined indicators act as standardised measures that allow for comparison over time, over geographic areas and across programmes. This section outlines the technical indicator of each target within the Programmes, in accordance with the UNAID (2010)⁵ guidelines:

- Clearly stated title and description
- Clearly stated purpose and rationale
- Indication of data collection methodology to be used and data tools required to collect data
- Information pertaining to the frequency of data to be collected
- Guidelines to interpret and use data from an indicator
- Strengths and weaknesses of an indicator and challenges in using it
- Sources of additional information relevant to the indicator
- Numerator and denominator information
- Data disaggregation or relevant subgroups that collected data can be separated into in order to more precisely understand analysis of findings

5 As quoted in the Strategic and Annual Performance Planning in the Public Sector (Learner Guide), issued by National Treasury

Programme 1: Administration

Strategic objective: To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the BE.

1.1 Indicator Title	Percentage of the Continuous Improvement Road Map implemented.	
Short definition	<p>Enable and support CBE through governance policies.</p> <p>A continuous improvement road map is informed by CBE governance framework that was developed in line with COBIT 5 DPSA's corporate governance framework. Gaps will be identified from the CBE IT Governance framework to inform the continued improvement of the framework through a continuous improvement road map.</p>	
Purpose/importance	Ensure compliance and alignment with DPSA's corporate governance, thereby making continuous improvement on IT governance matters.	
Source/collection of data	Identified processes in the continuous improvement roadmap.	
Quarterly Targets and evidence	Target	Evidence
	Quarter 1	Quarter 1
	Gap analysis conducted on the implemented CBE IT Governance Framework and develop a continuous improvement implementation road map.	Gap analysis report.
	Quarter 2	Quarter 2
	50% of the processes implemented in the Continuous Improvement Road Map.	Report on the implementation of 50% of the processes identified.
Quarter 3	Quarter 3	
100% of the processes implemented in the Continuous Improvement Road Map.	Report on the implementation of 100% of the processes identified.	
Quarter 4	Quarter 4	
Reviewed the implementation road map for continuous improvement.	Reviewed implementation road plan.	
Annual Target and evidence	Implemented 100% of the processes in the Continuous Improvement Road Map by 31 March 2020.	Report on the implementation of the processes.
Method of calculation	<p>% of processes in the continuous improvement road map implemented = NoP/ToP; where:</p> <p>NoP is the number of identified processes implemented for the period, and</p> <p>ToP is the total number of identified processes planned to be implemented.</p>	
Data limitation	None	
Type of indicator	Process/activity	
Calculation type	Cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	IT processes compliant with sound corporate governance.	
Indicator Responsibility	Manager: Knowledge Management and Information Technology	

1.2 Indicator Title		Integrated Electronic Built Environment System (IEBES) implemented.	
Short definition	Provide electronic services to enable the CBEP to transact online with CBE stakeholders. This Integrated Electronic Built Environment System (IEBES) will be centralised in CBE, accessible to all CBE stakeholders, CBEP, DPW, students, candidates for purposes of submitting reports, monitoring etc. It will improve the administration and reporting by CBE stakeholders.		
Purpose/importance	A fully functional, integrated database for the built environment.		
Source/collection of data	The information will be sourced from activities as outlined in the project plan.		
Evidence	Target	Evidence	
	Quarter 1	Quarter 1	
	An Integrated Electronic Built Environment System (IEBES) implemented in any three CBEP.	Sign off documentation as per activities in the project plan. Screen shots showing system operational.	
	Quarter 2	Quarter 2	
	An Integrated Electronic Built Environment System (IEBES) implemented in one CBEP.	Sign off documentation as per activities in the project plan. Screen shots showing system operational.	
Quarter 3	Quarter 3		
An Integrated Electronic Built Environment System (IEBES) implemented in the remaining two CBEP.	Sign off documentation as per activities in the project plan. Screen shots showing system operational.		
Quarter 4	Quarter 4		
Report compiled on the implementation of an Integrated Electronic Built Environment System (IEBES) in the six CBEP.	A report on the implementation of an Integrated Electronic Built Environment System (IEBES) in the six CBEP.		
Method of calculation	Basic count: Implementation in each CBEP is counted as one		
Data limitation	Project resources		
Type of indicator	Process/activity		
Calculation type	cumulative		
Reporting cycle	Quarterly and Annually		
New indicator	No		
Desired performance	Fully operational integrated system		
Indicator Responsibility	Manager: Knowledge Management and Information Technology		

1.3 Indicator Title	Knowledge Management e- platform implemented.	
Short definition	The Knowledge Management e-portal platform is a management system or portal that will be used by the students, public, CBE, CARINBE and all six CBEP.	
Purpose/importance	To ensure that there is readily available information and knowledge of the built environment such as research reports, data, etc.	
Source/collection of data	The information will be sourced from activities as outlined in the project plan	
Evidence	Target	Evidence
	Quarter 1 A Knowledge Management e-portal fully implemented in the CBE.	Quarter 1 Sign off documentation as per activities in the project plan. Screen shots showing system operational.
	Quarter 2 A Knowledge Management e-portal fully implemented in the Centre for Academic Research in the Built Environment (CARINBE).	Quarter 2 Sign off documentation as per activities in the project plan. Screen shots showing system operational.
	Quarter 3 -	Quarter 3: -
	Quarter 4 A Knowledge Management e-portal platform fully implemented in public interface.	Quarter 4 Sign off documentation as per activities in the project plan. Screen shots showing system operational.
Method of calculation	Basic count: implementation in CBE and in any of the indicated stakeholders within a specific period.	
Data limitation	Non	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	Yes	
Desired performance	Fully operational Knowledge Management System	
Indicator Responsibility	Manager: Knowledge Management and Information Technology	

1.4 Indicator Title		Clean audit strategy implemented.	
Short definition	There are different performance levels. A financially unqualified opinion with no findings, commonly known as a clean audit opinion, is unqualified financial statements with no reported audit findings, in respect of either reporting on predetermined objectives or compliance with key legislation. CBE plans to work towards a clean audit status with an unqualified opinion and no findings.		
Purpose/importance	Audits help an organisation to achieve its goals and objectives by measuring its overall performance and productivity, as detected in transactions and business records. Further, an audit protects an organisation from financial misstatements and presenting a reliable health picture of the organisation to National Treasury. Fraud protection is a benefit of audits, achieved through internal controls that prevent and detect accounting irregularities. Strengthening the financial integrity of an organisation through an audit reduces the risk and the cost of capital.		
Source/collection of data	Audit report from the auditor-general.		
	Target	Evidence	
	Quarter 1	Quarter 1	
	No target	No target	
	Quarter 2	Quarter 2	
	An unqualified audit report obtained on financial statements, with no material findings.	Audit report from the Auditor-General, expressing an opinion on financial statements for 2018/19, signed and dated.	
	Quarter 3	Quarter 3	
	No target	No target	
	Quarter 4	Quarter 4	
	No target	No target	
Annual target and evidence	An unqualified audit report achieved on financial statements, with no material findings for the 2018/19 financial year, by 31 March 2020.	An unqualified audit report from the auditor-general signed and dated.	
Method of calculation	Basic count: Audit report from the auditor-general, expressing an opinion.		
Data limitation	None		
Type of indicator	Output		
Calculation type	Non-cumulative		
New indicator	No		
Reporting cycle	Quarterly		
Desired performance	Clean Audit Report from the auditor-general.		
Indicator Responsibility	Chief Financial Officer / Finance Manager		

Programme 2: Skills for Infrastructure Delivery

Strategic objective: Drive and facilitate skills development and transformation within the BE.

2.1 Indicator Title	Number of learners enrolled in the CBE Maths and Science support programme.	
Short definition	Initiatives and projects by stakeholders implementing the CBE Transformation Model and Action Plan (TMAP) through Maths and Science support programmes in schools. The Maths and Science support programme entails enrolling grade 12 learners in Maths and Science subjects. It is termed a "support" programme because it provides extra lessons outside school hours. Learners are assessed through tests and progress analysed for improvement in Maths and Science. The final grade 12 results of the enrolled learners are analysed to inform the number of learners who passed and are eligible to enter into BE careers. This requires a learner to obtain at least level 4 in Maths and Science.	
Purpose/importance	To improve the Maths and Science performance of grade 12 Maths and Science learners from under resourced schools, thereby empowering them to enter into BE careers.	
Source/collection of data	List of enrolled grade 12 learners, signed letters of commitment, Attendance registers, mark sheets, statements of final grade 12 results, test scripts with question papers.	
Evidence	Targets	Evidence
	Quarter 1 150 Grade 12 learners enrolled in the CBE's Maths and Science support programme.	Quarter 1 <ul style="list-style-type: none"> - List of enrolled grade 12 learners. - Signed letters of commitment between the 150 enrolled learners and CBE.
	Quarter 2 Progress assessed and analysed of the 150 grade 12 learners enrolled in the CBE's Maths and Science support programme.	Quarter 2 <ul style="list-style-type: none"> - 10% test scripts with question paper. - Signed attendance registers of learners. - Analysis report on the progress of the 150 grade 12 learners. - Test results of learners on excel spread sheet
	Quarter 3 Progress assessed and analyse of the 150 grade 12 learners enrolled in the CBE's Maths and Science support programme.	Quarter 3 <ul style="list-style-type: none"> - 10% test scripts with question paper. - Signed attendance registers of learners. - Analysis report on the progress of the 150 grade 12 learners. - Test results of learners on excel spread sheet

2.1 Indicator Title	Number of learners enrolled in the CBE Maths and Science support programme.	
	Quarter 4 Final matric results analysed of the 150 grade 12 learners enrolled in the CBE's Maths and Science support programme.	Quarter 4 <ul style="list-style-type: none"> - Signed attendance registers of learners. - Analysis report on the progress of the 150 grade 12 learners.
Annual Target and evidence	150 Grade 12 learners enrolled and assessed in the CBE's Maths and Science support programme by 31 March 2020.	<ul style="list-style-type: none"> - List of 150 grade 12 learners enrolled. - results of learners on excel spread sheet - Analysis report on the performance of the 150 enrolled learners.
Method of calculation	Basic count: Number of learners enrolled and assessed in CBE's Maths and Science support programme within a specific period.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
New indicator	No	
Desired performance	Increase pass rate in Maths and Science to enable learners to enter into BE careers.	
Indicator Responsibility	Manager: Skills Development	

2.2 Indicator Title	Number of candidates placed for workplace training.	
Short definition	Candidates are placed for workplace training to enable them to register as fully fledged professionals, these candidates are placed and assessed for progress as the training outcomes.	
Purpose/importance	To ensure that candidates are placed for workplace training to enable them to register as professionals with the council of the profession concerned.	
Source/collection of data	Signed agreements, signed candidates seta forms, list of candidates, analysis report, Completed training evaluation questionnaire signed by candidate and supervisor, attendance register signed by candidate and supervisor, analysis report	
Evidence	Targets	Evidence
	Quarter 1 50 Candidates placed for workplace training.	Quarter 1 <ul style="list-style-type: none"> - Signed candidate Seta forms. - List and supporting documents of the 50 candidates placed.
	Quarter 2 Progress assessed of the 25 candidates placed in the first quarter.	Quarter 2. <ul style="list-style-type: none"> - Completed training evaluation questionnaire signed by candidate and mentor. - Attendance register of mentor contact session signed by candidate and mentor.
	Quarter 3 Progress assessed of the 25 candidates placed in the first quarter.	Quarter 3 <ul style="list-style-type: none"> - Completed training evaluation questionnaire signed by and mentor. - Attendance register of mentor session signed by candidate and mentor.
	Quarter 4 Final progress analysed of the 50 candidates placed in workplace training.	Quarter 4 Final analysis report on the 50 candidates placed in workplace learning.
Annual Target and evidence	50 Candidates placed and assessed in work- place training by 31 March 2020.	<ul style="list-style-type: none"> - List of 50 candidates placed. - Final analysis report on the progress of the 50 candidates placed in workplace training.
Method of calculation	Basic count: Number of candidates placed for workplace training within a specific period.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	To ensure that BE candidates are succesfully placed and outcomes achieved to enable them to proceeed to the next level in the skills pipeline towards registration as professionals.	
Indicator Responsibility	Manager: Skills Development	

2.3 Indicator Title	Number of interns placed for workplace training.	
Short definition	Interns placed for workplace training are undergraduates from UoTs placed with various host employers and assigned mentors. The interns are assessed for progress as per their training plan, and progress monitored accordingly.	
Purpose/importance	To provide workplace training for interns to be able to complete their practical requirement and graduate from UoTs.	
Source/collection of data	Signed MoU/contract, interview questionnaire, assessment report of the 100 interns, list of 100 interns.	
Evidence	Targets	Evidence
	Quarter 1 100 Interns placed in work integrated learning.	Quarter 1 <ul style="list-style-type: none"> - Signed Seta forms. - List of interns placed. - Signed MoU between CBE and employer/UoT. - 100 Signed contracts between learner and employer with supporting documents (identity document, proof of registration).
	Quarter 2 Progress assessed and reported of the 50 interns placed in work integrated learning.	Quarter 2 <ul style="list-style-type: none"> - 50 Student interview questionnaires signed and dated. - Attendance register. - Supervisor's interview questionnaire signed and dated.
	Quarter 3 Progress assessed and reported of the remaining 50 interns placed in work integrated learning.	Quarter 3 <ul style="list-style-type: none"> - 50 Student interview questionnaires, signed and dated. - Attendance register. - Supervisors interview questionnaires, signed and dated.
	Quarter 4 Final progress analysed of the 100 interns placed in workplace training.	Quarter 4 Final analysis report of 100 interns placed in work integrated learning.
Annual Target and evidence	100 Interns placed and assessed for work integrated learning by 31 March 2020.	<ul style="list-style-type: none"> - List of 100 interns placed in work integrated learning. - Final analysis report of 100 interns placed in work integrated learning.
Method of calculation	Basic count: Total number of interns placed within a specific period.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	To ensure interns are successfully placed and assessed to enable them to graduate from UoTs.	
Indicator Responsibility	Manager: Skills Development	

2.4 Indicator Title	Number of oversight reports of CBEP accreditation of BE academic programmes.	
Short definition	The CBEP are statutorily required to accredit BE programmes in a five-year cycle. The CBE's role is one of oversight, to ensure that the accreditation complies with the prescripts, principles and requirements of DHET and CHE.	
Purpose/importance	To ensure that institutions offer accredited BE programmes to maintain high standards of education of BEPs and to report on the compliance with the CHE's Accreditation Criteria.	
Source/collection of data	Accreditation schedule, Report on the accreditation visits	
	Target	Evidence
	Quarter 1 Progress report produced on accreditation visits undertaken in the 1st quarter by the CBEP to evaluate compliance with CHE's Accreditation Criteria.	Quarter 1 <ul style="list-style-type: none"> - Accreditation schedules of each of the six CBEP signed and dated. - Signed attendance register of the accreditation visit as per the schedule. - Report on compliance with the CHE's Accreditation Criteria.
	Quarter 2 Progress report produced on accreditation visits undertaken in the 2nd quarter by the CBEP to evaluate compliance with CHE's Accreditation Criteria.	Quarter 2 <ul style="list-style-type: none"> - Report on the accreditation visits, signed and dated. - Signed attendance register of the accreditation visits as per the schedule.
	Quarter 3 Progress report produced on accreditation visits undertaken in the 3rd quarter by the CBEP, to evaluate compliance with CHE's Accreditation Criteria.	Quarter 3 <ul style="list-style-type: none"> - Report on the accreditation visits, signed and dated. - Signed attendance register of the accreditation visits as per the schedule.
	Quarter 4 A consolidated oversight report on the accreditation of BE academic programmes undertaken by the CBEP, submitted to BEMC.	Quarter 4 One consolidated report on the compliance with the CHE's Accreditation Criteria, signed and dated by BEMC.
Annual Target and evidence	Develop an oversight report on the accreditation of academic programmes undertaken by the CBEP by 31 March 2020.	Oversight report on the accreditation of academic programmes undertaken by the CBEP by 31 March 2020.
Method of calculation	Basic count: Report on accreditation visits within a specific period.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	All BE programmes are accredited, and compliant with the CHE's Accreditation criteria	
Indicator Responsibility	Manager: Skills Development	

2.5 Indicator Title	Number of municipalities, and national departments engaged on their BE technical capacity, based on the researched initiatives.	
Short definition	<p>The CBE Structured Candidacy Framework supports candidates employed in municipalities, provincial, national departments and SOEs through structured workplace training. This project will focus on supporting local government and engaging municipalities to implement the CBE Structured Candidacy Framework.</p> <p>The engagement is through presentations/discussions on the implementation of the Structured Candidacy Framework with the municipality or department.</p>	
Purpose/importance	To strengthen the technical capacity of the public sector for infrastructure delivery. The project focuses on facilitating partnerships to support technical capacity and links with the Minister's priority of capacitating the State.	
Source/collection of data	Agenda, report on engagement with the municipalities and national departments.	
Evidence	Target	Evidence
	Quarter 1 Any two national government departments engaged on the implementation of the CBE Structured Candidacy Framework.	Quarter 1 <ul style="list-style-type: none"> - Agenda on engagement with two departments. - Attendance register of two departments engaged. - Minutes/report of engagement two departments, signed and dated.
	Quarter 2 Any one metropolitan municipality engaged on the implementation of the CBE Structured Candidacy Framework.	Quarter 2 <ul style="list-style-type: none"> - Agenda on engagement with one metropolitan municipality signed and dated. - Attendance register of one metropolitan municipality engaged. - Minutes/report of engagement with one metropolitan municipality, signed and dated.
	Quarter 3 Any one metropolitan municipality engaged on the implementation of the CBE Structured Candidacy Framework.	Quarter 3 <ul style="list-style-type: none"> - Agenda on engagement with one metropolitan municipality signed and dated. - Attendance register of one metropolitan municipality engaged. - Minutes/report of engagement with one metropolitan municipality, signed and dated.
	Quarter 4 A report on the engagements with two national government departments and two metropolitan municipalities on the implementation of the CBE Structured Candidacy Framework produced by 31 March 2020.	Quarter 4 One consolidated report on the two national departments and two metropolitan municipalities engaged on the implementation of the CBE Structured Candidacy Framework, signed and dated.

2.5 Indicator Title	Number of municipalities, and national departments engaged on their BE technical capacity, based on the researched initiatives.	
Annual Target and evidence	Two national departments and two metropolitan municipalities engaged on the implementation of the CBE Structured Candidacy Framework by 31 March 2020.	A report on the two national departments and two metropolitan municipalities engaged on the implementation of the CBE Structured Candidacy Framework, signed and dated.
Method of calculation	Basic count: Two metropolitan municipalities and two national departments engaged within a specific period.	
Data limitation	No specific limitation. The 2019/20 target aims to engage any of the two metropolitan municipalities and national departments in South Africa.	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	Metropolitan municipalities and national departments engaged on the implementation of the CBE Structured Candidacy Programme and to eventually implement the Structured Candidacy Framework.	
Indicator Responsibility	Manager: Skills Development	

2.6 Indicator Title	Number of transformation engagements held with built environment stakeholders.	
Short definition	Sector coordinating and stakeholder engagements has priority focus. Convening topical quarterly engagements and an annual national Transformation Indaba hosted successfully, in collaboration with key partners and representative of key stakeholders as identified in the approved project Plan. These engagements essentially serve as sector coordinating activities. Transformation themes/agendas are discussed through the Indaba platform. Relevant stakeholders in the BE sector are engaged in this manner to unpack issues of transformation in the BE sector.	
Purpose/importance	Transformation of the BEPs is at the core of the CBE's mandate. Driving sector coordination and convening the Transformation Indaba is pivotal to substantially drive and increase the slow pace of transformation in the sector. Additionally these activities support the CBEs overall mandate.	
Source/collection of data	Concept document, Project Plan, Stakeholder engagement reports, attendance registers, Agenda and Report on quarterly forums and the Indaba.	
Evidence	Targets	Evidence
	Quarter 1 Constituted four topic specific quarterly engagements aimed at sector coordination.	Quarter 1 Report on the four topic specific engagements constituted that will aim at sector coordination.
	Quarter 2 Convened 1st sitting of four collaborative engagements.	Quarter 2 Invitations, report on the sittings convened and attendance register.
	Quarter 3 Convened 2nd sitting of four collaborative engagements and one Built Environment Indaba.	Quarter 3 Invitations, report on the sittings convened and attendance register.
Annual Target and evidence	12 Collaborative engagements and one Built Environment Indaba hosted by 31 March 2020.	Report on the Indaba, attendance register for the 12 collaborative engagements held. Attendance register for the indaba and invitations.
Method of calculation	Basic count: One annual Transformation Indaba hosted within a specific period. 12 Collaborative engagements hosted within a specified period.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	Transformation Indaba hosted successfully in collaboration with key partners and representative of key stakeholders as identified in the approved project plan and an approved Indaba Report.	
Indicator Responsibility	Manager: Transformation Programmes	

Programme 3: Built Environment Research, Information and Advisory

Strategic objective: To provide informed and researched advice to Government on BE priority matters identified in the 2014 MTSE.

3.1 Indicator Title	Number of research reports to support infrastructure delivery in the public sector (Analysis of the impact of SIPDM).	
Short definition	<p>The SIPDM enables the supply chain for infrastructure and all spheres of government, subjected to the PFMA and Municipalities Finance Management Act (MFMA), are required to implement it.</p> <p>This research report is to advise DPW on the impact of the SIPDM in attracting and retaining BEPs within DPW. This project forms part of CBE's response to strengthen the technical capacity of both the public and private sector for infrastructure delivery. DPW has a mandate to oversee the delivery of infrastructure and asset management of the country.</p>	
Purpose/importance	The CBE is currently working closely with DPW's provincial departments in identifying their capacity needs and their readiness to implement National Treasury's SIPDM. This project will continue to provide the support required, and draw on the lessons learnt by the implementing departments.	
Source/collection of data	Research report approved by the COO and CEO.	
Evidence	Target	Evidence
	Quarter 1	Quarter 1
	Literature review that analysed the best practices of implementing equivalent models/systems to the SIPDM.	Literature review report approved by the COO and CEO.
	Quarter 2	Quarter 2
	First draft research report that analysed the best practices of implementing equivalent models/systems to the SIPDM.	First draft research report analysing the best practice of implementing equivalent models/systems to the SIPDM approved by the COO and CEO.
Quarter 3	Quarter 3	
Second draft research report that analysed the best practices of implementing equivalent models/systems to the SIPDM.	Second draft research report analysing the best practices of implementing equivalent models/systems to the SIPDM approved by the COO and CEO.	
Quarter 4	Quarter 4	
Final research report that analysed the best practices of implementing equivalent models/systems to the SIPDM.	Final research report analysing the best practices of implementing equivalent models/systems to the SIPDM approved by the COO and CEO.	
Method of calculation	Basic count: Research report approved by the COO and CEO.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	Research of a scholarly nature that is peer reviewed by a panel of experts and owned by stakeholders through an inclusive, consultative process.	
Indicator Responsibility	Manager: Research and Policy	

3.2 Indicator Title	Number of advisory reports on health and safety regulations within the public sector.	
Short definition	DPW and Department of Labour representatives signed a Health and Safety Accord and Action Plan in 2013 to promote health and safety in the built environment.	
Purpose/importance	To promote higher standards of health and safety in the built environment.	
Source/collection of data	Advisory report approved by the COO and CEO.	
Evidence	Target	Evidence
	Quarter 1 Literature review that analysed the state of compliance with health and safety regulations by the CBEP.	Quarter 1 Literature review report analysing the state of compliance with health and safety regulations by CBEP approved by the COO and CEO.
	Quarter 2 First draft advisory report that analysed the state of compliance with health and safety regulations by the CBEP.	Quarter 2 First draft advisory report analysing the state of compliance with health and safety regulations by the CBEP approved by the COO and CEO.
	Quarter 3 Second draft advisory report that analysed the state of compliance with health and safety regulations by the CBEP.	Quarter 3 Second draft advisory report analysing the state of compliance with health and safety regulations by the CBEP approved by the COO and CEO.
	Quarter 4 Final advisory report that analysed the state of compliance with health and safety regulations by the CBEP.	Quarter 4 Final advisory report analysing the state of compliance with health and safety regulations by the CBEP approved by the COO and CEO.
Method of calculation	Basic count: One advisory report approved by the COO and CEO.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	Research of a scholarly nature that is peer reviewed by a panel of experts and owned by stakeholders through an inclusive, consultative process.	
Indicator Responsibility	Manager: Research and Policy	

3.3 Indicator Title	Number research reports on initiatives to promote labour intensive construction practices in BE projects.	
Short definition	To conduct research to advise DPW on BEPs' role in EPWP Programmes.	
Purpose/importance	This project seeks to create greater awareness amongst BEPs on the benefit of utilising labour intensive practices when delivering infrastructure, in order to contribute to job creation.	
Source/collection of data	Research report approved by the COO and CEO.	
Evidence	Target	Evidence
	Quarter 1 Literature review that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Quarter 1 Literature review report analysing the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices approved by the COO and CEO.
	Quarter 2 First draft research report that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Quarter 2 First draft research report analysing the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices approved by the COO and CEO.
	Quarter 3 Second draft research report that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Quarter 3 Second draft research report analysing the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices approved by the COO and CEO.
	Quarter 4 Final research report that analysed the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices.	Quarter 4 Final research draft research report analysing the potential impact of the Fourth Industrial Revolution (4IR) on Expanded Public Works Programme (EPWP) practices approved by the COO and CEO.
Method of calculation	Basic count: Research report approved by the COO and CEO.	
Data limitation	No data limitation	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	Research of a scholarly nature that is peer reviewed by a panel of experts and owned by stakeholders through an inclusive, consultative process.	
Indicator Responsibility	Manager: Research and Policy	

Programme 4: Regulation and Oversight of six CBEP

Strategic objective: To act as an appeal body on matters of law referred to it in terms of legislation regulating the BEPs, and to promote and ensure high standards of professional ethics and conduct within the BE.

4.1 Indicator Title	Percentage of appeals finalised within the statutory 60 days from date of lodgement.	
Short definition	Any person aggrieved by a decision of any of the CBEP may, in terms of the CBE Act 43 of 2000, appeal to the CBE.	
Purpose/importance	The appeal mechanism enhances administrative justice and accountability by the CBEP.	
Source/collection of data	Appeals register, appeals notice and response and Report on the compliance.	
Evidence	Target	Evidence
	Quarter 1 Quarterly Report developed on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Quarter 1 <ul style="list-style-type: none"> - Quarterly Report on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement. - Appeals register with date of lodgement and decided date. - Attendance register of Appeals Committee. - Appeal notice and response.
	Quarter 2 Quarterly Report developed on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Quarter 2 <ul style="list-style-type: none"> - Quarterly Report on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement. - Appeals register with date of lodgement and decided date. - Attendance register of Appeal Committee. - Appeal notice and response.
	Quarter 3 Quarterly Report developed on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Quarter 3 <ul style="list-style-type: none"> - Quarterly Report on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement. - Appeals register with date of lodgement and decided date. - Attendance register of Appeal Committee. - Appeal notice and response.
	Quarter 4 Final Report produced on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.	Quarter 4 Final Report on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement.
Annual Target and evidence	100% of appeals finalised within the statutory 60 days of their lodgement by 31 March 2020.	Report on the finalisation of appeals within the statutory 60 days from lodgement.

4.1 Indicator Title	Percentage of appeals finalised within the statutory 60 days from date of lodgement.
Method of calculation	% of appeals finalised within 60 days = (NoA/ToA) *100%, where: NoA is Number of appeals finalised within 60 days from date of receipt by CBE; and ToA is Total number of appeals received for the period.
Data limitation	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly and Annually
New indicator	No
Desired performance	The CBE's Appeal Committee must decide on an appeal within 60 days of its lodgement.
Indicator Responsibility	Manager: Regulations and Legal Services

4.2 Indicator Title	Percentage of IDoW Action Plan deliverables implemented.	
Short definition	The CBEP legislations allows them to restrict the provision of professional services on delineated scopes of work to registered BEPs in a specified registration category in the interest of the public.	
Purpose/importance	<ul style="list-style-type: none"> In terms of section 20(2) of the CBE Act, the CBE must, after consultation with the CC and in consultation with the CBEP, identify the scope of work for every category of registered persons. In the interest of the public, registered persons whose competence and qualifications have been assessed prior to registration should only perform identified work. 	
Source/collection of data	IDoW Action Plan	
Evidence	Target	Evidence
	Quarter 1 IDoW action plan deliverables scheduled for the 1st quarter completed.	Quarter 1 A report of the IDoW Action Plan deliverables, implemented in the 1st quarter.
	Quarter 2 IDoW action plan deliverables scheduled for the 2nd quarter completed.	Quarter 2 A report of the IDoW Action Plan deliverables, implemented in the 2nd quarter.
	Quarter 3 IDoW action plan deliverables scheduled for the 3rd quarter completed.	Quarter 3 A report of the IDoW Action Plan deliverables, implemented in the 3rd quarter.
	Quarter 4 100% of the identification of work (IDoW) Action Plan deliverables implemented.	Quarter 4 Report on the implementation of 100% of the IDoW Action Plan.
Annual Target and evidence	100% of the identification of work (IDoW) Action Plan deliverables implemented by 31 March 2020.	Report on the implementation of 100% of the IDoW Action Plan.
Method of calculation	$\% \text{ of IDoW Revised plan implemented} = (\text{NoA} / \text{ToA}) * 100$ <p>NoA is the number of activities undertaken at a specified period as per the plan; and ToA is the total number of the activities undertaken as per the Revised Plan.</p>	
Data limitation	Third party dependence	
Type of indicator	Activity/process	
Calculation type	Non- Cumulative	
Reporting cycle	Quarterly and Annually	
Desired performance	IDoW is developed and agreed to on a widely consultative basis.	
Indicator Responsibility	Manager: Regulations and Legal Services	

4.3 Indicator Title		Number of Initiatives implemented to enhance governance in the CBEP.	
Short definition	Section 3 (f) of the CBE Act impels it to promote sound governance of the CBEP. In accordance with this mandate, a Corporate Governance Framework was developed to assist the CBEP in enhancing good governance in their operations.		
Purpose/importance	To enhance corporate governance within the six CBEP.		
Source/collection of data	Attendance register, report/minutes of the outcomes of the workshop, report on governance principles, submitted to DPW.		
Evidence	Targets	Evidence	
	Quarter 2	Quarter 2	
	First workshop conducted with CBEP on the governance principles of the Regulatory Framework. First report to DPW on the review of governance principles of CBEP.	- Report/ minutes on the outcomes of the workshop. - Attendance register First Report on governance principles, submitted to DPW.	
	Quarter 3	Quarter 3	
Outcomes of the first workshop reported to the CBEP.	Report on the outcomes of the workshop		
Quarter 4	Quarter 4		
Second workshop conducted with the CBEP on the governance principles of the Regulatory Framework. Second report submitted to DPW on the review governance principles of CBEP.	- Report/minutes on the outcomes of the workshop. - Attendance Register Second Report on governance principles, submitted to DPW.		
Annual Target and evidence	Two workshops conducted with the CBEP by 31 March 2020 to promote the principles of the final Governance Regulatory Framework.	Final report on two workshops conducted to promote the principles of the final Governance Regulatory Framework with the CBEP by 31 March 2020.	
Method of calculation	Simple count: each report submitted to DPW is counted as one at a time and each workshop conducted at a time is counted as one.		
Data limitation	None		
Type of indicator	Output		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly and Annually		
New indicator	No		
Desired performance	CBEP comply with principles of corporate governance.		
Indicator Responsibility	Manager: Regulations and Legal Services		

4.4 Indicator Title	Number of reports on the assessment of the six CBEP policies' alignment with seven Ministerial Policy Frameworks.	
Short definition	CBEP to institutionalise the Policy Frameworks developed by the CBE and DPW.	
Purpose/importance	The CBE Act mandates it to ensure the uniform application of norms and guidelines by the CBEP for the BEPs.	
Source/collection of data	Consultation report	
Evidence	Target	Evidence
	Quarter 1 Quarterly report developed on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarter 1 Quarterly report on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.
	Quarter 2 Quarterly report developed on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarter 2 Quarterly report on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.
	Quarter 3 Quarterly report developed on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarter 3 Quarterly report on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.
	Quarter 4 Final report produced on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.	Quarter 4 Final report on progress by the CBEP on the alignment of their policies with the Ministerial approved Policy Frameworks.
Method of calculation	Basic count: One report produced at the end of the financial year.	
Data limitation	None	
Type of indicator	Activity	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	CBEP implement the CBE Policy Frameworks.	
Indicator Responsibility	Manager: Regulations and Legal Services	

4.5 Indicator Title	Number of strategic plans, annual performance plans and annual reports of the six CBEP submitted to CBE and DPW.	
Short definition	The CBEP align with Government-wide financial and performance planning frameworks and objectives.	
Purpose/importance	This project seeks to ensure that the six CBEP, on their path to compliance with the statutory requirements of planning and reporting.	
Source/collection of data	Annual Reports and APPs of the six CBEP.	
Evidence	Target	Evidence
	Quarter 1 No target	Quarter 1 No target
	Quarter 2 Annual Reports of the six CBEP tabled in Parliament by the end of September 2019.	Quarter 2 Proof of submission of annual reports to DPW and Parliament as per agreed timelines.
	Quarter 3 No target	Quarter 3 No target
	Quarter 4 Strategic plans and annual performance plans submitted to DPW.	Quarter 4 Proof of submission of annual performance plans and strategic plans to DPW.
Method of calculation	Basic count: One strategic plan, annual report and annual performance plan for each CBEP.	
Data limitation	Late submissions by CBEP.	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	The Strategic Plans, APPs and Annual Reports of the CBEP comply with statutory requirements, and align with those of CBE and DPW.	
Indicator Responsibility	Manager: Strategic Planning, Monitoring and Evaluation	

Programme 5: Government Policies and Priorities

Strategic objective: BE academic curricula and CPD programmes embody the new elements identified by the sector.

5.1 Indicator Title	Number of implementation plans for incorporating new knowledge in BE curricula.	
Short definition	The academic curricula of all BE programmes are to include adequate coverage of health and safety, environmental sustainability issues in order to protect the public, labour intensive construction, IDMS and other new knowledge areas identified by the sector. The intention is to facilitate efficient Government infrastructure delivery and its desired impact on job creation, poverty alleviation and economic development during the reporting period and onwards, as changes are accepted by institutions of learning.	
Purpose/importance	The curricula of BE education programmes influence BEPs knowledge of infrastructure design and its health and safety performance, environmental sustainability performance, in order to protect the public against adverse outcomes. Labour intensive construction methods have the potential to increase the labour absorbing capacity of infrastructure development, hence contributing to job creation, poverty alleviation and economic development. The academic curricula of all BE programmes are to include adequate coverage of the IDMS and digitalisation and technologies of the Fourth Industrial Revolution.	
Source/collection of data	Research report approved by the COO and CEO.	
Evidence	Target	Evidence
	Quarter 1	Quarter 1
	Concept document developed on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.	Concept document on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, approved by the COO and CEO.
	Quarter 2	Quarter 2
	First draft on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.	First draft on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, approved by the COO and CEO.
Quarter 3	Quarter 3	
Second draft on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula.	Second draft on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, approved by the COO and CEO.	
Quarter 4	Quarter 4	
Final research report on the viability of an implementation plan informed by research to incorporate the digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula by 31 March 2020.	Final research report on the viability of an implementation plan to incorporate digitalisation and technologies of the Fourth Industrial Revolution into BE academic curricula, approved by the COO and CEO.	
Method of calculation	Basic count: Implementation plan approved by the COO and CEO.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	No	
Desired performance	New knowledge areas form part of the academic curricula of BE programmes.	
Indicator Responsibility	Manager: Research and Policy	



ANNEXURE A

AMENDMENT OF CBE STRATEGIC PLAN 2015/16 - 2019/20

Annexure A: Amendment of CBE Strategic Plan 2015/16 to 2019/20

The composition of the Programmes has changed. The Administration component from the former Programme 1 (Government Policies and Priorities) now stands alone in a 'revised' Programme 1. The Government Policies and Priorities component of the former Programme 1 now stands alone in a 'new' Programme 5. Programmes 2, 3 and 4 remain as they were. Therefore, the revised Programmes are:

Programme 1: Administration

Programme 2: Skills for Infrastructure Delivery

Programme 3: Built Environment Research, Information and Advisory

Programme 4: Regulation and Oversight of six CBEP

Programme 5: Government Policies and Priorities

Revision to Programme 1: Administration

Purpose: Provide support services to the CBE.

Programme Description: The administrative function provides support to the entire CBE, thus contributing directly and indirectly to the delivery of all strategic outcome - oriented goals. The focus areas are the ICT and financial support services. IT will continue to develop and deliver systems that are user-friendly and meet expectations of users. Regarding financial management, emphasis will be placed on continuously improving the budget process, timely financial reporting and ensuring that policies and activities comply with regulatory frameworks and guidelines. Compliance with statutory and regulatory frameworks remains an important focus, together with improving the reporting function. It also provides for the functions of Human Resource Management and Development.

Strategic outcome - oriented goal 1

Strategic goal: Provide support to CBE, thus contributing directly and indirectly to the delivery of all strategic outcome - oriented goals of the CBE.

Strategic goal 1	Provide support to CBE, thus contributing directly and indirectly to the delivery of all strategic outcome - oriented goals of the CBE.
Goal statement	A capacitated organisation that is able to deliver on its mandate.
Programme name	Programme 1: Administration
Justification	Improving ICT performance and ensuring alignment to Governance processes, as per DPSA guidelines. Improving the financial performance of the CBE by ensuring compliance to financial frameworks.
Link to national outcome(s)	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.
Related strategic objectives	1.1 To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the BE. 1.2 Ensure good governance and sound control environment.

Strategic Objectives

Strategic objective: To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the BE.

Strategic objective 1.1	To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the BE.
Objective statement	Ensure 100% compliance with ICT governance as per DPSA guideline.
Objective indicator	Percentage number of ICT policies implemented as per DPSA guidelines.
Baseline	Approved ICT Governance Framework and the ICT Policies.
5 Year target	100% implementation of ICT policies to ensure compliance with DPSA guidelines. ICT Governance and Priority Areas implemented as per DPSA guidelines and the best practice (COBIT 5). Continuous improvements monitoring of the ICT Governance compliance in line with the requirements of the DPSA guidelines and the best practice methodologies.
Justification	Improving ICT performance and ensuring alignment to Governance processes, as per DPSA guidelines.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Strategic objective 1.2	Ensure good governance and sound control environment.
Objective statement	Obtain a clean audit opinion on financial and non-financial performance by 2020.
Objective indicator	Track all audit findings raised by the auditor-general during the preceding years, and ensure management implements corrective actions.
Baseline	Unqualified audit finding: 2016/17 financial year.
5 Year target	Clean audit opinion on financial and non-financial performance by 2020.
Justification	Improving the financial performance of the CBE by ensuring compliance to National Treasury frameworks.
Links	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Technical Indicator Description

1.1 Indicator Title		Percentage of the Continuous Improvement Road Map implemented.	
Short definition	<p>Enable and support CBE through governance policies.</p> <p>A continuous improvement road map is informed by CBE governance framework that was developed in line with COBIT 5 DPSA's corporate governance framework. Gaps will be identified from the CBE IT Governance framework to inform the continued improvement of the framework through a continuous improvement road map.</p>		
Purpose/importance	Ensure compliance and alignment with DPSA's corporate governance, thereby making continuous improvement on IT governance matters.		
Source/collection of data	Identified processes in the continuous improvement roadmap.		
Evidence	Target	Evidence	
	Quarter 1	Quarter 1	
	Gap analysis conducted on the implemented CBE IT Governance Framework and a continuous improvement implementation road map developed.	Gap analysis report signed.	
	Quarter 2	Quarter 2	
	50% of the processes implemented in the Continuous Improvement Road Map.	Signed report on the implementation of 50% of the processes identified.	
Quarter 3	Quarter 3		
100% of the processes implemented in the Continuous Improvement Road Map.	Signed report on the implementation of 100% of the identified processes.		
Quarter 4	Quarter 4		
Reviewed the implementation road map for continuous improvement.	Reviewed implementation road map plan.		
Method of calculation	<p>% of processes in the continuous improvement road map implemented = $\frac{\text{NoP}}{\text{ToP}}$, where:</p> <p>NoP is the number of identified processes implemented for the period; and</p> <p>ToP is the total number of identified processes planned for implementation.</p>		
Data limitation	None		
Type of indicator	Process/activity		
Calculation type	Cumulative		
Reporting cycle	Quarterly and Annually		
New indicator	No		
Desired performance	IT processes compliant with sound corporate governance.		
Indicator Responsibility	Manager: Knowledge Management and Information Technology		

1.2 Indicator Title		Integrated Electronic Built Environment System (IEBES) implemented.	
Short definition	Provide electronic services to enable the CBEP to transact online with CBE stakeholders. This Integrated Electronic Built Environment System (IEBES) will be centralised in CBE, accessible to all CBE stakeholders, CBEP, DPW, students, candidates for purposes of submitting reports, monitoring etc. It will improve the administration and reporting by CBE stakeholders.		
Purpose/importance	A fully functional, integrated database for the built environment.		
Source/collection of data	The information will be sourced from activities outlined in the project plan.		
Evidence	Target	Evidence	
	Quarter 1	Quarter 1	
	An Integrated Electronic Built Environment System (IEBES) implemented in any three CBEP.	Sign off documentation as per activities in the project plan. Screen shots showing system operational.	
	Quarter 2	Quarter 2	
	An Integrated Electronic Built Environment System (IEBES) implemented in one CBEP.	Sign off documentation as per activities in the project plan. Screen shots showing system operational.	
Quarter 3	Quarter 3		
An Integrated Electronic Built Environment System (IEBES) implemented in the remaining two CBEP.	Sign off documentation as per activities in the project plan. Screen shots showing system operational.		
Quarter 4	Quarter 4		
Report compiled on the implementation of an Integrated Electronic Built Environment System (IEBES) in the six CBEP.	A report on the implementation of an Integrated Electronic Built Environment System (IEBES) in the six CBEP.		
Method of calculation	Basic count: implementation in each CBEP is counted as one.		
Data limitation	Project resources		
Type of indicator	Process/Activity		
Calculation type	cumulative		
Reporting cycle	Quarterly and Annually		
New indicator	No		
Desired performance	Fully operational integrated system		
Indicator Responsibility	Manager: Knowledge Management and Information Technology		

1.3 Indicator Title	Knowledge Management e- platform implemented.	
Short definition	The Knowledge Management e-portal platform is a management system or portal that will be used by the students, public, CBE, CARINBE and all six CBEP.	
Purpose/importance	To ensure that there is readily available information and knowledge of the built environment such as research reports, data, etc.	
Source/collection of data	The information will be sourced from activities as outlined in the project plan.	
Evidence	Target	Evidence
	Quarter 1 A Knowledge Management e-portal fully implemented in the CBE.	Quarter 1 Sign off documentation as per activities in the project plan. Screen shots showing system operational.
	Quarter 2 A Knowledge Management e-portal fully implemented in the Centre for Academic Research in the Built Environment (CARINBE).	Quarter 2 Sign off documentation as per activities in the project plan. Screen shots showing system operational.
	Quarter 3 No target	Quarter 3: No target
	Quarter 4 A Knowledge Management e-portal platform fully implemented in the public Interface.	Quarter 4 Sign off documentation as per activities in the project plan. Screen shots showing system operational.
Method of calculation	Basic count: implementation in CBE and in any of the indicated stakeholders within a specific period.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly and Annually	
New indicator	Yes	
Desired performance	Fully operational Knowledge Management System	
Indicator Responsibility	Manager: Knowledge Management and Information Technology	

1.4 Indicator Title	Clean audit strategy implemented.	
Short definition	There are different performance levels. A financially unqualified opinion with no findings, commonly known as a clean audit opinion, is unqualified financial statements with no reported audit findings, in respect of either reporting on predetermined objectives or compliance with key legislation. CBE plans to work towards a clean audit status with an unqualified opinion and no findings.	
Purpose/importance	Audits help an organisation to achieve its goals and objectives by measuring its overall performance and productivity, as detected in transactions and business records. Further, an audit protects an organisation from financial misstatements and presenting a reliable health picture of the organisation to National Treasury. Fraud protection is a benefit of audits, achieved through internal controls that prevent and detect accounting irregularities. Strengthening the financial integrity of an organisation through an audit reduces the risk and the cost of capital.	
Source/collection of data	Audit report from the auditor-general.	
	Target	Evidence
	Quarter 1 No target	Quarter 1 No target
	Quarter 2 An unqualified audit report obtained on financial statements, with no material findings.	Quarter 2 Audit report from the auditor-general, expressing an opinion on financial statements for 2018/19, signed and dated.
	Quarter 3 No target	Quarter 3 No target
	Quarter 4 No target	Quarter 4 No target
Method of calculation	Basic count: Audit report from the auditor-general, expressing an opinion.	
Data limitation	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
New indicator	No	
Reporting cycle	Quarterly	
Desired performance	Clean Audit Report from the auditor-general.	
Indicator Responsibility	Chief Financial Officer / Finance Manager	

Revision to Programme 2: Skills for Infrastructure Delivery

Indicator 2.1 in the strategic plan was removed as the development of SIPs implementation plans for all of the categories will be completed by 2019; therefore there are no outputs beyond this date.

Strategic Objectives

The overarching strategic objective for programme 2 is "Drive and facilitate skills development and transformation within the BE". Strategic objective 2.2 as per page 23 of the strategic plan is linked to indicator 2.6, while strategic objective 2.3 on page 23 of the strategic plan is linked to indicator 2.2 and 2.3.

Revision to Programme 3: Built Environment Research, Information and Advisory

Indicator 3.1 (*Number of initiatives to support infrastructure delivery in the public sector*) in the strategic plan was removed; the strategic objective target for this indicator was achieved in 2018/19 and there are no targets beyond 2018/19. A new indicator, 3.3 was introduced in the 2018/19 APP, replacing the previous 3.3 on the 2015-20 Strategic Plan. This project emanated from the Health and Safety Accord and Action Plan signed in 2013 by Department of Labour, DPW and labour representatives to promote higher standards of health and safety in the built environment.

Revision to Programme 4: Regulation and Oversight of six CBEP

Both indicators 4.3 (**Report on the implementation of the Corporate Governance compliance by six CBEP**) and 4.5 (**Oversight role on PFMA compliance by the six CBEP**) aimed to enhance governance of the CBEP. The revised indicator 4.3 (**Initiatives implemented to enhance governance in the CBEP**) will focus on initiatives to enhance CBEP governance. To retain indicators 4.3 and 4.5 separately will result in a duplication of efforts; the revised indicator will have more impact and focus.



REFERENCES

References

1. Construction 4.0: The Future of the Construction Industry in South Africa
2. Price Waterhouse Cooper Construction Report, 2017
3. SA construction 4th edition: Highlighting trends in the South African construction industry
4. Shaping the Future of Construction: Future Scenarios and Implications for the Industry, 2018: The World Economic Forum, The Boston Consulting Group
5. State of the Nation Address, 2018
6. Statistics South Africa, 2018: Gross Domestic Product, 2nd Quarter 2018
7. Statistics South Africa, 2018: Quarterly Labour Force Survey, 2nd quarter 2018
8. Strategic and Annual Performance Planning in the Public Sector, National Treasury (Learner Guide)
9. World Academy of Science, Engineering and Technology, International Journal of Civil and Environmental Engineering Vol: 12, No:3, 2018

Footnotes

- 1 Candidates are graduates who require workplace training to enable them to register as fully-fledged built environment professionals.
- 2 Interns are BE students at universities of technology to must undertake workplace training to fulfil the practical component requirement in order to graduate.
- 3 The gross domestic product is one of the primary indicators used to gauge the health of a country's economy. It represents the total dollar value of all goods and services produced over a specific period; therefore, you can think of it as the size of the economy.
- 4 Expanded Public Works Programme/International Labour Organization
- 5 As quoted in the Strategic and Annual Performance Planning in the Public Sector (Learner Guide), issued by National Treasury

Council for the Built Environment

Address:

Corobay Corner, 2nd Floor
169 Corobay Avenue
Menlyn
Pretoria
0027

Tel: +27 12 346 3985

VOIP: +27 87 980 5009

E- mail: info@cbe.org.za

Website: www.cbe.org.za