





# COUNCIL FOR THE BUILT ENVIRONMENT ANNUAL PERFORMANCE PLAN

Financial Year: 2021 - 2022

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## Acronyms and Abbreviations

APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
BE	Built Environment
BEKIH	Built Environment Knowledge and Information Hub
BEP/s	Built Environment Profession/s
BIM	Building Information Modelling
CBE	Council for the Built Environment
CBEP	Councils for the Built Environment Professions
CBE Act	Council for the Built Environment Act (No 43 of 2000)
CEO	Chief Executive Officer
CFO	Chief Financial Officer
cidb	Construction Industry Development Board
DPWI	Department of Public Works and Infrastructure
ENE	Estimates of National Expenditure
4IR	Fourth Industrial Revolution
GDP	Gross Domestic Product
ICT	Information Communications Technology
IoT	Internet of Things
IT	Information Technology
ITSC	IT Steering Committee
KPI	Key Performance Indicator
King IV™	King IV Report in Corporate Governance for South Africa
Minister	Minister of Public Works and Infrastructure
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NPC	National Planning Commission
NDP	National Development Plan
NDPIP	National Development Plan Five-Year Implementation Plan
NEET	Not in employment, education or training
NT	National Treasury
OSD	Occupation Specific Dispensation
PESTEL	Political; Economical; Social; Technological; Environmental; Legal
PFMA	Public Finance Management Act (No 1 of 1999)
SOE	State-Owned Entities
SoNA	State of the Nation Address
SWOT	Strengths, Weaknesses, Opportunities, Threats
TMAP	Transformation Strategy for the Built Environment Professions
TCF	Transformation Collaborative Forum

**Councils for the Built Environment Professions (CBEP)**

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

**CBE Programmes**

<b>Programme 1</b>	Administration
<b>Programme 2</b>	Transformation
<b>Programme 3</b>	Skills and Capacity Development
<b>Programme 4</b>	Research and Advisory
<b>Programme 5</b>	Regulations and Public Protection



# 1. Executive Authority Statement

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I am pleased to present the 2021/22 Annual Performance Plan (APP) of the Council for the Built Environment (CBE).

Covid-19 resulted in deepening our economic crisis to enormous proportions, where the Construction Sector has been the hardest hit, with many people losing their jobs and businesses having to close. Statistics South Africa (Stats SA) pointed to an annual decrease of 45 000 (-7.4%) in total employment in March 2020 compared with March 2019 within the construction industry.

This severe economic recession has placed an added urgency on us to navigate to a 'new normal' where the Department of Public Works and Infrastructure, together with Infrastructure South Africa and its Public Entities (of which the CBE is one), is able to partner with the private sector in investing and implementing social and economic infrastructure that will facilitate growth in a workable and purposeful way. This includes mentoring up-and-coming professionals in the Built Environment and building the capacity of the State, which is one of the key national priorities in the sixth Administration and essential in the successful implementation of South Africa's Infrastructure Investment Plan and the Economic Reconstruction and Recovery Plan.

This APP outlines steps that the CBE will undertake to reach its strategic outcomes. It provides performance indicators and targets for the financial year 2021/22, with the CBE continuing to invest in its key mandate to aggressively transform the Built Environment Sector.

The scope of the CBE is to drive transformation and oversee the eight Councils for the Built Environment Professions that regulate those Professions, all of whom are involved in the infrastructure value chain including conceptualising, designing, building, maintaining and transferring social and economic infrastructure in an integrated manner that will achieve spatial transformation.

I am encouraged that, in line with the number one priority of government, which is to achieve economic transformation and job creation, the CBE's strategic focus in the 2021/22 financial year will principally pay attention to the following strategic outcomes:

1. A transformed Built Environment Sector
2. Skilled Built Environment Professionals
3. Empowered women, youth and people with disabilities

My concern, however, is that transformation of the Built Environment Sector has not happened quickly enough, where 73% of registered professionals are still white, and the CBE needs to give extra impetus to its mandate.

It is therefore critical that from the outset of the 2021/22 financial year the CBE focuses on clear delivery within the policy direction, in order to achieve the critical role in this journey of implementation and targeted service delivery for the public good that is required. Our up-and-coming Built Environment Professionals are our future.

I hereby present the 2021/22 Annual Performance Plan of the Council for the Built Environment.



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**Ms Patricia de Lille (MP)**  
Minister of Public Works and Infrastructure

## 2. Accounting Authority Statement

This Annual Performance Plan (APP) outlines steps that the Council for the Built Environment (CBE) will undertake to reach its strategic outcomes. The plan provides performance indicators and targets for the financial year 2021/22, with the CBE continuing to invest in its key mandate to aggressively transform the Built Environment sector.

In line with the number one priority of government to achieve *economic transformation and job creation*, the CBE's strategic focus in the next financial year will principally pay attention to the following strategic outcomes:

1. A transformed Built Environment sector
2. Skilled Built Environment Professionals
3. Empowered women, youth and people with disabilities

In order to realise these outcomes, the APP has been translated into key actionable items with measurable targets and clearly defined indicators in line with the CBE's strategic objectives, aligned with the Department of Public Works and Infrastructure's (DPWI) broad strategy for the Built Environment sector and National Government's Outcomes in the National Development Plan (NDP).

*What are the interventions that the CBE has put in place to achieve a transformed Built Environment sector?*

As part of addressing the transformation challenges of the Built Environment sector, where 73% of registered professionals are still white people, the CBE will aggressively monitor and enforce compliance with all pieces of legislation that were enacted to empower previously disadvantaged individuals practicing in the Built Environment sector. These include, but are not limited to:

1. Statutory compliance in all public sector infrastructure projects with the Preferential Procurement Policy Framework Act (PPPFA) 2017 for a minimum of 30% sub-contracting for professionals.
2. Statutory compliance with enterprise development Key Performance Indicators (KPIs) in the form of contract participation goals (CPG) in line with Board Notice 21 of 2013.
3. Initiate a tripartite committee between National Treasury, Construction Industry Development Board (cidb) and CBE to:
  - i. review the current recommended construction contracts (Joint Building Contracts [JBC], General Conditions of Contract [GCC], New Engineering Contract [NEC] and International Federation of Consulting (FIDIC) Engineers) by cidb which are privately owned
  - ii. explore a review of the current recommended construction contracts
  - iii. possibly consider the State Contract which will allow the National Legislations to be incorporated into the State Contracts.

This is one of the inhibitors of transformation as we have seen with the minimum of 30% sub-contracting.

It is intended that these targeted interventions will address the main bottlenecks in the development of emerging professionals and practices that struggle to get contracts to enable them to grow their capacities to tap into large infrastructure projects.

*What sort of interventions is the CBE putting into place to achieve a skilled Built Environment sector?*

The CBE will aggressively facilitate a Built Environment skills pipeline from school to professional level through an integrated database that will track the progression of graduates from candidate to registered professional levels. The placement and tracking of progression of candidates to registered professionals will be addressed by monitoring and enforcing statutory compliance with skills development KPIs in line with Board Notice 180 of 2013. In addition, the CBE will also enforce and monitor the implementation of the placement provisions contained in the cidb Standard for Developing Skills through Infrastructure Contracts (Gazette Notice 43495 of 03 July 2020). These interventions will crack down the slow pace of transformation of the sector and address the challenges faced by graduates who require experiential training to enable them to register as professionals.

*How will the CBE ensure that women, youth and people with disabilities are prioritised in the Built Environment sector?*

Currently the statistics indicate that women registered professionals only constitute 12% of the total number of registered persons, reflecting a 1% positive movement. This really calls for drastic measures to turn the status quo around.

The CBE will monitor and enforce compliance with statutory targets for the development of women, youth and people with disabilities in line with the Employment Equity Act as amended in 2019 and the National Policy Framework for Women's Empowerment and Gender Equality of 2000. This intervention will accelerate the slow pace of the empowerment of women, youth and people with disabilities that has characterised the Built Environment sector for too long.

On behalf of the CBE Council, I present this Annual Performance Plan with pride that it will serve as a roadmap to attain the CBE's strategic objectives and commitment to not only transform the sector but to also protect and promote the interest of the public in the Built Environment.



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**Dr Sitsabo Dlamini**  
Chairperson: CBE Council

### 3. Accounting Officer Statement

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A key priority for the CBE during the 2021/22 financial year is to accelerate transformation initiatives to ensure that designated groups in the industry participate in the economy of the country. The CBE will continue to prioritise support programmes addressing skills development, health and safety in the industry and governance of the Councils for the Built Environment Professions (CBEP).

The CBE, together with the CBEP - the South African Council for the Architectural Profession (SACAP), South African Council for the Landscape Architectural Profession (SACLAP), Engineering Council of South Africa (ECSA), South African Council for the Property Valuers Profession (SACPVP), South African Council for the Project and Construction Management Professions (SACPCMP) and the South African Council for the Quantity Surveying Profession (SACQSP) - will engage industry to promote public protection by advocating the identification of work. The CBE has a statutory mandate to act as an appeal body for persons aggrieved by decisions taken by any of the CBEP. This is one of the mechanisms for public protection, and campaigns to heighten public awareness of this function will be undertaken. The CBE and CBEP must exercise good corporate governance to enhance public confidence in them as regulators of the Built Environment Professions (BEPs). Initiatives to enhance governance will be undertaken.

The CBE is committed to strengthen its relationship with all role players in the industry; this will be executed through collaborative forums hosted throughout the 2021/22 financial year. The CBE has started to work closely with academic institutions to collaborate on research outputs and create knowledge-sharing platforms.

The CBE will develop and implement its marketing and communication strategy to increase awareness on its public protection mandate.

Lastly, the CBE staff is a key role player in ensuring that this Annual Performance Plan is implemented successfully. The CBE will ensure that it has effective processes to support the execution of its mandate.



**Ms Priscilla Mdlalose**  
Chief Executive Officer

## 4. Official Sign-Off

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It is hereby certified that this Annual Performance Plan

- i. was developed by the management of CBE under the guidance of the Accounting Authority and the Minister of Public Works and Infrastructure
- ii. takes into account all the relevant policies, legislation and other mandates under the custodianship of the CBE
- iii. accurately reflects the Impact, Outcomes and Outputs that the CBE will endeavour to achieve over the period 2020/21-2024/25



**Ms Lindy Jansen van Vuuren**  
Chief Operations Officer



**Mr Mokgema Mongane**  
Chief Operations Officer



**Ms Priscilla Mdlalose**  
Chief Executive Officer

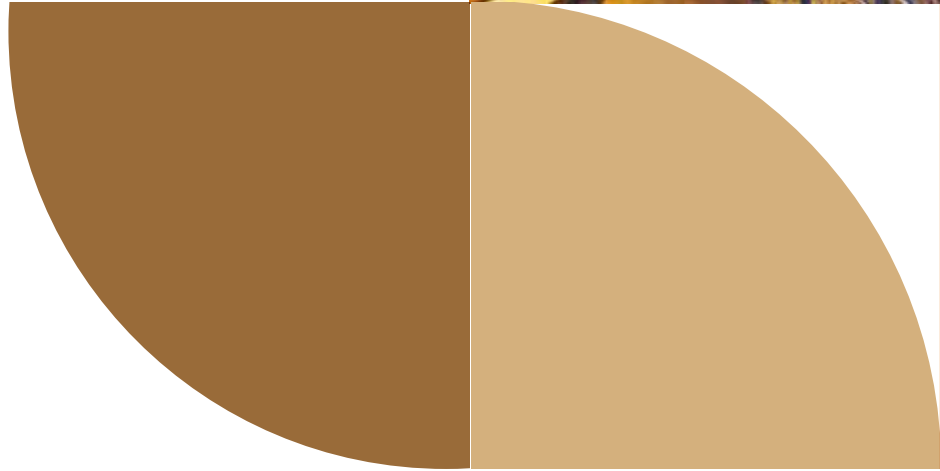


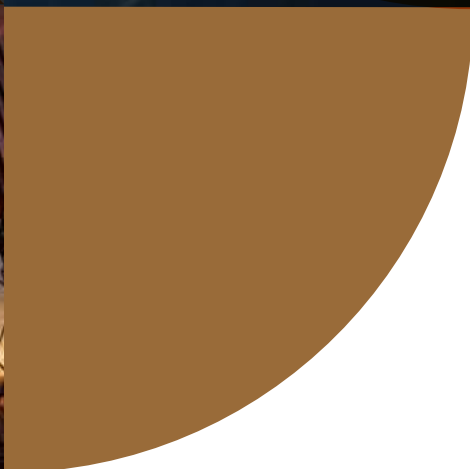
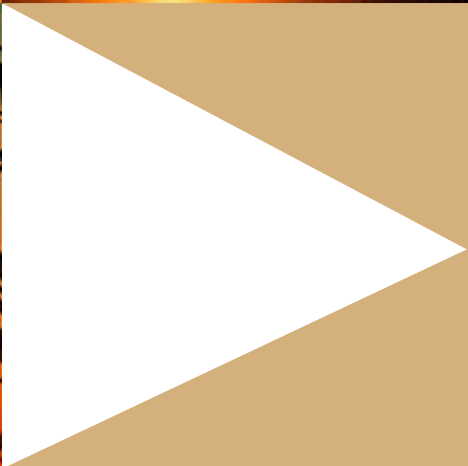
**Dr Sitsabo Dlamini**  
Chairperson: CBE Council

**Approved by:**



**Ms Patricia de Lille (MP)**  
Minister of Public Works and Infrastructure





## 5. Constitutional Mandate

The CBE operates under a legislative and constitutional mandate. In terms of section 195 of the Constitution of the Republic Act 108 of 1996, *Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:*

- a. *A high standard of professional ethics must be promoted and maintained.*
- b. *Efficient, economic and effective use of resources must be promoted.*
- c. *Public administration must be development-oriented.*
- d. *Services must be provided impartially, fairly, equitably and without bias.*
- e. *People's needs must be responded to, and the public must be encouraged to participate in policy-making.*
- f. *Public administration must be accountable.*

## 6. Legislative and Policy Mandates

The scope of the CBE is to drive transformation and oversee the councils for the professions in the Built Environment (BE) that regulate those Built Environment Professions that conceptualise, design, build, maintain and transfer social and economic infrastructure. The CBE executes its mandate from the Council for the Built Environment Act (No 43 of 2000) (the CBE Act), while also being mindful of the following legislations, regulations, policies and best practice guidelines to exercise good governance, ethical leadership and corporate citizenship. The CBE adopted a Compliance Policy and implements a compliance action plan for identified compliance obligations with quarterly disclosure.

**Table 1: Key Legislation and Best Practices**

Short Title	Purpose
Republic of South Africa Constitution, Act 108 of 1996	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.
Consumer Protection Act, 68 of 2008	To promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose to establish national norms and standards relating to consumer protection, to provide for improved standards of consumer information, to prohibit certain unfair marketing and business practices, to promote responsible consumer behaviour, to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements, to establish the National Consumer Commission and to provide for related incidental matters.
Construction Industry Development Board Act, 38 of 2000	To provide for the establishment of the Construction Industry Development Board; to implement an integrated strategy for the reconstruction, growth and development of the construction industry and to provide for matters connected therewith.
Council for the Built Environment Act, 43 of 2000	To provide for the establishment of a juristic person to be known as the Council for the Built Environment; to provide for the composition, functions, powers, assets, rights, duties and financing of such a council; and to provide for matters connected therewith.
Architectural Profession Act, 44 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the architectural profession; to provide for the regulation of the relationship between the South African Council for the Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Landscape Architectural Professional Act 45 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Landscape Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the landscape architectural profession; to provide for the regulation of the relationship between the South African Council for the Landscape Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Engineering Profession Act of South Africa, 46 of 2000	To provide for the establishment of a juristic person to be known as the Engineering Council of South Africa; to provide for the registration of professionals, candidates and specified categories in the engineering profession; to provide for the regulation of the relationship between the Engineering Council of South Africa and the Council for the Built Environment; and to provide for matters connected therewith.



Short Title	Purpose
Property Valuers Profession Act, 47 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Property Valuers Profession; to provide for the registration of professionals, candidates and specified categories in the property valuation profession; to provide for the regulation of the relationship between the South African Council for the Property Valuers Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Project and Construction Management Professions Act, 48 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Project and Construction Management Professions; to provide for the registration of professionals, candidates and specified categories in the project and construction management professions; to provide for the regulation of the relationship between the South African Council for the Project and Construction Management Professions and the Council for the Built Environment; and to provide for matters connected therewith.
Quantity Surveying Profession Act, 49 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Quantity Surveying Profession; to provide for the registration of professionals, candidates and specified categories in the quantity surveying profession; to provide for the regulation of the relationship between the South African Council for the Quantity Surveying Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Public Finance Management Act, 1 of 1999	To regulate financial management in the national government; to ensure that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in that government; and to provide for matters connected therewith.
Skills Development Act, 97 of 1998	To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for and regulate employment services; and to provide for matters connected therewith.
Employment Equity Act, 55 of 1998	To provide for employment equity and to provide for matters incidental thereto.
Promotion of Administrative Justice Act, 3 of 2000	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.
Promotion of Access to Information Act, 2 of 2000	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
Minimum Information Security Standards	(1) Maximises the degree to which unclassified geographic information from various sources can be made electronically compatible and accessible; and (2) Promotes the development of interoperable geographic information systems technologies that shall:- (a) allow widespread, low-cost use and sharing of geographic data by National, Provincial, local governments and state entities, and the public; and (b) enable the enhancement of services using geographic data.
Occupational Health and Safety Act, 85 of 1993	The Occupational Health and Safety Act aims to provide for the health and safety of persons at work and for the health and safety of persons in connection with the activities of persons at work and to establish an advisory council for occupational health and safety.
National Treasury Regulations	These regulations, issued regularly by National Treasury, are applicable to all public entities listed on Schedules 2, 3B and 3D.
National Archives of South Africa Act, 43 of 1996	To provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith.
King IV Report™ on Corporate Governance for South Africa 2016	Ethical and effective leadership is at the heart of King IV™. The 17 basic principles are universally applicable to all organisations, and all are required to substantiate a claim that good governance is practised.

## 7. CBE Legislative Mandate

### Legislative Mandate

The CBE is a Schedule 3A Public Entity as per the Public Finance Management Act (No. 29 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. It is an entity of the National Department of Public Works and Infrastructure. The CBE is responsible for regulating the following Councils for the Built Environment Professions in South Africa:

- i. South African Council for the Architectural Profession (SACAP)
- ii. South African Council for the Landscape Architectural Profession (SACLAP)
- iii. Engineering Council of South Africa (ECSA)
- iv. South African Council for the Property Valuers Profession (SACPVP)
- v. South African Council for the Project and Construction Management Professions (SACPCMP)
- vi. South African Council for the Quantity Surveying Profession (SACQSP)

The objectives of the CBE as per section 3 of the CBE Act are to:

- a. *promote and protect the interest of the public in the built environment;*
- b. *promote and maintain a sustainable built environment and natural environment;*
- c. *promote ongoing human resources development in the built environment;*
- d. *facilitate participation by the built environment professions in integrated development in the context of national goals;*
- e. *promote appropriate standards of health, safety and environmental protection within the built environment;*
- f. *promote sound governance of the built environment professions;*
- g. *promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic;*
- h. *serve as a forum where the built environment professions may discuss the relevant -*
  - i. *required qualifications;*
  - ii. *standards of education;*
  - iii. *training and competence;*
  - iv. *promotion of professional status; and*
  - v. *legislation impacting on the built environment; and*
- i. *Ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment.*

### Functions, Powers and Duties of the Council (section 4 of the CBE Act)

The Council may:

- a. *advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;*
- b. *communicate to the Minister<sup>1</sup> information on matters of public importance acquired by the council in the course of the performance of its functions under this Act;*
- c. *make recommendations to the Minister on the composition, functions, assets, rights, employees or financing of the council;*
- d. *advise the Minister with regard to the amendment of this Act, if necessary, in order to support the norms and values of the built environment professions;*
- e. *facilitate inter-ministerial co-operation concerning issues relating to the built environment;*
- f. *provide advice and consultation on national policy that could impact on the built environment, human resource development in relation to the built environment professions, and the recognition of new professions;*
- g. *comment, if necessary, on all proposed legislation impacting on health and safety in the built environment;*
- h. *direct communication from the Minister or the relevant Minister to the councils for the professions;*
- i. *advise the councils for the professions on matters of national importance where the needs of the State, as communicated to the council through the relevant Minister, require joint and co-ordinated action by the built environment professions;*
- j. *coordinate the establishment of mechanisms for professionals to gain international recognition;*

<sup>1</sup> **Minister of Public Works and Infrastructure**

- k. ensure the consistent application of policy by the councils for the professions with regard to:
  - i. accreditation;
  - ii. the registration of different categories of registered persons;
  - iii. key elements of competence testing of registered persons;
  - iv. codes of conduct to be prescribed by the councils for the professions;
  - v. the principles upon which the councils for the professions must base the determination of fees which registered persons are entitled to charge in terms of any of the professions' Acts, and in accordance with any legislation relating to the promotion of competition;
  - vi. standards of health, safety and environmental protection within the built environment;
  - vii. the recognition of voluntary associations for the built environment professions, by approving the framework for that recognition submitted by the councils for the professions, taking due cognisance of the characteristics of each built environment profession;
- l. investigate or initiate investigations into matters pertaining to its functions and policies with regard to the built environment and, if necessary, recommend legislation in this regard;
- m. act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;
- n. in consultation with councils for the professions, obtain recognition for the councils for the professions as bodies responsible for the establishment of education and training standards in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995);
- o. ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;
- p. promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;
- q. liaise with the Competition Commission, established in terms of the Competition Act, 1998 (Act No. 89 of 1998), on behalf of the councils for the professions regarding the identification of work for the built environment professions;
- r. review fees published by the councils for the professions to ensure the consistent application of the principles regarding such fees;
- s. charge:
  - i. membership fees in the prescribed manner from the councils for the professions, calculated pro rata to the number of persons registered with that council;
  - ii. fees payable for appeals in terms of section 21; and
  - iii. any other fee it considers necessary;
- t. institute legal proceedings to recover all outstanding membership fees payable under this Act;
- u. consider proposals from the councils for the professions with regard to the determination of policy contemplated in paragraph (k);
- v. receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;
- w. purchase, hire or otherwise acquire or dispose of property, borrow money on the security of the assets of the council or accept and administer any trust or donation;
- x. subject to this Act, approve standing orders for the regulation of its proceedings and of all other matters relating to the management, powers and duties of the council;
- y. perform such functions as may be prescribed; and
- z. generally, do all such things as the council deems necessary or expedient to achieve the objectives of this Act.

The CBE Act grants the CBE powers and functions that can be grouped into seven broad roles:

**Table 2: The CBE's Legislative Powers and Functions**

Role	Description (and related provisions)
Policy advocate	<ul style="list-style-type: none"> <li>• advise government (4a,d,f,g,)</li> <li>• communicate matters of public importance to the Minister (4b)</li> <li>• facilitate inter-ministerial co-operation (4e)</li> <li>• undertake investigations that can lead to policy and legislative change (4l)</li> </ul>
Emissary	<ul style="list-style-type: none"> <li>• direct communications from the Minister to the CBEP (4h)</li> <li>• Advising CBEP on matters of National importance (4i)</li> </ul>
Overseer	<ul style="list-style-type: none"> <li>• ensure the consistent application of policy with respect to the CBEP core mandates (4k,o,u)</li> <li>• review fees and charges (4r,s)</li> <li>• receive and review reports from the CBEP (4v)</li> </ul>
Appeals body	<ul style="list-style-type: none"> <li>• act as an appeal body (4m)</li> </ul>
Co-ordinator	<ul style="list-style-type: none"> <li>• co-ordinate the establishment of mechanisms for professionals to gain international recognition (4j)</li> <li>• promoting co-ordination between the Council on Higher Education and the CBEP with respect to accreditation (4p)</li> </ul>
Negotiator	<ul style="list-style-type: none"> <li>• liaise with the Competition Commission with respect to the identification of work (4q)</li> <li>• obtain recognition of councils with regard to establishing education and training standards (4n)</li> </ul>
Initiator	<ul style="list-style-type: none"> <li>• do whatever necessary or expedient to achieve the Act's objectives (4z)</li> </ul>

## 8. Policy Mandates

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The following delegations of authority are implemented within the CBE and were reviewed accordingly by the CBE Council:

- i. procurement
- ii. financial
- iii. legal and contractual
- iv. human resource management

## 9. Institutional Policies and Strategies over the Five-Year Planning Period Guiding the Annual Performance Plan

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### The National Development Plan (NDP)

The NDP calls for the building of a “capable state”. According to the National Planning Commission (NPC) the state is capable to the extent “that it has the capacity to formulate and implement policies that serve the national interest” (NPD, 2012).

The NDP identifies the need to improve efficiency of government expenditure, noting that the overall fiscal envelope is likely to grow relatively slowly over the medium-term, therefore creating an emphasis on the need to balance competing pressures. A core aspect of the NPC’s mandate involves providing evidence and research to support the optimal reallocation of scarce fiscal resources across the three spheres of government.

### The Medium Term Strategic Framework (MTSF) 2019-2024

The MTSF is a government strategic document that guides the five-year implementation and monitoring of the NDP 2030. It identifies the priorities during the MTSF planning period (2019 to 2024), which are to place the country on a positive trajectory towards the achievement of the 2030 vision. The NPC’s mandate requires it to provide research and evidence on the division of revenue between the three spheres of government to ensure that the allocation, reallocation and reprioritisation of resources is informed by these priorities.

The MTSF sets targets for implementation of priorities and interventions for the five-year period and states the Outcomes and Indicators to be monitored. The Seven Priorities for 2019-2024 derived from the Electoral Mandate and State of the Nation Address (SoNA) are as follows:

**Priority 1: Economic transformation and job creation**

**Priority 2: Education, skills and health**

**Priority 3: Consolidating the social wage through reliable and quality basic services**

**Priority 4: Spatial integration, human settlements and local government**

**Priority 5: Social cohesion and safe communities**

**Priority 6: A capable, ethical and developmental state**

**Priority 7: A better Africa and world**

All of these priorities are important for the CBE, tasked with providing evidence and research to inform fiscal policy and allocations in supporting these priorities.

### The Medium Term Budget Policy Statement (MTBPS) 2020

The MTBPS stipulates that fiscal revenue projections are sharply reduced as a consequence of slower than expected economic growth, necessitating a reduction in long-term annual growth estimates. At the same time, debt and debt-service costs have significantly increased (and are projected to increase further) while spending pressures – most notably led by state-owned companies in crisis and the public sector wage bill – continue to increase.

Against this context of severe fiscal constraints, the budgetary policy of government seeks to stabilise public finances and restore economic growth, while continuing to prioritise social grants, education and health into the future. This is going to require some reformative measures in the scale of economies, including reform of state-owned companies and cuts to the public sector wage bill, public institutions as well as tax measures, reforms and organisational efficiencies. Greater efficiency and impact in public spending will be critical to boosting economic growth, and this imperative will guide the NPC's work over the coming period.

**The key priorities of the CBE will be on the five strategic areas outlined below:**

1. CBE Business Value Re-engineering
2. Transformation
3. Skills and Capacity Development
4. Research and Advisory
5. Regulation and Public Protection

## 10. Legislative Revisions

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

## 11. Relevant Court Rulings

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The CBE has not been the subject of any court rulings.

## 12. Accountability Structures

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The CBE has accountability structures that direct, manage and hold the organisation accountable. These are based on the CBE Act, the Public Finance Management Amendment Act (No 29 of 1999) (PFMA), and the National Treasury Reporting Framework. In addition, the CBE subscribes to the requirements of the King IV™ Report on Corporate Governance for South Africa (King IV™). Parliament, through the Parliamentary Portfolio Committee (PPC) on Public Works and Infrastructure of the National Assembly, maintains high-level oversight of the entity, while the Executive Authority (the Minister of Department of Public Works and Infrastructure) and the Accounting Authority (the CBE Council) are accountable for the entity.

## 13. Description of and Approach to the Strategic Planning Process

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This Strategic Plan was guided by the "Revised Framework for Strategic Plans and Annual Performance Plans" issued by the Department of Planning, Monitoring and Evaluation, November 2019. This revised approach focuses on Results Based Planning and links the CBE's Outcomes to the NDP Five-Year Implementation Plan (NDPIP). To enforce this revised framework, a National Treasury Regulation 5/2019-20 was issued to all institutions.

The planning process for the development of the 2021/22 Annual Performance Plan commenced with the process plan, developed for discussion by CBE management. The CBE also participated in the planning meeting organised by DPWI in September 2020. Following the management meeting in September, it was agreed that departments should interrogate their programmes and constitute proposed targets for 2021/22 by the end of September 2020. The CBE submitted its draft APP to the Minister on 30 November 2020. DPWI provided a written review on the APP in January 2021, which culminated in a feedback meeting with DPWI on 20 January 2021. The CBE management and Council held several meetings in January 2021 to finalise the APP where after it was submitted to DPWI on 31 January 2021, as per statutory requirements.

The organisation reviewed its strategic, operational, risk, financial and human resource performance against targets in the strategic plan over the past four years as follows:

- i. Overall organisational performance against targets in work programmes for the past four years
- ii. Present performance against strategic programme: identified lessons learnt, areas of under-performance as well as areas of excellence which can be taken forward to influence future strategies
- iii. Effectiveness of the organisational value chain (current process/system) to identify areas that require improvement, innovation or change




The information gathered during the strategy review assisted the CBE to converge challenges in the internal and external environment to analyse and interpret the strategic shift required to operate in what will eventually become a part commercially driven State Owned Entity (SOE). The CBE identified key stakeholders at national level.

An external analysis (PESTEL)<sup>2</sup> was conducted to better understand those elements in the external environment that have changed or is changing, that will have an impact on the future of the organisation. A SWOT<sup>3</sup> analysis highlighted the strengths and weaknesses in the internal environment and the opportunities and threats in the external environment that enable the organisation. The PESTEL and SWOT analyses enabled the organisation to identify the strategic drivers for change, the barriers to change and what supports change in the next five years and beyond.

## 14. Alignment to DPWI Outcomes and NDP Priorities

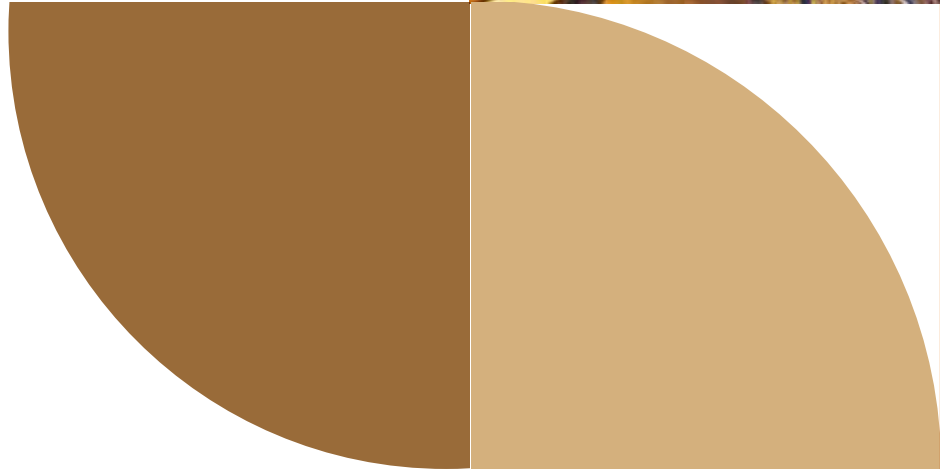
The Department of Planning, Monitoring and Evaluation has outlined Priorities to drive the planning and implementation of strategic plans over the 2020/21-2024/25 NDPIP period. During this MTSF period, the CBE will have contributed to and reported on the following Outcomes:

**Table 3: Alignment to DPWI, NDP Priorities and NDPIP Outcomes**

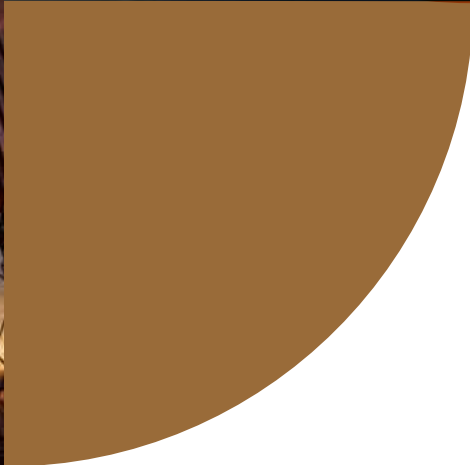
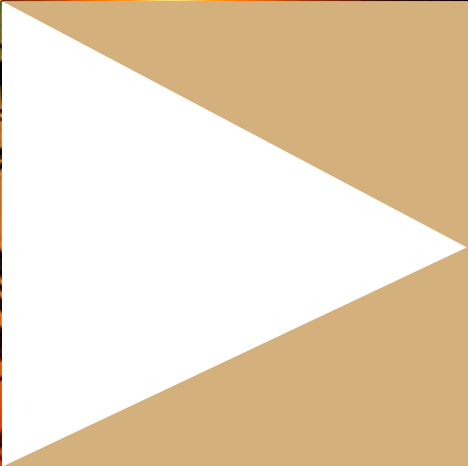
NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Object of CBE Act
				
Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Optimum Functioning Council	
Priority 1: Economic transformation and job creation	Increased ownership and participation by historically disadvantaged individuals	Transformed Built Environment	Transformed Built Environment	<i>(d) facilitate participation by the built environment professions in integrated development in the context of national goals (f) promote sound governance of the built environment professions; (h) serve as a forum where the built environment professions can discuss relevant issues</i>

<sup>2</sup> P=Political; E=Economical; S=Social; T=Technological; E=Environmental; L=Legal  
<sup>3</sup> S=Strengths; W=Weaknesses; O=Opportunities; T=Threats

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Object of CBE Act
Priority 2: Education, skills and health	Improved education, training and innovation Improved employability of youth through skills training	Transformed Built Environment	Skilled Built Environment	<i>(c) promote ongoing human resources development in the built environment (g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic</i>
Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Informed decision-making which impacts the current and future operational requirements of the industry	<i>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;</i>
Priority 6: A capable, ethical and developmental state Priority 5: Social cohesion and safe communities	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Public interest in the Built Environment promoted and protected	<i>(a) promote and protect the interest of the public in the built environment; (b) promote and maintain a sustainable built environment and natural environment (e) promote appropriate standards of health, safety and environmental protection within the built environment (i) ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment</i>







## 15. Core Ideology of the CBE

The CBE’s approach was to first review its Mission (Purpose = legislative mandate = reason for existence) and then its Vision (what we target to achieve). Mission - Vision - gives rise to its Brand Promise on the overall outcome and impact that the CBE commits to its customers and stakeholders. The CBE’s ‘Values’ deliver on its Brand Promise. Collectively, these make up the CBE’s “Core Ideology”.

### 15.1 Vision

**An intelligent, inclusive, adaptive and thriving Built Environment by 2035**

Intelligent	Inclusive	Adaptive	Thriving
1. Well informed 2. At the forefront of technology 3. Ahead of the “curve” 4. Future mind-set 5. Smart people 6. Globally competitive skills set	1. Accounts for and is representative of all social groups and economic sectors	1. Agile 2. Versatile 3. Quick to respond	1. Consistently successful 2. Economically viable 3. Socially beneficial

### 15.2 Mission

**Lead, regulate, advise and coordinate professions and their councils to meet the National Built Environment and Transformation Future of the industry**



**Figure 1: Underlying Principles of the Mission Statement**

### 15.3 Values

Quality is non-negotiable

Professionalism in all that we do

Future orientated

All-round inclusiveness

### 15.4 Brand Promise

Building South Africa's future

## 16. Situational Analysis

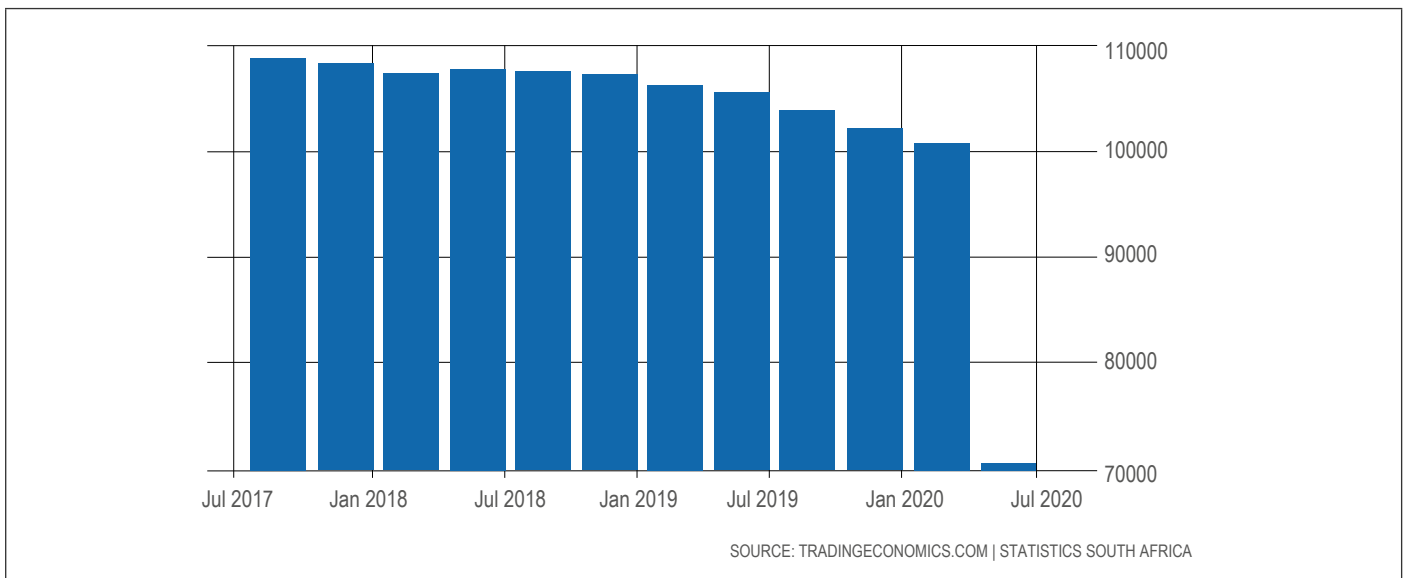
### 16.1 External Environment

The CBE assessed its developmental and operational challenges, in both the internal and external environments, to inform its Strategic Plan. Strengths, weaknesses, opportunities and threats were scanned within the realm of existing policy and 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. From the time of compiling the last Strategic Plan, the South African Built Environment has experienced significant change and upheaval, leaving its mark on the sector to shape priorities for the immediate future.

In order to flourish, the CBE should conduct a PESTEL analysis in accordance with the political, economic, social, technological and environmental factors prevailing in the external environment. The changes are explained in terms of how they will affect the CBE's performance.

#### 16.1.1 Economy

According to Trading Economics Report, South Africa's Gross Domestic Product (GDP) contracted an annualised 51% on quarter in the three months to June of 2020, following a downwardly revised 1.8% contraction in the previous period and more than an estimated 47.3% decline. The steep output declines were seen across almost all of the country's economic sectors, in particular construction with 76.6% vs. 4.7% in quarter one. GDP from the construction industry decreased to R70039.94 million in the second quarter of 2020 from R100664.93 million in the first quarter of 2020. Statistics South Africa (Stats SA) pointed to an annual decrease of 45 000 (-7.4%) in total employment in March 2020 compared with March 2019 within the construction industry. There was a quarterly decrease of 14 000 (-2.4%) employees in March 2020 compared with December 2019. This was mainly due to decreases in employment in the building of complete constructions or parts thereof, civil engineering, building completion and building installation. According to Creamer Media there have been suggestions that the impact could result in a year-on-year contraction of 18%, which represents 4% of GDP. Potentially, this could mean the loss of up to 140 000 formal jobs, according to construction market intelligence firm Industry Insight.



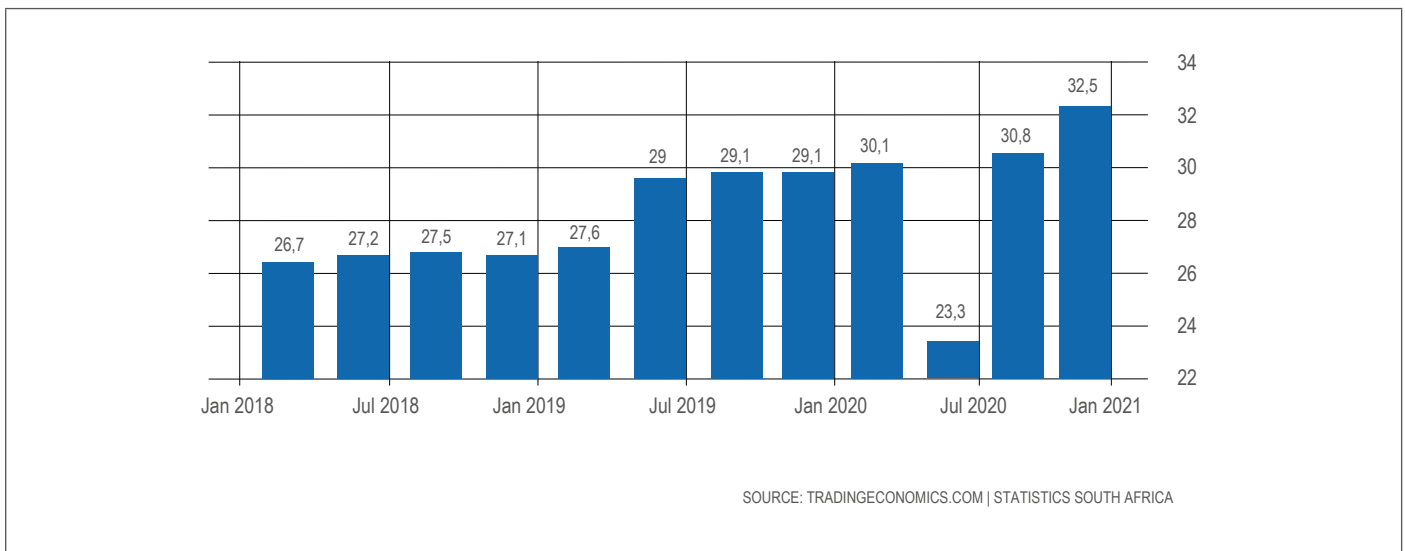
**Figure 2: Gross Domestic Product from the Construction Sector in South Africa**

As a major step towards fiscal sustainability, Finance Minister Tito Mboweni, in the 2020 Budget Speech announced a net downward adjustment to main budget non-interest expenditure of R156.1 billion over the next three years relative to the 2019 budget projections. Over the Medium-Term Expenditure Framework (MTEF), education infrastructure allocations are adjusted by R5.2 billion, human settlements adjustments amount to R14.6 billion and there are also adjustments of R2.8 billion to the municipal infrastructure grant. Investments in education infrastructure goes to new schools, replacing schools constructed with inappropriate materials, and providing them with water, electricity and sanitation. The delivery of these infrastructure projects requires Built Environment Professionals to ensure that they meet stipulated standards and be held accountable by their professional bodies. Built Environment Professionals are therefore central in ensuring that these infrastructure projects are delivered within their allocated budgets.

There is an allocation of R3.5 billion over the next three years to improve non-toll roads. Registered Built Environment Professionals are well equipped to deliver such projects to support the economic infrastructure of the country. The negative social and economic impact of apartheid spatial planning continue to be a snare for South Africa to the present day. President Cyril Ramaphosa has launched the district development model to fast track service delivery. Built Environment Professionals with their much-needed skills should be driving this Presidential initiative to redress the past.

According to the National Treasury (NT), the value of infrastructure budgets, however, is eroded by insufficient capacity and skills to build a sustainable pipeline of projects, as shown by infrastructure backlogs and the lack of business confidence. In response to this, government has since adopted a multi-faceted approach by resourcing project preparation facilities, reviewing regulations and policies, and introducing reforms. This approach is expected to improve the effectiveness of infrastructure spend and develop a project pipeline for funding by government and the private sector.

While skills shortage is a huge challenge within the Built Environment industry, progress has, however been made in terms of transforming and capacitating the industry. Over the past five years (2016/17 to 2019/20 financial years), the registration of professionals and candidates across all the six CBEP has slightly increased. The overall professional membership increased by 10% - from 43 577 in 2016/17 to 47 747 by the end of 2019/20, while the candidate membership increased by 18% (from 28454 to 33599). This signifies progress made towards addressing the issues of capacity and skills shortage although a lot still needs to be done in terms of closing the skills gap within the Built Environment industry. The problem of infrastructure backlogs and lack of sustainable pipeline of projects can be addressed through the utilisation of registered professionals. These professionals have the know-how of the industry and the expertise to ensure that large scale projects are adequately planned, delivered within the allocated budget and stipulated timelines and meet the desired standards, thus ensuring sustainable infrastructure.

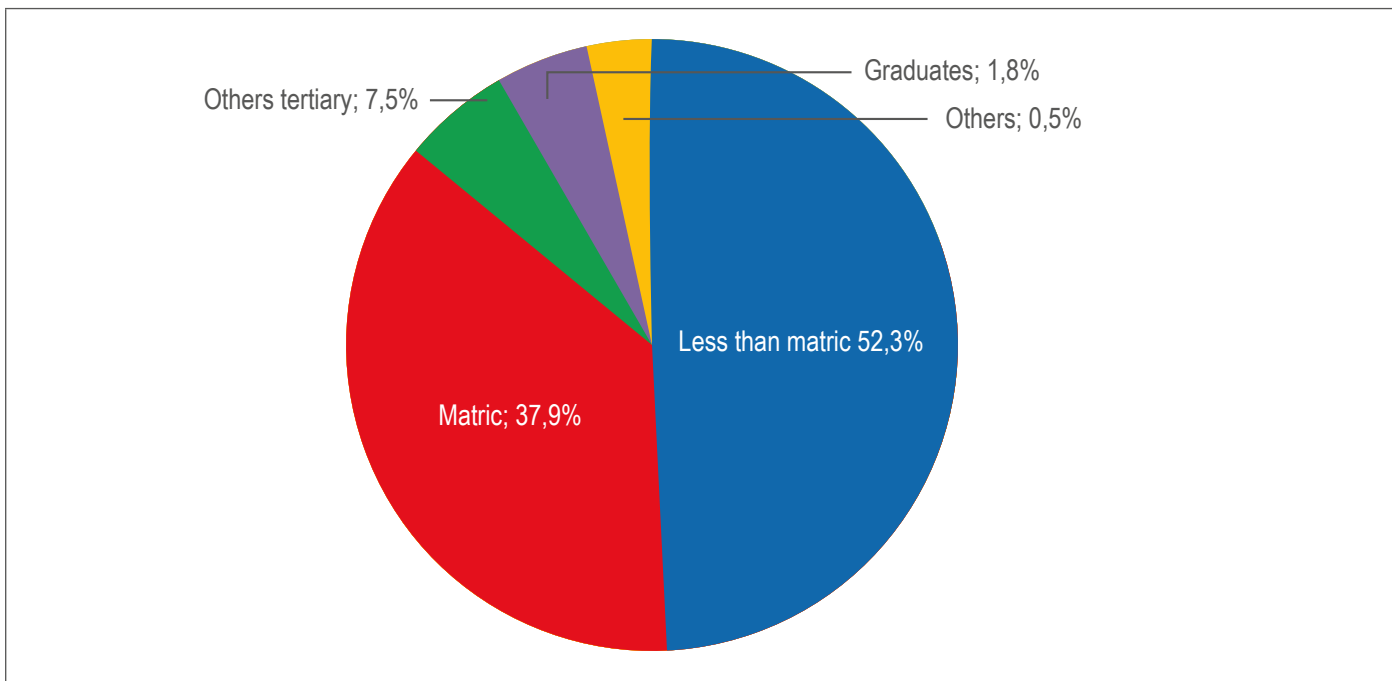


**Figure 3: South Africa's Unemployment Rate: 2018 - 2021**

According to Stats SA, the official unemployment rate increased by 1.7 percentage points to 32.5% in the last quarter of 2020, the highest since the start of the Quarterly Labour Force Survey (QLFS) in 2008. This means 7.2 million people were unemployed, up from 30.8% in the previous three months. According to an expanded definition of unemployment that includes those discouraged from seeking work, 42.6% of the labour force was without work in the fourth quarter, amounting to 11.1 million people. Stats SA further indicated that, compared to the same period in 2019, a net decrease of 1.4 million in total employment in the fourth quarter of 2020 was largely due to losses in the number of people employed in the finance (256,000), community and social services (241,000), manufacturing (230,000), trade (186,000) and construction (184,000) industries.

In the 2020 State of the Nation Address (SoNA), President Cyril Ramaphosa identified youth and infrastructure development as key areas to revive the South African economy in the short and long-term periods. Infrastructure investments facilitate economic activities and thus enable economic growth, job creation and poverty alleviation. The NDP targets infrastructure investment of 30 per cent as a percentage of GDP by 2030.

The economic reconstruction and recovery plan for South Africa, as outlined by the President further include intense localisation drive, industrial expansion and the creation of 800 000 new jobs. The new jobs are to be created through infrastructure development and mass employment programmes, reindustrialisation of the economy focusing on small businesses, strengthening medium and large businesses.



**Figure 4: Quarter 4 2020/21 - Proportion of Unemployed by Education Level (Source: Quarterly Labour Force Survey, Statistic SA, 2020/21 Q4)**

According to the Quarterly Labour Force Survey released by Stats SA, out of the 7,2 million unemployed persons in the fourth quarter of 2020, as many as 52,3% had education levels below matric, followed by those with matric at 37,9%. The findings further highlighted that only 1,8% of unemployed persons were graduates, while 7,5% had other tertiary qualifications as their highest level of education.

Compared to Quarter 4: 2019, the percentage of young persons aged 15–34 years who were not in employment, education or training (NEET) increased by 1,7 percentage points from 40,1% to 41,8% (out of 20,5 million) in Quarter 4: 2020. The NEET rate for males increased by 1,9 percentage points, while for females the rate increased by 1,5 percentage points in Quarter 4: 2020. In both Quarter 4: 2019 and Quarter 4: 2020, more than four in every ten young females were not in employment, education or training.

### 16.1.2 Procurement

The CBE Transformation Collaborative Forums have identified gaps in procurement policies that were meant to be transformational. They have also identified lack of monitoring of the implementation of these procurement policies as one of the focus area for the sector. Lack of Gender budgeting has been highlighted by the Forums as another contributing factor in transforming women economic status.

According to Construction Covid-19 Rapid Response Task Team (2020), the construction industry has identified the public procurement process as one of the stumbling blocks to service delivery and pipeline certainty by both professionals and the construction industry alike. Various government entities continue to blame the under expenditure of capital budgets on cumbersome and bureaucratic driven procurement processes instituted by National Treasury. Ongoing changes to procurement policies and processes are also blamed on regular changes set by National Treasury.

National Treasury, on the other hand, blames the various spheres of government and individual entities for not following guidelines and being side-tracked by their own bureaucracies or by nefarious interests of individuals, lack of experience and competence. Self-instituted cumbersome approval process of variation orders and the extension of time for claims processes cause further delays and undermine the successful completion of projects.

The Construction Covid-19 Rapid Response Task Team (2020) report states that an alternative interim procurement strategy should be based on a system that will apportion equal weighting to fairness, equitable, competitive and cost-effective procurement with specific focus on long-term cost effective solutions, sustainable transformation and a fair allocation of work to all the players in the industry on the basis of capacity, competence, localisation and performance.

### 16.1.3 Technology

Modern technology is vital to satisfy the criteria of a changing environment, sustainability and energy security. The importance of Information and Communication Technologies (ICT) in the infrastructure sector increased, especially with Building Information Modelling (BIM) technology presenting a single platform for capturing and utilising knowledge of assets to improve efficiency and safety visualisation. The following types of construction technologies are impacting the industry: Mobile Technology; Drones; BIM; Virtual Reality and Wearables; 3D Printing and Artificial Intelligence. The ever-changing knowledge requires training institutions to continuously upgrade their curricula to stay relevant and prepare their graduates for the demands of the industry. The CBE has a mandate to promote ongoing human development; therefore, it will engage relevant educational institutions and professional bodies to ensure that their curriculum is aligned with these modern technologies.

### 16.1.4 Legal

Inadequate Built Environment regulatory and legislative framework (due to slow review of Councils for the Built Environment Professions Acts). The Built Environment operates within a legislated environment but there are gaps in terms of enforcement powers. The CBEP have codes of conduct in place to hold their registered professionals accountable; however, there is a large number of unregistered practicing individuals who are not accountable to the sector. The CBE Act impels the CBE to, after consultation with the Competition Commission (CC) and in consultation with the CBEP, identify the scope of work for each category of registration (section 20 of the CBE Act). Practicing persons are expected to perform their work in line with their competencies as confirmed by the relevant council. CBE will continue to work hand in hand with the CBEP to ensure the implementation of the identification of work in order to protect the public. There are companies and state owned entities who are satisfied with employing one or few registered persons who will sign off the work done by unregistered persons. Such employers do not enforce all their Built Environment graduates to be registered; with comfortable salaries some do not see reasons to become registered practitioners. This compromises the enforcement of the code of conduct and the result is practitioners who are like drivers without valid driver's license. Registered professionals in the public sector have challenges with policies such as the Occupation Specific Dispensation (OSD). The OSD was introduced through the adoption of a collective agreement (i.e. Resolution 1 of 2007) within the framework of the Public Service Coordinating Bargaining Council (PSCBC). The OSD (post and salary structures) for Engineers and related occupations is applicable to employees who are appointed in terms of the Public Service Act, 1994. This policy has been identified as a stumbling block in retaining registered professionals in the public sector, especially in the Built Environment. The Landscape Architectural Profession is currently excluded from the OSD.

Construction health and safety remains a priority for the sector. The Department of Employment and Labour is the custodian of the National Construction Regulations 2014. In 2012 the Department of Labour, the South African Council for the Project and Construction Management Professions (SACPCMP), the CBE and other stakeholders signed a Construction Health and Safety Accord as part of an effort to improve the status of occupational health and safety in the construction sector in South Africa. There is a currently a working partnership with the Department of Employment and Labour to monitor health and safety practices in construction.

The Construction Industry Development Board (cidb) Act No. 38 of 2000 mandates the cidb to determine and establish best practice that promotes, amongst others, positive safety, health and environmental outcomes. The cidb Act also mandates the cidb to establish a Best Practice Contractor Recognition Scheme. This requires the CBE to work closely with the cidb to ensure that registered professionals comply with these best practices.

There is a need to review the legislation of the six CBEP and CBE to align it to the changes and evolution experienced by the industry.

## 16.2 The Impact of Covid-19 and the Lockdown in the Built Environment

The 2020/21 financial year was beset by an invisible enemy that propelled the world to change the way it functions and adjust to a “new normal” geared around working remotely, social distancing and minimal commuting. The World Health Organization (WHO) declared the Covid-19 outbreak a pandemic on March 11, 2020. Due to the fast spread of the Coronavirus around the world, South Africa went into national lockdown on 27 March 2020, forcing many businesses across all sectors of the economy to close their doors. Global studies predict that Covid-19 is possibly not going away anytime soon, therefore, like all the other sectors, the Built Environment industry has to adapt to the new transformed working landscape.

The CBEP conducted surveys on the impact of Covid-19 on their registered persons. SACAP’s survey results, released on 30 September 2020, highlighted that 73% had no work during lockdown. About 28% of the architectural business were likely to close shop. The survey indicated that about 45% had retrenched or were planning to retrench their staff. Sixty-two% had unpaid invoices by government.

The income of the CBEP is largely derived from subscription fees they charge to their Registered Persons. The annual subscription fee payments were severely affected by Covid-19 pandemic and the subsequent lockdown affected the sustenance of the CBEP. The construction industry was greatly affected as a result this has a knock-on effect on Registered Persons as their businesses or the companies they work for were negatively impacted.

The Transformation Collaborative Forums (TCF) are in the process of addressing the impact of the Covid-19 through their engagement with the BE industry and government departments enabled through Programmes 2 and 3.

### 16.2.2 Operation in the Built Environment

Amid Covid-19, the construction industry has been hit hard and challenged by many obstacles regarding contractual obligations, availability of resources, deliverables, health and safety measures, and project delays or cancellations. Project delays and disruptions were mainly as the result of the lockdown enforced by government, as well as shortage of materials, plants, equipment and personal protective equipment (PPE). According to the Daily Maverick, the restrictions on almost all projects further pushed already struggling construction companies down the cliff. This came against the backdrop of well-known industry issues such as declining government infrastructure spend, poor payment practices within the sector’s supply chains and more importantly, the broken industry operating model that is no longer fit-for-purpose. *Infrastructure News* provide that although all the construction sectors are expected to be affected by the pandemic in the short-term, however, the building sector is expected to be the most affected. This is mainly because the building sector is primarily funded by private clients, who are expected to cut back on investments due to the anticipated economic decline as a result of the Covid-19 pandemic.

Remote working is another factor that impacts the Built Environment as it allows many professionals to perform their responsibilities out of the office. This growing phenomenon alludes to the possibility of a decline in the demand for office space. However, according to *Construction and Engineering News*, when government eased lockdown regulations, the demand for corporate buildings, education and training centres that comply with social distancing regulations increased. The required refurbishment and redesigning of the interior of these buildings is estimated to have the potential to generate more jobs for Built Environment Professionals and contractors.

The element of social distancing also poses a huge challenge in the Built Environment, particularly in the construction industry, where there is normally a large number of people on construction sites. According to Creamer Media the construction sector has since formed a Construction Sector Covid-19 Task Team composed of contractors (main and subcontractors), Built Environment professional services firms, property developers, manufacturers, professional associations and regulators. A comprehensive short to medium-term plan was submitted to government for actionable reforms to help the sector recover. The industry is further working with government to develop an industry-specific Covid-19 Construction Health & Safety Protocol. This will supplement the already stringent health and safety regulations for construction.

Technology has also played a crucial role in facilitating both the elements of remote working and social distancing in the new transformed working landscape within the Built Environment. While the construction industry has been particularly slow to adopt technology, the pandemic has compelled it to embrace digitisation to facilitate remote operations. The industry is shifting to remote ways of working. According to *Infrastructure News*, designers and engineers are relying even more heavily on digital collaboration tools such as BIM, while engineers and contractors are using 4D and 5D simulation to re-plan projects and optimise schedules.



According to Skudder quoted in *Infrastructure News*, the construction industry should invest in the following technology:

- i. Cloud-based solutions
- ii. Common data environment (CDE) - all of the company's data is in a central repository and can be accessed whenever needed
- iii. Construction companies that have digital financial management, payroll and estimating solutions in place should be exploring how to make the best out of these investments
- iv. Those who have not digitised enough downstream on site should be looking for site-based solutions that allow people to continue working and accessing data on-site rather than relying on files in an office

The new transformed working landscape requires the construction industry to strategically adopt technology into their daily operations. The nature of the Built Environment industry, however, still requires professionals to be on site to ensure the delivery of quality work as well as adherence to stipulated standards; hence, an industry specific Covid-19 Construction Health and Safety Protocol is crucial to guarantee a safe environment for Built Environment Professionals.

### 16.2.3 Labour Force

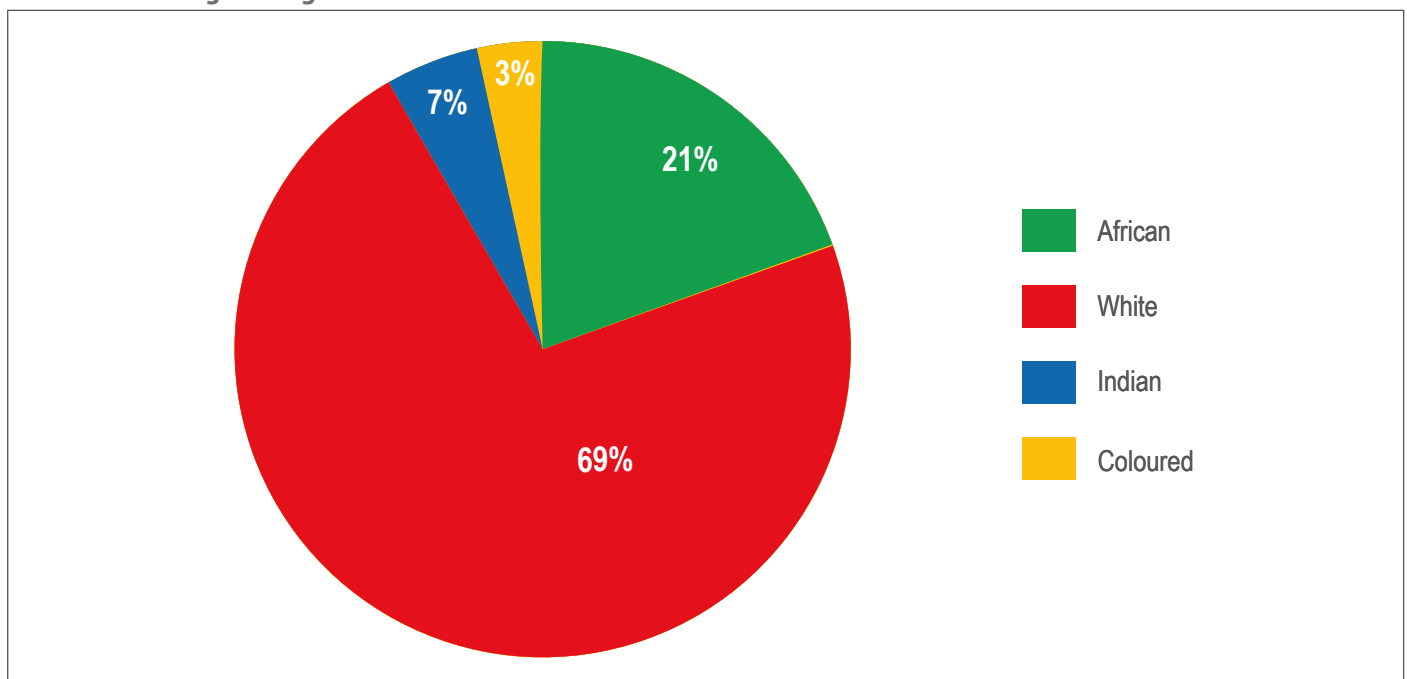
The construction industry has been identified as one of the biggest contributor to the economy and as one of the key sectors government should prioritise in order to create more job opportunities to boost the South African economy. The industry employs hundreds of thousands of workers that were hit hard by the Covid-19 pandemic. Creamer Media states that the impact could result in a year-on-year contraction of 18%, which represents 4% of GDP. Potentially, this could mean the loss of up to 140 000 formal jobs, according to construction market intelligence firm Industry Insight.

## 16.3 Overview of the Demographic Data of the six Built Environment Professions

According to *A World That Counts* (UN, 2014), data is the lifeblood of decision-making and the raw material for accountability. Without high-quality data providing the right information on the right things at the right time designing, monitoring and evaluating effective policies becomes almost impossible. The information below reflects the registration numbers of candidates and professionals within the six CBEP as reported to the CBE. This baseline information is critical to measure the impact of the transformation initiatives that will be supported by the CBE and CBEP in the next five years. The key indicators include the increase in the number of registered persons from the designated groups and their participation in the economy of the country.

### 16.3.1 Registered Professionals

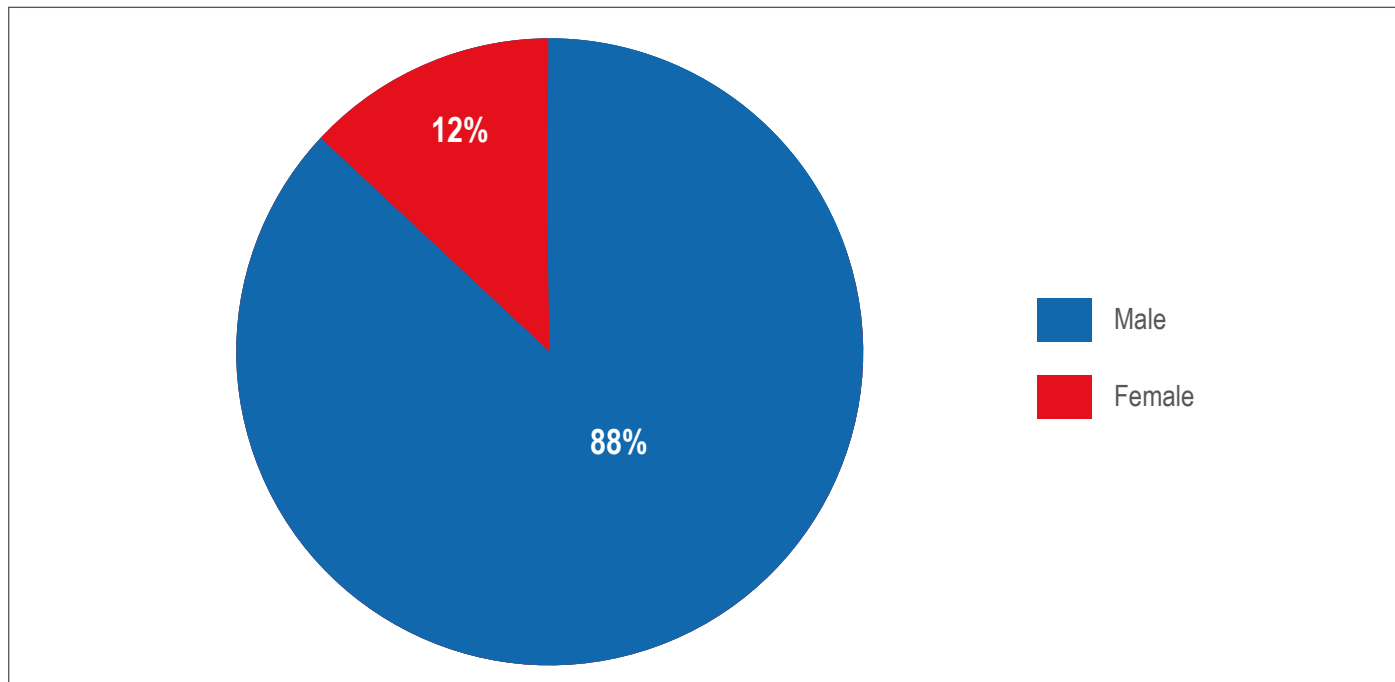
#### Overall Percentage of Registered Candidates and Professionals in the six CBEP



**Figure 5: CBEP 2019/20 Race Profile**  
(Source: CBEP Fourth Quarter Report 2019/20)

This illustration indicates that by the end of the 2019/20 financial year, the white population group remains the most dominant race in the BEPs, accounting for 69% of the registered persons across the six professions. The African population is a distant second, accounting for 21% of BEPs, followed by Indian and coloured populations, accounting for 7% and 3% of the BEPs respectively. The racial profile of the BEPs remains unbalanced with the Indian and coloured populations significantly underrepresented in the BEPs across the six councils. The BEPs can better understand and, therefore, protect the public interest, if they are representative of the demographics of the Republic of South Africa.

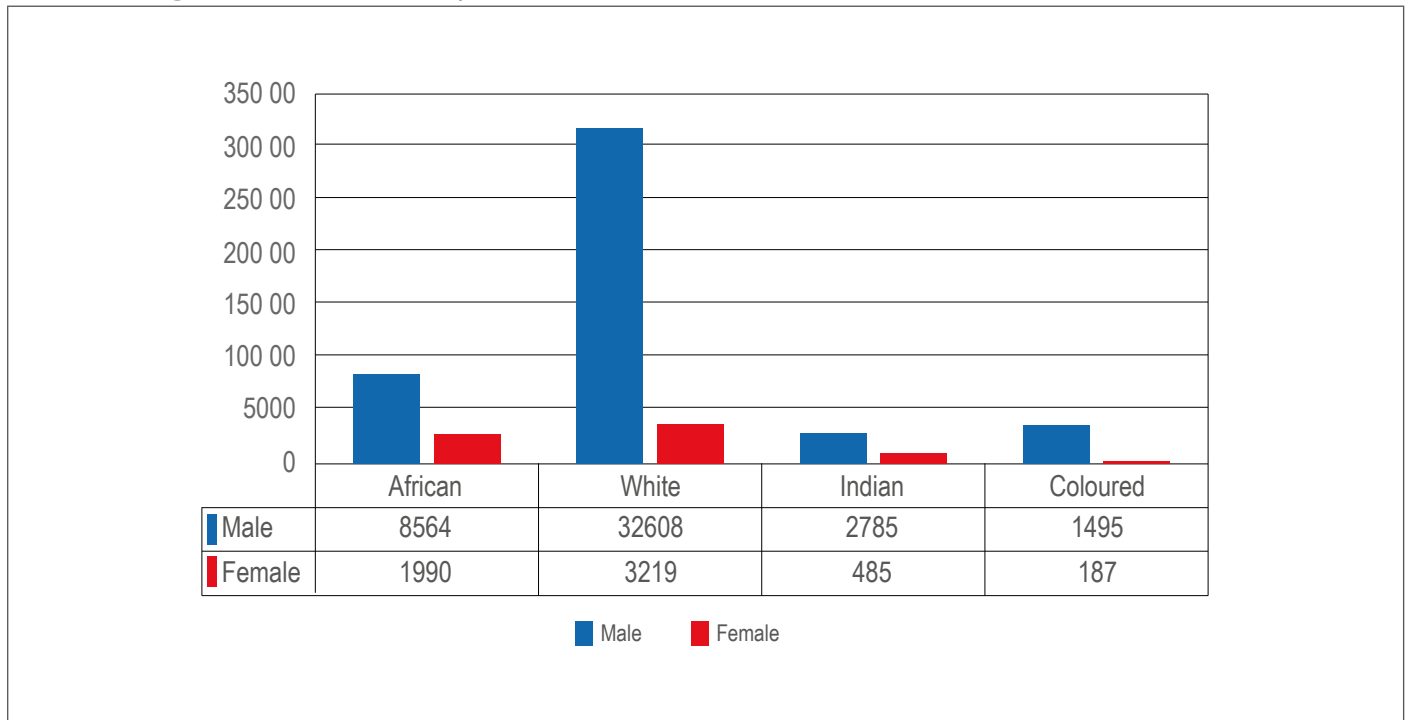
**Gender Profile of the six CBEP**



**Figure 6: CBEP Gender Profile**  
 (Source: CBEP Fourth Quarter Report 2019/20)

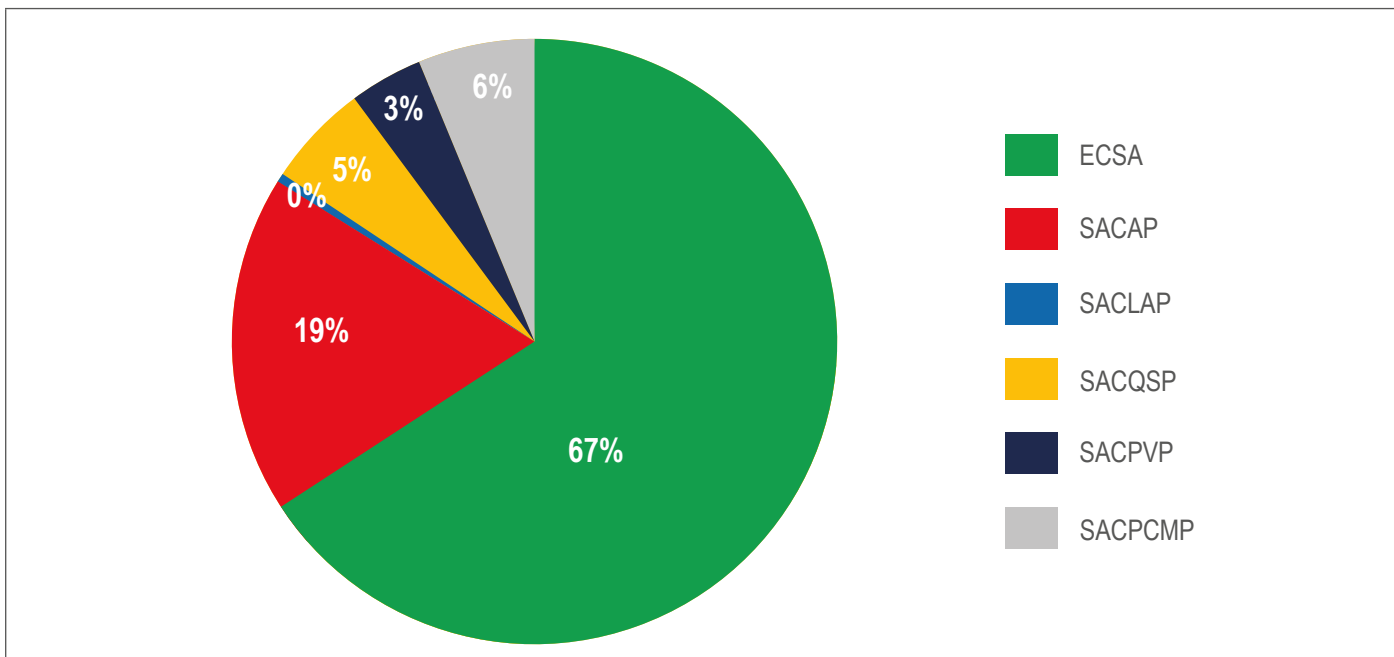
The illustration depicts that 88% of the professionals registered with the CBEP by the end of the 2019/20 financial year were male. This demonstrates that CBEP membership is dominated by males, with only 12% female representation. While women constitute more than half of South Africa’s population they are, however, significantly underrepresented in the Built Environment Professions. This highlights the continuous need to implement mechanisms to offer females the correct assistance and support to ensure that their representation improves in order to achieve a more balanced CBEP profile.

**Number of Registered Professionals by Gender and Race**



**Figure 7: CBEP 2019/20 Gender and Race Profile**  
 (Source: CBEP Fourth Quarter Report 2019/20)

Figure 7 compares the number of professionals registered with the CBEP according to their gender and race. It is evident that white males comprise the majority of the registered professionals accounting for 32 608, followed by African males at 8 564 and white females at 3 219. Indian and coloured females remain the least prominent groups in the CBEP membership.



**Figure 8: CBEP 2019/20 Composition**  
 (Source: CBEP Fourth Quarter Report 2019/20)

The percentage distribution of professionals across the six CBEP by the end of the 2019/20 financial year was as follows:

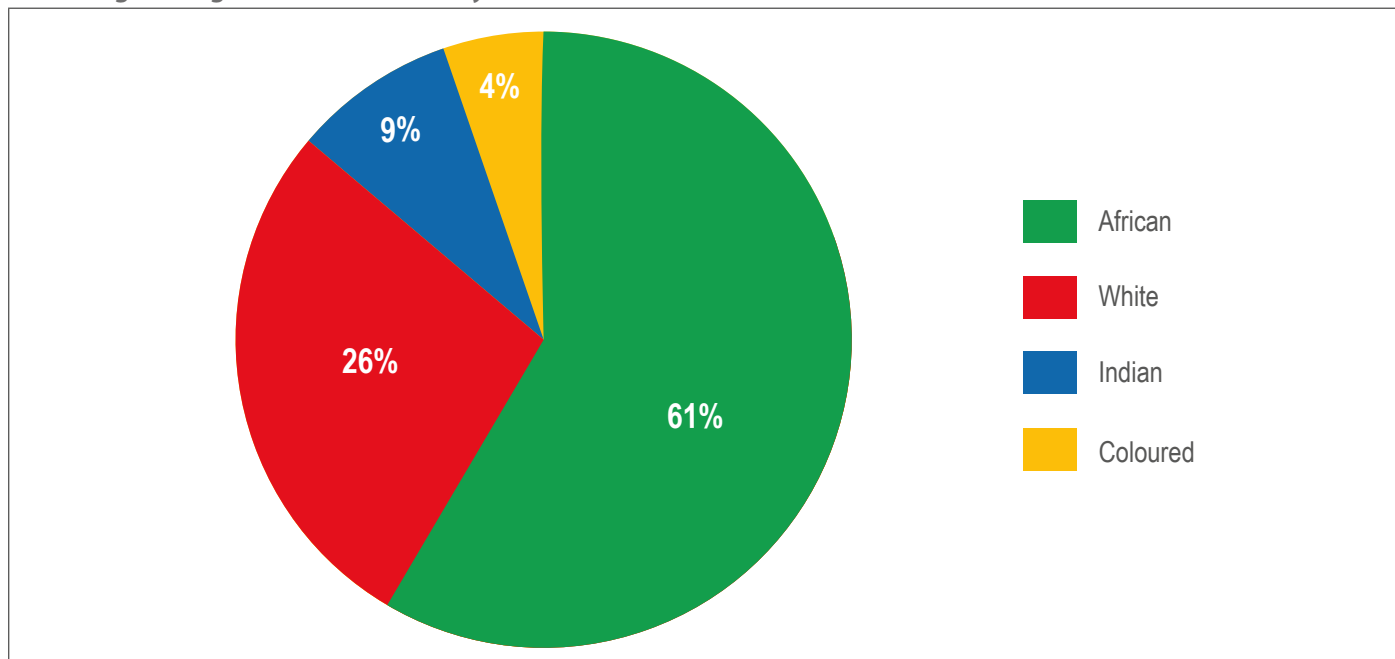
1. Engineering Council of South Africa (ECSA) – 67%
2. South Africa Council for the Architectural Profession (SACAP) – 19%
3. South African Council for the Project and Construction Management Profession (SACPCMP) - 6%
4. The remaining three CBEP – South African Council for Landscape Architecture Profession (SACLAP), South African Council for Property Valuers Profession (SACPVP) and South African Council for the Quantity Surveying Profession (SACQSP) combined made up the remaining 8% of registered professions in the CBEP

**16.3.2 Registered Candidates**

**Number of Registered Candidates per Registration Category**

This section analyses the demographic composition (race and gender) of registered candidates per registration category in the CBEP, and highlights areas of improvement for transformational change.

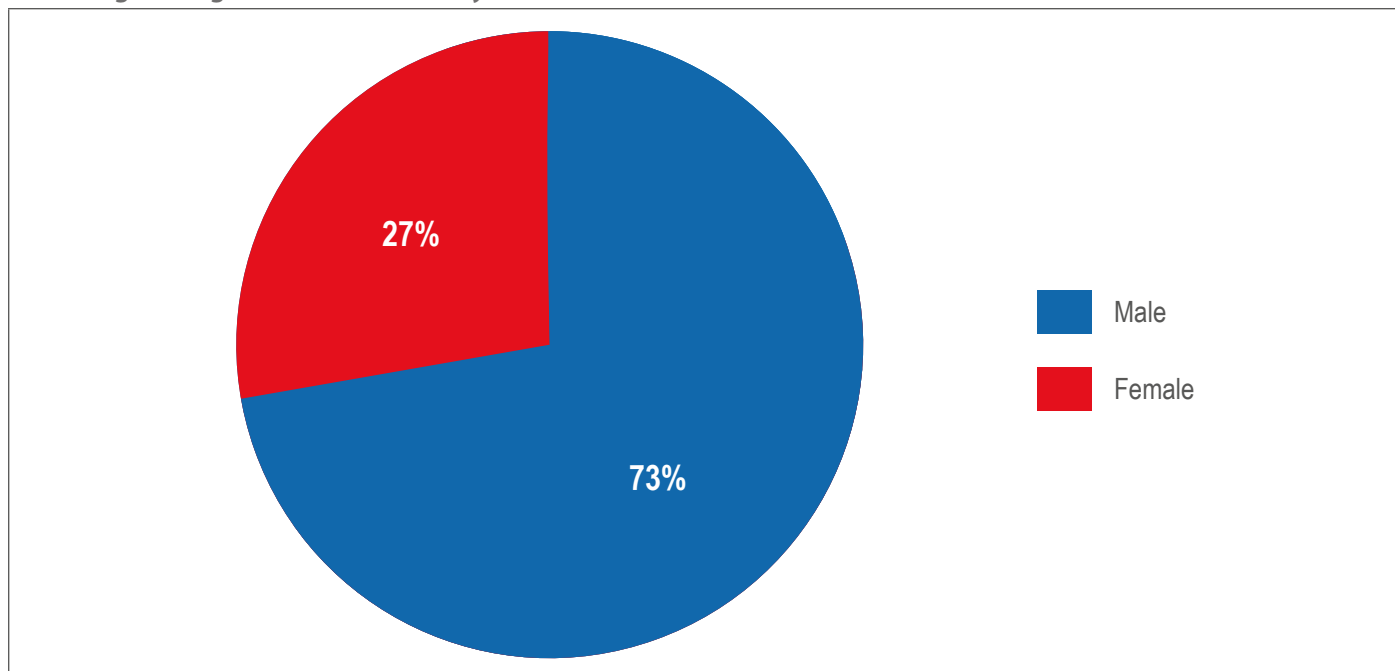
**Percentage of Registered Candidates by Race**



**Figure 9: CBEP 2019/20 Candidate Race Profile**  
 (Source: CBEP Fourth Quarter Report 2019/20)

The illustration highlights the demographic composition of candidates in the CBEP by the end of the 2019/20 financial year. The African population accounted for 61% of the candidates, whites accounted for 26%, while Indians and coloureds combined accounted for 13% of the candidates.

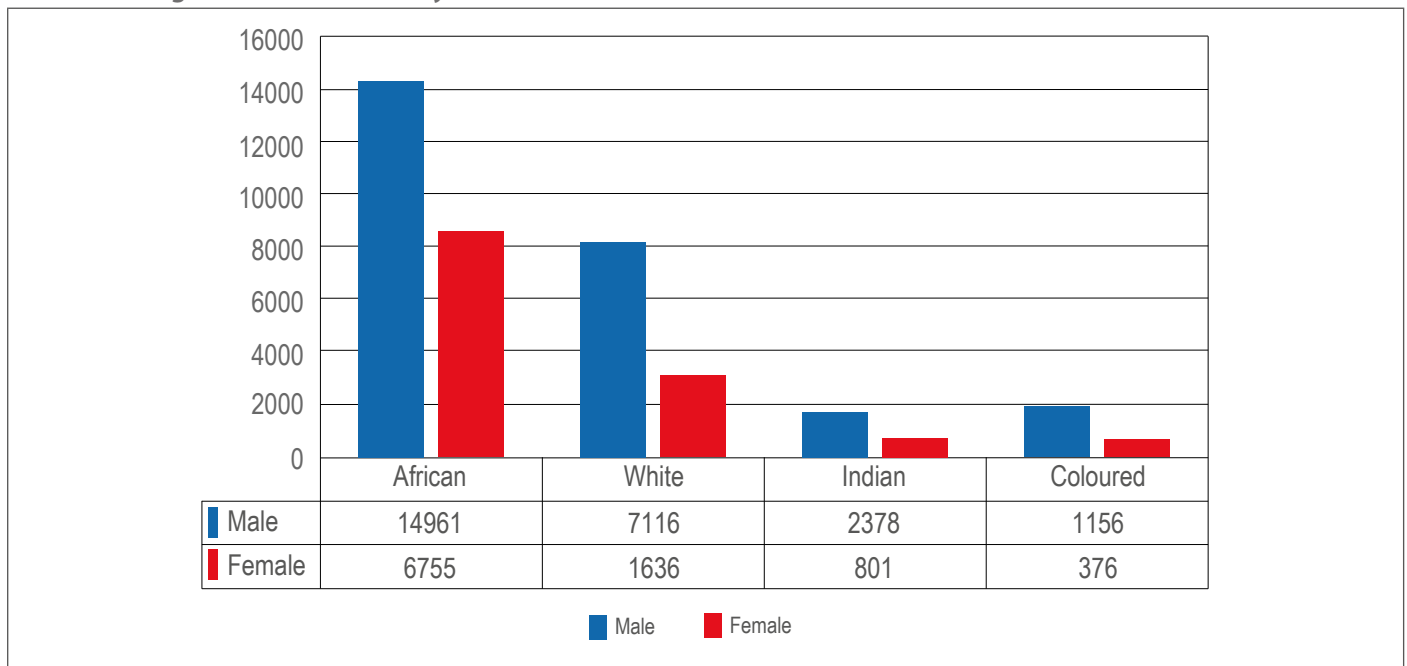
**Percentage of Registered Candidates by Gender**



**Figure 10: CBEP 2019/20 Candidate Gender Profile**  
 (Source: CBEP Fourth Quarter Reports 2019/20)

The illustration compares CBEP numbers of registered candidates by gender at the end of the 2019/20 financial year. As with registered professionals, male candidates dominate CBEP membership, accounting for 73% of the registered candidates, while females account for the remaining 27%. The data for registered professionals and candidates suggests a need to improve the representation of females in the Built Environment Professions.

**Number of Registered Candidates by Race and Gender**



**Figure 11: CBEP 2019/20 Candidate Profile per Gender and Race (Source: CBEP Fourth Quarter Report 2019/20)**

Figure 11 compares CBEP numbers of registered candidates by gender and race at the end of the 2019/20 financial year. The majority of CBEP candidates were African males, followed by white males and African females. As demonstrated in figures 9 and 10, there is more significant progress in the race composition of registered candidates than in the gender dynamic.

**16.4 Transformation in the Built Environment**

The CBE’s third Transformation Indaba held on 09 and 10 October 2019 identified critical challenges faced by the sector:

- i. Lack of implementation of procurement policies and legislation to drive economic transformation, this included the inability of small, medium and micro enterprises of the to prosper
- ii. Lack of policy reforms such as the Occupation Specific Dispensation (OSD)
- iii. Poor implementation and monitoring of women empowerment and gender equality policies
- iv. lack of support for Built Environment Professionals in their places of employment and those unemployed
- v. the skills matrix in the sector

The CBE Transformation Indaba stated the poor implementation of the Preferential Procurement Policy Framework Act. There is poor enforcement of this Act. Government is supposed to set-aside 30% of appropriate categories of state procurement for purchasing from SMMEs, co-operatives, as well as township and rural enterprises. This has not yielded desired result, which is to transform the targeted groups who were formerly excluded to participate in the economy of this country.

The Transformation Indaba identified the gaps of the implementation of the Codes of Good Practice of the Broad-Based Black Economic Empowerment (BBBEE). Level 1 companies, not part of the previously disadvantaged groups, are benefiting from this Act hence inequality remains the same, the companies who were benefitting before 1994 are still getting a fair share of the economy.

CBE Transformation Indaba stated a need to revisit the Roster system, where Government awards projects on a rotational basis to professional service providers on the database. This will provide an opportunity to implement the cidb Standard for Developing Skills through Infrastructure Contracts thus, closing the skills gap in the sector by giving employment opportunities to the unemployed graduates sitting at home.

The CBE Transformation Indaba identified the challenges of the implementation of the unreformed policies such as the OSD, which is affecting the salary scale of the Built Environment Professionals. In its current state, the OSD policy seems to be paying candidates more than professionals. Some candidates leave the public sector once they have attained their professional status fearing their salaries will be reduced to a lower scale. The current policy does not include professions such as Landscape Architecture.

On the issues of women empowerment and gender equality, there are still gaps in terms of the lack of Gender Policy and lack of gender budgeting by both the public and the private sector. There is also a lack of monitoring and evaluation programmes to ensure that women empowerment is not an event but is an institution, implemented to transform the economic status of women in the Built Environment.

The participation and profile of women in the building and construction industry falls short of the National strategic objectives of transformation and this needs to be urgently addressed, both in the construction sector and with professional bodies. Currently there is no policy for women empowerment and gender equality in all Built Environment Professions, which needs urgent address. Strategies to support women in the professional bodies need to be developed and implemented.

The Construction Covid-19 Rapid Response Task Team (2020) states that the construction sector has made some progress with transformation, but it recognised that the rate of transformation is not fast enough, and the Covid-19 pandemic highlighted that the transformation may not have been sustainable. As part of the alternative interim procurement strategy, there are proposals to ensure a rapid response to infrastructure delivery while at the same time promoting collaboration between the established and emerging businesses to ensure sustainable transformation.

The Construction Covid-19 Rapid Response Task Team (2020) report notes that transformation on the other hand, needs to impact on the demographic profile of the building and construction industry, including property owners and developers.

Public infrastructure build plays a key role in creating employment opportunities in the sector and its regulation towards transformation will determine the successes or failures of the Built Environment sector.

Professional registration data in the CBEP indicates that by the end of the 2019/20 financial year, the white population group accounted for the majority of the registered professionals in all of the six CBEP. The African population was the second most dominant demographic group in the CBEP space, while the Indian and coloured population groups were the overall minority in all the Built Environment Professions. This, therefore, infers that transformation remains one of the key challenges faced by the Built Environment Professions.

The data further provided that majority of the registered professionals are males, accounting for 88% of the registered individuals across the BEPs. The analysis highlights that the representation of women, Indian and coloured population groups is relatively low within the CBEP. The data thus reveals that there is a need to improve access to the CBEP by women and both the coloured and Indian population groups.

Additionally, 2016/17 and 2019/20 registration data was compared to determine progress on professional membership in the CBEP. The overall professional membership has increased by 10%, suggesting that 10% of candidates converted to professionals over the past five years. The analysis indicates that more needs to be done to assist candidates registered with Built Environment Professions to transit to professional status.

The 2019/20 candidate registration data indicates significant progress towards transforming the CBEP. However, for the CBEP to be representative of the South African population, efforts need to be concentrated on developing a transformation strategy and an action plan to transit registered candidates to professionals.

Moreover, the analysis illustrates that majority of the CBEP are male dominated, specifically white males. Hence there is need to improve women representation in the CBEP space, especially within the male dominated disciplines to ensure a more equitable CBEP. The comparison of candidates and professional growth from the 2016/17 to 2019/20 financial years also highlight that more needs to be done in ensuring equitable access to the CBEP, in order to achieve a more transformed CBEP.

## 16.5 Internal Environment

In response to the demands in the external environment, CBE reviewed its internal environment to assess its readiness to make wide-ranging change with the aim of ensuring that internal processes, systems and arrangements are enhanced and continues to move

from an internal focus (on compliance) to focus increasingly on outcomes and impact. CBE will build on its strengths to address weaknesses in order to drive the agenda for change. A summary of the internal environment follows:

**16.5.1 Performance Environment**

During the strategy review, the CBE assessed its organisational performance against both the strategic plan targets as well as the work programme targets. Over the past four years, the organisation achieved 71% of its targets set out in the Strategic Plan (2015-2020). Key reasons for not achieving the targets were mainly due to third party dependence, especially targets that involved collaboration with the six CBEP. While the CBE has been performing above 71% each year, the question is whether the CBE made an impact on the Built Environment sector. The CBE’s targets are not implemented on a large scale, hence there is little impact. The CBE needs to focus on ‘Change language’ – describe the change expected, not the things to be done.

There is a need for an Organisational Development intervention to build the organisation’s collaborative capacity. Key objectives of such an intervention should include building the collective leadership’s (executive and programme managers) confidence about the organisation’s impact on the sector and society as a whole; building consensus on the organisational changes (structural and cultural) needed; and agreeing to a programme of actions to effect these changes.

**16.5.2 Governance and Administrative Systems**

Improved governance and administrative systems, now in place in the organisation, have led to better governance and administrative processes. This earned the organisation clean audit results for three years - 2016/17, 2017/18 and 2019/20.

The CBE has undertaken an analysis of its operating model to assess its strengths, weaknesses, opportunities and threats. The table below summarises the outcome of this analysis.

**Table 4: SWOT Analysis**

Strengths	Weaknesses
Professionalism	Lack of coordination in the industry and impact of transformation initiatives
Competent Administration	Lack of authority and shortcomings in the legislation
Founded by Legislation	Poor Marketing
Opportunities	Threats
Process and Operational Improvement is required	Irrelevance and reputation
Stronger Collaboration and alignment with Councils and voluntary professional institutions	Resistance and non-cooperation from key role players
Marketing CBE to the Built Environment and Stakeholders	Resistance to Transformation
Repositioning of the CBE as the leader in the industry	

**16.5.3 Reduction in Fraud and Corruption**

The CBE has an approved Fraud Prevention and Whistle Blowing Policy and Implementation Plan. The objective of this intervention is to ensure that the CBE enhances the implementation of the holistic Fraud Prevention and Whistle Blowing Policy with the emphasis on the application of pro-active measures to enhance operational efficiency. During the Medium-Term Expenditure Framework (MTEF) period, the CBE implemented an efficient and responsive fraud prevention plan to mitigate the occurrence of fraud and corruption.

**16.5.4 Information Technology Challenges**

Business modernisation: A key strategic intent is an organisation that is flexible, efficient and innovative where information science is a prime mover of an end-to-end pro-user system. This will be achieved through:

- a. innovating and modernising current manual business processes
- b. establishing sustainable Enterprise Architecture capability as the basis for ICT strategic plan development
- c. developing, implementing and monitoring ICT corporate governance and improving the overall ICT control environment to mitigate risks
- d. implementing knowledge management capability for the organisation to institutionalise knowledge sharing, and to harvest and harness innovation, idea generation and corporate thinking power

A gap analysis identified the following Information Technology (IT) challenges at the CBE:

- a. IT capacity/resources
- b. No collaboration with key role players



- c. No standard processes and operating procedures

### 16.5.5 Budget Reduction

The primary challenge for the CBE in delivering its mandate is its budget, an allocation from DPWI. Due to the economic recession, government's squeezed fiscal space directly impacts on the CBE through proposed reductions in the medium-term budget allocations. The slow growth in the core baseline funding and increased costs of compliance is an ongoing challenge, which is not sustainable without focussed efforts. The increasing governance and compliance demands continue to precipitate unfunded additional investments in human capacity in the organisation.

### 16.5.6 Lack of Public Awareness and Understanding the Role of the CBE and 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 dynamic are:

- i. poor stakeholder relations
- ii. communication and information dissemination (internally and externally)
- iii. limited understanding of the CBE's mandate
- iv. lack of pro-active engagement with stakeholders
- v. partnerships are slow to actualise
- vi. weak partnerships with primary sector institutions
- vii. 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.

### 16.5.7 Fragmentation

There is a lack of initiative to lead the collaboration agenda, to synergise everything and be the Built Environment interface for Government. To address this, there is a need for a coherent leadership interface to enable the industry to speak with one voice. This should authentically represent and bring together all relevant sector stakeholders and constituencies. The right underlying support can only occur through gaining wide and strong institutional endorsement. The CBE needs to find a resolution to its leadership challenges, and demonstrate strategic leadership in driving initiatives that actualise its mandate to secure the confidence of stakeholders.

## 17. Stakeholder Analysis

Stakeholder Analysis is critical in the planning process. It enables the CBE to identify the specific needs of each stakeholder in order to develop suitable responsive strategies and meet stakeholder expectations. This analysis sets the tone for the development of the CBE's communication strategy. Four major attributes were considered in this analysis: the stakeholders' position on the mandate, the level of influence (power) they hold, the level of interest they have in the organisation, and the group/sector to which they belong or can reasonably be associated with.

**Table 5: Stakeholder Analysis**

Stakeholder Entity/Group	Influence	Interest	Power
Ministry of Public Works and Infrastructure	Mandatory and regulatory supervision and oversight.	High	High
Councils for the Built Environment Professions (CBEP)	Strategic alignment and integration. Statutory compliance.	High	High
Voluntary Associations in the Built Environment	Capacity building. Information dissemination.	High	High
Built Environment Professionals (mentors and candidates)	Capacity building, participation in the CBE programmes.	High	High

Stakeholder Entity/Group	Influence	Interest	Power
Institutions of Higher Learning offering Built Environment programmes	Capacity Building. Aligning curricula with industry requirements. Collaborations and sharing research information.	High	High
Council on Higher Education	Standard setting and accreditation.	High	High
Infrastructure Departments (National, Provincial and Local)	Implementation of CBE's Structured Candidacy Framework. Enforcement of Built Environment standards. User of registered Built Environment Professionals.	High	High
The Public	Information sharing. Compliance with Built Environment regulations. Whistle-Blowing Users of registered Built Environment Professionals.	High	High
Government/Policy-makers	Legislators/ Amendment of legislation.	High	High

## 18. Structure of the CBE

The CBE has a staff establishment of 40. The Knowledge Management and IT (KMIT) department has been restructured - the IT Systems Administrator position was abolished to make way for two positions of Senior IT Support Technician and Junior IT Administrator. Presently, the CBE has three vacant positions, which are these two newly created IT positions and that of the Company Secretary. Recruitment for the Senior IT Support Technician is currently in progress and expected to be complete by the end of the current financial year. The Regulations and Legal Services Manager currently fulfils the role of Company Secretary.

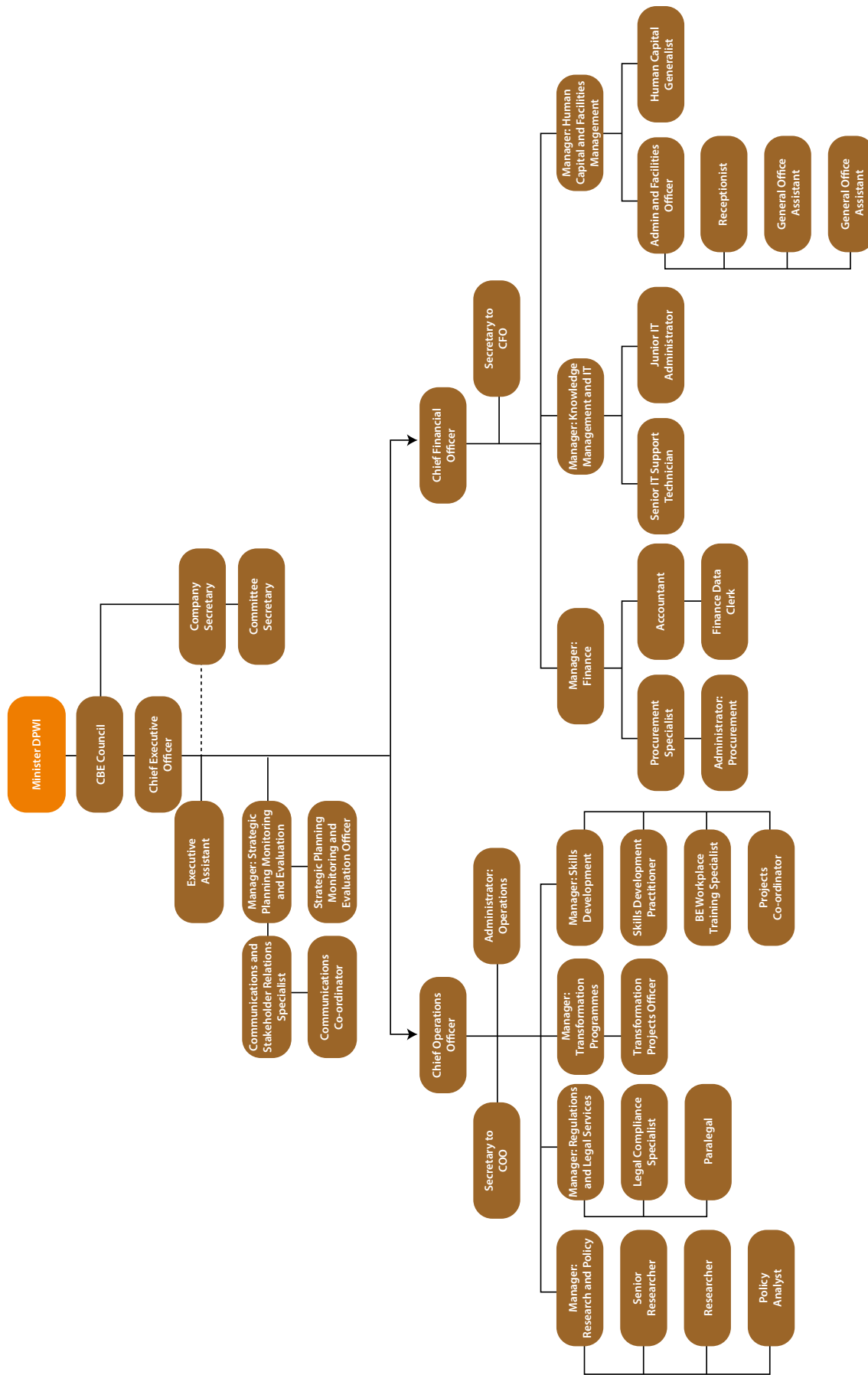


Figure 12: Staff Organisational Structure

The table below lists the CBE’s staff establishment by job classification, in line with the 2020/21 organogram.

**Table 6: Staff Establishment per Job Classification**

Job classification	Positions
Unskilled	General Office Assistants (2)
Semi-Skilled	Finance Data Clerk
	Receptionist
Skilled	Junior IT Administrator
	Administrator: Operations
	Admin and Facilities Officer
	Procurement Officer
	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
	Senior IT Support Technician
	Legal Compliance Specialist
	Policy Analyst
	Procurement Specialist
	Researcher
	Senior Researcher
	Skills Development Practitioner
Transformation Projects Coordinator	
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 7: 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	0.33
06	2	1	3	0.00
07	3	0	3	0.00
08	1	0	1	0.00
09	4	1	5	0.20
10	5	0	5	0.00
11	3	0	3	0.00
12	5	0	5	0.00
13	8	1	9	0.11
14	2	0	2	0.00
15	1	0	1	0.00
<b>Total</b>	<b>37</b>	<b>3</b>	<b>40</b>	<b>0.75</b>

**Table 8: Staff Establishment per Race and Gender**

Race	Gender		Total	Percentage
	Male	Female		
<b>African</b>	11	17	28	75.7
<b>Coloured</b>	0	1	1	2.7
<b>Indian/Asian</b>	0	2	2	5.4
<b>White</b>	2	4	6	16.2
<b>Total</b>	<b>13</b>	<b>24</b>	<b>37</b>	<b>100.0</b>

## 19. Compliance with the BBBEE Act

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The CBE concluded its Broad-Based Black Economic Empowerment (BBBEE) audit and received a non-compliant rating. This is the second BBBEE verification that is undertaken. It has been a very steep learning curve for the CBE and the process has highlighted areas that need to be streamlined. During the current BBBEE verification the CBE received a discounted rating as no points were awarded for supplier development. The CBE will use the BBBEE grading as a baseline to measure its improvement in the next five years.

## 20. Strategies to Respond to Environmental Conditions

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Over the medium-term, the CBE will respond to the environmental conditions through the following:

### 20.1 Organisational Capacity and Efficiency

To achieve effective, efficient and quality service delivery the CBE is continually working on staff development and strengthening its internal processes through an improved planning framework, efficient systems and relevant programmes. Furthermore, it will strive to achieve an excellent organisational culture through avenues such as a change management strategy, to support a competitive working environment. This shall be achieved through a framework that will improve:

- i. internal processes (document all business process, develop compliance management system, and develop and implement human resource plan)
- ii. staff skills and knowledge (conducting a skills Gap analysis, developing training plans)

### 20.2 Financial Sustainability

The CBE requires sufficient and stable funds to run its operations efficiently and meet its strategic obligations in regulating and protecting the interest of the public in the Built Environment. The CBE will develop a revenue collection/generation strategy. The aim is to increase revenue by 3% over the medium-term.

### 20.3 Marketing and Communications

The CBE's aim is to improve public awareness and recognition of the crucial role of Built Environment Professionals everywhere in the country. Raising awareness of the role and contribution of Built Environment Professionals through the media, social media and at public events will help excite and inspire potential Built Environment Professionals and keep citizens informed. Improving stakeholder relations and engagement is a critical strategic objective and the CBE will review and develop an integrated Marketing and Communications Plan. The plan will outline effective platforms for information dissemination as well obtaining feedback from stakeholders.

### 20.4 Information Technology and Innovation

A key strategic intent of business modernisation is an organisation that is flexible, efficient and innovative where information science is a prime mover of an end-to-end pro-user system. This will be achieved through:

- a. innovating and modernising current manual business processes
- b. establishing sustainable enterprise architecture capability as the basis for ICT strategic plan development
- c. developing, implementing and monitoring ICT corporate governance and improving the overall ICT control environment to mitigate risks
- d. implementing knowledge management capability for the organisation to institutionalise knowledge sharing, and to harvest and harness innovation, idea generation and corporate thinking power

## 20.5 Initiatives to Transform the Built Environment Professions

The CBE has made strides by in breaking down the mind set of working in silos in the Built Environment sector and promoting collaboration among influential role players to collectively drive transformation. A pivotal outcome from the CBE's third Transformation Indaba on 09 -10 October 2019 was to establish Transformation Collaborative Forums (to take custodianship of specific topical issues relating to transformation. The following four Transformation Collaborative Forums have been established with the support of DPWI:

1. Procurement Policy and Legislation
2. Women Empowerment and Gender Equality
3. Occupation Specific Dispensation
4. Skills Development

In February 2020, the CBE and DPWI engaged with the TCF to actualise and streamline their programmes. The TCF are commissioned to engage with all relevant departments and industry role players to resolve key challenges identified by stakeholders. They also take cognisance of other industry players that have emerged as a result of Covid-19 rendering the industry no longer 'business as usual'.

The CBE is in the process of developing a monitoring mechanism to regulate statutory compliance in all public and private sector infrastructure projects, in line with the CBE mandate as prescribed by the Council for the Built Environment Act (the Act). The rollout process in this regard involves the following interventions:

- i. Assessment of all current infrastructure projects in all spheres of government for compliance with skills development key performance indicators (KPIs), in line with Board Notice 180 of 2013. This intervention will crack down the slow pace of transformation of the sector and address difficulties faced by graduates who require experiential training to register as professionals
- ii. Assessment of all current infrastructure projects for compliance with targets for women and youth development, in line with the Employment Equity Act as amended in 2019 and the National Policy Framework for Women's Empowerment and Gender Equality of 2000. This intervention will accelerate the slow pace of women and youth empowerment that has characterised the Built Environment sector for too long
- iii. Assessment of all current projects for compliance with enterprise development KPIs in the form of contract participation goals (CPG), in line with Board Notice 21 of 2013. This intervention will address all bottlenecks in the development of emerging professional practices who struggle to get contracts that will enable them to grow their capacities and tap into big projects
- iv. Monitoring and evaluating compliance with the cidb's Standard for Developing Skills through Infrastructure Contracts, as gazetted in 2013. The Gazette mandated that 0.5% of the tender value of general building contracts and 0.25% of the tender value of civil engineering contracts are allocated to workplace training on public sector contracts in CIDB grades seven to nine
- v. Support professionals who do not have access to work
- vi. Monitor Demand and supply of Built Environment candidates from higher education institutions to workplaces
- vii. Tracking and monitoring procurement spend against transformation imperatives
- viii. The CBE will also work with built environment sector to review public procurement public procurement and submit the proposals to DPWI and National Treasury

## 20.6 Legislation Amendments

Over the medium-term the CBE, working with the CBEP, will investigate mechanisms and policies required to better regulate the Built Environment Professions. Relevant legislations and policies will be reviewed and the recommendations submitted to DPWI.

## 21. Overview of 2021 Budget and MTEF Estimates

Table 9: Expenditure per CBE Programme

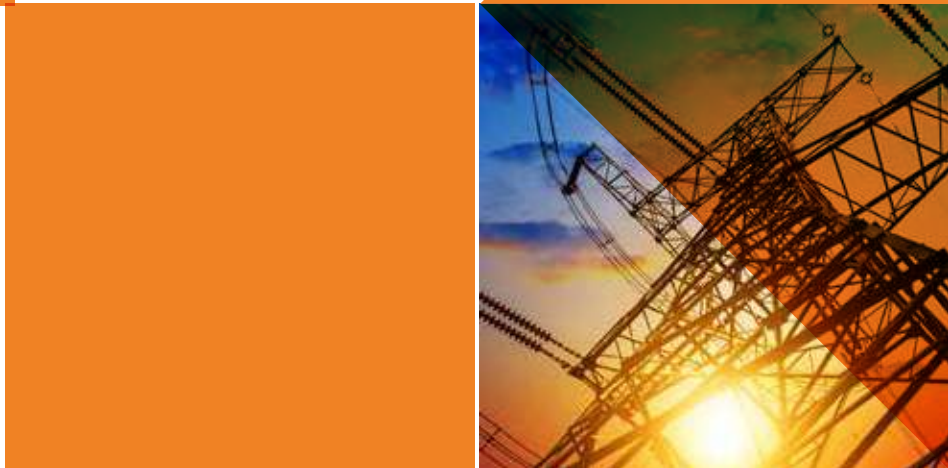
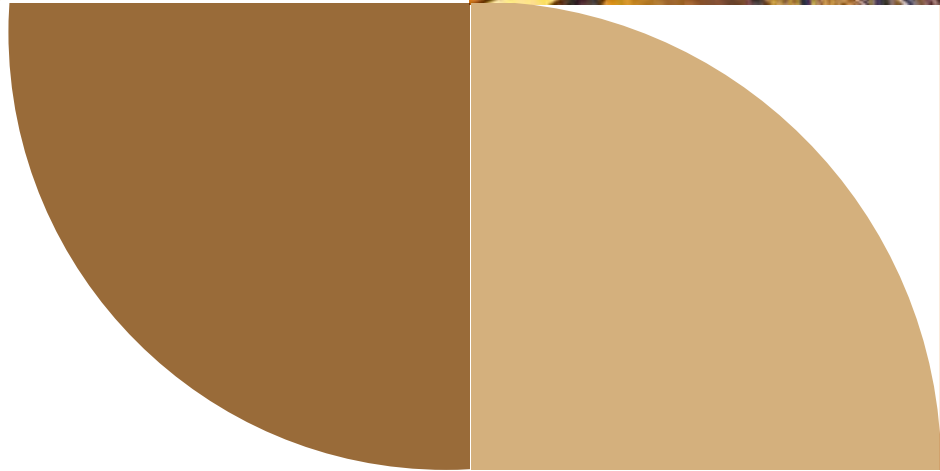
Programme	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Average Growth Rate (%)	Expenditure/ Total: Average (%)	Medium-Term Estimate			Average Growth Rate (%)	Expenditure/ Total: Average (%)
	2016/17	2017/18	2018/19	2019/20	2017/18 – 2020/21	2020/21 – 2020/21	2020/21	2021/22	2023/24	2020/21 – 2023/24	
R thousand											
<b>Programme 1 Administration</b>	38 549	42 360	45 871	47 710	7,1%	52 034	50 788	51 683	51 984	0,0%	88,6%
<b>Programme 2 Transformation</b> (Previously Skills for Infrastructure Delivery)	8 224	7 559	7 934	6 564	-35,1%	2 065	2 016	2 051	2 063	0,0%	3,5%
<b>Programme 3 Skills and Capacity Development</b> (Previously Built Environment Research, Information and Advisory)	881	573	272	631	69,2%	2 775	2 708	2 756	2 772	0,0%	4,7%
<b>Programme 4 Research and Advisory</b> (Previously Regulation and Oversight of six BEPCs)	598	930	917	1 032	-12,2%	630	615	626	629	0,0%	1,1%
<b>Programme 5 Regulation and Public Protection</b> (Previously Government Policies and Priorities)	-	181	167	171 <sup>4</sup>	87,9%	1 200	1 172	1 191	1 200	-0,1%	2,0%
<b>Total Expenditure</b>	<b>48 252</b>	<b>51 603</b>	<b>55 161</b>	<b>56 108</b>	<b>4,4%</b>	<b>58 704</b>	<b>57 299</b>	<b>58 307</b>	<b>58 648</b>	<b>0%</b>	<b>100,0%</b>

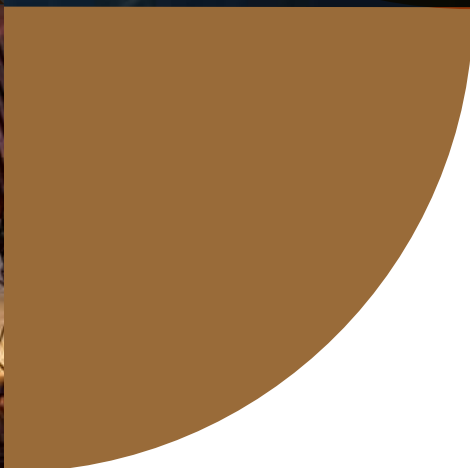
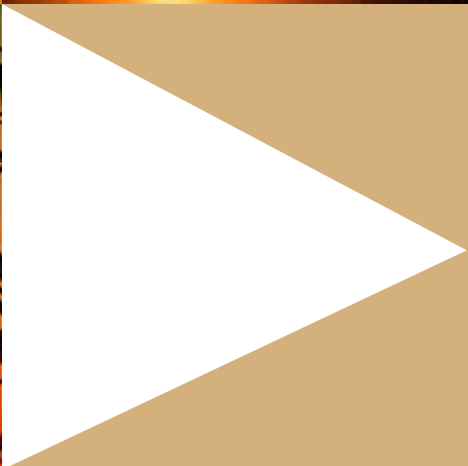
4 Historical financial performance has not been adjusted to align with change in Programme numbers.



Table 10: Statement of Estimates of Financial Performance, Cash Flow and Financial Position

Statement of Financial Performance	Budget Estimate	Approved Budget	Outcome/Budget Average (%)	Average Growth Rate (%)	Expenditure/Total: Average (%)	Medium-Term Estimate		Average Growth Rate (%)	Expenditure/Total: Average (%)
	2020/21			2017/18-2020/21		2020/21	2021/22	2019/20 - 2022/23	
R thousand									
<b>Revenue</b>									
<b>Tax Revenue</b>	-	-	-	-	-	-	-	-	-
<b>Non-tax Revenue</b>	<b>3,312</b>	<b>3,312</b>	<b>137.5%</b>	<b>-3.5%</b>	<b>8.5%</b>	<b>3,770</b>	<b>3,812</b>	<b>4.3%</b>	<b>6.4%</b>
Sale of goods and services other than capital assets	2,483	2,483	98.8%	5.4%	3.9%	2,308	2,331	-0.8%	4.1%
of which:									
Administrative fees	-	-	-	-	-	-	-	-	-
Sales by market establishment	2,483	2,483	98.8%	5.4%	3.9%	2,308	2,331	-0.8%	4.1%
Other sales	-	-	-	-	-	-	-	-	-
Other non-tax revenue	997	997	205.8%	-17.1%	4.6%	1,462	1,481	15.1%	2.3%
Interest dividends and rent on land	997	997	87.5%	6.7%	1.7%	927	936	-0.8%	1.6%
<b>Transfers Received</b>	<b>55,224</b>	<b>55,224</b>	<b>100.0%</b>	<b>4.4%</b>	<b>91.5%</b>	<b>53,528</b>	<b>54,495</b>	<b>-0.3%</b>	<b>93.6%</b>
<b>Total Revenue</b>	<b>58,704</b>	<b>58,704</b>	<b>102.4%</b>	<b>3.8%</b>	<b>100.0%</b>	<b>57,298</b>	<b>58,307</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Expenses</b>									
<b>Current Expenses</b>	<b>58,704</b>	<b>58,704</b>	<b>100.9%</b>	<b>4.4%</b>	<b>100.0%</b>	<b>57,298</b>	<b>58,307</b>	<b>0.0%</b>	<b>100.0%</b>
Compensation of employees	32,876	32,876	96.8%	9.5%	51.6%	34,045	35,804	4.6%	60.3%
Goods and services	25,828	25,828	102.5%	1.3%	47.6%	23,253	22,503	-6.7%	39.7%
Depreciation	-	-	-	-100.0%	0.8%	-	-	-	-
Interest, dividends and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and Subsidies</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenses</b>	<b>58,704</b>	<b>58,704</b>	<b>100.9%</b>	<b>4.4%</b>	<b>100.0%</b>	<b>57,298</b>	<b>58,307</b>	<b>0.0%</b>	<b>100.0%</b>
<b>Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





This section aims to monitor the extent to which the outcomes and outputs identified in this Annual Performance Plan are achieved. The central feature of the sixth democratic administration is implementation. This means that concerted effort must be redirected from planning towards actual achievement that contributes to the vision of the NDP. The State of the Nation Address (SoNA) by the President on 20 June 2019 reflected the reality of our people and set out the broad framework to respond to the challenges confronting the nation. It articulated seven priorities aligned to the NDP and MTSF namely:

- i. Priority 1: Economic transformation and job creation
- ii. Priority 2: Education, skills and health
- iii. Priority 3: Consolidating the social wage through reliable and quality basic services
- iv. Priority 4: Spatial integration, human settlements and local government
- v. Priority 5: Social cohesion and safe communities
- vi. Priority 6: Building a capable, ethical and developmental state
- vii. Priority 7: A better Africa and World

The CBE's performance information is informed by the Theory of Change planning methodology. The identification of the impact was the first process in the Results Chain, followed by the Outcome and interventions. The impact and outcomes will be the strategic focus of the work of the CBE between 2020 and 2025. The Department has developed a clear understanding of the assumptions behind the choices made, the key levers of change and focus areas over the next five years.

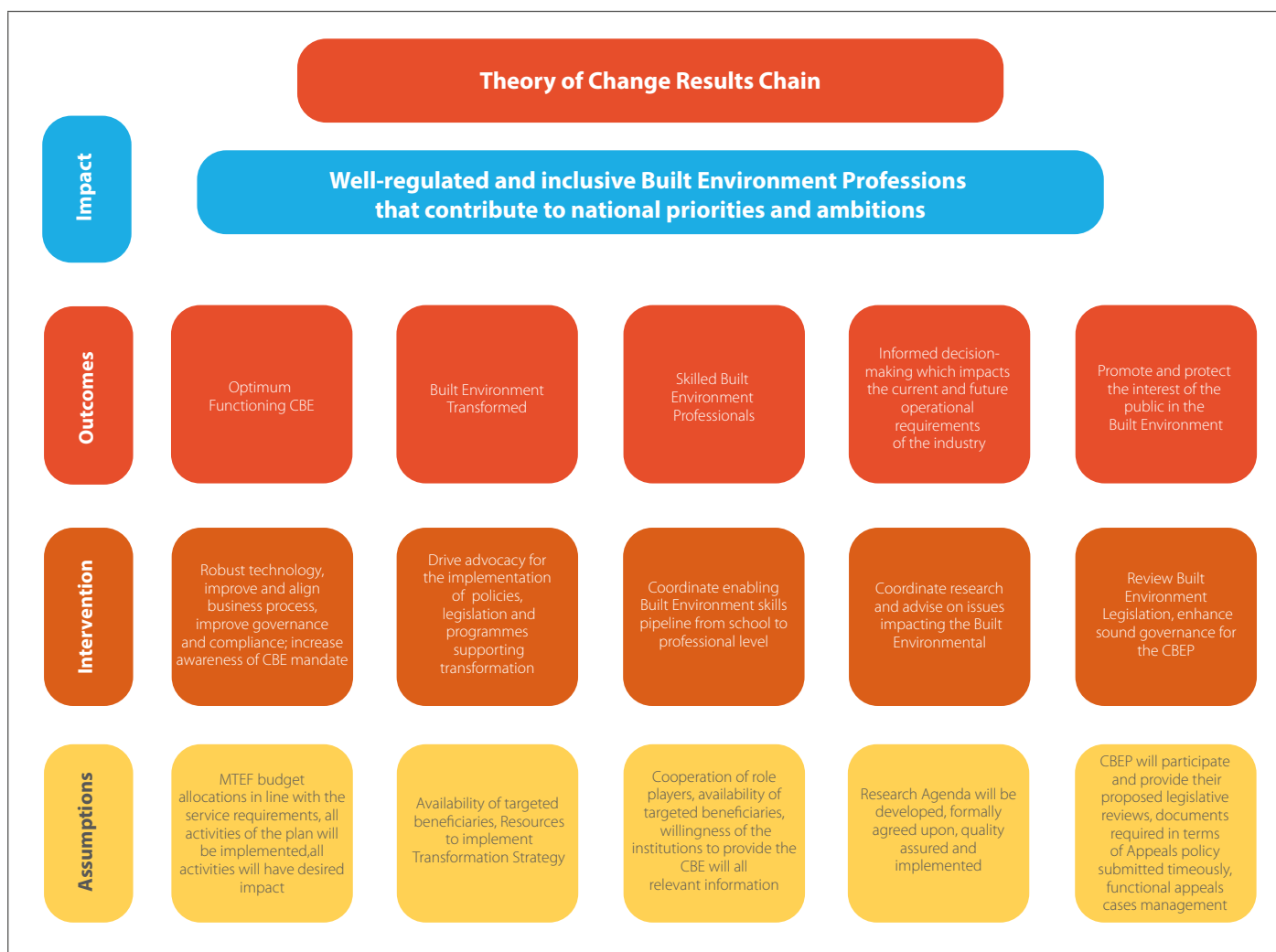


Figure 13: Planning Tool: Theory of Change

The CBE executes its mandate according to the following Programmes:

- i. Programme 1: Administration
- ii. Programme 2: Transformation
- iii. Programme 3: Skills and Capacity Development
- iv. Programme 4: Research and Advisory
- v. Programme 5: Regulations and Public Protection

## **22. Programme 1: Administration**

### **Programme Purpose**

The purpose of this Programme is to provide strategic policy and planning alignment, ensure effective governance, risk management, human capital and facilities management, monitoring and evaluation, and strategic communication with stakeholders on the activities of the CBE.

The functions of the Programme are undertaken by:

1. The Office of the CEO, housing the departments of:
  - i. *Stakeholder Relations*
  - ii. *Communications*
  - iii. *Planning, Monitoring and Evaluation*
2. The Office of the CFO, housing the departments of:
  - i. *Finance*
  - ii. *Human Capital and Facilities Management*
  - iii. *Supply Chain Management*
  - iv. *Internal Audit*
  - v. *Risk Management*
  - vi. *IT and Knowledge Management*
3. The Office of the COO, housing the departments of:
  - i. *Transformation*
  - ii. *Research and Policy*
  - iii. *Skills Development*
  - iv. *Regulations and Legal Services*

### **Divisions**

#### **The Office of the Chief Executive Officer (CEO)**

The unit provides the CEO with professional and executive support. It is responsible for the development of systems to address Parliamentary questions, DPWI matters, correspondence, submissions and memoranda. It also coordinates activities within the CBE to help steer the Built Environment sector. The CEO's office is responsible for Section 3 (f) of the CBE Act which is to promote sound governance of the built environment professions. The Office is also responsible for marketing the professions to the public. The Office of the CEO is responsible for implementing Section 4 (a) of the CBE Act which is to 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. The CEO's office consist of two sub units:

- i. Planning, Monitoring and Evaluation
- ii. Marketing and Communications

The Planning, Monitoring and Evaluation unit supports the CBE leadership by ensuring effective planning and providing performance monitoring and evaluation analyses of the six CBEP.

The Communications and Marketing unit ensures effective communication between the CBE and its stakeholders, and creates awareness of its objectives and activities through relevant public platforms. It is also responsible for raising the CBE's National profile.

### Corporate Services

Corporate Services consists the following functions:

The Chief Financial Officer's (CFO) Office

The CFO's office provides the department with overall financial and supply chain and facility management services, and guides management in complying with legislative requirements, budget planning and administration. It also provides Internal Audit, which improves governance, risk management and control processes.

### Human Capital and Facilities Management

#### Human Capital

This function provides the CBE with a professional service through accurate, consistent and best employment practices in its activities to

- i. attract and retain employees who share the same organisational vision
- ii. champion change and transition
- iii. set performance standards and manage performance against them
- iv. promote an environment that supports the personal and career development of all employees
- v. instil a culture of service excellence

#### Finance

This function ensures the effective, efficient and economic utilisation of financial resources through the development and implementation of systems, policies, frameworks and procedures. This includes budget planning and expenditure monitoring, and managing procurement, acquisition, logistics, assets and financial transactions.

#### Knowledge Management and Information Systems

The function is responsible for the effective use of IT to enable the CBE's Strategic Plan and individual units' objectives. It aligns IT and business strategies to ensure that resources are used optimally. It provides a cross-cutting function to all CBE business units, with services comprising network infrastructure implementation and management, systems development and implementation, as well as information technology governance and security.

#### The Operations Division

The function of this division is to execute Section 3 of the CBE Act which is the core mandate of the CBE. The division ensures that platforms are created to engage the built environment sector on the critical issues affecting the industry. The centres of executing the mandate is to ensure that policies, legislation and programmes of the sector are transformational.

#### Transformation Office

Implements the following sections of the CBE Act:

- i. section 3(e) *promote appropriate standards of health, safety and environmental protection within the built environment*
- ii. section 3(h) *serve as a forum where the representatives of the built environment professions may discuss relevant issues*

### Research and Policy Office

Deals with cross cutting issues of section 3 (a-i) of the CBE Act that require research and policy inputs.

### Skills Development Office

Implements the following sections of the CBE Act:

- i. section 3(a) *promote and protect the interests of the public in the built environment*
- ii. section 3(c) *promote ongoing human resource development in the built environment*
- iii. section 3(d) *facilitate participation by the built environment professions in integrated development in the context of national goals*
- iv. section 3(g) *promote liaison in the built environment in the field of training, both in the Republic and elsewhere, and to promote the standards of such training in the Republic*
- v. section 3(h) *serve as a forum where the representatives of the built environment professions may discuss relevant issues*

### Regulations and Legal Services Office

Implements the following sections of the CBE Act:

- i. section 3(a) *promote and protect the interests of the public in the built environment*
- ii. section 3(e) *promote appropriate standards of health, safety and environmental protection within the built environment*
- iii. section 3(f) *promote sound governance of the built environment professions*
- iv. section 3(h) *serve as a forum where the representatives of the built environment professions may discuss relevant issues*
- v. section 3(i) *ensure uniform application of norms and guidelines set by the Professional Councils throughout the built environment*

## PROGRAMME 1: ADMINISTRATION

**Purpose:** To ensure that CBE has the necessary capacity and capability to support Government's development priorities within the Built Environment.

### Key Sub Programmes

The Administration Programme is organised to carry out its work according to the following sub programmes:

- i. Human Capital and Facilities Management
- ii. Information and Communication Technology
- iii. Marketing and Communications
- iv. Finance

**Sub Programme: Human Capital and ICT**

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan

**Medium-Term Targets for 2021/22-2024/25**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2022/24
Optimum Functioning CBE.	High quality CBE Procedure Manual.	High-level and sub business processes developed and approved.	N/A	N/A	N/A	High-level and sub business processes developed and approved by 31 March 2021.	Produce updated CBE procedure manual. Enhance updated procedures manual for quality assurance.	Review high-level business processes and update any sub-processes. Automation of processes.	Review high-level business processes and update any sub-processes. Continuous improvement of processes.
	Revised organisational structure action priorities implemented.	Approved CBE's Organisational design and structure.	N/A	N/A	N/A	Revise organisational design and structure by 31 March 2021.	Hundred percent of the revised organisational structure action plan's identified priorities implemented by 31 March 2022.	Fifty percent implementation of redesigned structure.	Hundred percent implementation of redesigned structure.
	Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented.	ICT Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented.	N/A	N/A	N/A	Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2021.	Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed by 31 March 2022.	Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2023.	Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2024.

5 IoT = Internet of Things  
6 4IR = Fourth Industrial Revolution



**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.1 High-level and sub business processes developed and approved.	Produce updated CBE procedure manual. Enhance updated procedures manual for quality assurance by 31 March 2022.	-	Consult all involved and end users.	Workshop all processes.	Produce updated and International Organisation Standardisation quality accredited standard CBE Procedure Manual by 31 March 2022.
1.2 Approved CBE's Organisational design and structure.	100 Hundred percent of the revised organisational structure action plan identified priorities implemented by 31 March 2022.	Implementation action plan developed and approved.	Implementation of the identified prioritised actions.	Implementation of the identified prioritised actions.	Implementation of the identified prioritised actions.
1.3 ICT Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented.	ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2022.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
Quality of procedure manual.	Unavailability of key stakeholders. Lack of processes mapping knowledge. Lack of capacity/commitment.	Scheduled meetings. Process Management Training. Leverage investment from already trained personnel. Recognition of performance.
Revised organisational structure action plan priorities implemented.	Lack of buy-in by key stakeholders. Budget constraints. Approval process hierarchy.	Fortnight consultations. Maximise existing capacity. Revision of delegation of authority framework.
ICT Cloud Strategic Plan that include IoT (Internet of Things) and 4IR (4th Industrial Revolution) Initiatives Roadmap completed and implemented.	Cyber Crimes on new technologies. System failures risk. Business continuity risk . Infrastructure risk.	1) Threat and Vulnerability Management-Maturity Assessment. 2) Implementation of Cyber Security Tools.

**Sub Programme: Communications, Marketing and Stakeholder Management**

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Promoting awareness about the CBE and its functions to all relevant stakeholders

**Medium-Term Targets for 2021/22-2024/25**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19		2019/20	2021/22	2022/23	2023/24
Optimum Functioning CBE.	CBE Brand Awareness Campaign.	Number of CBE Brand Awareness Campaigns conducted.	N/A	N/A	N/A	Four marketing communication activities to raise the profile of the CBE.	Four marketing communication activities to raise the profile of the CBE.	Four marketing communication activities to raise the profile of the CBE.	Four marketing communication activities to raise the profile of the CBE.

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.4 Number of CBE Brand Awareness Campaigns conducted.	Four marketing communication activities to raise the profile of the CBE by 31 March 2022.	One community radio interview in the province of KwaZulu-Natal to raise the profile of the CBE by 30 June 2021.	One community radio interview in the province of Limpopo to raise the profile of the CBE by 30 September 2021.	One community radio interview in the province of Eastern Cape to raise the profile of the CBE by 31 December 2021.	One community radio interview in the province of Mpumalanga to raise the profile of the CBE by 31 March 2022.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
CBE Brand Awareness Campaign.	1) Reputation and Credibility. 2) Becoming irrelevant in the market / industry. 3) We are at the behest of the media – we have to make way for national priorities and unforeseen emergencies (such as Covid-19).	1) Implement CBE Marketing and Communications Strategy. 2) Compile distribution list. 3) For meaningful engagement with the general public through the media, the CBE must be prepared at all times for a call up from the media. The CBE should avoid postponements at all cost.

**Sub Programme: Finance**

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan

**Medium-Term Targets for 2021/22-2024/25**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19		2019/20	2020/21	2021/22	2022/23
Optimum Functioning CBE.	Effective Revenue/ Income generation.	Percentage Increase of income generated.	N/A	N/A	N/A	N/A	Increase revenue by 1% of the grant and levies received by 31 March 2022.	Increase revenue by 1% of the grant and levies received by 31 March 2023.	Increase revenue by 1% of the grant and levies received by 31 March 2024.

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.5 Percentage increase of income generated.	Increase revenue by 1% of the grant and levies received by 31 March 2022.	-	-	-	Increase revenue by 1% of the grant and levies received by 31 March 2022.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
Effective Revenue/Income generation.	Sustainability of the organisation maybe compromised (Going concern risk).	<ol style="list-style-type: none"> <li>1) Develop a Revenue Enhancement Strategy.</li> <li>2) Conduct feasibility studies on alternative revenue streams with various stakeholders.</li> <li>3) Undertake a capacity review to determine the possibility to outsource some functions.</li> </ol>
Compliance with Supply Chain Management regulations.	Irregular expenditure and fruitless and wasteful expenditure.	Develop standard operating procedures for Supply Chain Management.

## Planned Performance over the Medium-Term for Outcome 1: Optimum Functioning CBE

### Explanation of Planned Performance over the Five-Year Planning Period.

The following key issues are covered in the narrative:

- i. Contribution of Outcomes towards the achievement of the NDPIP**
- ii. Monitoring Framework for the NDPIP**
- iii. Priorities of women, children and people with disabilities**
- iv. Provincial priorities**
- v. Mandate of the institution**

On building a capable state, the NDP emphasises the importance of building institutional capacity in South Africa, particularly in the public sector. It devotes a chapter on building a capable and developmental state, underlining the importance of good management, a commitment to high performance, an uncompromising focus on ethics, and continuous learning. The emphasis is on an efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship. According to the NDP, a developmental state needs to be capable, but a capable state does not materialise by decree, nor can it be legislated or waived into existence by declarations. It has to be built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules. A capable state (chapter 13), with functioning, well-run utilities, departments and municipalities, will help ensure efficient regulation.

The 2019-24 MTSF emphasises the importance of modernising business processes in the public sector to ensure effective and efficient service provisioning to our people. Over the midterm, the CBE will review its business processes and IT to ensure that these are effective and efficient to support the Built Environment sector. A capable state requires effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high-quality services, while prioritising the people in the achievement of the nation's developmental objectives. This vision requires a state that has the capacity to formulate and implement policies that serve the national interest and address the root causes of poverty and inequality.

Over the midterm, the CBE will analyse ethics and corruption risks as part of the CBE's system of risk management. The CBE will develop and implement the Ethics Strategy, with the aim to prevent and deter unethical conduct and acts of corruption. The Finance sub programme will ensure the execution of correct financial transactions within the framework of the PFMA of 1999 to achieve unqualified audited financial statements. The sub programme will effect budget and expenditure monitoring to prevent unauthorized expenditure and supply chain management (SCM) practices within legislative prescripts to prevent fruitless, wasteful and irregular expenditure.

Internal Audit will give assurance (by conducting financial, operational performance, information and communication technologies and compliance audits) that management has put in place an integrated system of governance, risk management and internal control to ensure that the priorities as outlined in this APP are achieved, both in terms of intended outcomes and impact.

### Rationale

To ensure:

- i. efficiency, effectiveness, relevance and sustainability of the organisation
- ii. staff execute their day-to-day work through ethical practice and good corporate governance
- iii. human capital is empowered
- iv. operations transit seamlessly within the "Internet of Things" (IoT)
- v. CBE is accountable for its financial performance

The CBE will have sustained and improved its good governance practices and systems, evident by clean audits for the past three financial years, complemented by effective accountability practices. The CBE will finalise the business process mapping and re-engineering initiative to remove operational bottlenecks, streamline systems and processes and design optimised, efficient and effective delivery platforms with a view to enhance accountability, value for money and improved stewardship of resources. These priorities are captured in four organisational effectiveness and efficiency outputs viz.:

Output 1: All business process developed and documented

Output 2: Revised Organisational Structures

Output 3: Improved ICT

Output 4: CBE's and CBEP Service and Benefits Portfolio

Output 5: Revenue Generation

### **Enablers to Achieve the Five-Year Targets**

These enablers comprise interconnected elements:

- a. Governance (modern, transparent and accountable governance for the organisation)
- b. Management (results-oriented, efficient, effective and collaborative)
- c. People (versatile, agents of change)
- d. Knowledge and information systems (efficient, safe and secure, connecting results and people)
- e. A prerequisite for implementing the CBE's new strategy is to progressively fund a growing organisation over a period of five years
- f. Develop and communicate a clear Standard Operating Procedure (SOP)
- g. Non-financial reporting: adherence to reporting deadlines and templates
- h. Risk Management, Operational plans
- i. Financial reporting and revenue generation strategy
- j. Human Resource (HR) Strategy: effective talent management, attraction and retention
- k. Stakeholder Management Strategy

**Programme Resource Consideration**

**Budget Allocation for Programme and Sub Programme as per the ENE**

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R thousand								
Human Capital and ICT	High-level and sub business processes developed and approved.	-	-	-	65	200	-	-
	Approved CBE's Organisational design and structure.	-	-	-	65	-	-	-
	Approved Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap.	-	-	-	-	-	-	-
	Number of CBE Brand Awareness Campaigns conducted.	-	-	-	523	390	394	395
Finance	Percentage increase of income generated.	-	-	-	224	-	-	-
Other goods and services		17 315	17 137	17 452	18 281	16 153	15 485	13 933
Employee Cost		25 045	28 734	30 258	32 876*	34 045*	35 804*	37 656*
<b>Total Expense</b>		<b>38 549</b>	<b>42 360</b>	<b>45 871</b>	<b>52 034</b>	<b>50 788</b>	<b>51 683</b>	<b>51 984</b>

\* The total budgeted employee cost has been included under Programme 1; however, for a more comprehensive comparison the budget is detailed in the table below:

Sub Programme	Approved Budget		Medium-Term Estimate	
	2020/21	2021/22	2022/23	2023/24
R thousand				
Programme 1: Administration	20 390	21 081	22 143	23 264
Programme 2: Transformation	1 854	1 834	1 923	2 016
Programme 3: Skills and Capacity Development	3 716	3 979	4 200	4 434
Programme 4: Research and Advisory	4 309	4 262	4 498	4 746
Programme 5: Regulation and Public Protection	2 607	2 889	3 038	3 195
<b>Total Expenses</b>	<b>32 876</b>	<b>34 045</b>	<b>35 802</b>	<b>37 655</b>

## Economic Classification of MTEF Budget for Programme 1

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
R thousand							
Goods and services	17 315	17 137	18 613	19 158	16 743	15 879	14 328
Compensation of employees	25 045	28 734	30 238	32 876	34 045	35 804	37 656
<b>Total Expenses</b>	<b>42 360</b>	<b>45 871</b>	<b>48 851</b>	<b>52 034</b>	<b>50 788</b>	<b>51 683</b>	<b>51 984</b>

## 23. Programme 2: Transformation

### Sub Programme: Transformed Built Environment

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan

#### Medium-Term Targets for 2021/22-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19		2019/20	2020/21	2021/22	2022/23
Transformed Built Environment.	<p>Report on foreign professional practices appointed by the public sector approved by 30 June 2021.</p> <p>Report on women-owned professional practices in the Built Environment approved by 30 June 2021.</p> <p>Report the level of impact on women employers, employees, candidates and other aspects considered in the Built Environment such as retrenching, downsizing, lack of work, closures approved by 30 September 2021.</p> <p>Report on the expenditure on women-owned professional practices approved by 30 September 2021.</p> <p>Report on the progress of professional registration of female candidates and persons with disabilities approved by 30 September 2021.</p> <p>Report on the previous and current procurement systems amongst others, the Consultants Roster System with the purpose of coming up with more transformative systems approved.</p>	Number of baseline / analysis reports developed.	N/A	N/A	N/A	Draft broad based long-term Transformation Strategy for the Built Environment by 31 March 2021.	Ten baseline / analysis reports developed by 31 March 2022.	Re-assess baseline data where implementation has progressed.	Re-assess baseline data and progress.



Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed Built Environment.	Report on the promotion of the employment of South African Built Environment national based on the survey of foreign nationals employed by government approved.	Number of baseline / analysis reports developed.	N/A	N/A	N/A	Draft broad based long-term Transformation Strategy for the Built Environment by 31 March 2021.	Ten baseline / analysis reports developed by 31 March 2022.	Re-assess baseline data where implementation has progressed.	Re-assess baseline data and progress.
	Report on all procurement legislation (such as the B-BBEE Act, PPPFA, Competition Commission etc.) to benefit the targeted groups approved.								
Transformed Built Environment.	Report on BE graduates/professionals in employment of Institutions of Higher Learning to advocate for the employment of South African BE professionals approved by 30 September 2021.								
	Revised Draft OSD Policy Proposal approved.								
Transformed Built Environment.	Hundred percent implementation of identified transformation interventions.	Percentage implementation of identified transformation interventions	N/A	N/A	N/A	N/A	Hundred percent implementation of identified transformation interventions by 31 March 2022.	N/A	N/A
	Database of women owned construction companies.	Functional Database of women-owned professional practices in the Built Environment aligned with the data of the BE professional service providers.					Three Functional databases of women-owned BEP and BE companies by 31 March 2022.	Update database.	Update database.
Transformed Built Environment.	Database of women owned construction companies.								
	Database of women owned companies of materials supply entities.								
Transformed Built Environment.	Functional Database of women-owned professional practices in the Built Environment aligned with the data of the BE professional service providers.								

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2.1 Number of baseline/analysis reports developed.	Ten baseline/analysis reports developed by 31 March 2022.	Report on foreign appointed by the public sector approved by 30 June 2021.  Report on women-owned professional practices in the Built Environment approved by 30 June 2021.  Report Review on the previous and current procurement systems amongst others, the Consultants Roster System with the purpose of coming up with more transformative systems approved by 30 June 2021.  Report on the promotion of the employment of South African Built Environment national based on the survey of foreign nationals employed by government approved by 30 June 2021.  Report on all procurement legislation (such as the B-BBEE Act, PPPFA, Competition Commission etc.) to benefit the targeted groups approved by 30 June 2021.  Revised Draft OSD Policy Proposal approved by 30 June 2021	Report on the level of impact on women employers, employees, candidates and other aspects considered in the Built Environment such as retrenching, downsizing, lack of work, closures approved by 30 September 2021.  Report on the monitoring expenditure on women-owned professional practices approved by 30 September 2021.  Report on the progress of professional registration of female candidates and persons with disabilities approved by 30 September 2021.  Report on BE graduates/professionals in employment of Institutions of Higher Learning to advocate for the employment of South African BE professionals approved by 30 September 2021.	-	-
2.2 Percentage implementation of identified transformation interventions.	Hundred percent implementation of identified transformation interventions by 31 March 2022.	-	Twenty-five percent of identified transformation interventions implemented by 30 September 2021	Fifty percent of identified transformation interventions implemented by 31 December 2021.	Hundred percent of identified transformation interventions implemented by 31 March 2022.

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<p>2.3 Functional Database of women-owned professional practices in the Built Environment aligned with the data of the Built Environment professional service providers.</p>	<p>Three Functional Databases of women-owned Built Environment Professionals and Built Environment companies by 31 March 2022.</p>	<p>Database of women owned construction companies by 30 June 2021.  Database of women owned companies of materials supply entities by 30 June 2021.  Functional Database of women-owned professional practices in the Built Environment aligned with the data of the Built Environment professional service providers by 30 June 2021.</p>	-	-	-

Updated Key Risks	Output	Key Risks	Risk Mitigation
<p>Report on foreign professional practices appointed by the public sector approved by 30 June 2021.</p> <p>Report on women-owned professional practices in the Built Environment approved by 30 June 2021.</p> <p>Report on the level of impact on women employees, employees, candidates and other aspects considered in the Built Environment such as retrenching, downsizing, lack of work, closures approved by 30 September 2021.</p> <p>Report on the expenditure on women-owned professional practices approved by 30 September 2021.</p> <p>Report on the progress of professional registration of female candidates and persons with disabilities approved by 30 September 2021.</p> <p>Report on the previous and current procurement systems amongst others, the Consultants Roster System with the purpose of coming up with more transformative systems approved.</p> <p>Report on the promotion of the employment of South African Built Environment nationals based on the survey of foreign nationals employed by government approved.</p> <p>Report on all procurement legislation (such as the B-BBEE Act, PPPFA, Competition Commission etc.) to benefit the targeted groups approved.</p> <p>Report on BE graduates/professionals in employment of Institutions of Higher Learning to advocate for the employment of South African Built Environment professionals approved by 30 September 2021.</p> <p>Revised Draft OSD Policy Proposal approved.</p> <p>Database of women-owned professional practices in the Built Environment aligned with the data of the Built Environment professional service providers.</p>	<ol style="list-style-type: none"> <li>Inadequate participation by relevant stakeholders in transformation process.</li> <li>The CBE can make recommendations but has no measure to enforce the implementation or uptake thereof.</li> <li>The actioning / implementation of each of these steps of the strategy depends on the participation of as well as information received from other internal departments and/or external stakeholders. If these are not received, the strategy cannot be implemented.</li> </ol>	<ol style="list-style-type: none"> <li>Stakeholders management plan to identify critical stakeholders.</li> <li>Building partnerships.</li> <li>Marketing the TCF in the BE Industry stakeholders.</li> </ol>	

**Sub Programme: Broad-based Sector Coordination and Engagement Platforms for the Built Environment**

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Providing platforms for the sharing of knowledge and the establishment of partnerships

**Medium-Term Targets for 2021/22-2024/25**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed Built Environment	One annual online event and four (4) sector collaborative engagements hosted.	Number of sector collaborations on Transformation in the Built Environment.	One National Transformation Indaba held by 31 March 2018.	One National Transformation Indaba held by 31 March 2019.	One National Transformation Indaba and 12 Sector Collaboration Forums held by 31 March 2020.	One online Transformation webinar and 16 Sector Collaboration Forums held by 31 March 2021.	One annual online event and four (4) sector collaborative engagements hosted by 31 March 2022.	One National Transformation Indaba and 16 Sector Collaboration Forums held by 31 March 2023.	One National Transformation Indaba and 16 Sector Collaboration Forums held by 31 March 2024.

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2.4 Number of sector collaborations on Transformation in the Built Environment.	One annual online event and four (4) sector collaborative engagements hosted by 31 March 2022.	One sector collaborative/ tripartite engagement hosted by 30 June 2021.	One Women, Youth and Disabled event hosted launching the Gender and Persons with Disabilities Advice Desk by 30 September 2021.	One online event and one sector collaborative / tripartite engagement hosted by 31 December 2021.	One sector collaborative engagement hosted by 31 March 2022.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
Annual online event and four (4) sector collaborative engagements hosted.	Reputational risk emanating from managing industry transformation expectations. Inadequate participation and collaboration by relevant stakeholders.	More concerted efforts at stakeholder management especially in the private sector. Continuous rollout of CPD accredited online webinars addressing topical issues as identified by key stakeholders such as the CBEP. Signing and maintaining partnerships agreements.

## Planned Performance over the Medium-Term for Outcome 2: Transformed Built Environment

### Explanation of Planned Performance over the Five-Year Planning Period.

The following key issues are covered in the narrative:

- i. **Contribution of Outcomes towards the achievement of the NDPIP**
- ii. **Monitoring Framework for the NDPIP**
- iii. **Priorities of women, youth and people with disabilities**
- iv. **Provincial priorities**
- v. **Mandate of the institution**

The Programme will further work towards the inclusion of targeted groups through monitoring of transformational policies and legislative instruments highlighted by the TCF. The CBE is to facilitate participation by the Built Environment Professions in integrated development in the context of national goals and legislative platforms of engagement. The CBE continue to create platforms for engagements to discuss issues effecting the BE.

One of the outputs over the medium-term is to hold national stakeholder forums.

On NDP Priority 1: Economic transformation and job creation: Over the medium-term, the CBE will continue to focus on transforming the Built Environment sector. Another key intervention is monitoring and evaluating compliance with the cidb's Standard for Developing Skills through Infrastructure Contracts, as gazetted in 2013. The Gazette mandated that 0.5% of the tender value of general building contracts and 0.25% of civil engineering contracts are allocated to workplace training on public sector contracts in cidb grades seven to nine.

The CBE will also conduct formal research to identify gaps in policies and legislation aimed at driving the transformation agenda of South Africa. The findings from these studies, in combination with sector wide consultations, will be used to drive transformation interventions for the Built Environment of South Africa. These envisaged interventions will provide clear recommendations to address policy gaps and problems encountered with implementation of these policies.

This Outcome is responding to the following mandates of the CBE Act:

- section 3(b) *promote and maintain a sustainable built environment*
- section 4(a) *advise Government on any matter falling within the scope of the built environment, including socio-economic development, and for this purpose carry out such investigations as it or the relevant Minister deems necessary*
- section 4(f) *provide advice and consultation on national policy that could impact on the built environment, human resource development in relation to the built environment professions, and the recognition of new professions*

### Rationale

By transforming the Built Environment to create more opportunities for women, youth and people with disabilities, the Outcome will contribute to the National Priorities of the President and the NDP 2030.

The following are the Key Intervention and Outputs for the MTEF that will contribute towards realising Outcome 2: Transformation achieved against National Demographics:

### Key Intervention:

To create platforms for engagements to inform legislative and policy changes and implementation thereof.

## Outputs

- Input on the Procurement Bill (National Treasury engagement)
- Monitoring infrastructure expenditure on designated groups
- Monitor proper implementation of empowerment legislation and Policies
- Review of the (current) Preferential Procurement Policy Framework Act (PPPFA), National Treasury Instruction Notes, cidb Practice Notes and any other legislation impacting negatively on Built Environment Professions
- Identify and assess overall challenges faced with legislation impacting on the Built Environment Sector and its sustainability thereof
- Database of professional practices
- Sector collaborative forums and National Transformation Indaba

## Enablers to Achieve the Five-Year Targets

Key drivers of change to deliver the vision of an industry with a reputation for world leading efficiency and for attracting and retaining the people we need are:

- i. an improved image of the industry
- ii. an increased capability in the workforce
- iii. a clear view of future work opportunities
- iv. improvement in client capability and procurement
- v. a strong and resilient supply chain
- vi. effective research and innovation

A prerequisite for implementing the CBE's new strategy is progressively funding a growing organisation over a period of five years.

**Programme Resource Consideration**

**Budget Allocation for Programme and Sub Programme as per the ENE**

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<b>R thousand</b>								
Transformed Built Environment:	Number of baseline / analysis reports developed.	-	-	-	535	150	153	154
	Percentage implementation of identified transformation interventions.	-	-	-	-	100	-	-
	Functional Database of women-owned professional practices in the built environment aligned with the data of the Built Environment professional service providers.	-	-	-	-	150	153	154
Broad-based sector coordination and engagement platforms for the Built Environment.	Number of sector collaborations on Transformation in the Built Environment.	555	848	1 346	1 530	1 616	1 745	1 755
Other goods and services		7 004 <sup>#</sup>	7 086 <sup>#</sup>	9 338 <sup>#</sup>	-	-	-	-
Employee Cost		-	-	-*	-*	-*	-*	-*
<b>Total Expenses</b>		<b>7 559</b>	<b>7 934</b>	<b>10 684</b>	<b>2 065</b>	<b>2 016</b>	<b>2 051</b>	<b>2 063</b>

<sup>#</sup>The historical expenditure of Programme 2 was based on the previously approved Programme, Skills for Infrastructure Delivery, where both the Skills Development and Transformation initiatives were consolidated into one Programme. Due to the diversity and complex nature of these initiatives, it was split into two Programmes. This has resulted in the move of the Research activities (previously reported under Programme 3) to Programme 4; and the concurrent move of Programme 4 (previously Regulation and Oversight of six BEPCs [Public Protection]) to Programme 5.

\* The total budgeted employee cost has been included under Programme 1. Please refer to budgeted information in Programme 1 for a detailed breakdown of employee cost per Programme.

**Economic Classification of MTEF Budget for Programme 2**

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<b>R thousand</b>							
Goods and services	7 559	7 934	10 684	2 065	2 016	2 051	2 063
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>7 559</b>	<b>7 934</b>	<b>10 684</b>	<b>2 065</b>	<b>2 016</b>	<b>2 051</b>	<b>2 063</b>



## 24. Programme 3: Skills and Capacity Development

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Coordination of an enabling Built Environment Skills Pipeline from school to professional level

### Medium-Term Targets for 2021/22-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19		2019/20	2020/21	2021/22	2022/23
Skilled Built Environment Professionals	Advisory report on the Skills Pipeline Programme	A throughput report relating to the Built Environment skills pipeline.	N/A	N/A	N/A	An approved Built Environment throughput report on the skills pipeline (supply and demand) developed by 31 March 2021.	An approved Built Environment throughput report on the skills pipeline (supply and demand) developed by 31 March 2022.	Approved advisory throughput report on the Built Environment skills pipeline by 31 March 2023.	Approved advisory throughput report on the Built Environment skills pipeline by 31 March 2024.
	Monitoring and evaluation on implementation of the Structured Candidacy Programme.	Number of workplaces monitored and evaluated in implementing the Structured Candidacy Programme.	N/A	N/A	N/A	Fifteen workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2021.	Thirty two workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022.	Twenty workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2023.	Twenty-five workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2024.
	Built Environment career awareness initiatives conducted.	Number of Built Environment career awareness initiatives conducted.	N/A	N/A	N/A	Twelve Built Environment career awareness initiatives conducted for school learners across nine provinces by 31 March 2021.	Thirty Built Environment career awareness initiatives conducted for school learners across nine provinces by 31 March 2022.	Nine Built Environment career awareness initiatives conducted 31 March 2023.	Nine Built Environment career awareness initiatives conducted by 31 March 2024.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
			2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
	Oversight report on CBEP accreditation of academic programmes and higher learning institutions.	Number of oversight reports on CBEP accreditation of Built Environment academic programmes and institutions.	N/A	N/A	An oversight report developed by 31 March 2020 on the accreditation of academic programmes undertaken by the CBEP.	One consolidated oversight report on the CBEP accreditation of Built Environment academic programmes and institutions developed by 31 March 2021.	Approved oversight report on the CBEP accreditation of Built Environment academic programmes and institutions by 31 March 2022.	Approved oversight report on the CBEP accreditation of Built Environment academic programmes and institutions by 31 March 2023.	Approved oversight report on the CBEP accreditation of Built Environment academic programmes and institutions by 31 March 2024.

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
3.1 A throughput report relating to the Built Environment skills pipeline.	An approved Built Environment throughput report on the skills pipeline (supply and demand) developed by 31 March 2022.	Database of the land surveyors' profession (supply and demand) produced by 30 June 2021.	Database of the town planners' profession (supply and demand) produced by 30 September 2021.	First draft of the Built Environment report of the CBEP on the skills pipeline (supply and demand) developed by 31 December 2021.	Final approved Built Environment report of the CBEP on the skills pipeline (supply and demand) developed by 31 March 2022.
3.2 Number of workplaces monitored and evaluated in implementing the Structured Candidacy Programme.	Thirty two workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 30 June 2021.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 30 September 2021.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 December 2021.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022.
3.3 Number of Built Environment career awareness initiatives conducted.	Thirty Built Environment career awareness initiatives conducted for school learners across nine provinces by 31 March 2022.	Built Environment career initiatives conducted in ten schools across three identified provinces by 30 June 2021.	Built Environment career initiatives conducted in thirteen schools across three identified provinces by 30 September 2021.	-	Built Environment career initiatives conducted in seven schools across three identified provinces by 31 March 2022.
3.4 Number of oversight reports on CBEP accreditation of Built Environment academic programmes and institutions.	Approved oversight report on the accreditation of Built Environment academic programmes and institutions by 31 March 2022.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 30 June 2021.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 30 September 2021.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 December 2021.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 March 2022.

Updated Key Risks	Output	Key Risks	Risk Mitigation
<p>An advisory report relating to the Built Environment skills pipeline.</p> <p>Requisite skills and capacitation in the Built Environment.</p>	<p>Incorrect decision-making and conclusions due to unavailability of information.</p> <p>Incorrect planning of infrastructure projects due to shortage of requisite skills.</p> <p>Budgetary constraints.</p>	<p>Prior identification of information sources and organisations.</p> <p>Budgetary Planning and forecasting.</p> <p>Prior identification of stakeholders.</p>	
<p>Monitoring and evaluation on implementation of the Structured Candidacy Programme.</p> <p>Quality and quantity of professionals in the Built Environment.</p>	<p>Inability to produce sufficient Built Environment Professionals.</p> <p>Budgetary constraints.</p>	<p>Prior identification of workplaces and mentors/development of workplaces and mentor's database.</p> <p>Budgetary Planning and forecasting.</p>	
<p>Built Environment career awareness initiatives conducted for school learners in each of the nine provinces.</p>	<p>Inability to produce sufficient Built Environment professionals.</p> <p>Inadequate participation in the Structured Candidacy Programme by workplaces.</p> <p>Budgetary constraints.</p>	<p>Focused and prior communication with schools and provincial departments of education and relevant stakeholders.</p> <p>Prior identification of stakeholders.</p> <p>Identification of other career initiatives/platforms.</p> <p>Budgetary Planning and forecasting.</p>	
<p>Oversight report on CBEP accreditation of Built Environment academic programmes and institutions.</p>	<p>Inconsistent application of the accreditation process.</p> <p>Budgetary constraints.</p>	<p>Prior communication with CBEP to provide accreditation schedules.</p> <p>Planning and prior approvals to participate in accreditation visits.</p> <p>Budgetary Planning and forecasting.</p>	

## Planned Performance over the Medium-Term for Outcome 3: Skilled Built Environment Professionals

### Explanation of Planned Performance over the Five-Year Planning Period.

The following key issues are covered in the narrative:

- i. Contribution of Outcomes towards the achievement of the NDPIP**
- ii. Monitoring Framework for the NDPIP**
- iii. Priorities of women, children and people with disabilities**
- iv. Provincial priorities**
- v. Mandate of the institution**

The NDP prioritises building a capable state, which will play a developmental and transformative role in improving the quality of education, skills development and innovation in order to raise employment opportunities through faster economic growth. The lack of skilled people in the infrastructure sector across the Republic of South Africa represents a major liability. This skills gap needs to be addressed - to find more skilled people, as well as to better use existing resources. This acutely affects small municipalities as they often lack Built Environment Professionals in the infrastructure field.

Infrastructure development needs a capable workforce to deliver lasting transformational change. For the Built Environment to be sustainable, and deliver on its targets, there is a need to ensure that the appropriate skills base is in place. This will require the CBE to support building capacity in the STEM (science, technology, engineering, mathematics) areas and thus create the pipeline of students for developing the high-tech skills needed to meet national demand in the Built Environment sector.

MTSF (2019-2024) state that South Africa has implemented an extensive and well-financed workplace skills planning, funding and training system. However, there are concerns about the governance and impact of this system, which does not appear to have markedly improved skills or transformed workplaces into places of learning. There is also a concern that the system will not be able to adjust to rapid technological change that will result from the introduction of the 4IR.

The inefficiency and ineffectiveness of Post School Education and Training (PSET) partly contributes to the high number of young people (32.4 percent) aged 15–24 who are not in education, employment or training (NEET). This is a concern for the country because the major contributor to intergenerational poverty, inequality and unemployment among the youth in South Africa is low levels of education attainment and skills development. Education and skills development should therefore lay foundation to respond to the 'Future Work' by taking cognisance of opportunities that will arise and significant challenges associated with technology and demographic changes. However, to try and plan in detail for the potential changes that might affect the world of work in years to come is not possible, instead government needs to be responsive to emerging trends in developing skills plans (MTSF 2019-2024).

The CBE will contribute to Priority 2: Education, Skills and Health. Over the medium-term, the CBE will facilitate coordination of an enabling Built Environment skills pipeline from school to professional level through initiatives such as the development of an advisory report on the skills pipeline trends in the Built Environment relative to South Africa's NDP infrastructure needs. The advisory report will have three elements: demand side analysis; supply side analysis and identification of key labour and skills gap challenges in order to develop requirements for key skills, relevant training and interventions.

Over the medium-term, the CBE will monitor and evaluate the implementation of the Structured Candidacy Programme in workplaces. The candidacy programme aims to ensure that Built Environment candidates achieve optimal quality development and professional registration status in the shortest possible time.

The CBE aims to provide leadership and coordination on all skills development issues in the Built Environment, and will work with industry and government skills bodies to ensure that capability and capacity issues in construction are addressed in a strategic manner. This will include:

- i. improving data on supply and demand
- ii. incentivising skills investment through procurement

Our goal is to ensure the construction and Built Environment sector has high quality, consistent and assured standards for training and assessment through collaborating with industry to improve standards and qualifications with the aim of producing work-ready employees.

This Outcome is responding to the following mandates of the CBE Act:

- i. section 3(c): *promote ongoing human resource development in the built environment;*
- ii. section 4(n): *in consultation with councils for the professions, obtain recognition for the councils for the professions as bodies responsible for the establishment of education and training standards in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995);*
- iii. section 4(p): *promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;*

This Outcome will contribute to Priority 2: Education, Skills and Health.

### Rationale

The aim is to work with Built Environment sector to build greater understanding of local demand and supply, and take action to address shortfalls in capacity.

**Key Intervention:** Coordinate an enabling Built Environment skills pipeline from school to professional level.

### Outputs

1. Develop an advisory report on skills pipeline trends in the Built Environment relative to South Africa's NDP infrastructure needs, based on three elements:
  - i. demand side analysis
  - ii. supply side analysis
  - iii. Identification of key labour and skills gap challenges to develop requirements for key skills, training and interventions

The purpose of this report is to Improving our industry-wide evidence base to influence and deliver on current and future skills needs

2. Workplaces assisted in implementing the Structured Candidacy Programme
3. Built Environment career awareness conducted (Improving access to careers information about how to join, train and progress through careers for the most in-demand occupations)
4. Oversight of CBEP accreditation of the Built Environment programmes and institutions

### Enablers to Achieve the Five-Year Targets

1. Credible research
2. Collaborations and partnerships
3. Budget

**Programme Resource Consideration**  
**Budget Allocation for Programme and Sub Programme as per the ENE**

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<b>R thousand</b>								
Skilled Built Environment Professionals	A throughput report relating to the Built Environment skills pipeline. Number of workplaces monitored and evaluated in implementing the Structured Candidacy Programme. Number of Built Environment career awareness initiatives conducted.	-	-	-	1 492	232	237	239
	Number of oversight reports on CBEP accreditation of Built Environment academic programmes and Institutions.	-	-	-	469	1 158	1 179	1 186
Other goods and services		881 <sup>#</sup>	573 <sup>#</sup>	631 <sup>#</sup>	-	-	-	-
Employee Cost		-	-	-	-*	-*	-*	-*
<b>Total Expenses</b>		<b>881</b>	<b>573</b>	<b>631</b>	<b>2 775</b>	<b>2 708</b>	<b>2 756</b>	<b>2 772</b>

<sup>#</sup>The historical expenditure of Programme 2 was based on the previously approved Programme, Skills for Infrastructure Delivery, where both the Skills Development and Transformation initiatives were consolidated into one Programme. Due to the diversity and complex nature of these initiatives, it was split into two Programmes. This has resulted in the move of the Research activities (previously reported under Programme 3) to Programme 4; and the concurrent move of Programme 4 (previously Regulation and Oversight of six BEPCs [Public Protection]) to Programme 5.

\* The total budgeted employee cost has been included under Programme 1. Please refer to budgeted information in Programme 1 for a detailed breakdown of employee cost per Programme.

**Economic Classification of MTEF Budget for Programme 3**

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<b>R thousand</b>							
Goods and services	881	573	631	2 775	2 708	2 756	2 772
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>881</b>	<b>573</b>	<b>631</b>	<b>2 775</b>	<b>2 708</b>	<b>2 756</b>	<b>2 772</b>

## 25. Programme 4: Research and Advisory

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** To coordinate research outputs, provide advice and facilitate knowledge management on Built Environment matters, including the professions

### Medium-Term Targets for 2021/22-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19		2019/20	2021/22	2022/23	2023/24
Informed decision making that impacts the current and future operational requirements of the industry.	Four research discussion papers developed in line with the CBE Research Agenda.	Number of research discussion papers developed in line with the CBE Research Agenda.	N/A	N/A	N/A	Approved CBE Research Agenda by 31 March 2021.	Four research discussion papers developed in line with the CBE Research Agenda by 31 March 2022.	Implementation of two short-term research projects based on the CBE Research Agenda by 31 March 2023.	Implementation of two short-term research projects based on the CBE Research Agenda by 31 March 2024.
	Number of articles published on the Built Environment Knowledge and Information Hub in line with thematic areas.	Functional Built Environment Research Hub.	N/A	N/A	N/A	Established and functional Built Environment Research Hub by 31 March 2021.	Twenty articles published on the Built Environment Knowledge and Information Hub in line with thematic areas by 31 March 2022.	Built Environment Research Hub operating and responding to requests from Built Environment stakeholders by 31 March 2023.	Built Environment Research Hub operating and responding to requests from Built Environment stakeholders by 31 March 2024.
	Advisory Briefs Developed and submitted to relevant stakeholders.	Number of Advisory Briefs developed and submitted to relevant stakeholders.	N/A	N/A	N/A	Two Built Environment advisory reports developed and submitted to the Minister of DPWI by 31 March 2021.	Two advisory reports developed and submitted to relevant stakeholders by 31 March 2022.	Advisory Briefs developed and submitted to relevant stakeholders.	Advisory Briefs developed and submitted to relevant stakeholders.

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
4.1 Number of research discussion papers developed in line with the CBE Research Agenda.	Four research discussion papers developed in line with the CBE Research Agenda by 31 March 2022.	One research discussion paper developed on the state of women empowerment within the Built Environment by 30 June 2021.	One research discussion paper developed on analysis of the Built Environment Sectors' compliance with Employment Equity Act by 30 September 2021.	One research discussion paper developed based on Built Environment skills requirements in line with project delivery processes by 31 December 2021.	One research discussion paper developed on factors affecting women economic participation in the Built Environment by 31 March 2022.
4.2 Functional Built Environment Research Hub.	Twenty articles published on the Built Environment Knowledge and Information Hub in line with thematic areas by 31 March 2022.	Five articles published on the Built Environment Knowledge and Information Hub in line with one thematic area by 30 June 2021.	Five articles published on the Built Environment Knowledge and Information Hub in line with one thematic area by 30 September 2021.	Five articles published on the Built Environment Knowledge and Information Hub in line with one thematic area by 31 December 2021.	Five articles published on the Built Environment Knowledge and Information Hub in line with one thematic area by 31 March 2022.
4.3 Number of Advisory Briefs developed and submitted to relevant stakeholders.	Two advisory reports developed and submitted to relevant stakeholders by 31 March 2022.	-	One advisory report developed on the role of Built Environment Professions in the effective implementation of the FIDPM by 30 September 2021.	-	One advisory report developed on the Built Environment skills requirements to support the implementation of the District Development Model (DDM) by 31 March 2022.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
4.1 Four research discussion papers developed in line with the CBE Research Agenda.	Insufficient stakeholder engagements resulting in less impact of the output. Poor responsiveness of stakeholders into the implementation strategies.	Early consultation with Built Environment councils, government institutions, tertiary institutions and private sector to coordinate, identify and formally agree on the Research Agenda. Secure agreements on database integration timeously. Capitalise on stakeholder collaborations. Publicity of the Built Environment Hub where CBE Executives are involved. Timeous consultation with external stakeholders.
4.2 Number of articles published on the Built Environment Knowledge and Information Hub in line with thematic areas.	Copyright risks and poor responsiveness of respective authors. Lack of finance to acquire necessary IT infrastructure. Minimal value add of publishing articles linked to minimal recognition of CBE by external stakeholders.	
4.3 Number of Built Environment advisory reports developed and approved by the CEO.	Risk of incorrect advice to government and the Built Environment.	



## Planned Performance over the Medium-Term for Outcome 4: Informed decision-making that impacts the current and future operational requirements of the industry

### Explanation of Planned Performance over the Five-Year Planning Period.

The following key issues are covered in the narrative:

- i. Contribution of Outcomes towards the achievement of the NDPIP**
- ii. Monitoring Framework for the NDPIP**
- iii. Priorities of women, children and people with disabilities**
- iv. Provincial priorities**
- v. Mandate of the institution**

The NDP identifies the need for building a credible evidence base to support decision-making. This programme contributes to the development of data and evidence in the Built Environment sector to enable the achievement of the NDP and those outlined in the MTSF. Over the medium-term, the CBE will work with Government, the Built Environment industry, academic and research communities to:

- i. inspire and bring forward more research, development and demonstration
- ii. promote it to the wider industry
- iii. make the most of existing technologies
- iv. advise departments and Government in all areas of policy that have a Built Environment dimension to delivery

This Outcome is responding to the following mandates of the CBE Act:

*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.*

*Section 4(e): facilitate inter-ministerial co-operation concerning issues relating to the built environment*

*Section 4(f): provide advice and consultation on national policy that could impact on the built environment, human resource development in relation to the built environment professions, and the recognition of new professions*

### Rationale:

The CBE Act mandates the CBE to advise Government on any matter that falls within the Built Environment, as well as to create platforms for engagements. The CBE and CBEP have a role to play in proactively identifying, investigating, and explaining trends and changes likely to impact the Built Environment Professions and Professionals. Working with the six CBEP, the CBE will secure Built Environment experts as needed to help policy and decision-makers to propose, develop, and implement appropriate policies, procedures, and processes for long-term solutions that will improve public safety, reliability, and the value of public infrastructure. This information will be communicated to the regulators on an ongoing basis to input on their own decision-making and direction setting.

The following are the Key Interventions and Outputs for the MTEF that will contribute towards realising the Outcome: Informed decision-making that impacts the current and future operational requirements of the industry:

### Key Intervention:

Coordinate research and advice on issues impacting the Built Environment sector.

### **Outputs:**

The CBE produces a range of extensive reports for government departments, employers and construction organisations. These reports help industry plan on a national scale and provide recommendations on how the sector can keep pace with change.

Research outputs planned for 2021/22:

- One research discussion paper developed on the state of women empowerment within the Built Environment
- One research discussion paper developed on analysis of the Built Environment Sector's compliance with the Employment Equity Act
- One research discussion paper developed based on BE skills requirements in line with project delivery processes
- One research discussion paper developed on factors affecting women economic participation in the Built Environment
- One advisory report developed on the role of Built Environment Professions in the effective implementation of the Framework for Infrastructure Delivery and Procurement Management (FIDPM)
- One advisory report developed on the Built Environment skills requirements to support the implementation of the District Development Model (DDM)
- Five articles published on the Built Environment Knowledge and Information Hub in line with each thematic area

### **Enablers to Achieve the Five-Year Targets**

1. Clear Research Agenda
2. Effective research and innovation

**Programme Resource Consideration**

**Budget Allocation for Programme and Sub Programme as per the ENE**

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<b>R thousand</b>								
Informed decision-making that impacts the current and future operational requirements of the industry.	Number of research discussion papers developed in line with the CBE Research Agenda.	-	-	-	250	369	375	376
	Functional/Built Environment Research Hub.	-	-	-	70	-	-	-
	Number of Advisory Briefs developed and submitted to relevant stakeholders.	-	-	-	310	246	251	253
Other goods and services		930 <sup>#</sup>	917 <sup>#</sup>	951 <sup>#</sup>	-	-	-	-
Employee Cost		-	-	-	-*	-*	-*	-*
<b>Total Expenses</b>		<b>930</b>	<b>917</b>	<b>951</b>	<b>630</b>	<b>615</b>	<b>626</b>	<b>629</b>

<sup>#</sup>The historical expenditure of Programme 2 was based on the previously approved Programme, Skills for Infrastructure Delivery, where both the Skills Development and Transformation initiatives were consolidated into one Programme. Due to the diversity and complex nature of these initiatives, it was split into two Programmes. This has resulted in the move of the Research activities (previously reported under Programme 3) to Programme 4; and the concurrent move of Programme 4 (previously Regulation and Oversight of six BEPCs [Public Protection]) to Programme 5.

\* The total budgeted employee cost has been included under Programme 1. Please refer to budgeted information in Programme 1 for a detailed breakdown of employee cost per Programme.

**Economic Classification of MTEF Budget for Programme 4**

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
<b>R thousand</b>							
Goods and services	930	917	951	630	615	626	629
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>930</b>	<b>917</b>	<b>951</b>	<b>630</b>	<b>615</b>	<b>626</b>	<b>629</b>

## 26. Programme 5: Regulation and Public Protection

**Purpose:** To provide an enterprise-wide legal service to all areas of the CBE business, to promote sound governance in the Built Environment professions and protect the public in its dealings with registered persons and the CBEF.

**Sub Programme:** Public Protection

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Ensuring that the CBE protects members of the public in the Built Environment

### Medium-Term Targets for 2021/22-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19		2019/20	2021/22	2022/23	2023/24
Promote and protect public interest in the Built Environment.	Providing advice and recommendations related to Built Environment related legislation to the DPWL.	Percentage of Built Environment legislative updates action plan implemented.	N/A	N/A	N/A	Hundred percent of Recommended Built Environment legislative updates action plan implemented by 31 March 2021.	Hundred percent of the Action Plan of the Built Environment legislative updates implemented by 31 March 2022.	Hundred percent of the Action Plan of the Built Environment legislative updates implemented by 31 March 2023.	Hundred percent of the Action Plan of the Built Environment legislative updates implemented by 31 March 2024.
	Finalise lodged appeals within 60 days.	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	Hundred percent of lodged appeals were finalised within 60 days.	Hundred percent of appeals finalised within the statutory 60 days of their lodgement by 31 March 2020.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2021.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2022.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2023.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2024.	

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
5.1 Percentage of Built Environment legislative updates action plan implemented.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022.	Twenty-five percent of the Built Environment legislative updates action plan implemented by 30 June 2021.	Fifty percent of the Built Environment legislative updates action plan implemented by 30 September 2021.	Seventy-five percent of the Built Environment legislative updates action plan implemented by 31 December 2021.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022.
5.2 Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2022.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 30 June 2021.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 30 September 2021.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 31 December 2021.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 31 March 2022.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
Providing advice and recommendations related to Built Environment related legislation to the DPWI.	Reputational risk emanating from uninformed recommendations to the DPWI.	Informed advice to government to inform new legislation and legislative amendments.
Lodged appeals finalised within 60 days.	Failure to execute the appeals function.	Mediation process to be considered for each appeal prior to it being set down for hearing. Investigate the possible development of the CBE Ombudsman function. Independent, well-funded investigation mechanism.

**Sub Programme: Sound Governance for councils in the Built Environment**

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Ensuring that the Built Environment councils adhere to principles of the Governance Framework

**Medium-Term Targets for 2020/21-2024/25**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Promote and protect public interest in the Built Environment.	Compliance of the CBEP with the Governance Framework.	Number of Corporate Governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential weaknesses.	Assessment of the Corporate Governance Implementation Checklist in the six CBEP, submitted to Council and DPW by 31 March 2018.	Reviewed and aligned CBE Corporate Governance Framework to the King IV principles of Corporate Governance, approved by 31 March 2019.	One workshop conducted with CBEP by 31 March 2020 to promote the principles of the final Governance Regulatory Framework.	One Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework developed by 31 March 2021.	One Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework developed by 31 March 2022.	One Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework developed by 31 March 2023.	One Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework developed by 31 March 2024.

**Performance Indicators and Quarterly Targets for 2021/22**

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
5.3 Number of Corporate Governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential governance weaknesses.	One Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework developed by 31 March 2022.	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 30 June 2021.	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 30 September 2021.	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 31 December 2021.	Final approved Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework by 31 March 2022.

**Updated Key Risks**

Output	Key Risks	Risk Mitigation
One Corporate governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework by 31 March 2022.	Poor governance at CBEP weakens the regulatory function.	Enhancement of governance through a structured process.

## Planned Performance over the Medium-Term on Outcome 5: Public interest in the Built Environment promoted and protected

### Explanation of Planned Performance over the Five-Year Planning Period.

The following key issues are covered in the narrative:

- i. Contribution of Outcomes towards the achievement of the NDIPIP**
- ii. Monitoring Framework for the NDIPIP**
- iii. Priorities of women, children and people with disabilities**
- iv. Provincial priorities**
- v. Mandate of the institution**

A nationally consistent approach to regulating the Built Environment is vital. Built Environment Professionals play a critical role in planning, developing, building and maintaining public infrastructure. Whether it is water treatment facilities, bridges and roads, public transit, utilities and the electricity grid, Built Environment Professions play a part in all aspects of public infrastructure. Ultimately, the six CBEP use their expertise, experience and knowledge to help create a safer, more sustainable, and prosperous future for South Africa.

Priority 5: Social Cohesion and Safer Communities

Priority 6: Public Interest in the Built Environment promoted and protected

The CBE will, over the mid-term, continue to act as an appeal body to members of the public aggrieved by a decision of a CBEP. Over the medium-term, the CBE will, working with the CBEP, investigate mechanisms and policies required to better regulate the Built Environment Professions. Relevant legislations and policies will be reviewed and the recommendations submitted to DPWI.

Corporate governance today is part of business discourse the world over. It is now widely accepted that quality corporate governance is a prerequisite to ensure that public entities function with integrity and responsibility. Corporate governance norms are evolving and taking root thanks to heightened concern in South Africa regarding the need for checks and balances on public entities and the compulsion of protecting the interest of the multiple stakeholders. Over the medium-term the CBE will produce a report assessing the level of compliance with good corporate governance in the six CBEP; where there are shortfalls, the CBE will work and assist the councils towards compliance.

Outcomes 5 and 6 respond to the following mandates of the CBE Act:

Section 3(f): *promote sound governance of the built environment professions;*

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;*

Section 4(b): *communicate to the Minister information on matter of public importance acquired by the council in the course of the performance of its functions under this Act;*

Section 4(d): *advise the Minister with regard to the amendment of this Act, if necessary, in order to support the norms and values of the built environment professions;*

Section 4(m): *act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;*

Section 4(k): *ensure the consistent application of policy by the councils for the professions with regard to:*

- i. accreditation;*
- ii. the registration of different categories of registered persons;*
- iii. key elements of competence testing of registered persons;*
- iv. codes of conduct to be prescribed by the councils for the professions;*
- v. the principles upon which the councils for the professions must base the determination of fees which registered persons are entitled to charge in terms of any of the professions' Acts, and in accordance with any legislation relating to the promotion of competition;*
- vi. standards of health, safety and environmental protection within the built environment;*
- vii. the recognition of voluntary associations for the built environment professions, by approving the framework for that recognition submitted by the councils for the professions, taking due cognisance of the characteristics of each built environment profession;*

These objectives will contribute to Priority 6: A capable, ethical and developmental state.

**Rationale:**

According to the policy document on the statutory regulation of the Built Environment Professions (1999), professional expertise in the country is a national asset and should be managed as a scarce resource of high value. This expertise is a resource that is renewable, but also subject to degradation if standards are allowed to decline and/or interest in entering the professions as a career is not promoted. The intrinsic value of professions lies in their essential role and function in socio-economic development. While socio-economic development and the improvement of the quality of life in South Africa enjoys priority attention, professional expertise needs to be nurtured, professional standards need to be maintained and professional services need to be within reach of all communities. To develop a profession and keep it healthy, the profession must be regulated from within, as well as by government. Government has the duty to protect the public, while self-regulation by the professions ensures quality and development within the professions. Government is of the opinion that in the Built Environment, self-regulation by the professions manifests itself in voluntary associations and institutes. Government involves itself by recognising the competence levels set by the professions and protecting the public interest by legislation.

The following are the Key Interventions and Outputs for the MTEF that will contribute towards realising Outcome 5: Public interest in the Built Environment promoted and protected:

**Key Intervention:** (a) Promote and protect the interest of the public in the Built Environment

**Outputs**

1. Built Environment Legislation Update
2. CBE Appeal function
3. Ombudsman system for the Built Environment

**Key Intervention:** (b) Enhance sound governance for the councils within the Built Environment

**Outputs**

1. Assessment of Corporate Governance within the CBEP
2. Alignment of policy frameworks on concurrent CBEP functions

**Enablers to Achieve the Five-Year Targets**

- a. Good Information is a key enabler for Good Governance
- b. Information is clear, succinct, timely, transparent, complete, pertinent to the topic and evaluated within the context of the organisation
- c. Commitment to compliance with rules, regulations, guidance, directions etc.
- d. Enhancing enterprise value by protecting the interest of all the stakeholders
- e. Total accountability – professionalism



**Programme Resource Consideration**

**Budget Allocation for Programme and Sub Programme as per the ENE**

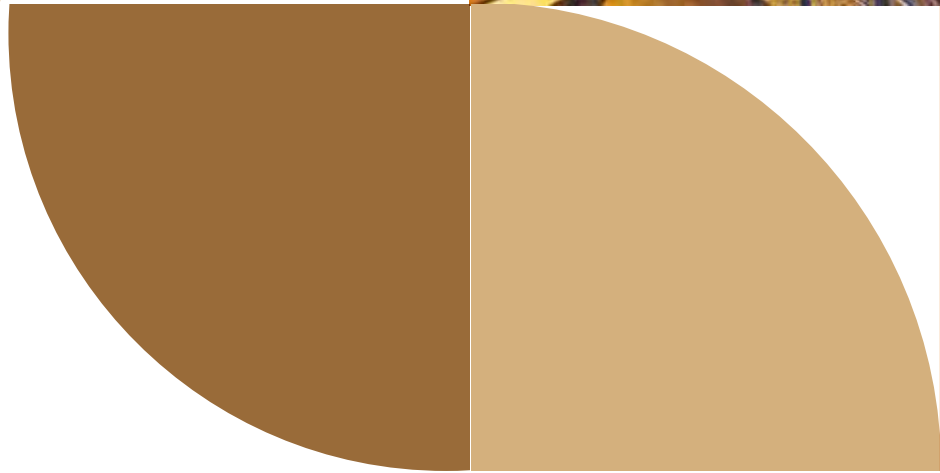
Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
<b>R thousand</b>								
Public Protection	Percentage of Built Environment legislative updates action plan implemented.	-	-	-	250	200	203	204
	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	-	-	-	850	882	897	904
Sound Governance for councils in the Built Environment	Number of Corporate Governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential Governance weaknesses.	-	-	-	100	90	91	92
Other goods and services		181 <sup>#</sup>	167 <sup>#</sup>	37 <sup>#</sup>	-	-	-	-
Employee Cost		-	-	-	-*	-*	-*	-*
<b>Total Expenses</b>		<b>181</b>	<b>167</b>	<b>37</b>	<b>1 200</b>	<b>1 172</b>	<b>1 191</b>	<b>1 200</b>

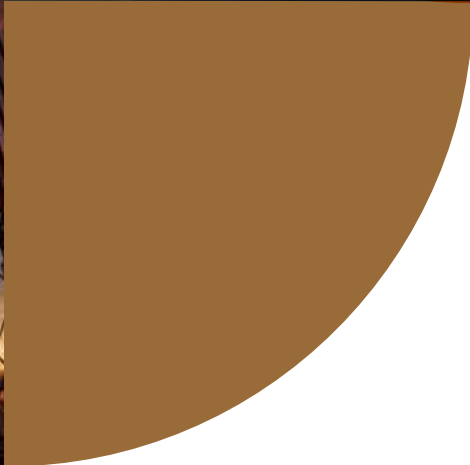
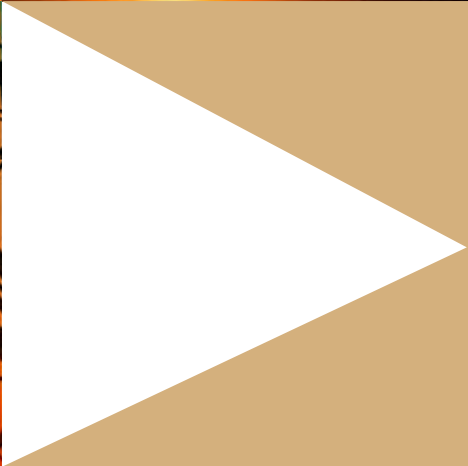
<sup>#</sup>The historical expenditure of Programme 2 was based on the previously approved Programme, Skills for Infrastructure Delivery, where both the Skills Development and Transformation initiatives were consolidated into one Programme. Due to the diversity and complex nature of these initiatives, it was split into two Programmes. This has resulted in the move of the Research activities (previously reported under Programme 3) to Programme 4; and the concurrent move of Programme 4 (previously Regulation and Oversight of six BEPCs [Public Protection]) to Programme 5.

\* The total budgeted employee cost has been included under Programme 1. Please refer to budgeted information in Programme 1 for a detailed breakdown of employee cost per Programme.

**Economic Classification of MTEF Budget for Programme 5**

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
<b>R thousand</b>							
Goods and services	181	167	37	1 200	1 172	1 191	1 200
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>181</b>	<b>167</b>	<b>37</b>	<b>1 200</b>	<b>1 172</b>	<b>1 191</b>	<b>1 200</b>





## **27. Links to Long-Term Infrastructure and other Capital Plans**

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

## **28. Conditional Grants**

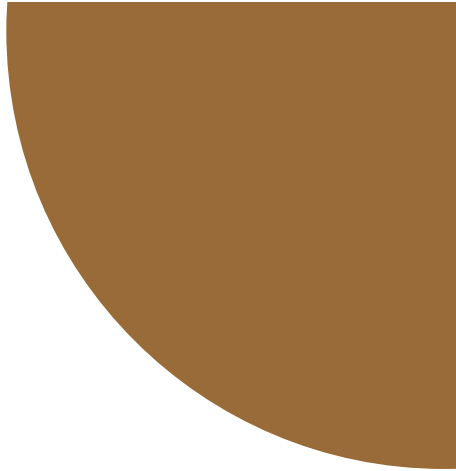
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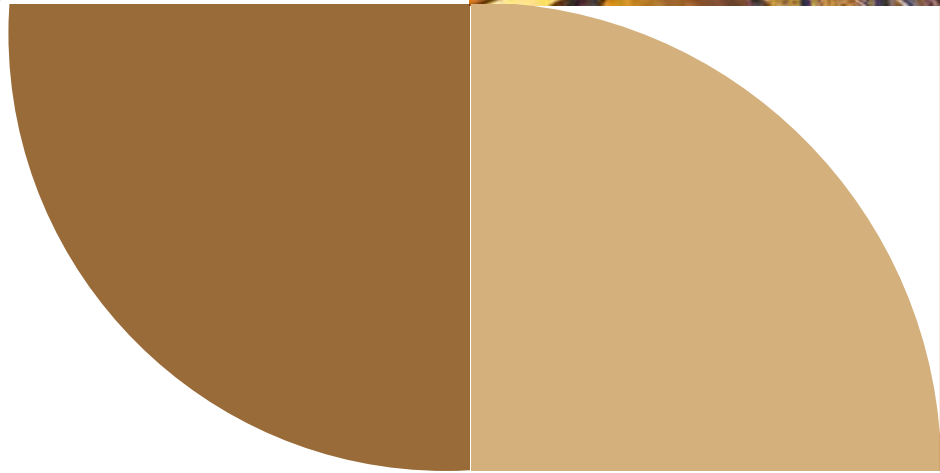
The CBE does not receive any conditional grants.

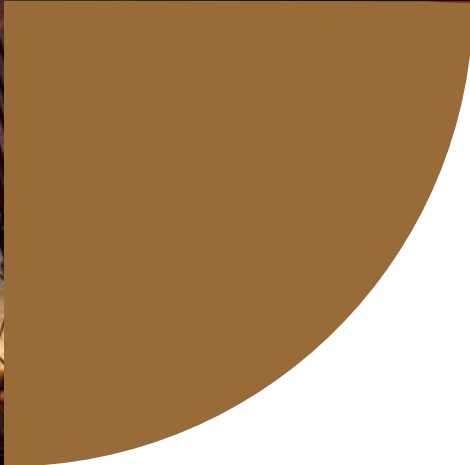
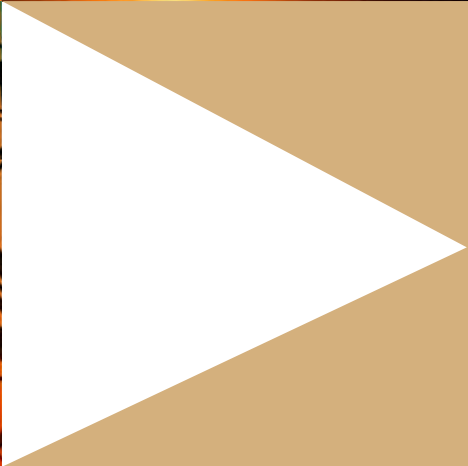
## **29. Public-Private Partnerships**

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Not applicable to the CBE at this stage.







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)<sup>7</sup> 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

### 30. Programme 1: Administration

#### Key Performance Indicator 1.1

<b>1.1 Indicator Title</b>	High-level and sub business processes developed and approved
<b>Definition</b>	Updated business processes approved
<b>Source of Data</b>	Updated CBE Procedure Manual
<b>Method of Calculation/ Assessment</b>	Simple count : Updated CBE Procedure Manual
<b>Means of Verification</b>	Minutes of the meetings, all developed and approved (by Executive Management) business processes
<b>Assumptions</b>	Processes will be developed and implemented
<b>Desegregation of beneficiaries</b>	N/A
<b>Spatial Transformation(where applicable)</b>	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Updated International Organisation quality accredited standard CBE procedure manual
<b>Indicator Responsibility</b>	Manager: Human Capital and Facilities Management

<sup>7</sup> As quoted in the Strategic and Annual Performance Planning in the Public Sector (Learner Guide), issued by National Treasury



**Key Performance Indicator 1.2**

<b>1.2 Indicator Title</b>	Approved CBE organisational design and structure
<b>Definition</b>	Implementation action plan with identified priorities developed and approved
<b>Source of Data</b>	Implementation Action plan, reports
<b>Method of Calculation/ Assessment</b>	Single count: Implementation Action Plan developed and approved
<b>Means of Verification</b>	Minutes, approved (by Executive Management and Council) Implementation Action Plan
<b>Assumptions</b>	Organisation structure will be reviewed and updated Priorities identified in the implementation action plan will be implemented
<b>Desegregation of beneficiaries</b>	Target for Women: N/A  Target for Youth: N/A  Target for People with Disabilities: N/A
<b>Spatial Transformation</b>	Reflect on contribution to spatial transformation priorities: N/A  Reflect on spatial impact area: N/A
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Priorities identified in the implementation action plan implemented
<b>Indicator Responsibility</b>	Manager: Human Capital and Facilities Management

**Key Performance Indicator 1.3**

<b>1.3 Indicator Title</b>	ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented
<b>Definition</b>	Effective investment in ICT is where all of the information technology resources are managed and aligned in accordance with the needs and priorities of the organisation  The Strategic Initiatives execution are aligned to 4IR and IoT to meet the CBE's requirements and enable it to meet its mandate
<b>Source of Data</b>	Business Processes, Industry Trends, Business Requirements, Technology, Digital Transformation and Cloud Services, and Business Architecture
<b>Method of Calculation/ Assessment</b>	Report indicating the number of targets achieved in the Cloud Strategic Objective Roadmap, divided by total number of targets in the Roadmap
<b>Means of Verification</b>	List of planned target as per the Cloud Strategic Objective Roadmap, list of achieved targets, screenshots showing system operational
<b>Assumptions</b>	CBE services will be available and easily accessible to the stakeholders through technological platforms delivered by the strategy
<b>Desegregation of beneficiaries</b>	Target for Women: N/A  Target for Youth: N/A  Target for People with Disabilities: N/A
<b>Spatial Transformation</b>	Reflect on contribution to spatial transformation priorities: N/A  Reflect on spatial impact area: N/A
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	Maintain a high level of service excellence, maintain effective and modernised systems and keep abreast with latest technological trends
<b>Indicator Responsibility</b>	Manager: Knowledge Management and IT

### Key Performance Indicator 1.4

<b>1.4 Indicator Title</b>	Number of CBE Brand Awareness Campaigns conducted
Definition	Recording the marketing communication activities of CBE
Source of Data	Communication plan, communication activities participated in and activities reports
Method of Calculation/ Assessment	Simple count
Means of Verification	Communication activities participated in, recordings of the engagements and approved (by the CEO) engagement report, confirmation of engagements emails
Assumptions	Marketing strategy is available and implemented. Recordings of the activities and confirmations of activities
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	Marketing communications activities to raise the profile of the CBE undertaken  As regulator with a mandate to promote and protect the interest of the public in the Built Environment, the CBE must ensure all relevant parties are aware of its work and assist in enhancing its effectiveness
Indicator Responsibility	Communications and Stakeholder Relations Specialist

### Key Performance Indicator 1.5

<b>1.5 Indicator Title</b>	Percentage increase of income generated
Definition	Percentage of total income generated from sources other than grant from DPWI and levies from the CBEP
Source of Data	Approved Revenue Enhancement Strategy and implementation plan
Method of Calculation/ Assessment	Total Rand value of income from other sources divided by the Rand value of total income from all sources, expressed as a percentage (i.e. x 100)
Means of Verification	Approved (by Executive Management) revenue enhancement strategy, list of planned activities as per implementation plan and achieved activities
Assumptions	Feasible alternative revenue streams
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	Approved Revenue Enhancement Strategy and implementation plan
Indicator Responsibility	Manager: Finance

## 31. Programme 2: Transformation

### Key Performance Indicator 2.1

2.1 Indicator Title	Number of baseline / analysis reports developed
Definition	Section 4(a) <i>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</i>
Source of Data	Surveys, baseline / analysis reports
Method of Calculation/ Assessment	Simple count of approved baseline / analysis reports
Means of Verification	Surveys and baseline report
Assumptions	Availability of targeted beneficiaries (women, youth and persons with disabilities) – Built Environment Professionals Readily available data Cooperation of role-players
Desegregation of beneficiaries	N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly
Desired Performance	Council approved advisory reports submitted by agreed timelines
Indicator Responsibility	Manager: Transformation Programmes

### Key Performance Indicator 2.2

2.2 Indicator Title	Percentage implementation of identified transformation interventions
Definition	Section 4(a) <i>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</i>
Source of Data	Baseline / analysis reports
Method of Calculation/ Assessment	Percentage of identified transformation interventions = (No Interventions/Total of Interventions) x 100 NoA is the number of intervention undertaken at a specified period as per the plan, And ToA is the total number of planned intervention as per the action plan.
Means of Verification	Identified interventions
Assumptions	Partnership agreements in place Cooperation of role-players
Desegregation of beneficiaries	N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly
Desired Performance	Identified interventions be implemented
Indicator Responsibility	Manager: Transformation Programmes

### Key Performance Indicator 2.3

<b>2.3 Indicator Title</b>	Functional Database of women-owned and professional practices in the Built Environment aligned with the data of the Built Environment professional service providers
Definition	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
Source of Data	Functional database collected by means of Google Forms and reports in Excel Spreadsheet format
Method of Calculation/ Assessment	Verification of the present and functional database
Means of Verification	Surveys and physical database
Assumptions	Response of targeted beneficiaries (women) – Built Environment Professionals Cooperation of role-players
Desegregation of beneficiaries	N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly
Desired Performance	Functional database with information uploaded and retrievable
Indicator Responsibility	Manager: Transformation Programmes

### Key Performance Indicator 2.4

<b>2.4 Indicator Title</b>	Number of sector collaborations on Transformation in the Built Environment
Definition	Sector coordination and stakeholder engagements has priority focus. Convening topical quarterly engagements and annual transformation Indaba hosted successfully, in collaboration with key partners and representative of the key stakeholders as identified in the approval project plan
Source of Data	CBE Annual Report, quarterly reports and meeting reports
Method of Calculation/ Assessment	Basic count: One (1) annual online event and four (4) sector collaborative engagements hosted by 31 March 2022
Means of Verification	List of stakeholders on sector coordination and engagements, attendance registers of engagements, stakeholder report approved by the COO
Assumptions	Stakeholders will participate and contribute to the sector engagements Partnership agreements Compiled stakeholder management plan
Desegregation of beneficiaries	N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly
Desired Performance	National Stakeholder engagements in collaboration with stakeholders as per approved project plan
Indicator Responsibility	Manager: Transformation Programmes

## 32. Programme 3: Skills Capacity Development

### Key Performance Indicator 3.1

3.1 Indicator Title	A throughput report relating to the Built Environment skills pipeline
Definition	The CBE will commission a portal tool to model the skills, potential training demand and supply for the Built Environment Professions across the whole infrastructure pipeline. The report will have three elements: demand side analysis, supply side analysis and identification of key labour and skills gap challenges to develop requirements for key skills, training and interventions
Source of Data	Approved project plan, terms of reference and reports on Built Environment skills pipeline
Method of Calculation/ Assessment	Simple count: A throughput report relating to the Built Environment skills pipeline (demand and supply)
Means of Verification	List of institutions or individuals consulted, approved (by Executive Management) throughput report
Assumptions	Willingness to provide all the necessary information required
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	A report covering demand side analysis, supply side analysis and identification of key labour and skills gap challenges to develop requirements for key skills, training and interventions A report that contributes to efficient and accelerated performance within the Built Environment sector
Indicator Responsibility	Manager: Skills Development

### Key Performance Indicator 3.2

3.2 Indicator Title	Number of workplaces monitored and evaluated in implementing the Structured Candidacy Programme
Definition	The CBE Structured Candidacy Framework provides assistance to workplaces in implementing the Structured Candidacy Programme
Source of Data	Implementation plans, identified workplaces and reports
Method of Calculation/ Assessment	Simple count
Means of Verification	List of workplaces monitored and evaluated, approved (by Executive Management) monitoring and evaluation report, attendance register. Meeting confirmation emails
Assumptions	Willingness to participate in the Structured Candidacy Programme, adequate resources of implementing agent. Designated workplaces meet the requirements.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	Workplaces implementing CBE Structured Candidacy Framework
Indicator Responsibility	Manager: Skills Development

### Key Performance Indicator 3.3

<b>3.3 Indicator Title</b>	Number of Built Environment career awareness initiatives conducted
Definition	To promote awareness on careers in the Built Environment Professions
Source of Data	Approved project plan and reports on career awareness initiatives conducted
Method of Calculation/ Assessment	Simple count: Cumulative quarterly
Means of Verification	List of career awareness initiatives conducted, emails confirming engagements, approved (by Executive Management) engagements reports
Assumptions	Learners and students will participate in the career awareness initiatives
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: Nine provinces
Reporting Cycle	Quarterly and Annually
Desired Performance	Increased awareness of Built Environment careers and opportunities
Indicator Responsibility	Manager: Skills Development

### Key Performance Indicator 3.4

<b>3.4 Indicator Title</b>	Number of oversight reports on CBEP accreditation of Built Environment academic programmes and institutions
Definition	The CBEP are statutorily required to accredit BE programmes in each five-year cycle. The CBE's role is one of oversight, to ensure that accreditation complies with the prescripts, principles and requirements of DHET, CHE and CBEP Acts
Source of Data	Accreditation schedule, reports on the accreditation visits
Method of Calculation/ Assessment	Simple count
Means of Verification	Approved (by Executive Management) Oversight report on accreditation
Assumptions	CBEP and the institutions of higher learning will provide the CBE with all relevant information regarding accreditation of Built Environment programmes
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: Nine provinces
Reporting Cycle	Quarterly and Annually
Desired Performance	Oversight report on CBEP accreditation of BE academic programmes, highlighting areas of concern and recommendations
Indicator Responsibility	Manager: Skills Development

### 33. Programme 4: Research and Advisory

#### Key Performance Indicator 4.1

4.1 Indicator Title	Number of research discussion papers developed in line with the CBE Research Agenda
Definition	This will entail analysis of policies and the research agenda for alignment and similarity with the DPWI and CBE's strategic priorities and mandate. The provision of policy coordination, research support and services to the sector
Source of Data	Research discussion papers in line with the CBE Research Agenda
Method of Calculation/ Assessment	Simple count – Four (4) research discussion papers developed in line with the CBE Research Agenda
Means of Verification	Approved (by Management) research discussion papers
Assumptions	Research discussion papers will be developed in line with the CBE Research Agenda
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level Reflect on spatial impact area: National level
Reporting Cycle	Quarterly and Annually
Desired Performance	Quality assured Research Agenda and priorities impact positively on sectoral productivity and efficiencies
Indicator Responsibility	Manager: Research and Advisory

#### Key Performance Indicator 4.2

4.2 Indicator Title	Functional Built Environment Research Hub
Definition	Centre for access to data and knowledge about Built Environment research information. A platform designed to harvest, store, and retrieve research knowledge products
Source of Data	Articles published on the Built Environment Knowledge and Information Hub in line with thematic areas
Method of Calculation/ Assessment	Simple count – Twenty articles published on the Built Environment Knowledge and Information Hub in line with thematic areas Functionality will be determined by the development of functionality Standard.
Assumptions	Research Hub is functional as per determined standard of functionality Twenty articles will be published on the Built Environment Knowledge and Information Hub in line with thematic areas
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level Reflect on spatial impact area: National level
Reporting Cycle	Quarterly and Annually
Desired Performance	Functional Built Environment Research Hub with research information uploaded and retrievable
Indicator Responsibility	Manager: Research and Advisory

### Key Performance Indicator 4.3

<b>4.3 Indicator Title</b>	Number of Advisory Briefs developed and submitted to relevant stakeholders
Definition	To provide the Built Environment sector with advisory reports
Source of Data	Advisory reports, list of stakeholders and proof of submission
Method of Calculation/ Assessment	Simple Count
Means of Verification	Approved (by Executive Management) research report and proof of submission of report to stakeholders
Assumptions	Built Environment stakeholders will participate and engage CBE on Advisory briefs developed
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level Reflect on spatial impact area: National level
Reporting Cycle	Annually
Desired Performance	Advisory briefs developed and submitted to stakeholders
Indicator Responsibility	Manager: Research and Advisory

## 34. Programme 5: Regulation and Public Protection

### Key Performance Indicator 5.1

<b>5.1 Indicator Title</b>	Percentage of Built Environment legislative updates action plan implemented
Definition	Section 4 (d) <i>advise the Minister with regard to the amendment of this Act, if necessary, in order to support the norms and values of the built environment professions</i>
Source of Data	Built Environment legislative mandate review action plan and reviewed legislation
Method of Calculation/ Assessment	Percentage of Built Environment legislative mandates review action plan implemented= $(\text{NoA} / \text{ToA}) * 100$ NoA is the number of activities undertaken at a specified period as per the plan, And ToA is the total number of planned activities as per the action plan.
Means of Verification	List of stakeholders engaged, report on the action implemented
Assumptions	CBEP will participate and provide their proposed legislative reviews
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level Reflect on spatial impact area: National level
Reporting Cycle	Quarterly and Annually
Desired Performance	Built Environment legislation reviewed and submitted to the Ministry
Indicator Responsibility	Manager: Regulations and Legal Services



**Key Performance Indicator 5.2**

<b>5.2 Indicator Title</b>	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement
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
Source of Data	Appeals Register
Method of Calculation/ Assessment	Percentage of appeals decided within 60 days of lodgement. = (NoA/ToA)*100%, where: NoA is Number of appeals finalised within 60 days from date of receipt by the CBE; and ToA is Total number of appeals received for the period
Means of Verification	Appeals register with date of lodgement and decided date, attendance register of the appeals committee, Appeal notice and response. Report on the compliance with the statutory mandate of deciding appeals within the prescribed period of 60 days from lodgement
Assumptions	Documents required in terms of the Appeals Policy submitted timeously by the parties Available budget
Desegregation of beneficiaries	Target for Women: N/A  Target for Youth: N/A  Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level  Reflect on spatial impact area: National level
Reporting Cycle	Quarterly and Annually
Desired Performance	One hundred percent of appeals lodged are decided within 60 days of its lodgement
Indicator Responsibility	Manager: Regulations and Legal Services

**Key Performance Indicator 5.3**

<b>5.3 Indicator Title</b>	Number of corporate governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential governance weaknesses
Definition	Section 3(f) <i>promote sound governance of the built environment professions</i> . In accordance with this mandate, a Corporate Governance Framework was developed to assist the CBEP in enhancing good governance in their operations
Source of Data	Compliance reports and CBEP Annual Reports
Method of Calculation/ Assessment	Simple count: Reports on CBEP' compliance with Corporate Governance Framework
Assumptions	Sufficient buy-in from the CBEP to allow the CBE to assess their level of compliance
Desegregation of beneficiaries	Target for Women: N/A  Target for Youth: N/A  Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level  Reflect on spatial impact area: National level
Reporting Cycle	Quarterly and Annually
Desired Performance	CBEP comply with principles of the Corporate Governance Framework
Indicator Responsibility	Manager: Regulations and Legal Services

## Annexures

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## **35. Amendments to the Strategic Plan**

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### **Addendum to the CBE Strategic Plan for the Financial Years 2020/21 to 2024/25**

#### **PROGRAMME 2: TRANSFORMATION**

The CBE's National Transformation Indaba events are in the CBE Strategic Plan for the Financial Years 2020/21 to 2024/25. In light of the current Covid-19 pandemic and its associated social distancing measures and restrictions imposed, the Transformation Indaba events will not take place in their planned format as conceived. The CBE will take advantage of virtual platforms to continue to engage with relevant stakeholders. The CBE will work through the Transformation Collaborative Forums to address the needs of the Built Environment stakeholders.

#### **PROGRAMME 3: SKILLS AND CAPACITY DEVELOPMENT**

The reason for updating the articulation of the target is that CBE currently does not have the baseline information. The CBE is currently conducting a survey to establish the baseline for this target. The analysis of the information will enable the CBE to set the target in line with the findings of the survey.

**PROGRAMME 2: TRANSFORMATION**

**Sub Programme:** Broad based sector coordination and engagement platforms for the Built Environment

**Purpose:** Providing platforms for the sharing of knowledge and the establishment of partnerships

**Medium-Term Targets for 2020/21-2024/25**

**Previous Targets**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Transformed Built Environment.	Sector collaborative forums and one National Transformation Indaba.	Number of sector collaborations on Transformation in the Built Environment.	-	One National Transformation Indaba held by 31 March 2018.	One National Transformation Indaba held by 31 March 2019.	One National Transformation Indaba and 12 Sector Collaboration Forums held by 31 March 2020.	Four annual Transformation Online Events hosted and 16 Sector Collaboration Forums held by 31 March 2021.	One National Transformation Indaba and 16 Sector Collaboration Forums held by 31 March 2022.	One National Transformation Indaba and 16 Sector Collaboration Forums held by 31 March 2023.

**Updated Medium-Term Targets for 2020/21 – 2024/25**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Transformed Built Environment.	One annual online event and four (4) sector collaborative engagements hosted.	Number of sector collaborations on Transformation in the Built Environment.	One National Transformation Indaba held by 31 March 2018.	One National Transformation Indaba held by 31 March 2019.	One National Transformation Indaba and 12 Sector Collaboration Forums held by 31 March 2020.	One online Transformation webinar and 16 Sector Collaboration Forums held by 31 March 2021.	One annual online event and four (4) sector collaborative engagements hosted by 31 March 2022.	One National Transformation Indaba and 16 Sector Collaboration Forums held by 31 March 2023.	One National Transformation Indaba and 16 Sector Collaboration Forums held by 31 March 2024.

### Performance Indicators and Quarterly Targets for 2021/22

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2.4 Number of sector collaborations on Transformation in the Built Environment.	One (1) annual online event and four (4) sector collaborative engagements hosted by 31 March 2022.	One sector collaborative/ tripartite engagement hosted by 30 June 2021.	One Women, Youth and Disabled event hosted launching the Gender and Persons with Disabilities Advice Desk by 30 September 2021.	One online event and one sector collaborative / tripartite engagement hosted by 31 December 2021.	One sector collaborative engagement hosted by 31 March 2022.

### Updated Key Risks

Output	Key Risks	Risk Mitigation
Annual online event and four (4) sector collaborative engagements hosted.	Reputational risk emanating from managing industry transformation expectations.  Inadequate participation and collaboration by relevant stakeholders.	More concerted efforts at stakeholder management especially in the private sector.  Continuous rollout of CPD accredited online webinars addressing topical issues as identified by key stakeholders such as the CBEP.  Signing and maintaining partnerships agreements.

## PROGRAMME 3: SKILLS AND CAPACITY DEVELOPMENT

**Impact Statement:** Well-regulated and inclusive Built Environment Professions that contribute to national priorities and ambitions

**Purpose:** Coordination of an enabling Built Environment Skills Pipeline from school to professional level

### Medium-Term Targets for 2021/22-2024/25

#### Outcome, Baselines and Targets

##### Previous Target

<b>NDP Five Year Priority</b>		Priority 1: Economic Transformation and Job Creation	
		Priority 2: Education, Skills and Health	
<b>NDP Five Year Implementation</b>		Improved education, training and innovation	
		Improved employability of youth through skills training	
<b>Outcome</b>	<b>Outcome Indicator</b>	Baseline	Five Year Target
Skilled Built Environment Professionals	3.1 Percentage reduction of Built Environment Skills Gap against requirement forecasts.	New	Ten percent reduction of Built Environment Skills Gap against requirement forecasts.

##### Updated Outcome Indicator and Five Year Target

<b>NDP Five Year Priority</b>		Priority 1: Economic Transformation and Job Creation	
		Priority 2: Education, Skills and Health	
<b>NDP Five Year Implementation</b>		Improved education, training and innovation	
		Improved employability of youth through skills training	
<b>Outcome</b>	<b>Outcome Indicator</b>	Baseline	Five Year Target
Skilled Built Environment Professionals	3.1 Percentage change of Built Environment Skills Gap against requirement forecasts.	New	Ten percent change of Built Environment Skills Gap against requirement forecasts.

**Key Outcome Indicator 3.1**

<b>3.1 Outcome Indicator Title</b>	Percentage change of Built Environment Skills Gap against requirement forecasts.
Definition	Skilled Built Environment professionals participating in the economy
Source of Data	Impact evaluation on the Built Environment skills pipeline; CBEP quarterly , skills intervention report and annual reports.
Method of Calculation/ Assessment	The percentage of Built Environment skilled professional participating in the economy in 2025 minus the Built Environment skilled professionals participating in the economy in 2021.
Assumptions	<ul style="list-style-type: none"> <li>• Availability of targeted beneficiaries (women and youth) – Built Environment Professionals</li> <li>• Resources to implement the Built Environment Skills pipeline</li> <li>• Cooperation of role-players</li> </ul>
Desegregation of beneficiaries	Target for Women: 25%  Target for Youth: 10%  Target for People with Disabilities: 1%
Spatial Transformation	N/A
Reporting Cycle	Annually
Desired Performance	Ten percent change of Built Environment Skills Gap against requirement forecasts. Ten percent change of Built Environment Skills Gap against requirement forecasts. Ten percent change of Built Environment Skills Gap against requirement forecasts.
Indicator Responsibility	Manager: Skills Development

**36. Conditional Grants**

Not applicable to CBE

**37. Consolidated Indicators**

Not applicable

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