

COUNCIL FOR THE BUILT ENVIRONMENT
**ANNUAL PERFORMANCE
PLAN 2022/23**



20 YEARS
ANNIVERSARY



BUILDING SOUTH AFRICA'S FUTURE





BUILDING SOUTH AFRICA'S FUTURE



TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS.....	7
1. EXECUTIVE AUTHORITY STATEMENT.....	10
2. ACCOUNTING AUTHORITY STATEMENT.....	11
3. ACCOUNTING OFFICER STATEMENT.....	12
4. OFFICIAL SIGN-OFF.....	13
PART A: MANDATE.....	14
5. CONSTITUTIONAL MANDATE.....	16
6. LEGISLATIVE AND POLICY MANDATES.....	16
7. CBE LEGISLATIVE MANDATE.....	19
8. POLICY MANDATES.....	21
9. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD GUIDING THE ANNUAL PERFORMANCE PLAN.....	22
10. LEGISLATIVE REVISIONS.....	25
11. RELEVANT COURT RULINGS.....	25
12. ACCOUNTABILITY STRUCTURES.....	25
13. DESCRIPTION OF AND APPROACH TO THE STRATEGIC PLANNING PROCESS.....	25
14. ALIGNMENT TO DPWI OUTCOMES AND NDP PRIORITIES.....	26
PART B: STRATEGIC FOCUS.....	28
15. CORE IDEOLOGY OF THE CBE.....	30
15.1 Vision.....	30
15.2 Mission.....	30
15.3 Values.....	31
15.4 Brand Promise.....	31
16. SITUATIONAL ANALYSIS.....	31
16.1 External Environment.....	31
16.2 The Impact of Covid-19 and the Lockdown in the Built Environment.....	37
16.3 Profile of the Built Environment Professions.....	39
16.4 Transformation in the Built Environment.....	47
16.5 Internal Environment.....	48
17. STAKEHOLDER ANALYSIS.....	53
18. STRUCTURE OF THE CBE.....	54
19. COMPLIANCE WITH THE BBBEE ACT.....	54
20. OVERVIEW OF 2021 BUDGET AND MTEF ESTIMATES.....	55
PART C: MEASURING PERFORMANCE.....	58
21. PROGRAMME 1: ADMINISTRATION.....	63
22. PROGRAMME 2: EMPOWERMENT AND ECONOMIC DEVELOPMENT.....	73
23. PROGRAMME 3: PROFESSIONAL SKILLS AND CAPACITY DEVELOPMENT.....	81
24. PROGRAMME 4: RESEARCH AND KNOWLEDGE MANAGEMENT.....	88
25. PROGRAMME 5: PUBLIC PROTECTION, POLICY AND LEGISLATION.....	95

PART D: LINKS TO OTHER PLANS	102
26. LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS	104
27. CONDITIONAL GRANTS.....	104
28. PUBLIC-PRIVATE PARTNERSHIPS	104
PART E: TECHNICAL INDICATORS	106
29. PROGRAMME 1: ADMINISTRATION	109
30. PROGRAMME 2: EMPOWERMENT AND ECONOMIC DEVELOPMENT	111
31. PROGRAMME 3: PROFESSIONAL SKILLS AND CAPACITY DEVELOPMENT	113
32. PROGRAMME 4: RESEARCH AND KNOWLEDGE MANAGEMENT	115
33. PROGRAMME 5: PUBLIC PROTECTION, POLICY AND LEGISLATION	117
ANNEXURES.....	119
34. AMENDMENTS TO THE STRATEGIC PLAN	119
35. CONDITIONAL GRANTS	119
36. CONSOLIDATED INDICATORS	119
REFERENCES.....	120

TABLES

Table 1: Key Legislation and Best Practices	16
Table 2: The CBE's Legislative Powers and Functions	21
Table 3: Alignment to DPWI, NDP Priorities, NDPIP and ERRP Outcomes.....	26
Table 4: SWOT Analysis.....	51
Table 5: Stakeholder Analysis	53
Table 6: Expenditure per CBE Programme.....	55
Table 7: Statement of Estimates of Financial Performance, Cash Flow and Financial Position	56

FIGURES

Figure 1: Underlying Principles of the Mission Statement.....	30
Figure 2: Gross Domestic Product from the Construction Sector in South Africa	32
Figure 3: South Africa’s Unemployment Rate: 2019 – 2021	33
Figure 4: CBEP 2020/21 Race Profile	39
Figure 5: CBEP Gender Profile	40
Figure 6: CBEP 2020/21 Gender and Race Profile.....	41
Figure 7: CBEP 2020/21 Composition	42
Figure 8: CBEP 2020/21 Comparison per Gender, Race and Profession	43
Figure 9: CBEP 2020/21 Candidate Race Profile	44
Figure 10: CBEP 2020/21 Candidate Gender Profile.....	45
Figure 11: CBEP 2020/21 Candidate Profile per Gender and Race	45
Figure 12: CBEP 2020/21 Candidate Profile by Gender, Race and Profession.....	46
Figure 13: High Level Organisational Structure	54
Figure 14: Planning Tool: Theory of Change.....	61

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)
CC	Competition Commission
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CHS	Construction Health and Safety
cidb	Construction Industry Development Board
DDM	District Development Model
DPWI	Department of Public Works and Infrastructure
ENE	Estimates of National Expenditure
ERRP	Economic Reconstruction and Recovery Plan
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 IVTM	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
NSG	National School of Government
NPC	National Planning Commission
NDP	National Development Plan
NDPIP	National Development Plan Five-Year Implementation Plan
NT	National Treasury
OSD	Occupation Specific Dispensation
PDI	Previously Disadvantaged Individual
PESTEL	Political; Economical; Social; Technological; Environmental; Legal
PFMA	Public Finance Management Act (No 1 of 1999)
PPC	Parliamentary Portfolio Committee
PWD	Persons with Disabilities
RFSPAPP	Revised Framework for Strategic Plans and Annual Performance Plans
SETA	Sector Education and Training Authority

SOE	State-Owned Entities
SONA	State of the Nation Address
SWOT	Strengths, Weaknesses, Opportunities, Threats
TMAP	Transformation Strategy for the Built Environment Professions
TransComs	Transformation Collaborative Committee

Councils for the Built Environment Professions (CBEP)

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

CBE Programmes

Programme 1	Administration
Programme 2	Empowerment and Economic Development
Programme 3	Professional Skills and Capacity Development
Programme 4	Research and Knowledge Management
Programme 5	Public Protection, Policy and Legislation



1. EXECUTIVE AUTHORITY STATEMENT

This 2022/23 Annual Performance Plan (APP) outlines the Council for the Built Environment's (CBE) planned activities for the 2022/23 financial year, contextualised by the Medium-Term Strategic Framework. The APP operationalises how the CBE will implement its legislative mandate prescribed in the Council for the Built Environment Act No 43 of 2000. The APP is also informed by situations required to mitigate the Covid-19 pandemic and government's Economic Reconstruction and Recovery Plan (ERRP).

As the Executive Authority responsible for the CBE, I hold the Board of the CBE, who is the Accounting Authority of this Entity, accountable for the achievement of the targets set in the 2022/23 Annual Performance Plan, and to pushing the boundaries towards implementation of its mandate, thereby contributing to alleviating some of the problems that our country is facing.

The Built Environment and construction industry has played an important role in keeping the country's economy afloat through the unpredictable Covid-19 pandemic and will continue to be a key driver to stimulate the economy into the future. It is, however, essential that the CBE, together with its six Professional Councils which it oversees, becomes more flexible and responsive to transformation challenges, to be able to respond to the urgent infrastructure delivery challenges identified in the ERRP.

With only eight years remaining to achieve our targets set in the National Development Plan 2030, we need to acknowledge that we have all fallen significantly short in implementing them. We therefore need to step-up in our drive towards implementation, with specific reference to the ERRP. All interventions that are undertaken must tackle unemployment and poverty, in order to break the structural foundations of unemployment together with creating a cycle that supports growth.

In this vein, I am pleased that there is renewed commitment by the CBE in their 2022/23 APP on the following three priorities:

1. Transforming the Built Environment sector through embarking on policy reforms and collaborating with various sectors to professionalise occupations within the Built Environment. In a drive to professionalise the public service, the CBE will collaborate with the six Councils for the Built Environment Professions (CBEP) and, through its partnership with National School of Government, support this initiative by government.
2. Producing skilled and fit-for-purpose Built Environment Professionals. Accordingly, the CBE plans to support 148 districts on the implementation of the structured candidacy programme while ensuring that the sector drives demand and increases productivity.
3. Driving programmes aimed at creating economic opportunities for historically disadvantaged groups, expediting the empowerment of women, youth and people with disabilities in the Built Environment sector.

Starting in the 2022/23 Financial Year, I have also introduced a requirement, which is coupled to the CBE's Shareholder's Compact, for an annual Performance Assessment, whereby the CBE Board will be evaluated on the achievement on its legislative mandate, in accordance with the seven National Priorities and the value-add of the Entity as a whole. There is a sense of urgency, which is a call for us all to answer.

With the above in mind, as the Executive Authority responsible for the CBE, I endorse the 2022/23 APP for the CBE and hereby commit to support the implementation of it. I thank the CBE Council, the Executives and staff of the CBE for the development of this APP and wish them success in its execution.



Ms Patricia de Lille (MP)

Minister of Public Works and Infrastructure

2. ACCOUNTING AUTHORITY STATEMENT

We are proud to present to you the Council for the Built Environment's (CBE) 2022-2023 Annual Performance Plan. The plan is a roadmap that points to areas where we will collaborate strategically with all Built Environment stakeholders and position ourselves to adapt to a changing regulatory landscape, select and adopt best practices, and remain relevant across the Republic of South Africa.

The CBE Council, the Accounting Authority of the entity, identified the following three priorities for the CBE executives to implement:

1. Transforming the Built Environment sector
2. Producing skilled Built Environment Professionals (fit-for-purpose)
3. Expediting the empowerment of women, youth and people with disabilities in the Built Environment sector

In line with the CBE's strategic outcome, the organisation remains focused on contributing to the socio-economic transformation of the Built Environment sector through programmes on:

- inclusion and participation of women-owned professional practices in Built Environment infrastructure delivery and maintenance
- empowerment of people with disabilities in the Built Environment
- youth involvement and development in the Built Environment

Over the medium-term the CBE will continue to advocate for the Councils for the Built Environment Professions' (CBEP) contributions to social, environmental and economic development. Having a strong, independent, national voice that influences public policy and builds and maintains a strong reputation for the Built Environment Professions will continue to be a distinctive feature of our work. We intend to fulfil this through the following actions:

- National Stakeholder Engagements and the work of Transformation Collaborative Committees
- Shaping public policy through independent study and engagement as an impartial adviser to Government on topics such as Health and Safety in the Built Environment, climate action, infrastructure investment and the National Infrastructure Plan, and procurement legislation affecting the Built Environment Professions

The CBE will continue to invest in its Information Communications Technology (ICT) infrastructure during the medium-term to ensure a more efficient and effective service delivery to both internal and external clients.

On behalf of the CBE Council, I present this Annual Performance Plan with keen anticipation that it will serve as a roadmap to attain the CBE's strategic vision of an intelligent, inclusive, adaptive and thriving Built Environment by 2035 with a commitment to protect and promote the interest of the public in the Built Environment.



Dr Sitsabo Dlamini

Chairperson: CBE Council

3. ACCOUNTING OFFICER STATEMENT

This annual performance plan is presented in compliance with the Council for the Built Environment Act 43 of 2000 (The CBE Act) and the Public Finance Management Act (Act 1 of 1999) (PFMA), as amended. It has been developed in response to predominant trends and risks identified throughout the strategic planning process, impelling the CBE to pay attention to the following three priorities:

1. Transforming the Built Environment sector
2. Producing skilled Built Environment Professionals (fit-for-purpose)
3. Expediting the empowerment of women, youth and the disabled (not sloganeering) in the Built Environment sector

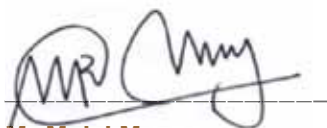
A key principle that guided the compilation of this annual performance plan was a transversal approach to implementing the CBE mandate in a more integrated and holistic manner, which on the ground translates into working across operational programmes to mobilise mandate priorities.

In the medium-term, the CBE will continue to drive programmes aimed at creating economic opportunities for previously disadvantaged groups (professionally registered persons). The focus on reforming policies that hinder transformation in the Built Environment will also continue to receive priority. In recognition of a drive to professionalise the public service, the CBE will collaborate with the six Councils for the Built Environment Professions (CBEP) and National School of Government to support this initiative by government. Lastly, the CBE will collaborate with various sectors to professionalise the Built Environment and address underlying issues such as poor workmanship, construction mafias and corruption.

The strength of our outcomes can only be as strong as the foundation we place under it. That is why we recognise organisational excellence as a prime enabler of our success. In the medium-term the CBE will continue to review its organisational structure and business processes to ensure a fit-for-purpose organisation. The value of hindsight cannot be underrated to utilise the learnings, shortcomings and successes of the past in order to propel the organisation forward towards its vision. Hence a twenty-year review of the CBE is in the pipeline.

I would like to place on record my appreciation to the Ministry and the Department of Public Works and Infrastructure for the ongoing support and guidance provided to the CBE. I wish to thank the CBE Council for its collective foresight in guiding the organisation successfully. My gratitude extends to the Built Environment sector for the strengthened collaboration we witnessed in the recent past through the work of the transformation collaboration committees to address the all-important mandate of transformation of the sector.

Lastly, I wish to thank the Executives and Staff for their resilience and drive in contributing to the success of the CBE.



Mr Msizi Myeza
Chief Executive Officer

4. OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan

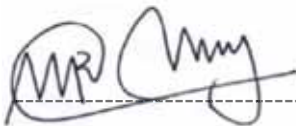
- i. was developed by the management of CBE under the guidance of the Minister of Public Works and Infrastructure
- ii. takes into account all the relevant policies, legislation and other mandates under the custodianship of the CBE
- iii. accurately reflects the Impact, Outcomes and Outputs that the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



Ms Lindy Jansen van Vuuren
Chief Financial Officer



Ms Nana Mhlongo
Chief Operations Officer



Mr Msizi Myeza
Chief Executive Officer



Dr Sitsabo Dlamini
Chairperson: CBE Council

Approved by:



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



PART A

GENERAL INFORMATION



MANDATE

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 and councils for the professions in the Built Environment (BE) value chain is to regulate those Built Environment Professions (BEPs) 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.

Short Title	Purpose
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.
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.

Short Title	Purpose
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 Report in Corporate Governance for South Africa (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 (CBEP) in South Africa:

- a. South African Council for the Architectural Profession (SACAP)
- b. South African Council for the Landscape Architectural Profession (SACLAP)
- c. Engineering Council of South Africa (ECSA)
- d. South African Council for the Property Valuers Profession (SACPVP)
- e. South African Council for the Project and Construction Management Professions (SACPCMP)
- f. 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 Minister¹ 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;*

¹ Minister of Public Works and Infrastructure

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

8. POLICY MANDATES

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

The CBE takes into consideration national policies and strategies which directly influence the implementation of its mandate. The following include, but are not limited to:

a) Revised Framework for Strategic Plans and Annual Performance Plans (RFSPAPP)

Chapter 2 of RFSPAPP provides guidance on alignment of institutional plans to the NDP, Medium Terms Strategic Framework (MTSF) and other short, medium and long-term government plans. The RFSPAPP outlines key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector. The RFSPAPP emphasises that performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against budgets and service delivery plans and to alert managers to areas where corrective measures are required.

b) The National Development Plan (NDP)

The NDP calls for building 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 NDP also sets out measures and objectives to increase employment and income, ensure skills development and broaden ownership to include historically disadvantaged groups. It intends to increase the quality of education, provide access to affordable, quality health care, and provide safe and affordable public transport. It further seeks to give security of household food, nutrition and housing, and to provide social protection for the poor and other groups in need, such as children and persons with disabilities. The plan also outlines steps towards the realisation of a developmental, capable and ethical state that treats citizens with dignity. In terms of the principles of a developmental state, public administration must be governed by the democratic values and principles enshrined in the Constitution.

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

The Covid-19 pandemic made it necessary to revise the MTSF 2019-2024 to account for the impact of Covid-19 and its subsequent budget reprioritisation. The Revised MTSF 2019-2024 also considered a number of other policy and planning instruments that were not yet complete in 2019. These include the review reports of the National Development Plan (NDP), the Strategic Implementation Plan on the Fourth Industrial Revolution, the District Development Model and the Economic Reconstruction and Recovery Plan (ERRP). The Revised MTSF 2019-2024 will guide government’s focus over the remaining three years of the administration.

The MTSF is government’s strategic document that guides the five-year implementation and monitoring of the NDP 2030. It identifies the priorities of 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.

d) The South African Economic Reconstruction and Recovery Plan (ERRP), 2020

Government has adopted the Economic Reconstruction and Recovery Plan (ERRP) that implores all role players, including public entities to contribute in assisting government to achieve the plans within the applicable legislative framework. The President announced a three-phased economic recovery response towards implementing an economic strategy to drive the recovery of our economy as the country emerges from the pandemic. Several sectors were identified as critical for the implementation of the ERRP.

The key concepts of the plan are:

- A drive for infrastructural investment in collaboration with the private sector to stimulate job creation
- Achieving energy security by opening up the electricity supply chain to independent power producers
- Digital push with broad-based spectrum auction progress and a commitment to improve the capacity of the “state”
- A relaxation of the regulatory environment to enhance the ease of doing business and the associated drive to develop small business
- The introduction of e-visas to enhance tourists
- A scheme to employ young people to assist teachers in school learning

The ERRP also identifies the following key enablers:

- Building a capable state
- Regulatory changes, a supportive policy environment and enabling conditions for ease of doing business
- Boosting education and skills development
- Resource mobilisation
- Social compacting
- Addressing racial, gender and geographical inequalities which hamper deeper economic growth and development

e) Women, Youth and Persons with Disabilities (PWDs)

Section 3.1.1 of the Framework on Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing states that, “Women’s participation, representation, voice and agency at all levels of society has improved since the inception of democracy. However, the prevalence of patriarchal norms, compounded by women’s economic and social exclusion, means that women remain subordinate and under-represented in many spheres of social life, including those related to decision-making at a political and governance level, as well as within important social institutions such as faith-based organisations. The country’s legislative framework and justice system continues to disadvantage most women, particularly those from vulnerable sectors. Women and girls continue to suffer from harmful practices and discrimination in relation to inheritance rights”.

The National Youth Policy 2015 – 2020 suggested measures include industrial policy interventions to improve labour absorption in the economy; work exposure measures to provide young people with opportunities to gain on-the-job experience; linking young jobseekers to employers; interventions to support entrepreneurship; facilitating access to opportunities, business training and markets for youth-owned companies and cooperatives and improved public employment schemes. Inequality of opportunity will be reduced through the implementation of redress measures such as BBBEE and land reform, as well as through the radical economic transformation agenda driven by the government. The NDP prioritises the significant role of women, youth and people with disabilities in our society. The 2019-24 MTSF suggested that if these three groups are strong, our whole society will be strong.

f) District Development Model (DDM)

The DDM is the Cabinet approved approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment and impact, enabled by a joint planning, budgeting and implementation process. The DDM aims to improve the coherence and impact of government's service delivery efforts. It adopts an integrated approach and dispels silos in the implementation of government programmes across the three tiers of government. The DDM will ensure that plans translate into implementable programmes that yield demonstrable results. The DDM contributes to the achievement of the Seven Apex Priorities and gives us a clear line of sight, from national to provincial and district levels. It augments our planning, planning, monitoring and evaluation capabilities and will help to ensure that our interventions indeed improve government outcomes and have a significant impact on society.

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. Empowerment and Economic Development
3. Professional Skills and Capacity Development
4. Research and Knowledge Management
5. Public Protection, Policy and Legislation

10. LEGISLATIVE REVISIONS

No legislative revisions have been made to date. However, the Ministry of Public Works and Infrastructure 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

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

12. ACCOUNTABILITY STRUCTURES

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 IVTM Report on Corporate Governance for South Africa (King IVTM). 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

This Annual Performance Plan (APP) 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 2022/23 Annual Performance Plan commenced with the process plan, developed for discussion by CBE management and staff in August 2021. The CBE council held its strategic planning meeting in August 2021. The CBE also participated in the planning meeting organised by DPWI in September 2021. DPWI’s emphasis was on contribution to the ERRP. It was agreed in the management meeting of September 2021 that CBE units would interrogate their programmes and constitute proposed targets for 2022/23 by mid-October 2021 and ensure alignment to DPWI priorities and ERRP.




The internal auditors reviewed the CBE’s strategic, operational, risk, financial and human resource performance in August 2021.

An external analysis (PESTEL)² 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 SWOT³ 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 CBE as an organ of the state, has through its alignment with DPWI 's key priorities also aligned to government priorities and ERRP. During this MTSF period, the CBE will have contributed to and reported on the following Outcomes:

Table 3: Alignment to DPWI, NDP Priorities, NDPIP and ERRP 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	(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

2 P=Political; E=Economical; S=Social; T=Technological; E=Environmental; L=Legal

3 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	(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
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	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;
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	(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



PART B

STRATEGIC FOCUS



STRATEGIC FOCUS

15. CORE IDEOLOGY OF THE CBE

The CBE’s approach was to first review its Mission (Purpose = legislative mandate = reason for existence) and thereafter 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

The South African construction industry has been on a constant decline since 2017, with its value decreasing by 3.3% in 2019 respectively, due to factors such as reduced government infrastructure spending, depressed economy, less foreign investment due to ratings downgrades and the rising cost of materials.

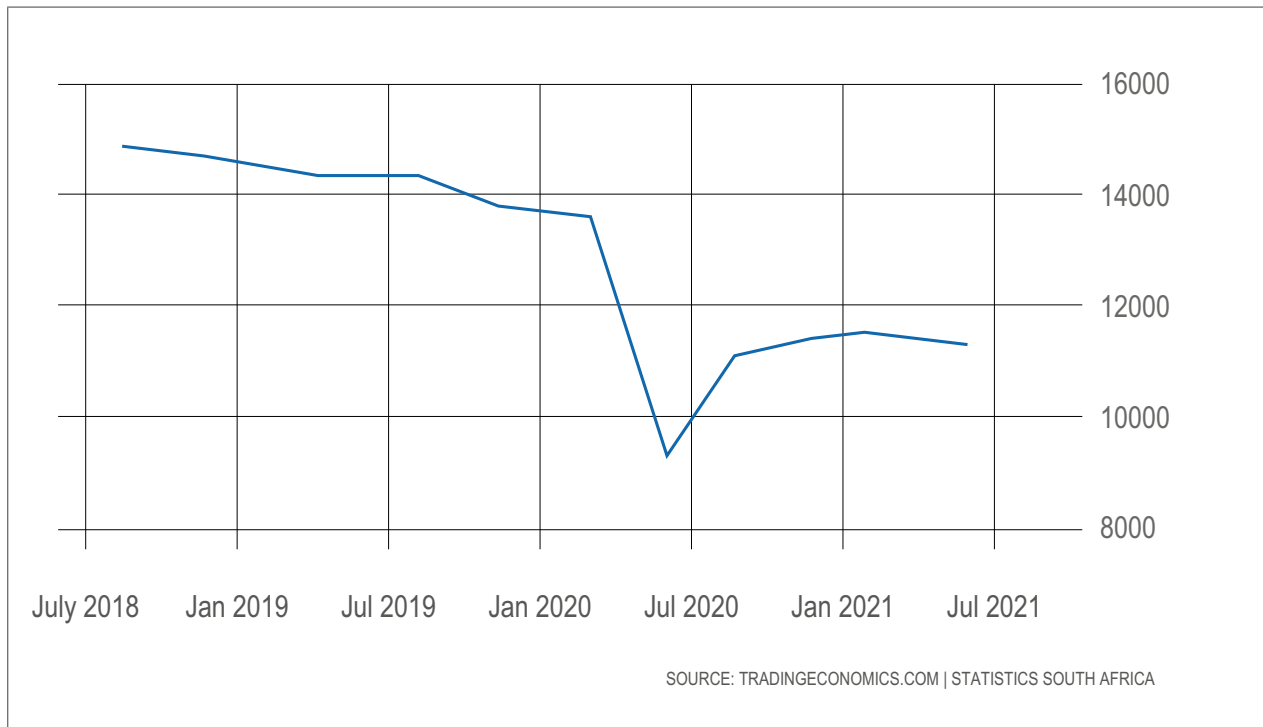


Figure 2: Gross Domestic Product from the Construction Sector in South Africa

Furthermore, due to the pandemic and the hard lockdown the industry experienced countless job losses, with less construction projects completed. The year-on-year declines in the last quarter of 2019 and the first quarter of 2020 were -0.9% and -2.2% respectively. By the second quarter of 2020 the year-on-year reduction had reached -30.7%, with a forecast of 14.3% contraction for the entire financial year. The drop in gross fixed capital structure was mainly attributed to reduced investments in construction projects, with construction works facing a massive 76% decline, while residential buildings were down 76.6% and for non-residential buildings, the decline was 80.8%. The construction industry continues to face these challenges as the pandemic persists and businesses function under lockdown regulations (Statistics South Africa: 2020).

According to the Research and Markets Report (2021), the South African construction industry is expected to grow by 6.2% in real terms this financial year, following four consecutive years of decline, including a contraction of 20.3% in 2020. The industry’s output was severely affected in the past financial year by the outbreak of Covid-19, with the country imposing a strict six-week lockdown in response. Reflecting the pandemic’s continued impact on construction activities, the industry’s value-add was down by 17.5% year-on-year in Q1 2021, which was preceded by a 19.8% contraction in Q4 2020, according to Statistics South Africa (Stats SA: 2021).

The construction industry is one of the most affected in terms of employment, with the country recording a 32.6% unemployment rate in the first quarter of 2021. In an effort to revitalise the economy from the current crisis, the government proclaimed plans to provide R791.2 billion of investment for infrastructure development in the 2021 Budget, which includes the repair and replacement of the existing dam, bridge and

railway line, the development of the housing, energy, agriculture, transport, water and sanitation and digital infrastructure sectors. The infrastructure drive is expected to create over 1.8 million jobs over the next ten years (Research and Markets Report: 2021).

The industry is projected to record an annual average growth of 3.4% between 2022-2025, as government initiatives to ramp up capital spending on infrastructure and energy sector gather momentum. The government expects the country’s public debt to rise from 63.3% of Gross Domestic Product (GDP) in 2020 to 81.8% by 2021, and further increase to 93.5% by 2026. Reflecting the effect of Covid-19 on the construction industry, the total value of plans passed for building construction fell by 36.6% year on year in 2020, preceded by annual declines of 11.8% and 1.1% in 2019 and 2018, respectively (Research and Markets: 2021).

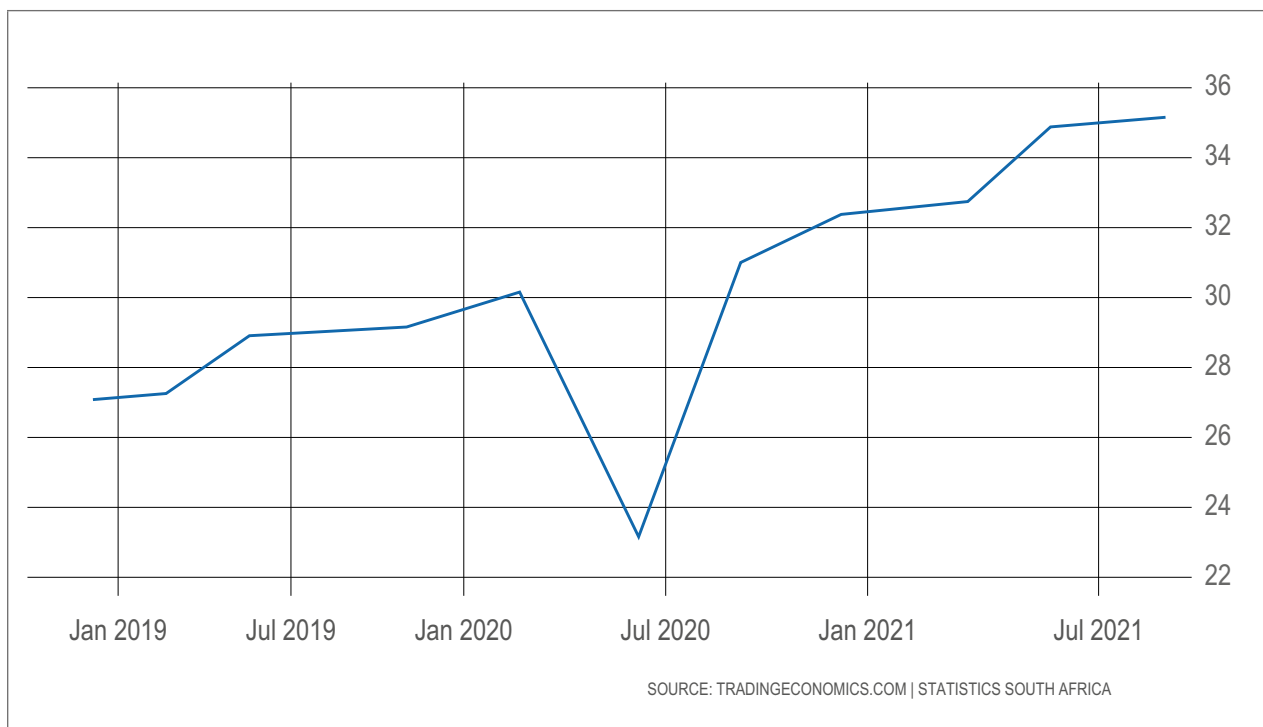


Figure 3: South Africa's Unemployment Rate: 2019 – 2021

The results of the Quarterly Labour Force Survey (QLFS: 2021) reveal that there has been significant changes in South Africa's employment and unemployment numbers between quarter two and three of 2021. The report provides that the official unemployment rate increased by 0.5%, reaching an alarming rate of 34.9%, indicating that a total of 7.6 million people were unemployed in the third quarter of 2021. Out of the 7.6 million unemployed persons, 51.8% had education levels below matric, followed by those with matric at 37.8%, while only 2.7% were graduates, and those with other tertiary qualifications accounted for 7.2% of the unemployment rate. According to Stats SA (2021), the decline in employment was experienced in numerous economic sectors, with the Construction industry recording a decline of 65 000 in employment. The QLFS, further, emphasises that young people in South Africa are still struggling in the labour market, with 46.3% unemployment rate of persons between the ages of 15-34 years, implying that one in every two young persons in the labour market did not have a job in the third quarter of 2021. While the working-age population expanded by 146,000 (0.4%) in the third quarter of 2021 compared with the second quarter of 2021; compared with Q3 2020, the working-age population increased by 578,000 (1.5) %. This simply, indicates that the South African economy is not growing at the pace that can absorb all the economically active population, along with the job market's new entrances.

The gender gap is also apparent in the unemployment statistics, especially among persons with advanced education. The proportion of men in employment is higher than that of women; more men than women are participating in the labour market as the labour force participation rate of men is higher than that of women; and the unemployment rate among men is lower than amongst women. The rate of unemployment among women was 37.3% in the third quarter of 2021 compared to 32.9% amongst men according to the official definition of unemployment. The unemployment rate among black African women was 41.5% during this period compared to 9.9% among white women, 25.2% among Indian/Asian women and 29.1% among coloured women. According to the expanded definition, the rate of unemployment among women, at 48.7%, was 8.1 percentage points higher than among their male counterparts in the second quarter of 2021. Women accounted for 43.4% of total employment in the second quarter of 2021. Of those in managerial positions, 66.9% were men compared to 33.1% of women. The unemployment analysis reveals that racial and gender transformation is not only a challenge in the Built Environment industry but in the labour market at large (Stats SA, Quarterly Labour Force Survey: 2021). Women empowerment and transformation need to be at the forefront of government and industry initiatives. The industry needs to implement policies that promote racial and gender transformation. More importantly these policies and initiatives need to be constantly monitored and evaluated to ensure that the desired outcomes and impacts are achieved and perceptible.

16.1.2 Procurement

According to a report from the 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.

16.1.2.1 BBBEE and Fronting in the Built Environment

Government of the Republic of South Africa has implemented numerous initiatives, legislations and policies to ensure the participation of all members of the society in the mainstream economy, particularly focusing on the previously disadvantaged groups, women and people living with disabilities. The Broad-Based Black Economic Empowerment (BBBEE) Act 53 of 2003 is directed at ensuring economic and social transformation; however, this is hindered by the incorrect implementation of the Act and the practice of fronting. B-BBEE compliance, although not compulsory for all South African businesses, has become a prerequisite for government tenders and is extremely important for suppliers to be successful in tender bids. However, in some circumstances black employees, individuals and businesses are exploited in order to score B-BBEE points and procure a tender or government contract.

According to the BBBEE Commission (2020), the construction, engineering, mining, and transport sectors accounts for the majority of the fronting complaints. Government officials (as clients), contractors, and sub-contractors are perceived to be the most involved in corrupt activities, but professional consultants and clients are not exempt. BBBEE in the construction sector is subject to a number of irregularities. The misuse of BBBEE is not limited to any race, gender, ability, culture, sector, organisation or place. The exploitation of BBBEE occurs along all elements of the Construction Sector Code. Some forms of abuse are more visible than others. The construction industry has, for over a decade, been subjected to numerous media exposés relating to the manipulation of transformation by contractors and empowerment entrants. Problems pertain, among others, to the exploitation of ownership structures, manipulation of employment equity, incorrect use of skills development, incorrect application of preferential procurement, and improper application of enterprise development (Emuze and Adlam, 2013: Online).

Emuze and Adlam (2013) further highlight that the implementation of BBBEE has had an incontrovertible effect on the construction industry. It affects every fragment of the sector, from the shareholding profiles of construction firms right down to the commitment of these firms to the communities in which they operate. BBBEE's all-encompassing nature has presented the construction industry with numerous challenges that it has to resolve, in order to ensure its successful transformation. The empirical findings show that the generic framework for BBBEE affects the construction industry, that contractors often encounter commercial impediments when implementing BBBEE; that BBBEE is subject to various manipulations, and that fronting by construction firms, as a direct result of BBBEE, is becoming an issue in the industry.

Fronting has thus, being identified as one of the major obstacles to achieving transformation within the Built Environment sector. The misrepresentation and exploitation of ownership structures paints a false picture in terms of industry transformation. At the core of it, the industry is still dominated by the minority, who are the majority owners of construction businesses, with black stakeholders that do not hold any real power. Fronting ultimately undermines the economic development of the black community and perpetuate the status quo.

16.1.2.2 Discounted Professional Fees in the Built Environment

In 2016 the Competition Commission issued a ruling that prohibits professional councils from publishing a tariff of fees. The abolition of the tariffs of professional fees in the construction industry is a rising international trade since 1980s. However, recently due to the ruling of the CC, this has become a topical issue in South Africa among the Built Environment professionals. The cycle subsequent to the ruling has coincided with an apparent decline in the quality of professional services outputs. The capacity to deliver professional services of high quality that meets client's expectations, professional and ethical standards when working at low fees is one of the biggest challenges facing Built Environment professionals today (Laryea, Watermeyer & Neil Govender, 2020: Online).

According to Laryea (2020: Online), discounted professional fees presents numerous risks within the Built Environment, such as limited resources and time deployed to projects, as well as risks related to quality of services. While Okonkwo and Wium (2019), further highlight that, other risks include human resource issues, such as the ability to train and mentor young professionals, retain and attract experienced Built Environment professionals. Discounted professional fees also have a direct impact on business sustenance and technical innovation within organisations.

Numerous Built Environment reports also reveal that government's procurement legislations, including those of the Competition Commission, that encourage competitive procurement based on cost have caused price-based competition in the consulting engineering industry. Two key implications for the industry and the country as a whole include low quality of service resulting in increased life cycle cost of the projects, due to maintenance cost in the long run. Secondly, shortage of professionals: simply because when company

profits are low, remuneration for consulting engineers gets affected. To maximise profit, individual personnel within the firm will hence have to take on responsibilities not commensurate with remuneration, which otherwise could have been delegated to other personnel. If consulting engineers operating in within the market are not protected, a shortage of professionals on such projects may be recorded. These ultimately make the profession unattractive to young engineers and could lead to capital flight of existing engineers and lack of enrolment of younger minds in engineering training. As such, fewer engineers are available to design and implement engineering projects required for national development (Okonkwo and Wium: 2019).

The abolishment of mandatory fee scales and the prevalence of lowest-cost bidding for procurement in the Built Environment has had direct impact on the Built Environment service delivery standards. Implications of low professional fees include:

- risk of not meeting professional and ethical standards
- the possibility of incurring financial liability or reputational damage
- lack or limited capacity to deliver professional services that meets the client's expectation
- the ability to continually provide sound professional advice
- quality issues
- low quality of service resulting in increased life cycle cost of the project
- project delays resulting from reworks and poor contract documentation

The construction industry in South Africa is full of management risks, consequently, the practice of discounted fees has augmented both the project risks and the organisational business risks. Considering that the Built Environment industry is a professionalised sector which encompasses broad disciplines, therefore the competitive tendering procurement methods based on price and the practice of discounting professional fees is a mismatch for the industry.

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

Covid-19 propelled the world to change the way it functions and embrace new technologies to sustain businesses and the economies. The Built Environment industry also had to adapt to the new normal, including the use of technology in construction and architecture disciplines which have historically been characterised as structurally difficult businesses that hinders digital transformation. To a certain extent the pandemic has altered the way the industry functions, requiring industry members to address both short- and long-term business challenges.

The advent of the pandemic forced the industry to embrace digital transformation. Increasingly, digital technologies such as the cloud technology that support lifecycle project implementation are being produced. Cloud technology is used for automating lifecycle tasks in construction. The use of digital technologies has become an attraction point that accelerates digital transformation in construction due to the possibilities of performing tasks digitally. However, digital technologies have also been a source of disruption to existing operational culture in construction. To avoid shocks, the digital culture needs to be embedded in the sociocultural expectations across projects, organisations, and institutions in the construction industry.

Technology has accordingly been at the forefront in terms of facilitating the elements of remote working and social distancing in the new transformed working landscape within the Built Environment. New technologies have proven to make lighter work of certain construction tasks, with some using drones for aerial inspections, 3D printing for laying concrete and new architectural software to replace older CAD programmes.

Despite the country's economic standing, the fundamental need for infrastructure remains. Demand is high for better and more roads and other transport options, housing, power and other utilities and so forth. Government has already committed to using infrastructure projects to drive post Covid-19 economic recovery. 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.

16.2.1 Facilitating Digital Transformation in Construction industry

The construction industry is experiencing an increasing implementation of digital technologies such as Building Information Modelling (BIM), Augmented and Virtual Reality (AR/VR), laser scanning, robotics, 3D printing, prefabrication and Design for Manufacture Assembly (DfMA) platforms, analytics software, blockchain, digital twins, Internet of Things (IoT), and machine learning solutions throughout the built asset lifecycle (Frontiers in Built Environment: 2021).

According to Frontiers in Built Environment (2021), successful digital transformation necessitates strategic consideration of digital technologies viz. process, collaboration, learning, value, lifecycle, choice of digital, and data.

- Process-centric strategic consideration suggests systematic implementation of digital technologies and has been found to foster digital transformation in construction. This strategic consideration aligns the implementation of digital technologies procedurally with the construction project lifecycle phases. Also, digital technologies can be very disruptive. The process-centric strategic consideration allows an incremental implementation of digital technologies, which helps control the rate of diffusion of implemented technology before reaching the disruptive stage.
- The strategic consideration for digital technology implementation should promote collaboration and interaction among stakeholders in the construction supply chain. With respect to BIM, a recent study found that most stakeholders who implement it are still immature and often struggle with basic understanding of how it fosters stakeholder collaboration. It becomes apparent that strategic consideration should promote collaboration in a virtual environment, such as those apparent with the platforms for BIM tools. The benefit is a synergistic working relationship among stakeholders and greater project performance.
- New digital technologies are produced on an incremental basis that often results in subsequent model upgrades. This creates a need for continuous learning among digital technology implementers in construction, basically understanding the new features in upgraded digital technologies and applying them correctly. Therefore, the strategic consideration for continuous digital learning is necessary and has been found to increase the understanding of the gaps and solutions to digital technology applications in design, construction, and operation phases.
- It is important to identify the quantitative and qualitative benefits that could be derived from the implementation of digital technologies in construction. This corresponds to value capture and can be achieved by developing business cases that specify the value added by using digital technologies in construction. Therefore, strategic consideration for implementing digital technologies should incorporate business case development. The business case of digital technologies reveals benefits and/or value added in the short and long terms.
- Increasingly, digital technologies such as the cloud technology that support lifecycle project implementation are being produced. Cloud technology is used for automating lifecycle tasks in construction. Therefore, strategic consideration should envision and support the implementation of digital technologies over the project lifecycle. This ensures that the transformation impacts can be experienced over the built asset lifecycle.
- Implementing digital technologies should not be an arbitrary choice despite the amazing benefits of enhancing construction processes. There should be a deliberate attempt to identify and select the type of digital investment in construction. Therefore, a strategic consideration that guides the choice

of digital investment is needed. Importantly, strategic consideration is needed to comprehend diverse digital tools and when they should be deployed. This is relevant to ensure that digital technologies are implemented only where efficiency of construction tasks can be achieved and vice versa.

- Enormous data are increasingly generated in the construction process. It is of strategic importance to consider making such data available from one technology to another, from a physical to a virtual world, and from one construction phase to another. This increases the potential of data analytics in construction, which contributes to smart management and sound decision making. Data-centric strategic consideration is very relevant for implementing digital technologies such as drones, robots, and 3D printing to perform tasks on construction sites without human inputs.

16.3 Profile of the 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

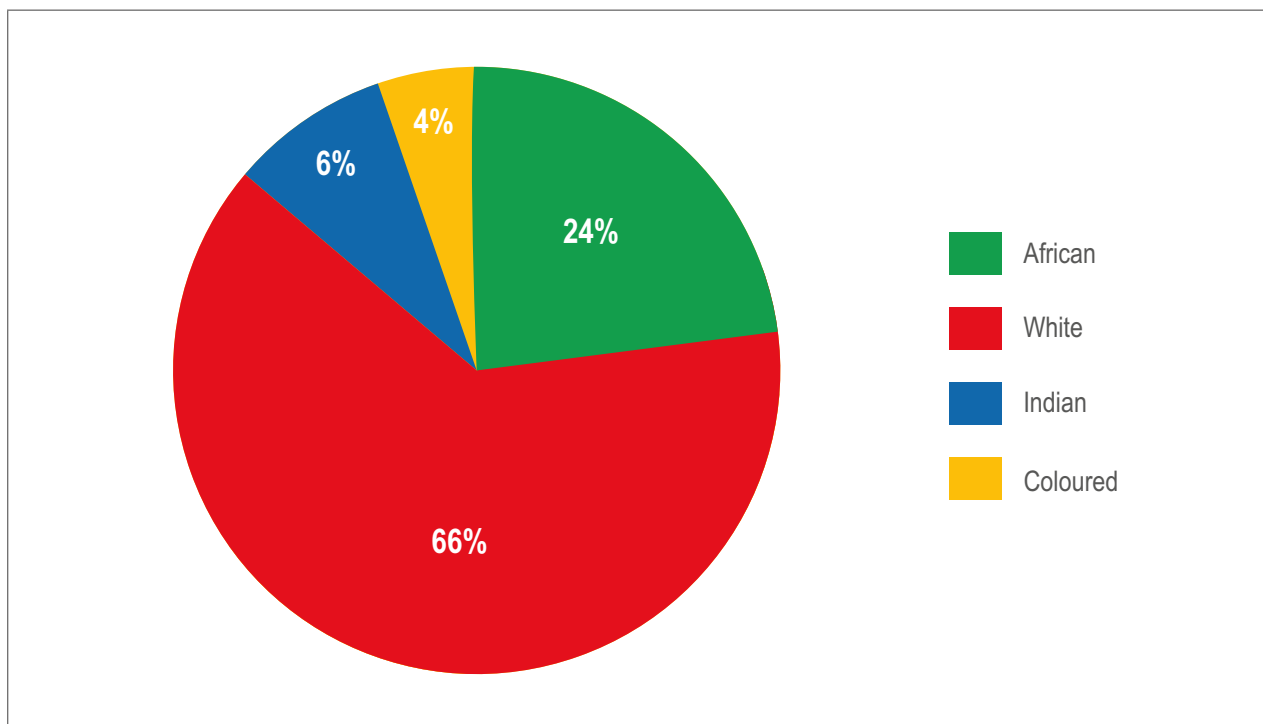
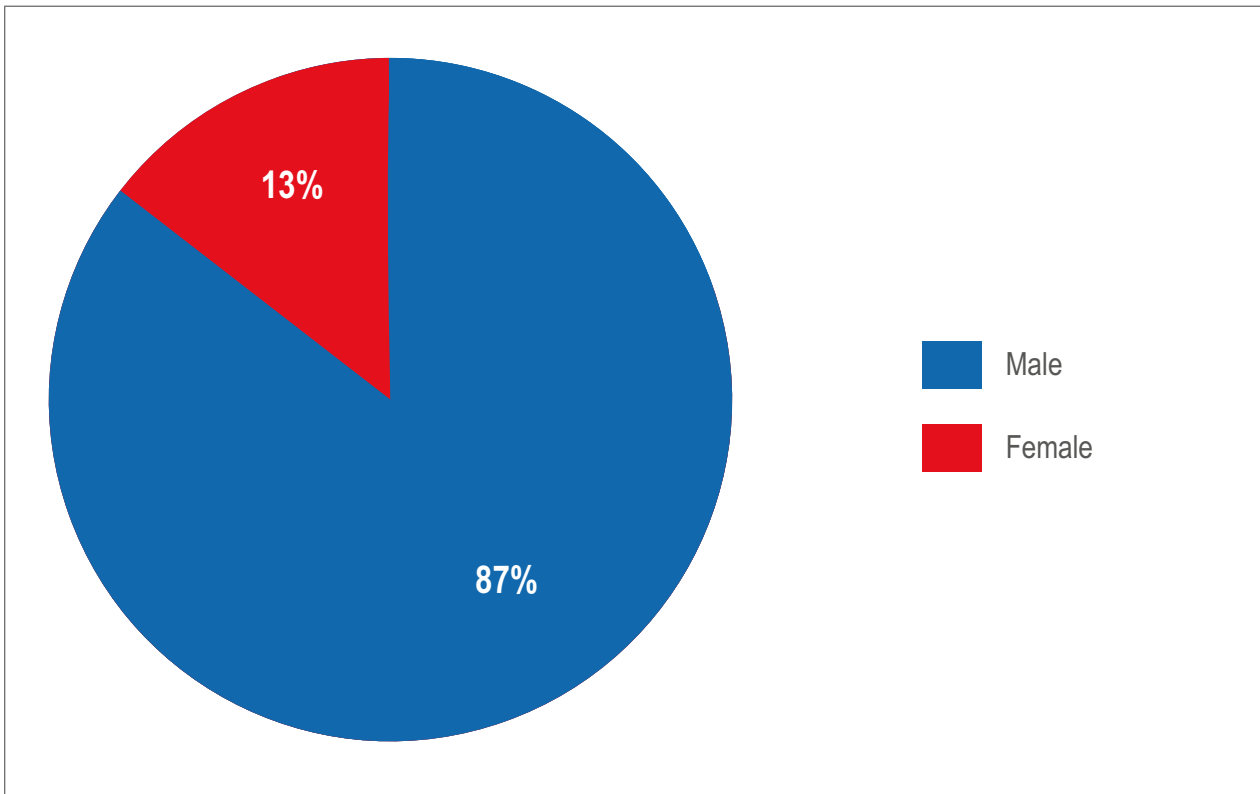


Figure 4: CBEP 2020/21 Race Profile
 (Source: CBEP Fourth Quarter Report 2020/21)

The illustration indicates that by the end of the 2020/21 financial year, the white population group remained the most dominant race in the BEPs, accounting for 66% of the registered persons across the six professions. The African population is a distant second, accounting for 24% of BEPs, followed by Indian and coloured populations, accounting for 6% and 4% 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 5: CBEP Gender Profile
(Source: CBEP Fourth Quarter Report 2020/21)*

This gender profile pie chart depicts that 87% of the professionals registered with the CBEP by the end of the 2020/21 financial year were male. It demonstrates that CBEP membership is dominated by males, with only 13% 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

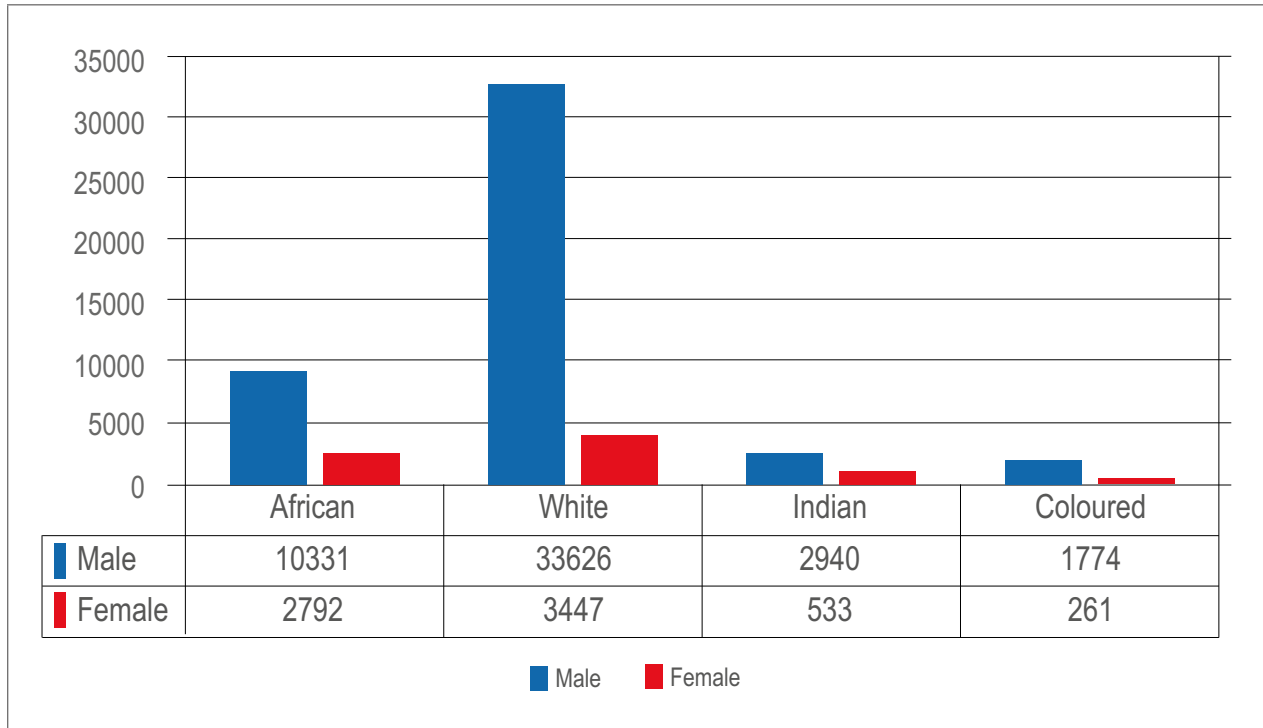


Figure 6: CBEP 2020/21 Gender and Race Profile
 (Source: CBEP Fourth Quarter Report 2020/21)

The figure above analyses the number of professionals registered with the CBEP according to their gender and race. It, thus, provides that by the end of the 2020/21 financial year the CBEP had a total of 55704 (48671 males and 7033 females) registered professionals. It is evident that the CBEP membership is male dominated, with white males accounting for most of the registered persons, followed by African males, Indian males, and lastly coloured males. The statistics also reveal that the racial profile of the BEPs remains unbalanced with the Indian and coloured populations significantly underrepresented in the BEPs across the six CBEP. The BEPs can better understand and, therefore, protect the public interest, if they are representative of the demographics of the Republic of South Africa.

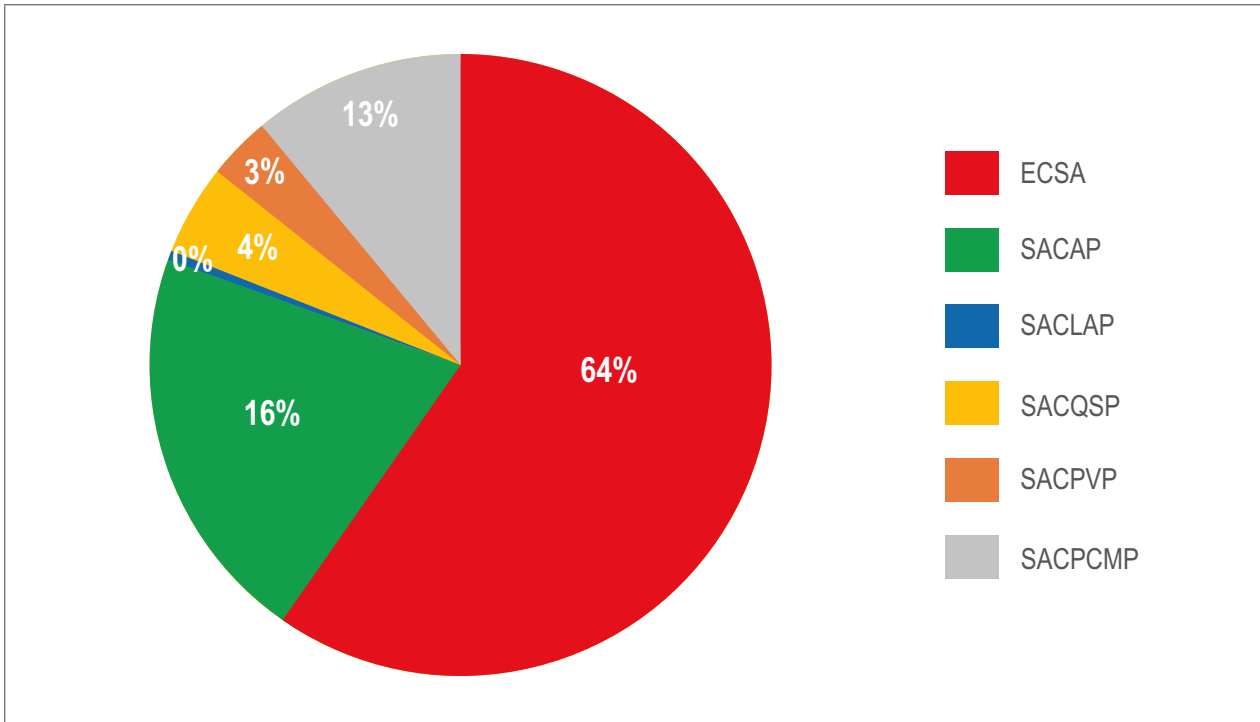


Figure 7: CBEP 2020/21 Composition
 (Source: CBEP Fourth Quarter Report 2020/21)

This pie chart on the CBEP composition illustrates the percentage distribution of professionals across the six CBEP by the end of the 2020/21 financial year.

1. ECSA 64%
2. SACAP 16%
3. SACPCMP 13%
4. The remaining three CBEP – SACLAP, SACPVP and SACQSP combined made up the remaining 7% of registered professions in the CBEP

Registered Professionals per Race, Gender and Profession

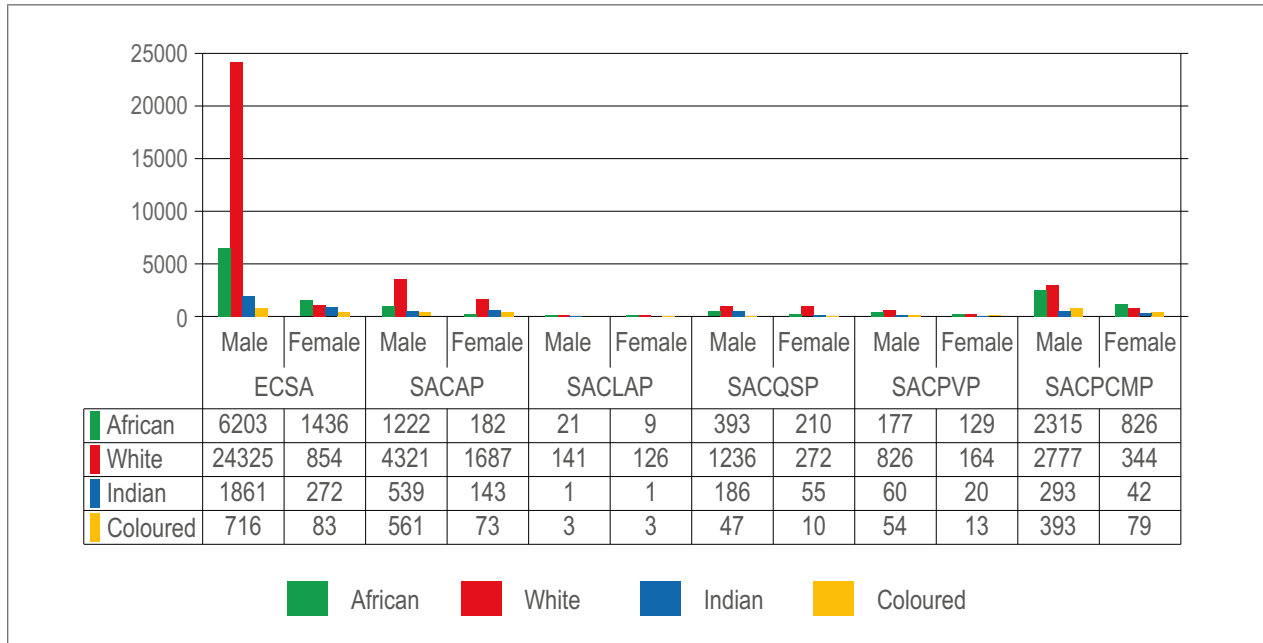


Figure 8: CBEP 2020/21 Comparison per Gender, Race and Profession
 (Source: CBEP Fourth Quarter Report 2020/21)

This graph compares the demographic composition of each of the six professions by gender and race at the end of the 2020/21 financial year. These figures mirror the demographics contained in figure 6, alluding to white male dominance in the BEPs. It demonstrates the need to improve registration numbers of the other three demographic groups, to achieve a demographically balanced profile. This graph further exemplifies that the contribution of SACLAP, SACQSP and SACPVP to the number of registered professionals in the BE remain relatively low compared to those of ECSA, SACAP and SACPCMP, presenting the opportunity to increase numbers of registered professionals in these fields in a manner that promotes equality. The analysis, accordingly, infers the need to improve both the racial and gender profile of the BEPs, in manner that promotes equality.

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

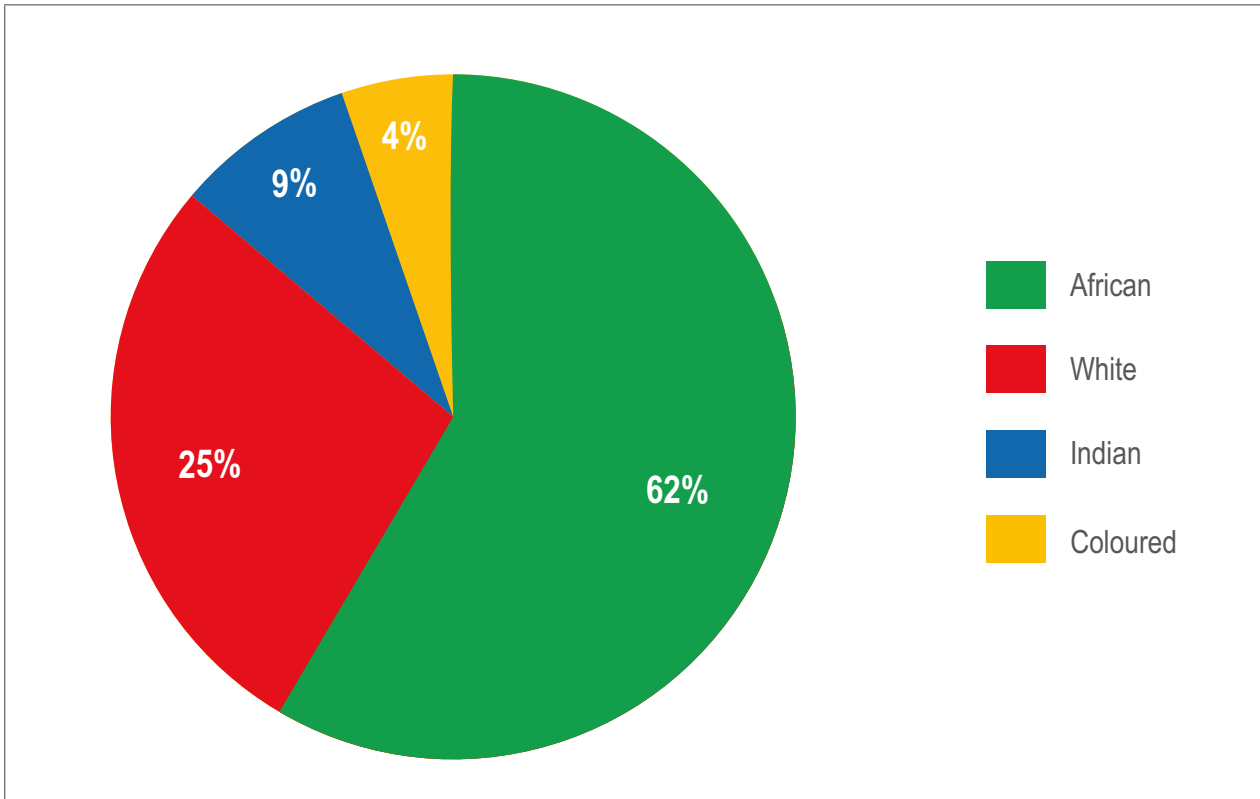


Figure 9: CBEP 2020/21 Candidate Race Profile
(Source: CBEP Fourth Quarter Report 2020/21)

This pie chart highlights candidates' demographic composition in the CBEP by the end of the 2020/21 financial year. The African population accounted for 62% of candidates, whites accounted for 25%, while Indians and coloureds combined accounted for 13%. Unlike the professional's racial profile which continue to be dominated by whites, the candidate racial profile infers that there is progress towards transformation.

Percentage of Registered Candidates by Gender

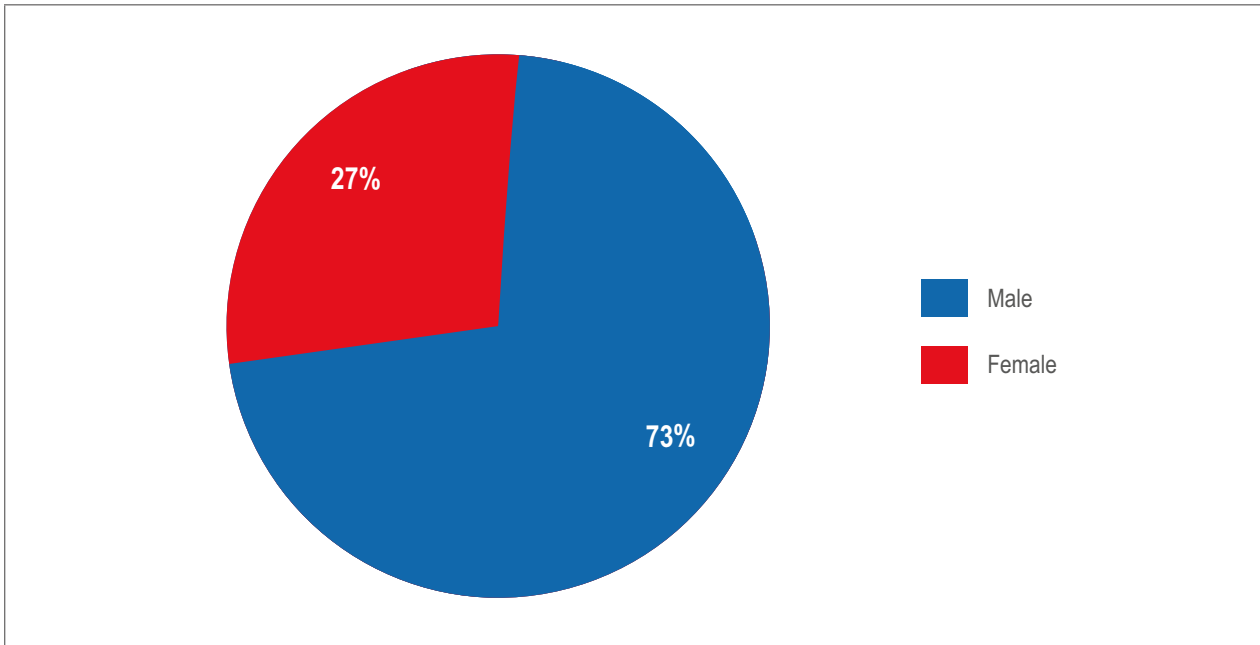


Figure 10: CBEP 2020/21 Candidate Gender Profile
 (Source: CBEP Fourth Quarter Reports 2020/21)

In this illustration, CBEP numbers of registered candidates are compared by gender at the end of the 2020/21 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 BEPs.

Number of Registered Candidates by Race and Gender

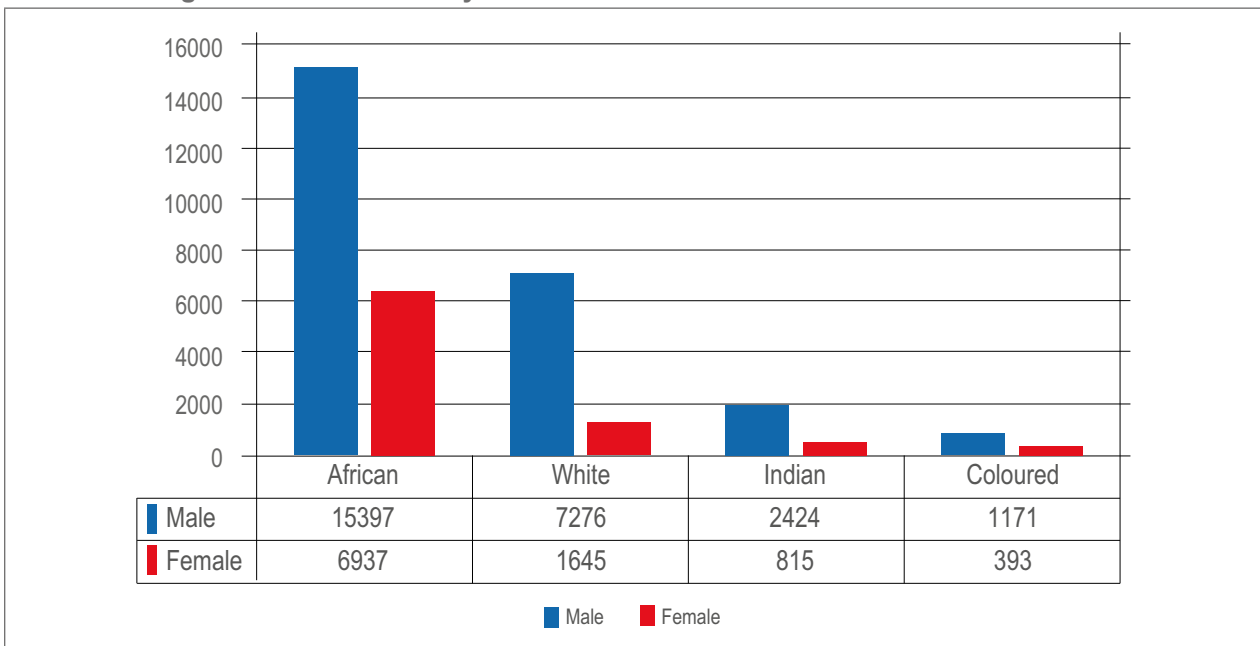


Figure 11: CBEP 2020/21 Candidate Profile per Gender and Race
 (Source: CBEP Fourth Quarter Report 2020/21)

The graph compares CBEP numbers of registered candidates by gender and race at the end of the 2020/21 financial year. The majority of CBEP candidates were African males, followed by white males and African females. As demonstrated in figures 16 and 17, there is more significant progress in the race composition of registered candidates than in the gender dynamic.

Registered Candidates per Race, Gender and Profession

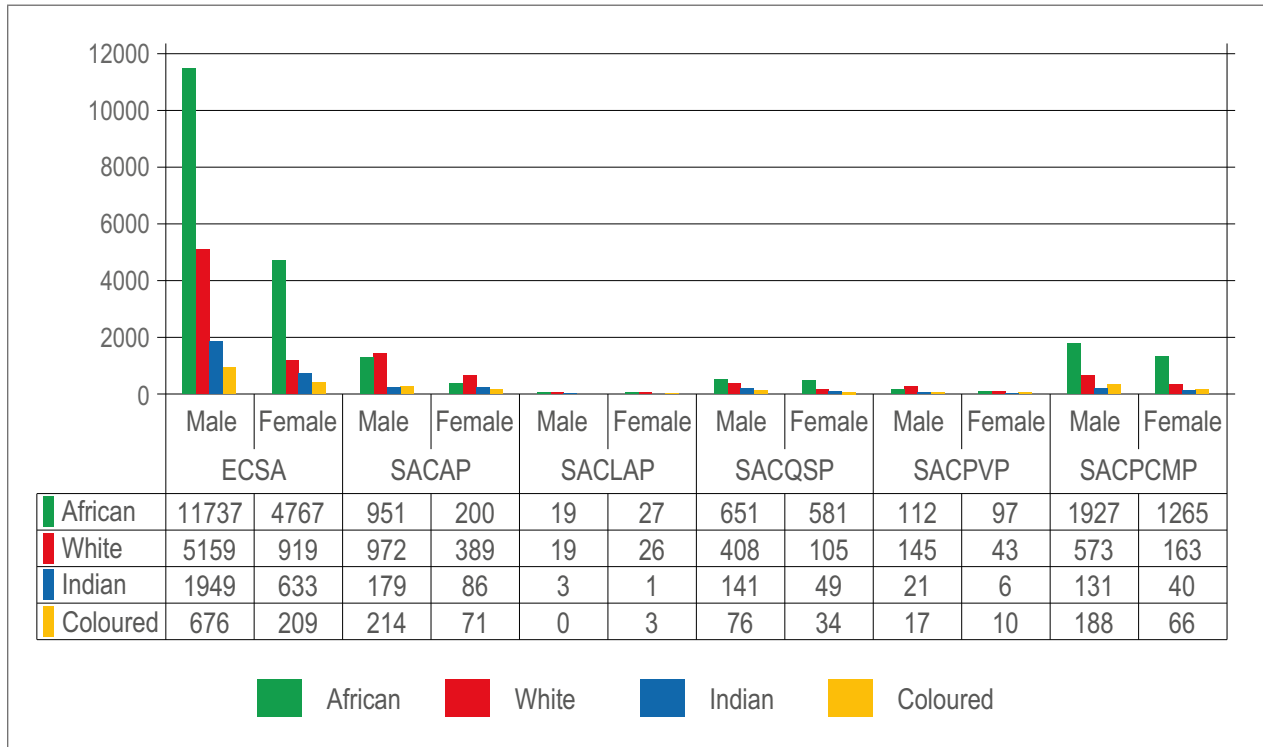


Figure 12: CBEP 2020/21 Candidate Profile by Gender, Race and Profession
(Source: CBEP Fourth Quarter Report 2020/21)

This illustration compares the number of registered candidates per profession by race and gender at the end of the 2020/21 financial year. ECSA had the highest numbers of registered candidates, followed by SACPCMP, SACAP and SACQSP, while SACLAP and SACPVP’s contribution to the number of registered candidates in the BE is relatively low. The illustration alludes to male domination in the BEPs candidate membership, with African males dominating ECSA, SACPCMP and SACQSP membership, while white males dominated SACAP and SACPVP candidate membership. Hence, the illustration accordingly demonstrates improved access to the candidate membership by the African population, highlighting progress made towards transforming the BEPs. It is noteworthy to indicate that access to both the candidate and professional membership by women, coloured and Indian population groups remains a challenge.

16.3.3 Age Analysis of Built Environment Professionals

The construction industry has been identified as one of the biggest contributors to the economy and as one of the key sectors the government should prioritise in order to create more job opportunities to boost the South African economy. However, the industry is faced with a huge challenge of aging professionals and the threat of Covid-19 to this age group. The analysis of professional registration statistics reveals that professionals between the ages of 60 and above account for 29% of CBEP registered professionals, while 17% of the registered professionals are between the ages of 50 – 59 years. This provides that professionals under the age of fifty account for the remaining 54% of the registered professional – with 25% representation of persons between 40 – 49 years, 26% for persons aged 30 - 39 years and only 3% of the professionals are

between the ages of 20 – 29 years. This explicitly indicates that almost 30% of the registered professionals are likely to retire by the year 2026, and other factors such as Covid-19, ill health may drastically increase this number, implying that the industry is facing the risk of possibly losing half of its professionals in the next few years.

It is, therefore, imperative for the industry to address this issue of aging professionals by implementing strategies that will assist young, registered candidates, particularly those from previously disadvantaged groups migrate to the professional level. Guaranteeing that these candidates are able to upgrade to the professional level will not only address the problem of aging professionals but will further contribute towards the goal of transforming the industry. Currently, it is estimated that 34% of the registered candidates are aged 20 – 29 years, while those between the ages of 30 – 39 account for 49% and 13% for those aged 40 – 49 years old. Moreover, majority of these candidates are from the previously disadvantaged groups, this thus highlight that the industry's transformation objectives are hindered by the lack of adequate assistant to registered persons, in terms of upgrading from candidate membership to professional membership. Accordingly, the critical analysis of the current candidate's registration data suggest that the industry is likely to increase its professional membership of persons aged 19 – 49 years by ensuring that the current registered candidates are able to access the professional membership in the next five years.

16.4 Transformation in the Built Environment

Transformation is necessary for the survival and sustainability of the built-environment professions. Registered professionals are needed to achieve the much-needed economic growth and development. The Built Environment industry remains dominated by the minority, with women representation being the biggest challenge. This thus, indicates that transformation remains one of the major challenges faced by the industry. The 2020/21 professional registration statistics indicate that only 34% of the professionals registered with the CBEP are from previously disadvantaged groups, whereas the white population group represent 66% of the registered persons. Furthermore, the data provides that majority of the registered professionals are males, accounting for 87% of the registered persons, with only 13% women representation. The following analysis shows the gap in representation per the population groups:

- Relative to the size of the African population, the group has the lowest representation of registered professionals with 0.07% - that is, one registered professional per 3 612 Africans
- Coloured professionals represent 0.03% of the coloured population- translating to one registered professional per 2 555 coloureds
- Indian/Asian professionals represent 0.2% of the Indian/Asian population – translating to one registered professional per 431 Indians
- White professionals comprise 0.78% of its total population – translating to one registered profession per 126 whites

The above picture is far different from the candidacy racial profile in terms of transformation. The analysis shows that the African population accounted for 62% of the registered candidates, whites accounted for 25%, while Indians and coloureds combined accounted for 13% of the registered candidates by the end of the 2020/21 financial year. This infers that Previously Disadvantaged Individuals (PDIs) account for 75% of the registered candidates, thus highlighting the need for both the CBE and CBEP to implement initiatives that will assist PDIs candidates upgrade to professional status.

Although registration numbers have been increasing, the industry is still failing to achieve racial and related economic transformation in almost all the six CBEP. The registration data suggest that the prospect of transformation in the industry relies largely on bridging the gap between registered professionals and registered candidates. Additionally, the skills pipeline is another key enabler of transformation in the industry, with an all-inclusive approach on promoting skills development to alleviate the skills shortage as part of tackling transformative ambitions. However, for future transformation, the CBE and CBEP should focus on helping PDI candidates upgrade to professional status. The CBE, thus, continues to implement both the Structured Candidacy and career initiative programmes to sustain the BE skills pipeline, as well as to address transformational issues of attracting previously disadvantaged groups into the BE sector.

The slow progress on transformation within the Built Environment has been attributed to many reasons, including poor skills development, inadequate funding capacity, market factors, capacity constraints within client departments (various industry sectors at different levels of government), fraud and corruption, as well as data inconsistency and inaccuracy (CIDB, 201; EAAB, 2017a). Other reasons for the slow transformation have been cited as professional registration not considered compulsory, delays in the registration process, employer bodies not compelled to employ registered persons, and lack of clearly defined and protected terms (especially in the engineering sector) (Senooane, 2016: online).

The Built Environment consists of a number of transformation-related legislation aimed at enabling the economic empowerment of South Africans, especially women and Black people, is in place. Transformation in the Built Environment and other sectors is informed by Charters, of which the National Home Builders Registration Council (NHBRC) Transformation Charter guides transformation in the Built Environment based on Acts such as the Employment Equity Act (EEA), the Broad-Based Black Economic Empowerment (B-BBEE) Act and Codes, the Skills Development Levies Act, and the Preferential Procurement Policy Framework (Brun, 2017; NHBRC, 2017). Despite this extensive legislative framework providing for transformation, there is an absence of practical initiatives, mechanisms and clear goals to achieve this objective and to measure or monitor the impact of the expected outcomes (Acemoglu, Gelb & Robinson, 2007: 2).

As part of coordinating and facilitating transformation in the Built Environment, the CBE established Transformation Collaborative Committees (TCC) in 2020 as part of its mandate and a response to government priorities to address policy constraints and associated processes hindering transformation in the Built Environment. The primary objective of these committees is to establish clear, practical recommendations to the respective policy makers, government departments and entities responsible for infrastructure projects through DPWI.

The Commission for Gender Equality (CGE) continues to be recognised as a key role player whose representation and input will be invaluable particularly in relation to the Women Empowerment and Gender Equality TCC. This committee considers current policy gaps on women economic empowerment and Government Programmes meant to address them, and thereafter make proposals for improvement and implementation.

In the 2021/22 financial year the CBE has engaged with a number of stakeholders in order to look at legislations and documents that impedes transformation in the Built Environment.

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 Impact of Covid-19 and Remote Working

The Covid-19 pandemic brought about a new way of working at CBE. As a consequence of the Covid-19 measures, most staff were working from home using a remote employment model. With remote working came the need to establish cyber-security protocols and permit the safe exchange of confidential information among staff connecting off-site. However, the CBE staff have returned to the office. The Council resolved that since the country is on alert level 1 with adjusted changes since 30 December 2021, all CBE staff members are to report to the office, subject to adherence to Covid- 19 regulations and protocols.

16.5.2.1 Interventions to Deal with the Challenges

In an effort to execute the mandate of the CBE within the Built Environment sector, the CBE Council identified the following key areas of focus:

- Lobby for a tailor-made economic recovery programme to support the Built Environment sector/industry
- Refocus the Built Environment sector to issues of occupational health and safety standards
- Drive issues of ethics and good governance (corruption, bribery and fronting)
- Advocate for revision of legislations hindering transformation and growth of new established companies (unintended consequences)
- Work identification, especially protecting registered professionals – currently engaging with the Competition Commission

In light of the challenges facing the Built Environment sector, the CBE will be focusing its attention on transforming the Built Environment, producing skilled Built Environment professionals and expediting the empowerment of women, youth and the disabled: In this regard the CBE will therefore:

- drive programmes that are aimed at creating economic opportunities for previously disadvantaged groups (professionally registered persons)
- embark on reforming policies that hinder transformation in the Built Environment
- collaborate with various sectors to professionalise the Built Environment

A pivotal outcome from the CBE's third Transformation Indaba on 09 -10 October 2019 was to establish collaborative committees to take custodianship of specific topical issues relating to transformation. The following four Transformation Collaborative Committees (TransComs) 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 TransComs to actualise and streamline their programmes. The TransComs 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 has developed 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 CBE has also worked with Built Environment sector on public procurement bill and submitted the proposals to DPWI and National Treasury. The CBE together with the Built Environment sector reviewed Nation Infrastructure Plan (NIP). The NIP 2050 Stakeholder Engagement was held by CBE on 10 September 2021. Emanating from the said engagement, a Technical Task Team was established to consolidate all the necessary inputs received. On 1 October 2021 the consolidated comments were submitted to the NIP 2050 Team and DPWI.

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 these interventions is to ensure that the CBE enhances the implementation of the holistic Fraud Prevention and Whistle Blowing Policy with the emphasis on applying proactive measures to enhance operational efficiency. The CBE conducted fraud and awareness campaigns quarterly during the past financial year. During the MTEF period, the CBE will continue implementing an efficient and responsive fraud prevention plan to mitigate the occurrence of fraud and corruption.

16.5.4 Internal Policies, Processes and Systems

Various internal policies, processes and system improvements have been identified to improve the CBE's performance and better manage its functions. Having formalised processes and procedures will increase efficiencies by ensuring that the CBE is able to do more in less time and will minimise time spent overseeing the day-to-day running of the business. This will also improve the CBE's consistency of service delivery. Over the MTEF the CBE will review priority policies from Human Resource to procurement and finance.

16.5.5 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 - 2017/18, 2019/20 and 2020/21.

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
<ul style="list-style-type: none"> • Inter-business unit synergies – improved teamwork • Good relations with sector stakeholders • Professionalism • Competent Administration • Founded by Legislation • High Compliance Culture (four clean audit outcomes) • Signing of Strategic partnerships with relevant entities/ organisations (SAGC, NRF, DHE&I etc) • Strengthening of the Skills Pipeline Strategy by working with SETAs/DHE&I, DPW&I and relevant other stakeholders 	<ul style="list-style-type: none"> • Not performing regulatory function effectively, including poor communication of the function • Perceived as not supporting transformation (based on staff interactions with external stakeholders – requires survey to determine accuracy of statement) • Uncoordinated involvement by various stakeholders • Reported transformation and reality on the ground misaligned – not yet achieving “real” tangible transformation • Lack of consistency in communicating who the CBE is – our value proposition • HR plan needs improvements in the areas of succession planning, optimising the admin: core ratio <hr/> <p>Interventions required to address these failures.</p> <ul style="list-style-type: none"> • Lack of consistency – approved and implemented communications and stakeholder strategy with detailed planning, CBE value proposition communicated to align to different types of stakeholders – tailor made • Accountability and consequence management • Operational plans – to implement and maintain plans and outcomes to ensure impact in industry • Transformation – clear strategy and timelines • HR – review policies, structure, clear plan to address HR issues with timelines; same with IT, Finance (compliance non-negotiable)
Opportunities	Threats
<ul style="list-style-type: none"> • Strengthening of the Skills Pipeline Strategy by working with SETAs/DHE&I, DPW&I and relevant other stakeholders • Provincial footprint of the CBE • Strategic positioning of the CBE as an emerging thought leader in the sector • Strategic partnerships/collaborations • Building coherent initiatives to instil public confidence on the CBE • Development of the Economic Reconstruction & Recovery Plan • Implementation Framework towards the Professionalisation of the Public Service • Marketing CBE to the Built Environment and Stakeholders 	<ul style="list-style-type: none"> • Covid-19 pandemic • Budgetary constraints (pre- and post-Covid) • IT infrastructure and support • Aging Professionals • Slow pace of embracing Digitalisation • HR capacity and development (Budgeting for training and staff development programmes) • Slow pace of transformation • Cyber security

16.5.6 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 IT challenges at the CBE:

- a. IT capacity/resources
- b. No collaboration with key role players
- c. No standard processes and operating procedures

16.5.7 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.

16.5.8 Implementing a Communication Strategy

Through the implementation of the CBE Communication Plan, the CBE aims to keep its internal and external stakeholders informed of programmes and projects executed by the CBE. The Plan aims to correct any negative perceptions and promote goodwill through editorial letters, advertorials, outdoor advertising, public engagement programmes and media engagements. The CBE will develop a Communication Implementation Plan to better support Public Participation Programmes, targeted media engagements and editorial pieces to improve the profile of the CBE and the Built Environment sector and ensure that the policy agenda is effectively communicated.

16.5.9 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 10% over the medium-term.

16.5.10 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

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 in terms of the stakeholder’s:

- i. position on the CBE’s mandate
- ii. level of influence (power)
- iii. level of interest in the CBE
- iv. group/sector they belong to 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
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/Polymakers	Legislators/ Amendment of legislation.	High	High

18. STRUCTURE OF THE CBE

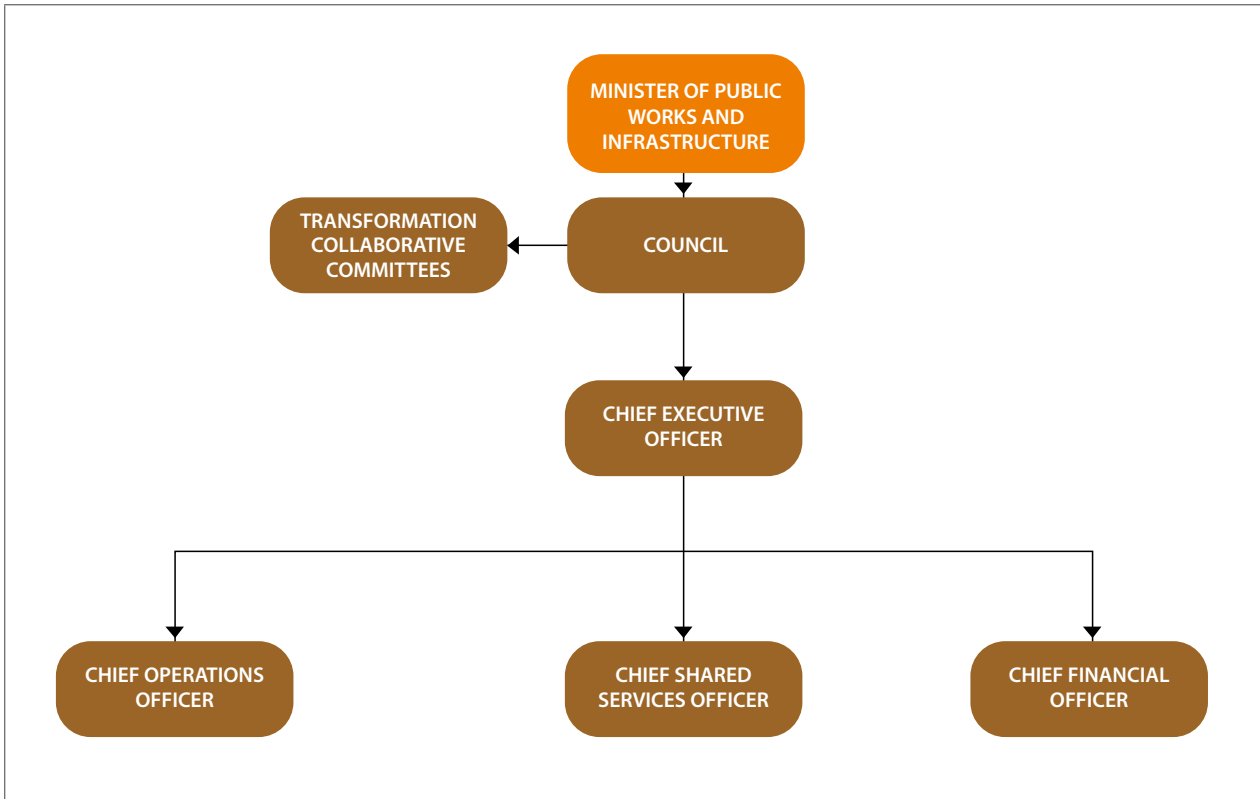


Figure 13: High Level Organisational Structure

19. COMPLIANCE WITH THE BBBEE ACT

The CBE concluded its Broad-Based Black Economic Empowerment (BBBEE) audit and received a non-compliant rating. Although points were scored on the CBE’s procurement activities (20 out of the 32 points, including bonus points), no points were awarded in the other categories of the rating criteria. The CBE is a small organisation currently employing less than 50 employees; hence, most of the required documentation is not applicable to the CBE. This situation has resulted in three of the four criteria not scored and the CBE not achieving the minimum score of 40 points, rendering it non-compliant. The CBE is currently undergoing the BBBEE verification process. This is the first time that the verification is undertaken. It has been a very steep learning curve for the CBE and the process has highlighted areas that need to be streamlined. The CBE will use the BBBEE grading as a baseline to measure its improvement in the next five years.

20. OVERVIEW OF 2021 BUDGET AND MTEF ESTIMATES

Table 6: Expenditure per CBE Programme

Programme	Audited Outcome		Approved Budget	Average Growth Rate (%)	Expenditure/ Total: Average (%)		Medium-Term Estimate			Average Growth Rate (%)	Expenditure/ Total: Average (%)
	2018/19	2019/20			2020/21	2021/22	2018/19 - 2021/22	2022/23	2023/24		
R thousand	45 871	48 851	50 389	50 787	3.5%	87.1%	49 608	50 620	52 791	1.3%	86.5%
Programme 1 Administration	7 934	10 684	49	2 016	-36.7%	8.9%	2 101	1 495	1 600	-7.4%	3.1%
Programme 2 Empowerment and Economic Development (Previously Transformation)	272	346	1 164	2 708	115.1%	2.0%	3 823	3 743	4 007	14.0%	6.0%
Programme 3 Professional Skills and Capacity Development (Previously Skills Development)	917	951	14	615	-12.5%	1.1%	641	670	665	2.6%	1.1%
Programme 4 Research and Knowledge Management (Previously Research and Advisory)											

Programme	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Average Growth Rate (%)	Expenditure/ Total: Average (%)	Medium-Term Estimate			Average Growth Rate (%)	Expenditure/ Total: Average (%)
Programme 5 Public Protection, Policy and Legislation (Previously Regulation and Public Protection)	167	37	652	1 172	91.5%	0.9%	2 222	2 203	2 250	24.3%	3.3%
Total Expense	55 161	60 869	52 268	57 298	1,3%	100,0%	58 395	58 731	61 313	2,3%	100,0%

Table 7. Statement of Estimates of Financial Performance, Cash Flow and Financial Position

Statement of Financial Performance	Audited Outcome			Revised Estimate	Average Growth Rate (%)	Average: Expenditure/ Total (%)	Medium-Term Expenditure Estimate			Average Growth Rate (%)	Average: Expenditure/ Total (%)
	2018/19	2019/20	2020/21				2021/22	2022/23	2023/24		
R thousand	2018/19	2019/20	2020/21	2021/22	2018/19 - 2021/22		2022/23	2023/24	2024/25	2021/22 - 2024/25	
Revenue											
Non-tax revenue	4 569	7 447	3 286	3 770	-6.2%	8.4%	3 900	4 027	4 152	3.3%	6.7%
Sale of goods and services other than capital assets of which:	2 158	2 110	2 075	2 308	2.3%	3.9%	2 405	2 512	2 625	4.4%	4.2%
Sales by market establishment	2 158	2 110	2 075	2 308	2.3%	3.9%	2 405	2 512	2 625	4.4%	4.2%

Statement of Financial Performance	Audited Outcome		Revised Estimate	Average Growth Rate (%)	Average: Expenditure/ Total (%)	Medium-Term Expenditure Estimate			Average Growth Rate (%)	Average: Expenditure/ Total (%)
Other non-tax revenue	2 411	5 337	1 462	-15.4%	4.5%	1 495	1 515	1 527	1.5%	2.5%
Transfers received	50 100	52 796	53 528	2.2%	91.6%	54 495	54 704	57 161	2.2%	93.3%
Total revenue	54 669	60 243	57 298	1.6%	100.0%	58 395	58 731	61 313	2.3%	100.0%
Expenses										
Current expenses	55 161	60 869	57 298	1.3%	100.0%	58 395	58 731	61 313	2.3%	100.0%
Compensation of employees	28 734	30 238	34 045	5.8%	55.4%	35 485	37 064	38 728	4.4%	61.6%
Goods and services	26 427	30 631	23 253	-4.2%	44.6%	22 910	21 667	22 585	-1.0%	38.4%
Total expenses	55 161	60 869	57 298	1.3%	100.0%	58 395	58 731	61 313	2.3%	100.0%
Surplus/(Deficit)	(492)	(626)	-	-100.0%		-	-	-	-	-



PART C

MEASURING
PERFORMANCE

The image is a collage of four photographs related to construction. The top-left photo shows a man in a white hard hat and a plaid shirt talking on a walkie-talkie. The top-right photo shows a worker in a white hard hat and safety vest standing on a tall, yellow metal tower structure. The bottom-left photo shows a worker in a yellow hard hat and a high-visibility orange vest standing on a construction site with rebar. The bottom-right photo shows a worker in a white hard hat and a high-visibility blue vest holding a set of blueprints. The text 'MEASURING PERFORMANCE' is written diagonally across the center in white, bold, uppercase letters.

MEASURING PERFORMANCE

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 14: Planning Tool: Theory of Change

Key Priorities over the Medium-Term

Over the medium-term CBE will pay attention to three priorities:

1. Transforming the Built Environment
2. Producing skilled Built Environment Professionals (fit-for-purpose)
3. Expediting the empowerment of women, youth and the disabled

The CBE will drive programmes aimed at creating economic opportunities for previously disadvantaged groups (professionally registered persons), embark on policy reforms hindering transformation in the Built Environment and lastly collaborate with various sectors to professionalise the Built Environment (poor workmanship, construction mafias, corruption).

It is critical that the Built Environment sector acts speedily, with agility, to address the current challenges in the country. As part of contributing to ERRP and MTSF Priorities, the Council for the Built Environment will over the medium-term focus on the following interventions:

- **Refocus:** The Built Environment sector must tackle the consequences of Covid-19 and act to protect jobs in the sector – facilitating the registration of professionals in the Built Environment, as well as maintaining an up-to-date and comprehensive database of all unemployed graduates
- **Re-engineer:** The Built Environment sector must find ways to turn the economy around by expanding output and increasing employment – identifying projects that will help drive the economy by opening up the sector, unblocking access, and create jobs
- **Re-build:** The Built Environment sector needs to drive demand and increase productivity
- **Transform:** The Built Environment sector must focus on transformation, build partnerships and collaborations, and add value – the emphasis must be on including women, and young graduates into the pipeline
- **Consolidate:** The Built Environment sector must support the skills pipeline, find ways of ensuring job retention, and thus stabilising the industry – work must be undertaken to provide opportunities for reskilling and upskilling

The CBE executes its mandate according to the following Programmes:

- i. Programme 1: Administration
- ii. Programme 2: Empowerment and Economic Development
- iii. Programme 3: Professional Skills and Capacity Development
- iv. Programme 4: Research and Knowledge Management
- v. Programme 5: Public Protection, Policy and Legislation

21. PROGRAMME 1: ADMINISTRATION

SUB-PROGRAMMES

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. Communications
 - ii. Planning, Monitoring and Evaluation
3. Corporate Services, housing the departments of:
 - i. Finance
 - ii. Human Capital and Facilities Management
 - iii. Supply Chain Management
 - iv. Internal Audit
 - v. Risk Management

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 consists of the following 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 of the following functions:

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.

The Office of the Chief Financial Officer's (CFO)

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.

The Office of Chief Officer of Shared Services (COSS)

The Chief Officer Shared Services Office is to provide an integrated and comprehensive shared services function to the core business of CBE.

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.

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 2022/23-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2018/19	2019/20		2020/21	2022/23	2023/24	2024/25
Optimum Functioning CBE	Revised organisational structure action plan priorities implemented.	Approved CBE's organisational design and structure.	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.	Hundred percent of the CBE's revised organisational structure action plan's identified priorities implemented by 31 March 2023.	Fifty percent implementation of CBE's redesigned structure implemented by 31 March 2024.	Hundred percent implementation of CBE's redesigned structure implemented by 31 March 2025.
	IT Strategy that includes IoT and 4IR Initiatives Roadmap completed and implemented.	IT Strategy that includes IoT and 4IR Initiatives Roadmap completed and implemented.	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 and implemented by 31 March 2022.	IT Strategy that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2023.	IT Strategy that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2024.	Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2025.

Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.1 Approved CBE's Organisational design and structure.	Hundred percent of the CBE's revised organisational structure action plan's identified priorities implemented by 31 March 2023.	Implementation action plan for the CBE's revised organisational structure developed and approved by 30 June 2022.	Implementation of the identified prioritised actions for the CBE's revised organisational structure by 30 September 2022.	Implementation of the identified prioritised actions for the CBE's revised organisational structure by 31 December 2022.	Implementation of the identified prioritised actions for the CBE's revised organisational structure by 31 March 2023.
1.2 IT Strategy that includes IoT and 4IR Initiatives Roadmap completed and implemented.	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2023.	Cloud Additional Servers and Disaster Recovery Terms of Reference developed and submitted to Supply Chain Management by 30 June 2022.	Cloud Additional Servers and Disaster Recovery procurement process completed by 30 September 2022.	Cloud Additional Servers and Disaster Recovery initiative implemented by 31 December 2022.	Implementation report compiled on IoT and 4IR Initiatives Roadmap completed by 31 March 2023.

Updated Key Risks

Output	Key Risks	Risk Mitigation
Revised organisational structure action plan priorities implemented.	Lack of buy-in by key stakeholders. Budget constraints. Approval process hierarchy.	Fortnight consultations with employees. Maximise existing capacity. Revision of delegation of authority framework.
IT Strategy that includes IoT (Internet of Things) and 4IR (4th Industrial Revolution) Initiatives Roadmap completed and implemented.	Cyber Crime on new technology – cloud computing.	Conduct vulnerability tests bi-annually. Implement 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 2022/23-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2018/19	2019/20		2020/21	2022/23	2023/24	2024/25
Optimum Functioning CBE.	CBE Brand Awareness Campaign.	Number of CBE Brand Awareness Campaigns conducted.	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 by 31 March 2022.	Four marketing communication activities to raise the profile of the CBE by 31 March 2023.	Four marketing communication activities to raise the profile of the CBE by 31 March 2024.	Four marketing communication activities to raise the profile of the CBE by 31 March 2025.

Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.3 Number of CBE Brand Awareness Campaigns conducted.	Four marketing communication activities to raise the profile of the CBE by 31 March 2023.	One marketing communication exercise to raise the profile of the CBE by 30 June 2022.	One marketing communication exercise to raise the profile of the CBE by 30 September 2022.	One marketing communication exercise to raise the profile of the CBE by 31 December 2022.	One marketing communication exercise to raise the profile of the CBE by 31 March 2023.

Updated Key Risks

Output	Key Risks	Risk Mitigation
<p>CBE Brand Awareness Campaign.</p>	<ol style="list-style-type: none"> 1. Reputation and Credibility. 2. Becoming irrelevant in the market / industry. 3. CBE is at the behest of the media and must make way for national priorities and unforeseen emergencies (such as Covid-19). 4. Confident and fluent presentation skills. 	<ol style="list-style-type: none"> i. Implement CBE Marketing and Communications Strategy. ii. Capable CBE ambassadors. i. Keep up with and explore new trends of communicating with stakeholders. ii. Capable CBE ambassadors. <p>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 costs.</p> <ol style="list-style-type: none"> i. Regular media training for CBE spokespersons. ii. In-depth knowledge of the sector.

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 2022/23-2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2018/19	2019/20		2020/21	2021/22	2022/23	2023/24
Optimum Functioning CBE.	Effective Revenue/ Income generation.	Percentage increase of income generated.	N/A	N/A	N/A	Increase revenue by 1% of the grant and levies received by 31 March 2022.	Increase the CBE's revenue by 1% of the grant and levies received by 31 March 2023.	Increase the CBE's revenue by 1% of the grant and levies received by 31 March 2024.	Increase the CBE's revenue by 1% of the grant and levies received by 31 March 2025.

Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1.4 Percentage increase of income generated.	Increase the CBE's revenue by 1% of the grant and levies received by 31 March 2023.	-	-	-	Increase the CBE's revenue by 1% of the grant and levies received by 31 March 2023.

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"> 1. Develop a Revenue Enhancement Strategy. 2. Conduct feasibility studies on alternative revenue streams with various stakeholders. 3. Undertake a capacity review to determine the possibility to outsource some functions.
Compliance with Supply Chain Management regulations.	Irregular expenditure and fruitless and wasteful expenditure.	Develop standard operating procedures for Supply Chain Management.

Administration Programme Planned Performance over the Medium-Term

Administration Programme is linked to the CBE Strategic Outcome 1 namely: 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 mid-term, 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 affect budget and expenditure monitoring to prevent unauthorised expenditure and supply chain management (SCM) practices within legislative prescripts to prevent fruitless, wasteful and irregular expenditure.

Over the MTEF period, the department will intensify the fight against corruption in the public service by promoting a culture of accountability, and ethical and professional behaviour; and strengthening discipline management.

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.

Key Deliverables

The key deliverables to achieve the objectives are:

Output 1: All business process developed and documented. Human resource management and development functions that promote efficiency, effectiveness and compliance with prescripts.

Output 2: Revised Organisational Structure

Output 3: Improved ICT systems

Output 4: Communication strategy that facilitate effective interaction with internal and external stakeholders and CBE Brand Awareness Campaigns

Output 5: Revenue Generation

Output 6: Effective Risk and Internal Audit function that ensure that risks are identified, and internal controls are in place to provide assurance of the authenticity of the financial records and the efficiency of the operations of the CBE

Output 7: Accountability on financial and organisational performance

Enablers to Achieve the Five-Year Targets

These enablers comprise interconnected elements:

1. Governance (modern, transparent and accountable governance for the organisation)
2. Management (results-oriented, efficient, effective and collaborative)
3. People (versatile, agents of change)
4. Knowledge and information systems (efficient, safe and secure, connecting results and people)
5. A prerequisite for implementing the CBE’s new strategy is to progressively fund a growing organisation over a period of five years
6. Develop and communicate a clear Standard Operating Procedure (SOP)
7. Non-financial reporting: adherence to reporting deadlines and templates
8. Risk Management, Operational plans
9. Financial reporting and revenue generation strategy
10. Human Resource (HR) Strategy: effective talent management, attraction and retention
11. 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		
		2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
R thousand		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Approved CBE's Organisational design and structure.	-	-	102	-	81	85	89	
	IT Strategy that includes IoT and 4IR Initiatives Roadmap completed and implemented.	-	-	-	919	1 372	1 433	1 497	
Communications, Marketing and Stakeholder Management	Number of CBE Brand Awareness Campaigns conducted.	-	-	192	390	548	572	598	
Finance	Percentage increase of income generated.	-	-	190	-	-	-	-	
Other goods and services		17 137	18 613	18 418	15 433	12 122	11 466	11 879	
Employee Cost		28 734	30 238	31 487	34 045*	35 485*	37 064*	38 728*	
Total Expense		45 871	48 851	50 389	50 787	49 608	50 620	52 791	

Economic Classification of MTEF Budget for Programme 1

Sub Programme	Audited Outcome				Approved Budget	Medium-Term Estimate		
	2018/19	2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
R thousand	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Goods and services	17 137	18 613	18 902	16 742	14 123	13 556	14 063	
Compensation of employees	28 734	30 238	31 487	34 045*	35 485*	37 064*	38 728*	
Total Expenses	45 871	48 851	50 389	50 787	49 608	50 620	52 791	

*The review of the CBE's organisational structure is currently underway; the overall structure will change and therefore the cost per Programme cannot be reliably estimated. The CBE will however remain in the overall budget for employee cost.

22. PROGRAMME 2: EMPOWERMENT AND ECONOMIC DEVELOPMENT

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

Purpose:

Medium-Term Targets for 2022/23-2024/25

Programme 2: (Empowerment and Economic Development) Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output Indicators	Annual Targets					Medium-Term Targets			
			Audited/ Actual Performance		Estimated/ Unaudited Performance	2022/23	2023/24	2024/25	2022/23	2023/24	2024/25
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2022/23	2023/24
Transformed Built Environment.	Report on CBE's programme supporting women-owned professional practices in the delivery and maintenance of Built Environment infrastructure.	Number of programmes supporting women-owned professional practices in the delivery and maintenance of Built Environment infrastructure.	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.	One programme supporting women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed by 31 March 2023.	Re-assess baseline data on transformation targets set and progress report by 31 March 2024.	Re-assess baseline data on transformation target set and progress and report by 31 March 2025.	Re-assess baseline data on transformation target set and progress and report by 31 March 2025.	
	Report on CBE's programme promoting empowerment of people living with disabilities.	Number of programmes promoting empowerment of people with disabilities in the Built Environment.	N/A	N/A	N/A	N/A	One CBE programme promoting empowerment of people with disabilities in the Built Environment developed by 31 March 2023.	One CBE programme promoting empowerment of people with disabilities in the Built Environment developed by 31 March 2024.	One CBE programme promoting empowerment of people with disabilities in the Built Environment developed by 31 March 2025.		

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Report on CBE's programme promoting youth development in the Built Environment.	Number of programmes promoting youth development in the Built Environment.	N/A	N/A	N/A	N/A	One CBE programme promoting youth involvement and development in the Built Environment by 31 March 2023.	One CBE programme promoting youth involvement and development in the Built Environment by 31 March 2024.	One CBE programme promoting youth involvement and development in the Built Environment by 31 March 2025.
	One annual online event and four sector collaborative engagements hosted by 31 March 2023.	Number of sector collaborations on Transformation in the Built Environment.	One National Transformation Indaba held by 31 March 2019.	One National Transformation Indaba and 12 Sector Collaboration Forums held by 31 March 2020.	16 Sector Collaboration Forums held by 31 March 2021.	One annual online event and four sector collaborative engagements hosted by 31 March 2022.	Four Stakeholder engagements hosted by the CBE by 31 March 2023.	One annual online event and four sector collaborative engagements hosted by 31 March 2024.	One annual online event and four sector collaborative engagements hosted by 31 March 2025.

Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
2.1 Number of programmes supporting the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure.	One programme supporting the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed by 31 March 2023.	Concept document on CBE's programme on the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed and approved by 30 June 2022.	Quarterly report on CBE's programme on the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed by 30 September 2022.	Quarterly report on CBE's programme on the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed by 31 December 2022.	Final report on CBE's programme on the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed by 31 March 2023.
2.2 Number of programmes promoting the empowerment of people with disabilities in the Built Environment.	One CBE programme promoting the empowerment of people with disabilities in the Built Environment developed by 31 March 2023.	Concept document on CBE's programme promoting the empowerment of people with disabilities in the Built Environment developed and approved by 30 June 2022.	Quarterly report on engagements with three stakeholders on the empowerment of people with disabilities in the Built Environment by 30 September 2022.	Quarterly report on engagements with three stakeholders on the empowerment of people with disabilities in the Built Environment by 31 December 2022.	Final report on the CBE's programme promoting the empowerment of people with disabilities in the Built Environment by 31 March 2023.
2.3 Number of programmes promoting youth development in the Built Environment.	One CBE programme promoting youth involvement and development in the Built Environment by 31 March 2023.	Framework for the programme on BE youth involvement and development established by 30 June 2022.	Report on the launch of the Built Environment youth development programme produced by 30 September 2022.	Quarterly report on activities of the Built Environment youth development programme produced by 31 December 2022.	Annual report on the Built Environment youth development programme produced by 31 March 2023.
2.4 Number of sector collaborations on Transformation in the Built Environment.	Four stakeholder engagements hosted by the CBE by 31 March 2023.	One stakeholder engagement on TCC outcomes hosted by 30 June 2022.	One stakeholder engagement on TCC outcomes hosted by 30 September 2022.	One stakeholder engagement on TCC outcomes hosted by 31 December 2022.	One stakeholder engagement on TCC outcomes hosted by 31 March 2023.

Updated Key Risks

Output	Key Risks	Risk Mitigation
<p>CBE's programmes supporting women-owned professional practices in the delivery and maintenance of Built Environment infrastructure.</p> <p>CBE's programmes promoting empowerment of people with disabilities in the Built Environment.</p> <p>CBE's programmes promoting youth development in the Built Environment.</p>	<ol style="list-style-type: none"> Inadequate participation of relevant stakeholders in the transformation process. Lack of progress made by the respective Transformation Committees. Delays in internal and external approval process. 	<ol style="list-style-type: none"> Stakeholder management plan to identify critical stakeholders. Each operational manager has been assigned a TCC respective to the operational area. Marketing the TCCs among the Built Environment Industry stakeholders.
<p>Four sector collaborative engagements on Transformation hosted by 31 March 2023.</p>	<ol style="list-style-type: none"> Reputational risk emanating from managing industry transformation expectations. Inadequate participation and collaboration by relevant stakeholders. Lack of participation by private sector. 	<ol style="list-style-type: none"> Stakeholder management plan to identify critical stakeholders. Continuous Professional Development accredited online webinars addressing topical issues as identified by key stakeholders such as the CBEP and Academia. Concerted stakeholder engagement strategy for attracting the private sector.

Planned Performance over the Medium-Term

Empowerment and Economic Development (Programme is linked to the CBE Strategic Outcome 2 namely: 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, children and people with disabilities
- iv. Provincial priorities
- v. Mandate of the institution

The Programme will further work towards the inclusion of targeted groups through strengthening and mainstreaming programmes that target groups (woman, youth, children and people with disabilities) towards inclusion and transformation in the sector. The CBE role of is to *facilitate participation by the Built Environment Professions in integrated development in the context of national goals* (section 3d of the CBE Act). Transformation is a priority of the sixth term government. The CBE will contribute towards transformation by developing a Built Environment Transformation Strategy.

To deliver these strategic priorities fundamental changes are required in the way the construction industry operates. Responsibility infiltrates throughout the supply chain and Government has an important role to play. Over the medium-term, the CBE will continue to focus on transformation of the Built Environment. One of the key interventions is to develop a coordinated broad-based long- term recommended social and economic Transformation Strategy for the Built Environment industry.

On NDP Priority 1: Economic transformation and job creation: Over the medium-term period, the CBE will continue to focus on transforming the Built Environment sector. One of its key interventions is to develop a coordinated broad-based long term recommended social and economic Transformation Strategy for the Built Environment industry, as well as to host sector collaboration engagements. 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.

Over the medium-term, the CBE will conduct research and develop a coordinated broad-based long term recommended social and economic Transformation Strategy. 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 draft a broad-based transformation strategy for the Built Environment of South Africa. This envisaged strategy will provide clear recommendations to address policy gaps and problems encountered with implementation of these policies.

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: Develop a coordinated broad-based long-term recommended social and economic Transformation Strategy for the Built Environment industry.

Outputs

1. Draft broad-based long-term Transformation Strategy for the Built Environment
2. Sector collaborative forums

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:

1. an improved image of the industry
2. an increased capability in the workforce
3. a clear view of future work opportunities
4. improvement in client capability and procurement
5. a strong and resilient supply chain
6. 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 2 as per the ENE

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand								
	Number of programmes supporting women-owned professional practices in the delivery and maintenance of the Built Environment infrastructure.	-	-	-	150	360	276	298
	Number of programmes promoting empowerment of people with disabilities in the Built Environment.	-	-	-	100	460	280	302
Empowerment and Economic Development	Number of programmes promoting youth development in the Built Environment.	-	-	-	150	800	436	465
	Number of sector collaborations on Transformation in the Built Environment.	848	1 346	49	1 616	481	503	535
Other goods and services		7 086#	9 338#	- #	-	-	-	-
Employee cost		-	-	-	-	-	-	-
Total Expenses		7 934	10 684	49	2 065	2 101	1 495	1 600

#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.

Economic Classification of MTEF Budget for Programme 2

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand							
Goods and services	7 934	10 684	49	2 065	2 101	1 495	1 600
Compensation of employees	-	-	-	-	-	-	-
Total Expenses	7 934	10 684	49	2 065	2 101	1 495	1 600

Note: 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.

23. PROGRAMME 3: PROFESSIONAL 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 2022/23-2024/25

Programme 3: (Professional Skills and Capacity Development) Outcomes, Outputs, Performance Indicators and Target

Outcomes	Outputs	Output Indicators	Annual Targets				Medium-Term Targets		
			Audited/ Actual Performance		Estimated/ Unaudited Performance				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Skilled Built Environment Professionals.	Monitoring and evaluation of the implementation of the Structured Candidacy Programme.	Number of districts (per DDM) supported through monitoring of implementation of the Built Environment Structured Candidacy Programme.	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.	Forty-four districts identified in the District Development Model (DDM) supported through monitoring the implementation of the BE Structured Candidacy Programme by 31 March 2023.	Fifty workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2024.	Fifty workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2025.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	Four hundred Built Environment students and interns placed and assessed for work integrated learning.	Number of placements facilitated for BE students for work integrated learning.	N/A	Hundred interns placed and assessed for work integrated learning by 31 March 2020.	N/A	N/A	Facilitate and report on the placement of 400 Built Environment students from seven Universities of Technology in workplaces for work integrated learning by 31 March 2023.	One hundred interns placed and assessed for work integrated learning by 31 March 2024.	One hundred interns placed and assessed for work integrated learning by 31 March 2025.
	Approved programmes for professionals and candidates appointed by the State.	Approved reskilling programmes for BE professionals and candidates appointed by the State.	N/A	N/A	N/A	N/A	Approved programmes for BE professionals and candidates for implementation by the National School of Government by 31 March 2023.		

Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
3.1 Number of districts (per DDM) supported through monitoring of the Built Environment Structured Candidacy Programme.	Forty-four districts identified in the District Development Model (DDM) supported through monitoring the implementation of the BE Structured Candidacy Programme by 31 March 2023.	Eight pilot districts identified in the District Development Model supported through monitoring the implementation of the BE Structured Candidacy Programme by 30 June 2022.	Twelve districts supported through monitoring the implementation of the BE Structured Candidacy Programme in Provincial infrastructure departments by 30 September 2022.	Twelve districts supported through monitoring the implementation of the BE Structured Candidacy Programme in local government by 31 December 2022.	Twelve districts monitored and evaluated on the implementation of the CBE Structured Candidacy Framework by 31 March 2023.
3.2 Number of placements facilitated for BE students for work integrated learning.	Facilitate and report on the placement of 400 Built Environment students from seven Universities of Technology in workplaces for work integrated learning by 31 March 2023.	Database of UoT BE students and workplaces established for work integrated learning by 30 June 2022.	Progress report on the placement of 100 UoT BE students in workplaces for work integrated learning produced by 30 September 2022.	Progress report on the placement of 150 UoT BE students in workplaces for work integrated learning produced by 31 December 2022.	Progress report on the placement of 150 UoT BE students in workplaces for work integrated learning produced by 31 March 2023.
3.3 Approved reskilling programmes for BE professionals and candidates appointed by the State.	Approved programmes established for BE professionals and candidates for implementation by the National School of Government by 31 March 2023.	Key programmes established to support BE professionals and candidates appointed by the State identified by 30 June 2022.	Engagements with the National School of Government and Sector Education and Training Authorities to map processes and learning programme structure for offerings to support BE professionals and candidates appointed by the State held by 30 September 2022.	Draft structure/framework of programmes for BE professionals and candidates appointed by the State produced by 31 December 2022.	Approved programmes established for professionals and candidates appointed by the State for implementation by the National School of Government by 31 March 2023.

Updated Key Risks	Output	Key Risks	Risk Mitigation
<p>Provision of the quality and quantity of BE professionals to support infrastructure development.</p>	<p>Lack of the quantity and quality of BE professionals to support the National Infrastructure Plan and projects attached thereto.</p> <p>Inaccessibility of workplaces due to Covid-19.</p>	<p>Implement the Structured Candidacy programme at workplaces.</p> <p>Place students and interns in workplaces for work integrated learning (WIL).</p> <p>Conduct engagements via virtual platforms.</p>	<p>Engage with universities and workplaces during the fourth quarter of 2021/22 to initiate contracts.</p>
<p>Number of Built Environment students placed and assessed for work integrated learning.</p>	<p>No valid contract with universities of technology and workplaces to implement the project.</p> <p>Budgetary constraints to place and monitor students.</p>	<p>Engage Sector Education and Training Authority (SETAs) for possible funding.</p>	
<p>Approved programmes for professionals and candidates appointed by the State.</p>			

Professional Skills and Capacity Development Programme Planned Performance over the Medium-Term

Professional Skills and Capacity Development Programme is linked to the CBE Strategic Outcome 3 namely: 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 4IR technological change.

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 Department of Higher Education and Training Economic Reconstruction and Recovery Skills Strategy aims to make sure that the Economic Reconstruction and Recovery Plan (ERRP) is supported, and that no aspect of it is compromised by skills shortages. Skills development is therefore one of the identified enablers to ensure the successful implementation of the Plan. The focus on skills is wide-ranging and entails optimising a regulatory environment, structural reforms to boost education and skills development and a concerted effort to build the skills base demanded by the changing economy and technological advancement which

contributes to ease and cost of doing business whilst promoting opportunities for increased participation of previously disadvantaged groups, mainly the youth, women and persons with disability. In implementing the CBE strategy, the focus will be on interventions with the potential to fast-track skills development in the short-term. The Built Environment sector provides a valuable and impactful contribution into ERRP objectives mainly including capable state, infrastructure roll-out and public employment programs. Going forward the CBE will focus on facilitating and coordinating the increasing of skills levels and helping the industry adapt to change, building more professional Built Environment professions.

As part of contributing to ERRP and Priority 2: Education, Skills and Health, the CBE will over the medium-term:

- i. continue to facilitate coordination of an enabling Built Environment skills pipeline from school to professional level through the Structured Candidacy Support to monitor workplaces wherein infrastructure projects (including gazetted) are implemented to ensure the effective opportunities for experiential exposure for candidates and unemployed graduates in order to gain competencies required for professional registration
- ii. monitor the cidb Skills for Infrastructure Delivery Standard is implemented to hold companies accountable for the skills development aspect of candidates
- iii. develop BE mentor databases to support workplaces
- iv. facilitate and support candidates attending CBEP interviews/assessments
- v. increase emphasis on female learners during career awareness campaigns
- vi. provide BE students with WIL support – matching students to workplaces
- vii. actively promote the retention of professionals

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. Workplaces assisted in implementing the Structured Candidacy Programme
2. Built Environment students from Universities of Technology placed for work integrated learning to assist them to complete their qualifications and register as candidates
3. Career awareness conducted for school learners
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 3 as per the ENE

Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand								
Professional Skills and Capacity Development	Number of districts (per DDM) supported through monitoring the implementation of the Built Environment Structured Candidacy Programme.	-	-	918	1 158	969	1 012	1 057
	Number of placements facilitated for BE students for work integrated learning.	-	-	-	-	521	544	568
	Approved reskilling programmes for BE professionals and candidates appointed by the State.	-	-	-	-	2 333	2 187	2 382
Other goods and services		573#	631#	246#	1 550	-	-	-
Employee cost		-	-	-*	-*	-*	-*	-*
Total Expenses		881	573	1 164	2 708	3 823	3 743	4 007

#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.

Economic Classification of MTEF Budget for Programme 3

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand							
Goods and services	881	573	1 164	2 708	3 823	3 743	4 007
Compensation of employees	-	-	-	-	-	-	-
Total Expenses	881	573	1 164	2 708	3 823	3 743	4 007

24. PROGRAMME 4: RESEARCH AND KNOWLEDGE MANAGEMENT

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

Programme 4: (Research and Knowledge Management) Outcomes, Outputs, Performance Indicators and Target

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2018/19	2019/20		2020/21	2021/22	2022/23	2023/24
Informed decision making that impacts the current and future operational requirements of the industry.	One research report on the assessment of BE Candidacy Programmes within public sector institutions.	Number of research reports on issues impacting transformation in the BE Professions.	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.	One research report on the assessment of BE Candidacy Programmes within public sector institutions by 31 March 2023.	Two research projects based on the CBE Research Agenda implemented by 31 March 2024.	Two research projects based on the CBE Research Agenda implemented by 31 March 2025.
	One research report analysing the implementation of legislation and policies impacting the Built Environment.		One research report analysing the implementation of legislation and policies impacting the Built Environment produced by 31 March 2023.						

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
			2018/19	2019/20	2020/21		2021/22	2022/23	2023/24
	Three Built Environment publications developed.	Number of Built Environment publications developed.	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.	Three Built Environment publications developed by 31 March 2023.	Four Built Environment publications developed by 31 March 2023.	Five Built Environment publications developed by 31 March 2023.
	Two 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 relevant stakeholders by 31 March 2022.	Two advisory reports developed and submitted to relevant stakeholders by 31 March 2022.	Two advisory briefs developed and submitted to relevant stakeholders by 31 March 2023.	Two advisory briefs developed and submitted to relevant stakeholders by 31 March 2024.

Programme 4: (Research and Knowledge Management) Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
4.1 Number of research reports on issues impacting transformation in the BE Professions.	One research report on the assessment of BE Candidacy Programmes within public sector institutions produced by 31 March 2023.	Approved concept document on the assessment of BE Candidacy Programmes within public sector institutions produced by 30 June 2022.	First draft research report on the assessment of BE Candidacy Programmes within public sector institutions produced by 30 September 2022.	Second draft research report on the assessment of BE Candidacy Programmes within public sector institutions produced by 31 December 2022.	Final research report on the assessment of BE Candidacy programmes within the public sector produced by 31 March 2023.
4.2 Number of Built Environment publications developed.	One research report analysing the implementation of legislation and policies impacting the Built Environment produced by 31 March 2023.	Concept document analysing the implementation of legislation and policies impacting the Built Environment produced by 30 June 2022.	-	Draft research report analysing the implementation of legislation and policies impacting the Built Environment produced by 31 December 2022.	Final research report analysing the implementation of legislation and policies impacting the Built Environment produced by 31 March 2023.
4.3 Number of advisory briefs developed and submitted to relevant stakeholders.	Three Built Environment publications developed by 31 March 2023.	Concept document outlining the scope of Built Environment publications developed by 30 June 2022.	One publication on Built Environment matters developed by 30 September 2022.	One publication on Built Environment matters developed by 31 December 2022.	One publication on Built Environment matters developed by 31 March 2023.
	Two advisory briefs developed and submitted to relevant stakeholders by 31 March 2023.	-	-	One advisory brief on matters emanating from Transformation Collaborative Committees developed by 31 December 2022.	One advisory brief on matters emanating from Transformation Collaborative Committees developed by 31 March 2023.

Updated Key Risks

Output	Key Risks	Risk Mitigation
Two research reports on issues impacting transformation in the BE Professions.	Insufficient stakeholder engagements resulting in a less than desired impact of the output. Poor stakeholder responsiveness to implementation strategies.	Early and continuous consultations with the CBEP, government institutions, academic institutions, and private sector to coordinate, identify and formally agree on the Research Agenda.

<p>Three Built Environment publications developed.</p>	<p>Copyright risks and poor responsiveness from respective authors. Lack of finance to acquire necessary IT infrastructure. Minimal value add from publishing articles linked to minimal recognition of CBE by external stakeholders.</p>	<p>Secure agreements on database integration timeously. Capitalise on stakeholder collaborations. Publicity of the Built Environment Hub to stakeholders.</p>
<p>Advisory Briefs developed and submitted to relevant stakeholders.</p>	<p>Risk of incorrect advice to government and Built Environment stakeholders.</p>	<p>Timeous consultation with stakeholders.</p>

Research and Knowledge Management Programme Planned Performance over the Medium-Term

Research and Knowledge Management Programme is linked to the CBE Strategic Outcome namely: 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 developing 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

As part of the CBE's contribution to the ERRP, the Research and Policy unit will focus on the following over the MTSF period:

- Identify policies and legislation impeding infrastructure delivery and transformation and propose regulatory changes
- Provide policy advisory to government embracing complementary 4IR interventions while integrating labour intensive practices in infrastructure delivery

The Research and Advisory unit will prioritise the following research areas:

- Boosting education and skills development (the status and efficacy of the Structured Candidacy programme within the public sector)
- Addressing racial, gender and geographical inequalities which hamper deep economic growth and development (investigating impediments to transformation within the skills pipeline)

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 advise on issues impacting the Built Environment sector.

Outputs

1. CBE Research Agenda
2. Built Environment Research Hub
3. Advisory briefs developed and submitted to relevant stakeholders
4. Report on stakeholder engagement platforms
5. Published article in an accredited journal

Enablers to Achieve the Five-Year Targets

1. Clear Research Agenda
2. Effective research and innovation

Programme Resource Consideration

Budget Allocation for Programme 4 as per the ENE

Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand								
Research and Knowledge Management	Number of research reports on issues impacting transformation in the BE Professions.	-	-	11	369	335	350	346
	Number of Built Environment publications developed.	-	-	-	-	231	241	242
	Number of advisory briefs developed and submitted to relevant stakeholders.	-	-	3	246	75	79	77
Other goods and services		917#	951#	-#	-	-	-	-
Employee cost		-	-	-	.*	.*	.*	.*
Total Expenses		917	951	14	615	641	670	665

#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.

Economic Classification of MTEF Budget for Programme 4

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand							
Goods and services	917	951	14	615	641	670	665
Compensation of employees	-	-	-	-	-	-	-
Total Expenses	917	951	14	615	641	670	665

25. PROGRAMME 5: PUBLIC PROTECTION, POLICY AND LEGISLATION

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 CBEP.

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 2022/23-2024/25

Programme 4: (Public Protection, Policy and Legislation) Outcomes, Outputs, Performance Indicators and Target

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/ Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Promote and protect public interest in the Built Environment.	Providing advice and recommendations related to Built Environment related legislation to DPWI.	Number of compliance reports on relevant BE legislation and policies.	N/A	N/A	Hundred percent of recommended Built Environment legislative updates action plan implemented by 31 March 2021.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022.	One report on the state of compliance with CHS within the Built Environment sector by 31 March 2023.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2024.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2025.
	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.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2025.
	Finalise public complaints within 90 days.	Percentage of complaints received from the public finalised.	N/A	N/A	N/A	N/A	Hundred percent of complaints received from the public finalised by 31 March 2023.	Hundred percent of complaints received from the public finalised by 31 March 2024.	Hundred percent of complaints received from the public finalised by 31 March 2025.

Programme 5: (Public Protection, Policy and Legislation) Performance Indicators and Quarterly Targets for 2022/23

Output Indicators	Annual Target	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
5.1 Number of compliance reports on relevant BE legislation and policies.	One report on the state of compliance with Construction Health and Safety within the Built Environment sector produced by 31 March 2023.	Concept document on identified areas of Construction Health and Safety compliance within the Built Environment sector developed by 30 June 2022.	First draft report on the state of compliance with Construction Health and Safety within the Built Environment sector developed by 30 September 2022.	Second draft report on the state of compliance with Construction Health and Safety within the Built Environment sector developed by 31 December 2022.	Final report on the state of compliance with Construction Health and Safety within the Built Environment sector developed by 31 March 2023.
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 2023.	Hundred percent of lodged appeals finalised within the 60 days prescribed period by 30 June 2022.	Hundred percent of lodged appeals finalised within the 60 days prescribed period by 30 September 2022.	Hundred percent of lodged appeals finalised within the 60 days prescribed period by 31 December 2022.	Hundred percent of lodged appeals finalised within the 60 days prescribed period by 31 March 2023.
5.3 Percentage of complaints received from the public finalised.	Hundred percent of complaints received from the public finalised by 31 March 2023.	Public complaints handling procedure manual developed to give effect to section 4(l) of the CBE Act by 30 June 2022.	Hundred percent finalisation of complaints received from the public within 90 days from the date of lodgement.	Hundred percent finalisation of complaints received from the public within 90 days from the date of lodgement.	Hundred percent finalisation of complaints received from the public within 90 days from the date of lodgement.

Updated Key Risks

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

Public Protection, Policy and Legislation Programme Planned Performance over the Medium-Term

Public Protection, Policy and Legislation Programme is linked to the CBE Strategic Outcome namely: 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 NDIPIP
- ii. Monitoring Framework for the NDPIP
- 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.

On Priority 5: Social Cohesion and Safer Communities and Priority 6: Public Interest in the Built Environment promoted and protected, the CBE will, over the midterm, continue to act as an appeal body to members of the public aggrieved by a decision of a CBEP.

Developing regulations and reviewing key legislation

As part of the CBE's contribution to the ERRP, the CBE will over the medium-term, focus on reviewing policies and regulations to enable ease of doing business in the Built Environment sector. The CBE, working with the CBEP and the Built Environment stakeholders, will investigate mechanisms and policies required to better regulate the Built Environment Professions. Relevant legislations and policies will be reviewed, and recommendations submitted to DPWI, including the draft National Infrastructure Plan and procurement legislation.

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 competence levels set by the professions and protecting 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

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

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

Programme Resource Consideration

Budget Allocation for Programme 5 as per the ENE

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
R thousand								
Public Protection, Policy and Legislation	Number of compliance reports on relevant BE legislation and policies.	-	-	-	200	45	46	48
	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	-	-	651	882	2 098	2 078	2 121
	Percentage of complaints received from the public finalised.	-	-	-	-	79	79	81
Other goods and services		167#	37#	1#	90#	-	-	-
Employee cost		-	-*	-*	-*	-*	-*	-*
Total Expenses		167	37	652	1 172	2 222	2 203	2 250

#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.

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
R thousand							
Goods and services	167	37	652	1 172	2 222	2 203	2 250
Compensation of employees	-	-	-	-	-	-	-
Total Expenses	167	37	652	1 172	2 222	2 203	2 250



PART D

LINKS TO
OTHER PLANS



LINKS TO OTHER PLANS

26. LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

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

27. CONDITIONAL GRANTS

The CBE does not receive any conditional grants.

28. PUBLIC-PRIVATE PARTNERSHIPS

Not applicable to the CBE at this stage.



PART E

TECHNICAL
INDICATORS

The image is a collage of four photographs related to construction and technical work, arranged in a geometric, overlapping layout. The top-left photo shows a man in a white hard hat and a plaid shirt talking on a walkie-talkie. The top-right photo shows a worker in a white hard hat and safety vest standing on a tall, yellow metal tower structure. The bottom-left photo shows a worker in a yellow hard hat and a high-visibility orange and yellow safety vest standing on a construction site with rebar. The bottom-right photo shows a worker in a white hard hat and a high-visibility blue and white safety vest looking at blueprints. A large, diagonal brown banner with the text "TECHNICAL INDICATORS" in white, uppercase letters runs across the center of the collage.

TECHNICAL INDICATORS

Technical indicators must be clearly defined so that they can be used as measures of success. Well-defined indicators act as standardised measures that allow for comparison over time, over geographic areas and across programmes. This section outlines the technical indicator of each target within the Programmes, in accordance with the UNAID (2010)⁴ 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 in order to more precisely understand analysis of findings

⁴ As quoted in the *Strategic and Annual Performance Planning in the Public Sector (Learner Guide)*, issued by National Treasury

29. PROGRAMME 1: ADMINISTRATION

Key Performance Indicator 1.1

1.1 Indicator Title	Approved CBE organisational design and structure
Definition	Implementation action plan with identified priorities developed and approved
Source of Data	Implementation Action plan, reports
Method of Calculation/ Assessment	Single count: Implementation Action Plan developed and approved Cumulative Year-End
Means of Verification	Minutes, approved (by Executive Management and Council) Implementation Action Plan
Assumptions	Organisation structure will be reviewed and updated Priorities identified in the implementation action plan will be implemented
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
Desired Performance	Priorities identified in the implementation action plan implemented
Indicator Responsibility	Manager: Human Capital and Facilities Management

Key Performance Indicator 1.2

1.2 Indicator Title	ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented
Definition	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
Source of Data	Business Processes, Industry Trends, Business Requirements, Technology, Digital Transformation and Cloud Services, and Business Architecture
Method of Calculation/ Assessment	Report indicating the number of targets achieved in the Cloud Strategic Objective Roadmap, divided by total number of targets in the Roadmap Non-Cumulative
Means of Verification	List of planned targets as per the Cloud Strategic Objective Roadmap, list of achieved targets, screenshots showing system operational
Assumptions	CBE services will be available and easily accessible to the stakeholders through technological platforms delivered by the strategy
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
Desired Performance	Maintain a high level of service excellence, maintain effective and modernised systems and keep abreast with latest technological trends
Indicator Responsibility	Manager: Knowledge Management and IT

Key Performance Indicator 1.3

1.3 Indicator Title	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 – Cumulative Year End
Means of Verification	Communication activities participated in, recordings of the engagements and approved (by the CEO) engagement report, confirmation of engagements by email
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 a 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 1.4

1.4 Indicator Title	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 current year income from other sources divided by the Rand value of total prior year actual income from grant and levies, expressed as a percentage (i.e., x 100) Non – Cumulative
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	Annually
Desired Performance	Approved Revenue Enhancement Strategy and implementation plan
Indicator Responsibility	Manager: Finance

30. PROGRAMME 2: EMPOWERMENT AND ECONOMIC DEVELOPMENT

Key Performance Indicator 2.1

2.1 Indicator Title	Number of programmes supporting the involvement of women-owned professional practices in the delivery and maintenance of Built Environment infrastructure.
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	Approved project plan, CBE's programme report, identified events/activities
Method of Calculation/ Assessment	Simple count of one approved report on CBE's programme- Non-Cumulative
Means of Verification	Approved CBE's programme reports, stakeholder engagement reports, events/ activities documents
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	CBE's programme on involvement of women-owned professional practices in the of BE infrastructure delivery and maintenance developed
Indicator Responsibility	Manager: Empowerment and Economic Development

Key Performance Indicator 2.2

2.2 Indicator Title	Number of programmes promoting empowerment of people with disabilities in the Built Environment
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	Approved project plan, CBE's programme report, identified events/activities
Method of Calculation/ Assessment	Simple count of one CBE's programme - Non-Cumulative
Means of Verification	Approved CBE's programme reports, stakeholder engagement reports, events/ activities documents
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	CBE's programme report promoting empowerment of people with disabilities in the Built Environment developed and implemented
Indicator Responsibility	Manager: Empowerment and Economic Development

Key Performance Indicator 2.3

2.3 Indicator Title	Number of programmes promoting youth development in the Built Environment.
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	Approved project plan, CBE's programme report, identified events/activities
Method of Calculation/ Assessment	Simple count of one approved CBE's programme - Non-Cumulative
Means of Verification	Approved CBE's programme reports, stakeholder engagement reports, events/ activities documents
Assumptions	Response of targeted beneficiaries (youth) – 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	Programme promoting youth involvement and development in the Built Environment developed and implemented
Indicator Responsibility	Manager: Empowerment and Economic Development

Key Performance Indicator 2.4

2.4 Indicator Title	Number of stakeholder engagements hosted
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 approved project plan
Source of Data	CBE Annual Report, quarterly reports and meeting reports
Method of Calculation/ Assessment	Basic count: Four stakeholder engagements hosted by 31 March 2022 Cumulative Year-End
Means of Verification	List of stakeholders on sector coordination and engagements, attendance registers of engagements, stakeholder report approved by the CEO
Assumptions	Stakeholders will participate and contribute to the sector engagements
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 and Annually
Desired Performance	Stakeholder engagements in collaboration with stakeholders as per approved project plan
Indicator Responsibility	Manager: Empowerment and Economic Development

31. PROGRAMME 3: PROFESSIONAL SKILLS AND CAPACITY DEVELOPMENT

Key Performance Indicator 3.1

3.1 Indicator Title	Number of districts (per DDM) supported through monitoring the implementation of the Built Environment 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 – Cumulative Year-End
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: Professional Skills and Capacity Development

Key Performance Indicator 3.2

3.2 Indicator Title	Number of placements facilitated for BE students for work integrated learning.
Definition	Students placed for workplace training are Built Environment undergraduates from universities of technology placed with host employers and assigned mentors. The students are assessed for progress as per their training plan, and progress monitored accordingly
Source of Data	Database of BE students, signed MoU/contract, interview questionnaire, assessment report of the students, list of students
Method of Calculation/ Assessment	Basic count: Total number of students placed and assessed for a specific period. Cumulative Year-End
Means of Verification	Database of BE students List of students placed in work integrated learning Final analysis report of the students placed in work integrated learning Final progress analysed of the students placed in work integrated learning
Assumptions	Built Environment students will be placed and assessed for work integrated learning
Desegregation of beneficiaries	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	To ensure that Built Environment students are successfully placed and assessed to enable them to graduate from universities of technology
Indicator Responsibility	Manager: Professional Skills and Capacity Development

Key Performance Indicator 3.3

3.3 Indicator Title	Approved reskilling programmes for BE professionals and candidates appointed by the State
Definition	BE Skills development programmes for professionals and candidates appointed in the Public Service/State
Source of Data	Implementation plans, quarterly reports, stakeholder engagement reports
Method of Calculation/ Assessment	Non-Cumulative
Means of Verification	Approved framework of programmes for BE professionals and candidates, approved programmes for professionals and candidates, stakeholder engagements reports, attendance registers of engagements
Assumptions	Cooperation of role-players Framework of programmes for BE professionals and candidates developed Programmes for BE professionals and candidates for implementation by the National School of Government will be approved
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	Programmes for BE professionals and candidates for implementation by the National School of Government approved
Indicator Responsibility	Manager: Professional Skills and Capacity Development

32. PROGRAMME 4: RESEARCH AND KNOWLEDGE MANAGEMENT

Key Performance Indicator 4.1

4.1 Indicator Title	Number of research reports on issues impacting transformation in the BE Professions
Definition	This will entail an 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	Concept document, Research report, meeting minutes
Method of Calculation/ Assessment	Simple count – One research report on the assessment of BE Candidacy Programmes within public sector institutions Non-Cumulative
Means of Verification	Approved (by Management) research report
Assumptions	Research report based on issues impacting transformation in the BE professions will be developed, approved and submitted to stakeholders
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 Knowledge Management

Key Performance Indicator 4.1.1

4.1.1 Indicator Title	Number of research reports on issues impacting transformation in the BE Professions
Definition	This will entail an 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	Concept document, Research report and meeting minutes.
Method of Calculation/ Assessment	Simple count – One research report analysing the implementation of legislation and policies impacting the Built Environment Non-Cumulative
Means of Verification	Approved (by Management) research report
Assumptions	Research report based on issues impacting transformation in the BE professions will be developed, approved and submitted to stakeholders
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 Knowledge Management

Key Performance Indicator 4.2

4.2 Indicator Title	Number of Built Environment publications developed
Definition	Centre for access to data and knowledge on Built Environment research information. A platform designed to harvest, store, and retrieve research knowledge products
Source of Data	Concept document, Built Environment publications, quarterly reports
Method of Calculation/ Assessment	Simple count – Three Built Environment publications developed Functionality will be determined by the development of functionality standard Cumulative Year-End
Means of Verification	Approved Built Environment publication
Assumptions	Research Hub is functional as per determined standard of functionality Built Environment dialogues will be hosted, and one Built Environment knowledge and information Bulletin will be published on the Built Environment Research Hub
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 Knowledge Management

Key Performance Indicator 4.3

4.3 Indicator Title	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: Two advisory briefs Cumulative Year-End
Means of Verification	Approved (by Executive Management) research reports and proof of submission of the reports 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	Quarterly
Desired Performance	Advisory briefs developed and circulated to stakeholders
Indicator Responsibility	Manager: Research and Knowledge Management

33. PROGRAMME 5: PUBLIC PROTECTION, POLICY AND LEGISLATION

Key Performance Indicator 5.1

5.1 Indicator Title	Number of compliance reports on relevant BE legislation and policies
Definition	Section 4 (d) of the CBE Act of 2000 states that the council may advise the Minister with regard to the amendments of the CBE Act, if necessary, in order to support the norms and values in the Built Environment
Source of Data	Concept document and final report on the state of compliance with CHS within the Built Environment sector
Method of Calculation/ Assessment	Simple count - One report on the state of compliance with CHS within the Built Environment sector Non-Cumulative
Means of Verification	Approved (by management) report on the state of compliance with CHS within the Built Environment sector
Assumptions	Stakeholders will participate and CBE will produce a report on the compliance with CHS within the Built Environment sector
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 PWI Ministry
Indicator Responsibility	Manager: Public Protection, Policy and Legislation

Key Performance Indicator 5.2

5.2 Indicator Title	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, lodge an 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 Non-Cumulative
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: Public Protection, Policy and Legislation

Key Performance Indicator 5.3

5.3 Indicator Title	Percentage of complaints received from the public finalised
Definition	Section 3(f) of the CBE Act impels it to promote sound governance of the Built Environment professions. 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	List of complaints received/complaints register
Method of Calculation/ Assessment	Percentage of complaints decided within 90 days of lodgement. = $(\text{NoC}/\text{ToC}) \times 100\%$, where: NoC is Number of complaints finalised within 90 days from date of receipt by the CBE; and ToC is Total number of complaints received for the period Non-Cumulative
Means of Verification	Complaints register with date of lodgement and decided date, Complaints notice and response. Report on the compliance with the 90 days from the date of lodgement
Assumptions	CBE will ensure public protection through the investigation and finalisation of public complaints received
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: Public Protection, Policy and Legislation

ANNEXURES

34. AMENDMENTS TO THE STRATEGIC PLAN

Not yet applicable

35. CONDITIONAL GRANTS

Not applicable to CBE

36. CONSOLIDATED INDICATORS

Not applicable

REFERENCES

1. Construction Covid-19 Rapid Response Task Team (29 April 2020). Development and Construction Sector Medium Term Plans for Activation of Industry Post Covid-19 Lockdown
2. Council for the Built Environment, 2021. "Councils for the Built Environment Professions Fourth Quarter Report, 2020/21".
3. Department of Planning and Monitoring (2019) Medium Term Strategic Framework 2019-2024
4. Emuze F and Adlam R, 2013. "Implementation of Broad-Based Black Economic Empowerment in construction: A South African metropolitan area study". Accessed 2022/01/10
<https://www.ajol.info/index.php/actas/article/view/94085/83490>
5. Frontiers in Built Environment, 2021. "Facilitating Digital Transformation in Construction—A Systematic Review of the Current State of the Art". Accessed on 2021/09/21.
<https://www.frontiersin.org/articles/10.3389/fbuil.2021.660758/full>
6. Laryea S, Watermeyer R & Govender N, 2020. "The Influence of Fees on the Quality of Professional". School of Construction Economics and Management, University of the Witwatersrand. Johannesburg. South Africa.
7. Okonkwo P and Wium J, 2019. "Impact of discounted professional fees on the risk exposure of civil and structural engineering services consultants in South Africa". Journal of the South African Institution of Civil Engineering. South Africa.
8. Research and Markets Report, 2021. "Construction in South Africa - Key Trends and Opportunities to 2025 (Q2 2021)". Accessed on 2021/09/08
<https://www.researchandmarkets.com/reports/5402880/construction-in-south-africa-key-trends-and#rela0-5138925>
9. Statistics South Africa. 2021. "Quarterly Labour Force Survey Quarter 1: 2021"
<http://www.statssa.gov.za/publications/P0211/P02111stQuarter2021.pdf>
10. South Africa. The Department of the Presidency. (2015). National Development Plan 2030, Our Future make it works. Sherino Printers. National Planning Commission
11. Trade Economics, 2021. "South Africa GDP From Construction". Accessed on 2021/09/08
<https://tradingeconomics.com/south-africa/gdp-from-construction>
12. Trade Economics, 2020. "South Africa Unemployment Rate". Accessed on 2021/08/30
<https://tradingeconomics.com/south-africa/unemployment-rate>
13. Statistics South Africa, 2021. "Quarterly Employment Statistics". <http://www.statssa.gov.za/publications/P0277/P02771stQuarter2020.pdf>
14. Zengoni T, 2020. "Deconstructing South Africa's construction industry performance". Accessed 2021/09/08
<https://mg.co.za/opinion/2020-10-19-deconstructing-south-africas-construction-industry-performance/>

BUILDING SOUTH AFRICA'S FUTURE







CONTACT DETAILS

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

Tel: +27 (0) 12 346 3985

Fax Number: +27 (0) 12 346 3986

Email: info@cbe.org.za /
registrar@cbe.org.za

Website: www.cbe.org.za