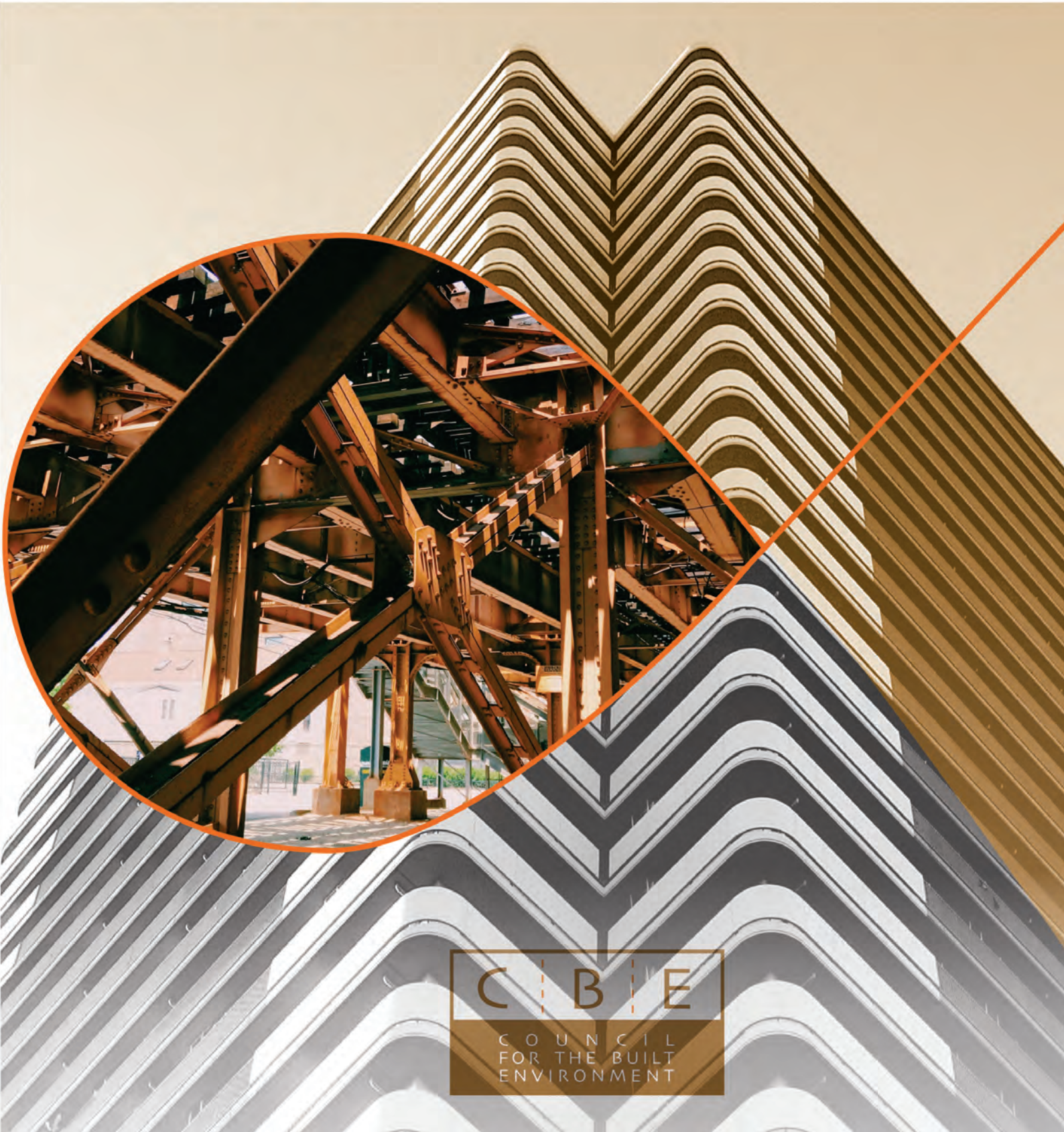


COUNCIL FOR THE BUILT ENVIRONMENT  
**ANNUAL  
PERFORMANCE  
PLAN**

**2023/24**





COUNCIL FOR THE BUILT ENVIRONMENT  
ANNUAL PERFORMANCE PLAN

Financial Year: **2023 - 2024**

PO Box 915 • Groenkloof • PRETORIA • 0027

Tel: +27 12 346 3985

Email 1: [info@cbe.org.za](mailto:info@cbe.org.za)

Email 2: [registrar@cbe.org.za](mailto:registrar@cbe.org.za)

Website: [www.cbe.org.za](http://www.cbe.org.za)

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## ACRONYMS AND ABBREVIATIONS

APP	Annual Performance Plan
BBBEE	Broad-Based Black Economic Empowerment
BE	Built Environment
BEKIH	Built Environment Knowledge and Information Hub
BEP/s	Built Environment Profession/als
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
cidb	Construction Industry Development Board
CPD	Continuous Professional Development
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 IV™	King IV Report in Corporate Governance for South Africa
Minister	Minister of Public Works and Infrastructure
MTBPS	Medium Term Budget Policy Statement
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NPC	National Planning Commission
NDP	National Development Plan
NDPIP	National Development Plan Five-Year Implementation Plan
NIP	National Infrastructure Plan 2050
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
SOE	State-Owned Entities
SoNA	State of the Nation Address
Stats SA	Statistics South Africa
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
EAPASA	Environmental Assessment Practitioners Association of South Africa
SACPLAN	The South African Council for Planners
SAGC	South African Geomatics Council

## 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

## TRANSFORMATION COLLABORATIVE FORUMS (TCFs)\*

HSPPUA	Health, Safety, Public Protection and Universal Access
OSD	Occupation Specific Dispensation
PPLSED	Procurement, Policy, Legislation and Socio-Economic Development
PSCD	Professions Skills and Capacity Development
WEGE	Women Empowerment and Gender Equality

\*Previously known as Transformation Collaborative Committees (TCCs)

## EXECUTIVE AUTHORITY STATEMENT

Government recognises the importance of construction as an ideal catalyst for economic growth and social development and a key creator of work opportunities particularly for the emerging sector. As emphasised in the recent Cabinet Lekgotla, addressing unemployment, the energy crisis and land reform initiatives are three of the most critical factors.

Further, with government a key player in the construction and built environment sector, which accounts for about 40% of the country's total infrastructure budget and at least 3% of the national gross domestic product, not only is targeted, expedited and streamlined service delivery critical but innovation within the sector to achieve value for money is also essential. This cannot, however, be achieved without the correct expertise and resources.

The Council for the Built Environment (CBE) plays a very important role within the context of achieving the needs of the built environment sector, promoting ongoing human resource development in the built environment, and facilitating participation by the built environment professions in integrated development in the context of national goals.

The CBE and professional councils need to drive the transformation agenda across the built environment sector, especially as it relates to women and persons with disabilities in a sector very slow to change. This should be coupled with the role of establishing mechanisms for professionals to gain both national and international recognition in best practice and innovation in their fields of expertise, while ensuring that there is consistent application of policy.

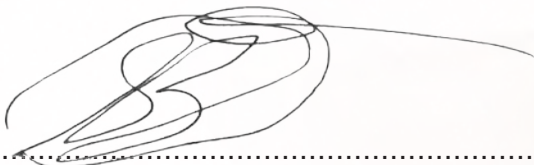
I am pleased to see that the work of the CBE started in the past two financial years has gained momentum and will be further extended in the 2023/24 financial year. The initiatives related to establishing and operationalising the Transformation Collaborative Committees (TCCs) in the 2022/23 financial year, for example, will continue in the year ahead, in addressing policy constraints and associated processes that hinder transformation in the built environment with the aim of finding clear, practical recommendations to the respective policy makers, government departments and entities responsible for infrastructure projects in the Department and across the built environment.

It is critical that, especially as it relates to job creation, empowerment and equality that the CBE's existing Programmes roll out further, with particular attention on women, youth and persons with disabilities. I am encouraged to see that the CBE Programmes are focusing on the key pressure points identified at the recent Cabinet Lekgotla that:

- i. support the involvement of women-owned professional practices in the delivery and maintenance of built environment infrastructure, by amongst others, lobbying for a 30% minimum allocation of the Department of Public Works and Infrastructure's (DPWI's) budget for women-owned projects
- ii. promote the empowerment of people with disabilities in the built environment
- iii. promote youth empowerment and development by building partnerships with key sector stakeholders from government, State-Owned Enterprises (SOE's) and the private sector in implementing incubator programmes to address job creation and socio-economic transformation in the built environment sector

As the Executive Authority responsible of the CBE and the professional councils, I look forward to working with the CBE Council towards achieving the targets set in the 2023/24 Annual Performance Plan (APP) and to move forward with executing the entity's mandate, thereby contributing to the alleviation of some of the socio-economic ills that beset our country.

With the above in mind, I endorse the CBE 2023/24 Annual Performance Plan and commit to support its implementation. I thank the CBE Council, Chief Executive Officer, Executives and staff as well as the professional councils associate.



.....  
Mr Sihle Zikalala, MP  
**Minister of Public Works and Infrastructure**

## ACCOUNTING AUTHORITY STATEMENT

It gives me great pleasure to present my first Annual Performance Plan (APP) as Chairperson of the CBE's new Sixth Term Council inaugurated on 24 January 2023. I would like to thank the Honourable Minister for bestowing this responsibility on my colleagues and myself. I would like to extend my thanks to the Fifth Term Council, whose tenure expired at the end of October 2022, for their consistent dedication that left an excellent platform for the Sixth Term Council to continue building the CBE's legacy. As the Sixth Term Council, we look forward to a functional relationship with the CBE Executive Management to achieve optimal results in transforming the built environment (BE).

In line with the CBE's strategic outcomes, this APP will be a yardstick to monitor and measure the CBE's performance in ensuring that the organisation remains relevant in pertinent BE matters. The CBE remains focused on contributing to the socio-economic transformation of the BE sector through its three priorities, namely to:

- Transform the built environment industry to be representative of the South African population
- Create skilled built environment professionals, to be par excellence in what they do
- Expedite the empowerment of women, youth and people living with disabilities to address injustices of past imbalances caused by the colonial and apartheid policies

The CBE continues to support the six professional councils, together with the inclusion of the newly officially recognised bodies namely:

1. The South African Council for Planners (SACPLAN)
2. South African Geomatics Council (SAGC)
3. Environmental Assessment Practitioners Association of South Africa (EAPASA)

We welcome these new partners to the CBE family and look forward to a fruitful union.

The CBE has partnered with National School of Government (NSG) to promote and facilitate the professionalisation of the state by promoting relevant training programmes to BE professionals towards becoming capable and fit for purpose.

On behalf of the CBE Council and Executive Management, I present this APP with intense anticipation that it will serve as a roadmap to attain the CBE's strategic vision of an intelligent, inclusive, adaptive and thriving BE by 2035 with a commitment to protect and promote the interest of the public in the BE and making a favourable difference in the lives of ordinary South Africans.



.....  
Ms Holovisa Amelia Mtshali  
**Chairperson: CBE Council**

## FOREWORD BY THE CHIEF EXECUTIVE OFFICER

Transforming the Built Environment (BE) remains one of our core objectives as we continue to implement the mandate of the CBE. In the 2022/23 fiscal year, the CBE implemented a fit-for-purpose organisational structure which addresses the model of transforming the BE, creating skilled BE professionals, and expediting the empowerment of women, youth, and persons with disabilities. Additionally, to centralise transformation, the CBE institutionalised five Transformation Collaborative Committees (TCCs) to spearhead specific areas of transformation such as:

1. Health, Safety, Public Protection and Universal Access (HSPPUA)
2. Occupation Specific Dispensation (OSD)
3. Procurement, Policy, Legislation and Socio-Economic Development (PPLSED)
4. Professional Skills and Capacity Development (PSCD)
5. Women Empowerment and Gender Equality (WEGE)

To further stabilise the internal organisational environment and enable optimum functioning, the CBE migrated to cloud services to address information technology (IT) challenges and advance its systems. A key strategic intent in this area is to strive towards becoming an organisation that is flexible, efficient, and innovative where information science is a prime mover of an end-to-end pro-user system.

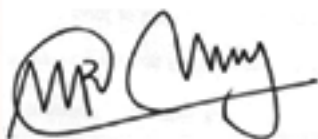
In the 2023/24 fiscal year, as recorded in this APP, the CBE will continue to focus on strengthening and intensifying the work of its TCFs to ensure that it plays a pivotal role in promoting awareness and compliance towards Construction Health and Safety, expediting the empowerment of women, youth and persons with disabilities, and professionalising the sector. It is also noted that the successful delivery of the CBE's mandate lies partially in establishing partnerships and collaborations with key stakeholders. In this journey, engagements and collaborations with provincial governments, district municipalities, academic institutions, professional councils, and sector stakeholders has certainly contributed towards the CBE's progress in achieving its priorities.

Accordingly, over the medium-term, concerted efforts to adopt new ways of pursuing transformation, inclusivity and decolonising the BE professions will be implemented through collaborations, strategic partnerships, and advocacy to drive the organisation forward towards its mandate. Moreso, the involvement of policy custodians and experts will play a vital role to adequately advise government and advocate for the revision of legislation hindering transformation in the sector.

As we approach the end of the 2020/21 – 2024/25 Strategic Plan's implementation term, it is safe to say that we have made remarkable progress towards achieving outcome numbers one (ensuring an optimum functioning CBE), four (informed decision-making which impact the current and future operational requirements of the industry) and five (protecting and promoting the public interest in the BE). For the remainder of the Strategic Plan period, more effort will be directed towards massifying programmes that directly contribute to outcome numbers two (a transformed Built Environment) and three (skilled built environment professionals).

The CBE welcomes Cabinet’s approval of the appointment of the Sixth Term Council by the Minister of Public Works and Infrastructure. I would also like to record my appreciation to the Fifth Term Council for its collective foresight in guiding the organisation successfully. My gratitude extends to the BE 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 want to thank the Executives and Staff for their resilience and drive in contributing to the success of the CBE.



.....  
Dr Msizi Myeza  
**Chief Executive Officer**

4. OF

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan

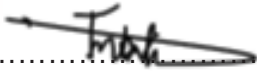
- i. was developed by the management of CBE under the guidance of the Minister of Public Works and Infrastructure
- ii. takes into account all the relevant policies, legislation and other mandates under the custodianship of the CBE
- iii. accurately reflects the Impact, Outcomes and Outputs that the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



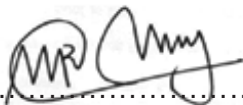
.....  
Ms Sarie Treeby  
**Acting Chief Financial Officer**



.....  
Ms Thembakazi Moyo  
**Chief Transformation Officer**



.....  
Ms Thabisa Mtati  
**Chief Shared Services Officer**

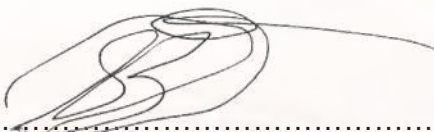


.....  
Dr Msizi Myeza  
**Chief Executive Officer**



.....  
Ms Amelia Mtshali  
**Chairperson: CBE Council**

**Approved by:**



.....  
Mr Sihle Zikalala (MP)  
**Minister of Public Works and Infrastructure**



COUNCIL FOR THE BUILT ENVIRONMENT  
**ANNUAL PERFORMANCE PLAN**





# PART A

## 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.

SHORT TITLE	PURPOSE
Council for the Built Environment Act, 43 of 2000	To provide for the establishment of a juristic person to be known as the Council for the Built Environment; to provide for the composition, functions, powers, assets, rights, duties and financing of such a council; and to provide for matters connected therewith.
Architectural Profession Act, 44 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the architectural profession; to provide for the regulation of the relationship between the South African Council for the Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Landscape Architectural Professional Act, 45 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Landscape Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the landscape architectural profession; to provide for the regulation of the relationship between the South African Council for the Landscape Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Engineering Profession Act of South Africa, 46 of 2000	To provide for the establishment of a juristic person to be known as the Engineering Council of South Africa; to provide for the registration of professionals, candidates and specified categories in the engineering profession; to provide for the regulation of the relationship between the Engineering Council of South Africa and the Council for the Built Environment; and to provide for matters connected therewith.
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.

SHORT TITLE	PURPOSE
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.
Quantity Surveying Profession Act, 49 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Quantity Surveying Profession; to provide for the registration of professionals, candidates and specified categories in the quantity surveying profession; to provide for the regulation of the relationship between the South African Council for the Quantity Surveying Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Public Finance Management Act, 1 of 1999	To regulate financial management in the national government; to ensure that all revenue, expenditure, assets and liabilities of that government are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in that government; and to provide for matters connected therewith.
Skills Development Act, 97 of 1998	To provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for and regulate employment services; and to provide for matters connected therewith.
Employment Equity Act, 55 of 1998	To provide for employment equity and to provide for matters incidental thereto.
Promotion of Administrative Justice Act, 3 of 2000	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; and to provide for matters incidental thereto.
Promotion of Access to Information Act, 2 of 2000	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.

SHORT TITLE	PURPOSE
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:

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

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

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

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

**The Council may:**

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

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

## 8. POLICY MANDATES

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 (DDM) 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**

The 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:**

- i. A drive for infrastructural investment in collaboration with the private sector to stimulate job creation
- ii. Achieving energy security by opening up the electricity supply chain to independent power producers
- iii. Digital push with broad-based spectrum auction progress and a commitment to improve the capacity of the "state"
- iv. A relaxation of the regulatory environment to enhance the ease of doing business and the associated drive to develop small business
- v. Introduction of e-visas to attract tourists
- vi. 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 that 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 job seekers 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 Broad Based Black Economic Empowerment (BBBEE) and land reform, as well as through the radical economic transformation agenda driven by 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, 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.

### CBE PRIORITIES FOR 2023/24

For the 2023/24 fiscal year, the CBE will focus on the following areas through strengthening and intensifying the work of its Transformation Collaborative Committees (TCCs) established in the 2022/23 financial year:

- a) Reforming policies that hinder transformation in the Built Environment
- b) Producing skilled (fit-for-purpose) Built Environment Professionals (BEPs)
- c) Expediting the empowerment of women, youth and persons with disabilities
- d) Promotion of awareness and compliance towards Construction Health and Safety within the BE
- e) Relevant topical research areas to ensure a sustainable Built Environment (BE)

## 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.

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

## 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 IV™ Report on Corporate Governance for South Africa (King IV™). Parliament, through the Parliamentary Portfolio Committee (PPC) on Public Works and Infrastructure of the National Assembly, maintains high-level oversight of the entity, while the Executive Authority (the Minister of 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 2023/24 Annual Performance Plan commenced with the process plan, developed for discussion by CBE management and staff in August 2022. It was agreed in the management meeting of September 2022 that CBE units would interrogate their programmes and constitute proposed targets for 2023/24 by mid-October 2022 and ensure alignment to DPWI priorities. Discussions on the second draft were held with staff on 16 January 2023.

The internal auditors will review the CBE’s strategic, operational, risk, financial and human resource performance in November 2022.

An external analysis (PESTEL)<sup>2</sup> was conducted to better understand those elements in the external environment that have changed or is changing, that will have an impact on the future of the organisation. A SWOT<sup>3</sup> analysis highlighted the strengths and weaknesses in the internal environment and the opportunities and threats in the external environment that impact the organisation. The PESTEL and SWOT analyses enabled the organisation to identify the strategic drivers for change, the barriers to change and what will support 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, aligned to government priorities and ERRP. During this MTSF period, the CBE will have contributed to and reported on the following Outcomes detailed in the next table:

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3 S=Strengths; W=Weaknesses; O=Opportunities; T=Threats

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

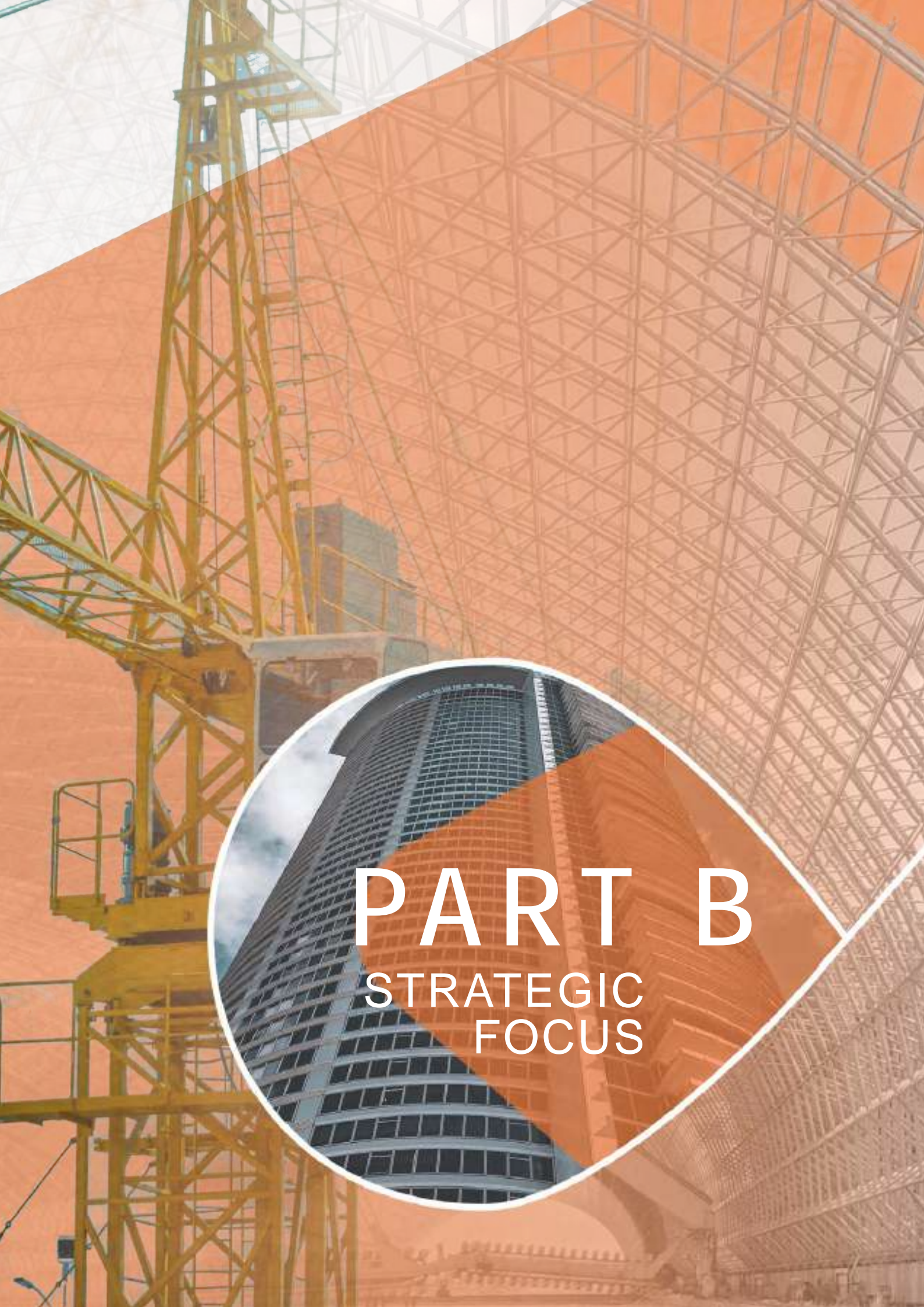
NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Object of CBE Act
				
Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Optimum Functioning Council	
Priority 1: Economic transformation and job creation	Increased ownership and participation by historically disadvantaged individuals	Transformed Built Environment	Transformed Built Environment	<p><i>3(d) facilitate participation by the built environment professions in integrated development in the context of national goals</i></p> <p><i>3(f) promote sound governance of the built environment professions;</i></p> <p><i>3(h) serve as a forum where the built environment professions can discuss relevant issues</i></p>
Priority 2: Education, skills and health	Improved education, training and innovation Improved employability of youth through skills training	Transformed Built Environment	Skilled Built Environment	<p><i>3(c) promote ongoing human resources development in the built environment</i></p> <p><i>3(g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic</i></p>

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	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	3(a) promote and protect the interest of the public in the built environment; 3(b) promote and maintain a sustainable built environment and natural environment 3(e) promote appropriate standards of health, safety and environmental protection within the built environment 3(i) ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment



COUNCIL FOR THE BUILT ENVIRONMENT  
**ANNUAL PERFORMANCE PLAN**





# PART B

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".

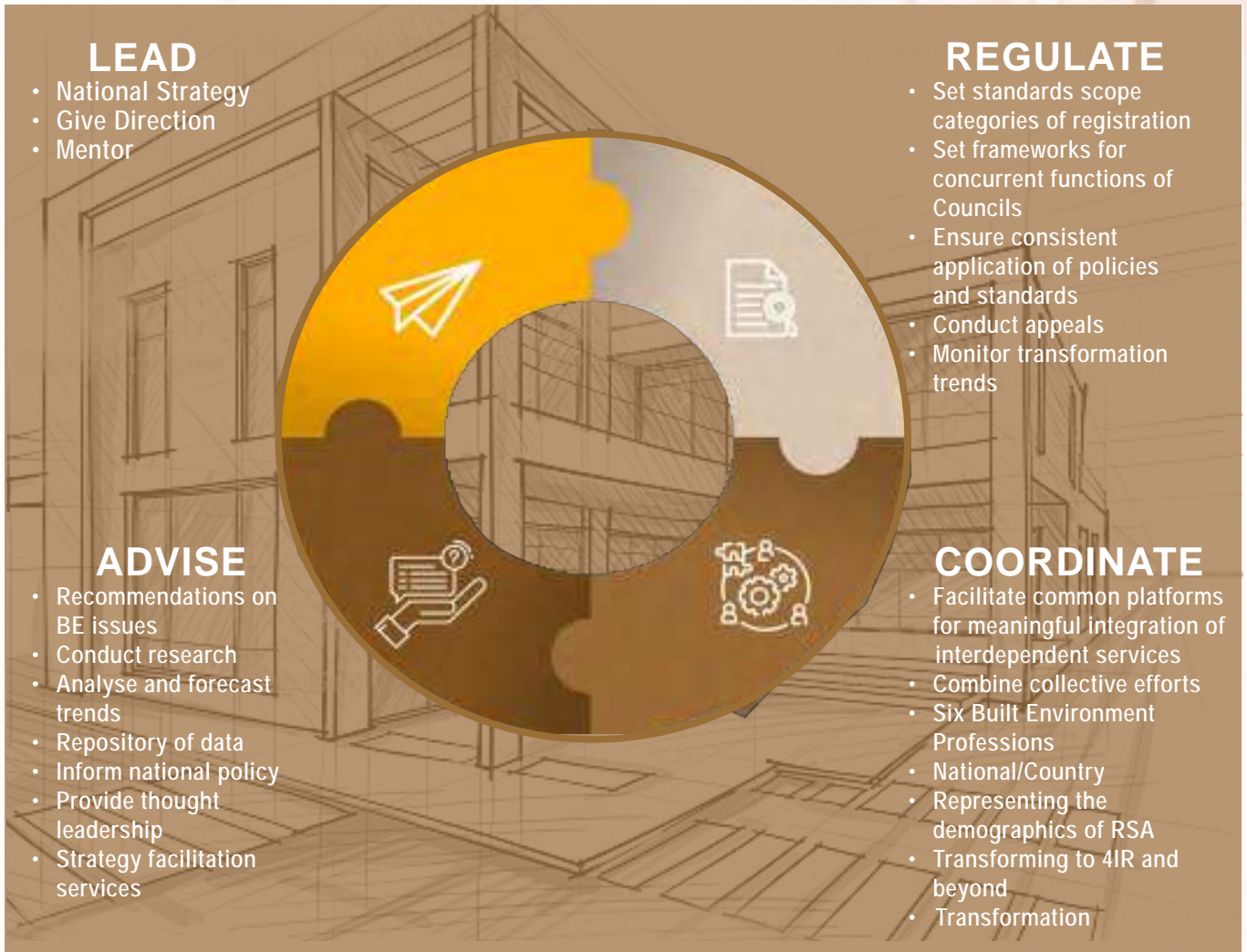
### 15.1 Vision

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

<b>Intelligent</b>	<b>Inclusive</b>	<b>Adaptive</b>	<b>Thriving</b>
<ul style="list-style-type: none"> <li>1. Well informed</li> <li>2. At the forefront of technology</li> <li>3. Ahead of the "curve"</li> <li>4. Future mind-set</li> <li>5. Smart people</li> <li>6. Globally competitive skills set</li> </ul>	<ul style="list-style-type: none"> <li>1. Accounts for and is representative of all social groups and economic sectors</li> </ul>	<ul style="list-style-type: none"> <li>1. Agile</li> <li>2. Versatile</li> <li>3. Quick to respond</li> </ul>	<ul style="list-style-type: none"> <li>1. Consistently successful</li> <li>2. Economically viable</li> <li>3. Socially beneficial</li> </ul>

## 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 Gross Domestic product (GDP) rose to 1.6% on quarter in the three months to September of 2022, following a 0.7% contraction in the prior quarter, partly due to a low base in the second quarter, when floods disrupted operations at a key export port in Durban. Eight out of ten activities expanded in the third quarter, with the agricultural sector making the biggest contribution to growth (19.2%) on bumper crops. Significant increases were also evident in transportation & storage (3.7%); construction (3.1%), mining (2.1%); finance, real estate and business services (1.9%) and manufacturing (1.5%). Major industry disruptions, a constrained economic climate and a decrease in resultant revenue, worsened by the Covid-19 pandemic, are some of the challenges faced by the South African BE sector (Statistics South Africa, 2022).

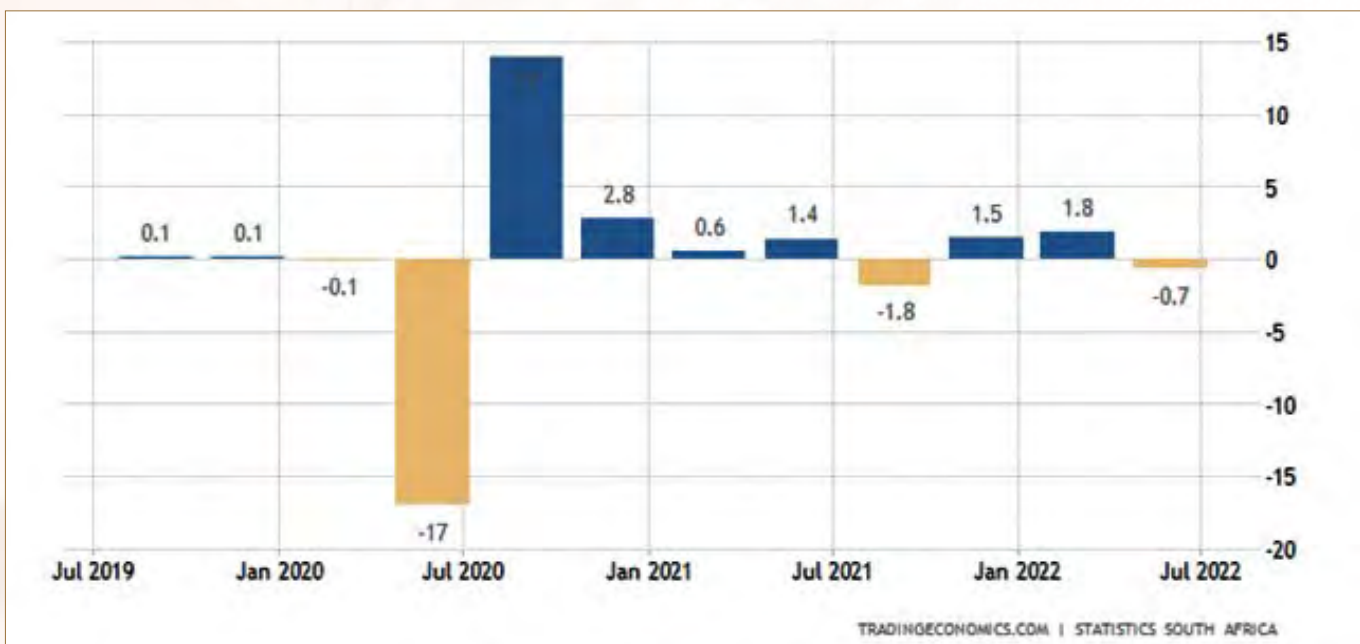


Figure 2: South Africa's Gross Domestic Product Growth Rate between 2019 and 2022

The country's construction industry was one of the hardest hits by the Covid-19 pandemic disruptions in terms of employment and projects. The industry is expected to register a growth of 8% in real terms in 2022, following an annual decline of 1.9% in 2021 and a severe contraction of 19.8% in 2020. This expected growth will be supported by the restart of projects that were delayed due to the Coronavirus (Covid-19) restrictions, coupled with an increased number of building plans passed in 2021. According to Statistics South Africa (Stats SA), the total value of recorded building plans passed by larger municipalities rose by 28% year on year (YoY) in 2021. The recovery will further be supported by the government's investments on transport, energy, water and residential projects, through the implementation of ERRP underpinned by massive investment in infrastructure - with a construction project pipeline worth R340 billion. The ERRP focuses on economic recovery and reconstruction to be implemented by government and social partners to stimulate equitable and inclusive growth.

## **Construction Pipeline Project and Sustainable Construction**

The massive investment in infrastructure is key to resolving SA's socioeconomic challenges, yet it also presents a massive threat to the environment. Globally, the built environment generates 30% of total greenhouse gas emissions. It consumes approximately 32% of the world's natural resources (Dladla: 2021). In South Africa, the construction industry accounts for 23% of greenhouse gas emissions, while the production of construction materials results in 18 metric tonnes of carbon dioxide emissions per annum. Therefore, sustainable construction practices offer solutions to mitigate these impacts (Simeh & Smallwood: 2018).

As a leading adopter of sustainable construction in Africa, South Africa is still relatively adopting sustainable construction at a low level, despite efforts by professional institutions, and the Green Building Council South Africa (GBCSA). Several studies indicate that lack of knowledge on sustainable systems, lack of government regulations and a weak economy are some of the significant challenges of sustainable construction. Dosumu and Aigbavboa (2018) particularly identified lack of awareness of sustainable construction and technology as the bane of the adoption of sustainable construction in Africa. There is a need to raise awareness on the construction industry's impacts on environment, society and economy – positive or negative.

As South Africa prepares for the massive roll-out of the construction pipeline projects, it is crucial for government to work with construction stakeholders to promote awareness on sustainable construction to ensure the conservation of natural resources. Additionally, greater efforts need to go into addressing capacity barriers in relation to sustainable construction, such as the lack of knowledge on sustainable concepts, human resources/skilled labour force, and sustainable materials.

A shift towards sustainable construction will provide contractors with an opportunity to explore smart choices on building design and energy efficient features, thus ensuring energy efficiency, waste reduction and protection of the physical environment. More importantly, in the context of South Africa, sustainable construction also has to be directed at addressing fundamental issues in the socioeconomic spheres. Decades of apartheid spatial planning has pushed poorer communities to the fringes of the urban metropolises, where inferior construction techniques and unsafe building practices have contributed to the marginalisation of the majority of our people. As South Africa embraces the shift towards sustainable construction, solutions must be reflected throughout the lifecycle of projects – from the pre-design stage to the actual construction, to long-term maintenance plans. Project planners and contractors ought to incorporate vital elements of social transformation relating to access to amenities, public services and transport opportunities (Dladla: 2021).

## Environmental Sustainability in Construction

Aigbavboa, Ohioman and Zwane provide that the construction industry has been found to cause damaging effects to the environment by means of waste generation, energy and water depletion and several other forms of damage to the environment. According to the International Energy Agency (IEA), around 40% of total energy generated is consumed in buildings and during construction. As the production of energy is the main driver of greenhouse gas emissions, the construction industry ranks as one of the central contributors to climate change. To reduce the negative ecological impact of the built environment, the use of renewable energy and the improvement of energy efficiency in cooling, heating and electricity in buildings are essential.

Experts and environmentalists around the world are calling for a sustainable way of carrying out construction activities. The following approaches are crucial in ensuring environmental sustainability in construction:

- i. the use of locally produced materials should be preferred
- ii. selection of appropriate building materials made from recycled and renewable resources
- iii. it is also desirable to reuse components from old buildings or to even reuse an existing building's structure
- iv. ensuring efficiency in the provision of water in terms of fresh water and sewage
- v. use of renewable energy

## Key Sustainable Construction Enablers

Sustainable construction implies creating and operating a healthy built environment with respect to ecology, society and economy. Three types of enablers are required to meet these demands:

### Institutional Enablers

#### 1. Education

It is clear that a skilled labour force and professionals are necessary to ensure the development of a sustainable built environment. South Africa has made much progress in the area of education for sustainable development. More higher education institutions need to offer subjects and degrees related to sustainability, such as degree programmes in renewable and sustainable energy studies, Sustainable Process Engineering Laboratory and so forth. Additionally, post-educational training programmes, such as the Continuing Professional Development (CPD) for architects, which deepen knowledge on sustainability issues must be promoted.

#### 2. Regulatory Mechanisms

Government has generally addressed sustainable development in various frameworks but has not deepened exploration on sustainable construction. The Construction Industry Development Board (cidb) also promotes a regulatory and developmental framework and therefore provides leadership to stakeholders and stimulates sustainable growth, capacity development and empowerment. Another measure to support the introduction of sustainable technologies and practices are incentives. It is crucial for our government to offer adequate support to encourage green building - be it through regulatory mechanisms, incentives and financial resources.

### **3. Cooperative Partnerships**

Awareness and resistance to change are some of the identified issues in relation to adoption of sustainable construction and digital transformation. Accordingly, CBE need to fast track stakeholder engagements to discuss built environment matters that require urgent attention. Through partnerships, improved collaboration and stakeholder relations, South Africa can develop effective strategies to address issues related to sustainable construction and digital transformation in construction.

#### **Barriers to Sustainable Construction in South Africa**

A skilled labour force and professionals are necessary to ensure the successful implementation of massive infrastructure projects. This professionalisation is necessary to address certain public health, safety and financial risks associated with the work undertaken within the construction sector. The built environment needs to be planned, designed and constructed in such a way that people's lives as well as the huge amounts of money invested in infrastructure are not put at risk.

A total of 56326 professionals are registered with the Councils for the Built Environment Professions (CBEP), of which 57% are in the engineering field, 24% are in the architectural profession, 13% are in the project and construction management profession. The remaining 6% are in the landscape architectural, property valuers and quantity surveying professions. The statistics provide that there is shortage of skills to carry out massive infrastructure projects, more so now that elements of sustainable construction need to be considered.

Since sustainability is a relatively new philosophy, majority of the professionals and candidates related subjects during their time at university. They further lack professional experience, as there are not enough projects to learn from. The problem is not only a common lack of knowledge on sustainability concepts, but also a lack of data and information on the impacts of non-sustainable practices on environment, society and economy. It is evident that South Africa needs to consistently address barriers to the provision of infrastructure and sustainable construction; and accordingly, focus on finding effective strategies that will accelerate knowledge on sustainability concepts and the availability of skilled labour force.

Furthermore, financial, social and technological barriers significantly slow down the shift to sustainable construction in South Africa. The lack of government incentives, along with the lack of financial resource and resistance to technological optimisation, continue to hamper progress towards sustainable construction. Limited range of environmentally responsible materials and lack of capacity in the construction sector have been identified as the most vital barriers to sustainable construction in developing countries.

Recent publications have made suggestions, based on experiences in delivering large infrastructure projects, as to how clients can improve infrastructure project outcomes. These suggestions in essence relate to putting governance systems in place, establishing trust-based engagements with stakeholders throughout the delivery process, embracing the soft issues of project delivery including leadership, attitudes and behaviour, adopting a strategic and tactical approach to procurement, putting in place reliable data gathering systems to inform decision making and developing strong capabilities.

## Democratising Access to Economic Opportunities and Promoting Community Development

In recent years the construction sector has seen high levels of instability and community disruptions on infrastructure projects. At the centre of this instability is the demand for meaningful participation by communities in the labour and business opportunities inherent in infrastructure projects. B-BBEE in the construction sector has unique challenges that need urgent attention. According to Newton Baloyi, Vice President of the Association of South African Quantity Surveyors (ASAQS), “the missing link is that our infrastructure procurement regulatory framework does not go far enough in addressing the socio-economic concerns of communities”. Therefore, South Africa needs other mechanisms to measure infrastructure performance that will allow for a shift from measuring just the delivery of physical infrastructure to delivering socio-economic impact and inclusive community development.

According to Baloyi, there are four interventions required to achieve the necessary socio-economic impact and inclusive community development:

- i. a mindset shift to integrate impact measurement into construction projects
- ii. integrate impact delivery into infrastructure procurement practices and legislation
- iii. establishing sector community capacity development programmes that enable meaningful community participation in projects rather than the current project-by-project approach
- iv. proactive establishment of community buy-in based on the shared impact objectives of projects

Baloyi (2022) further emphasised that these four interventions must be coordinated and integrated into projects; having one without the other does not work. The failure to integrate the four interventions is where B-BBEE fails communities and the construction sector. The reality in South Africa is that with or without capacity, communities expect participation in construction projects. Yet, there are no sustainable capacity building programmes for community businesses and skills. These are systemic challenges that cannot be solved by social facilitators on construction projects, nor by a developer or contractor on a project-by-project basis. These challenges play a significant role in project delays, poor service delivery, budget overruns and delayed economic development.

Integrating social and economic sustainability into the planning of projects is critical if the construction and built environment industry is to ensure meaningful community involvement. This thus require procurement strategies that proactively identify opportunities for the localisation of the project value chain. This can be best handled by built environment professionals as part of the project development process. It is further crucial that any construction project is promoted in such a manner that local communities will feel a sense of ownership. Meaning, members of the community, as stakeholders should be engaged from the initial stages of construction projects. This will ensure that communities are not only uplifted through the projects, but they also form part of its social and economic beneficial elements (The Association of South Africa Quantity Surveyors: 2022)

### 16.1.2 Digital Transformation in Construction Industry

Recent events including the advent of the pandemic have forced the built environment sector, particularly the construction industry to embrace aspects of digital transformation, while taking sustainable construction into consideration. 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. 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 the 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.

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.

## **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 (IoTs), 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.

- i. 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.
- ii. 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.
- iii. 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.

- iv. 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.
- v. 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.
- vi. 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.
- vii. 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.

### 16.1.3 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.

#### 16.1.4 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 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 resource development in relation to the built environment professions*; therefore, it will engage relevant educational institutions and professional bodies to ensure that their curriculum is aligned with these modern technologies.

#### 16.1.5 Legal

The protracted review of the professions Acts for the CBEP render the Built Environment regulatory and legislative framework inadequate. The Built Environment operates within a legislated environment; however, 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.

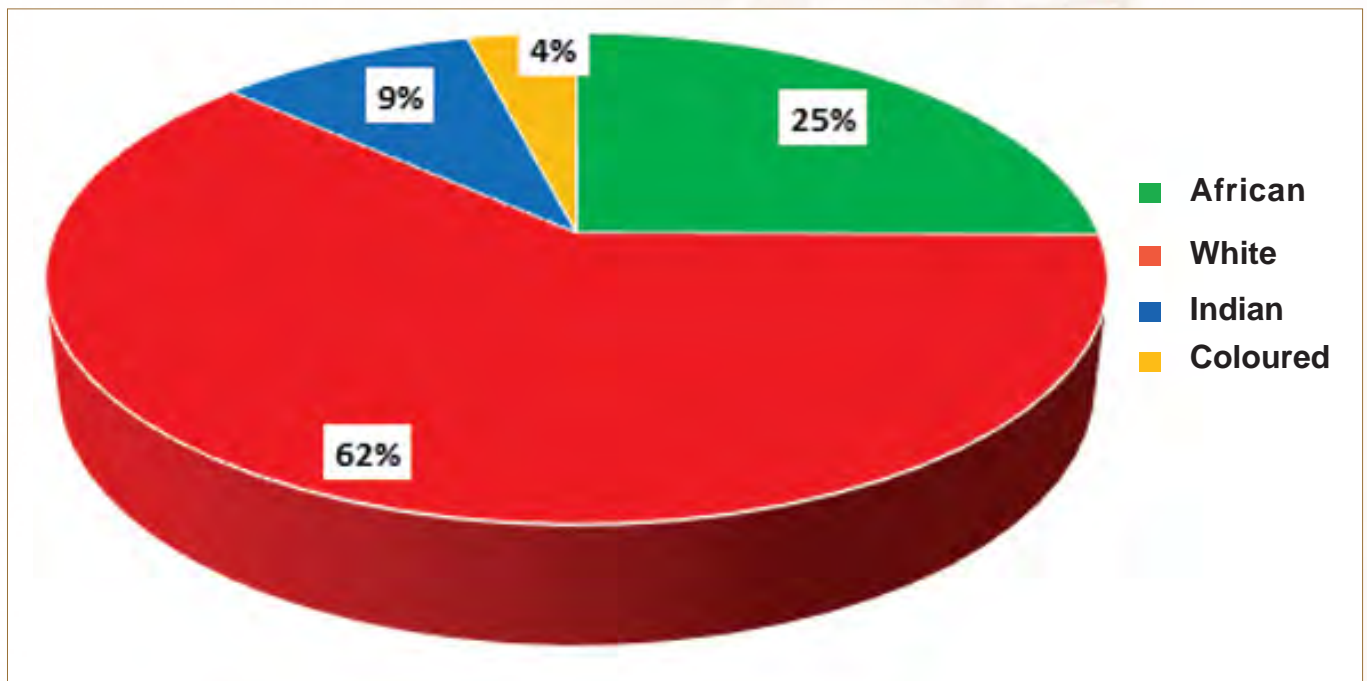
There is a need to review the legislation of the six CBEP and CBE to align it to the changes and evolution experienced by the industry.

## 16.2 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.

### 16.2.1 Registered Professionals

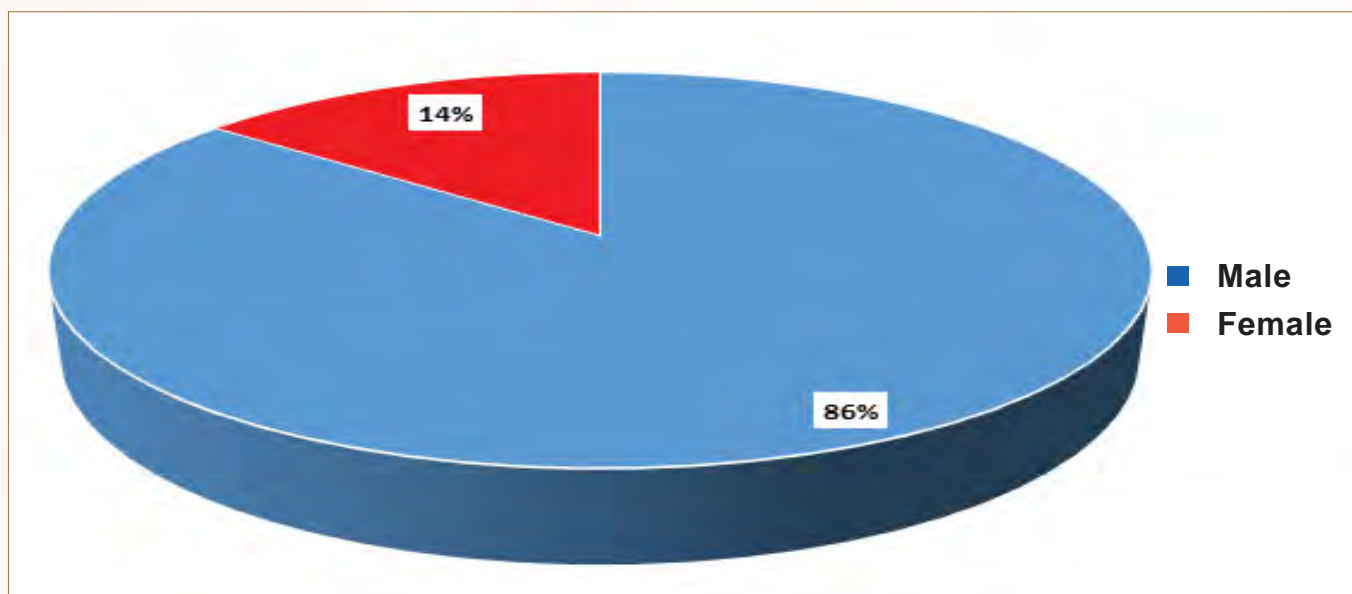
Overall Percentage of Registered Candidates and Professionals in the six CBEP



**Figure 3: CBEP 2021/22 Race Profile**  
(Source: CBEP Fourth Quarter Report 2021/22)

The 2021/22 CBEP racial profile provides that the professional councils are still dominated by the white minority. 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 CBEP have a racial profile of 62% white professionals, while Africans, Indians and coloureds accounted for the remaining 38%. Relative to the size of the African population, the group has the lowest representation of registered professionals. The CBEP can better understand and, therefore, protect the public interest, if they are representative of the demographics of the Republic of South Africa.

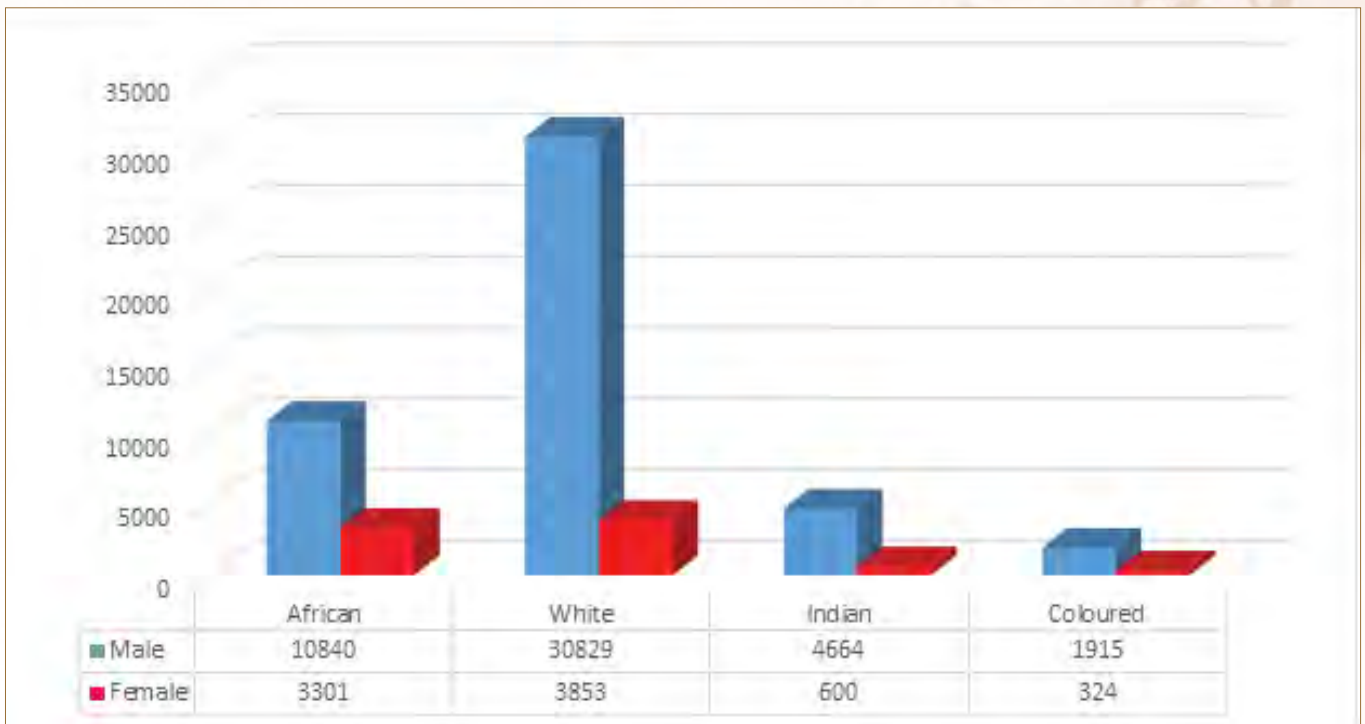
## Gender Profile of the six CBEP



**Figure 4: CBEP Gender Profile**  
(Source: CBEP Fourth Quarter Report 2021/22)

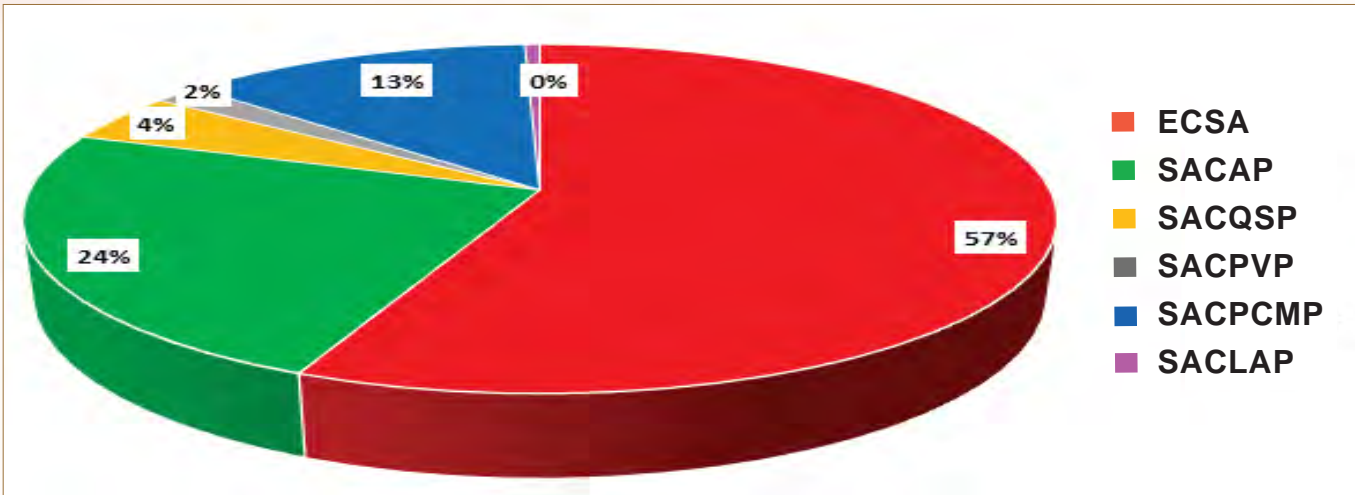
This gender profile pie chart demonstrates that the CBEP membership is dominated by males, with 86% representation and only 14% female representation. According to Stats SA, women constitute more than half of South Africa's population, thus, highlighting that they are significantly underrepresented in the Built Environment Professions. Transforming the built environment sector will require the continuous implementation of mechanisms that offer females the correct assistance and support to ensure that their representation improves to achieve a more balanced CBEP profile.

## Number of Registered Professionals by Gender and Race



**Figure 5: CBEP 2021/22 Gender and Race Profile**  
 (Source: CBEP Fourth Quarter Report 2021/22)

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 2021/22 financial year the CBEP had a total of 56326 (48248 males and 8078 females) registered professionals. This indicates a slight increase in the registration trends, with an overall increase of 622 professional registration when compared to the previous financial year. The figure above illustrates that the CBEP professional membership is male dominated, with white males accounting for the majority of registered professionals. The statistics also reveal that the racial profile of the CBEP remains unbalanced with the Indian and coloured populations significantly underrepresented. Previously Disadvantaged Individuals (PDIs) only account for 38% of the registered professionals, while the white population has a representation of 62%. Previous findings also indicate that while the white population continues to dominate the CBEP professional membership, the majority of PDIs are struggling to migrate to professional status. This infers that in order to achieve a more racially balanced professional profile, it is necessary for the professional councils to offer more appropriate support to previously disadvantaged groups and individuals.



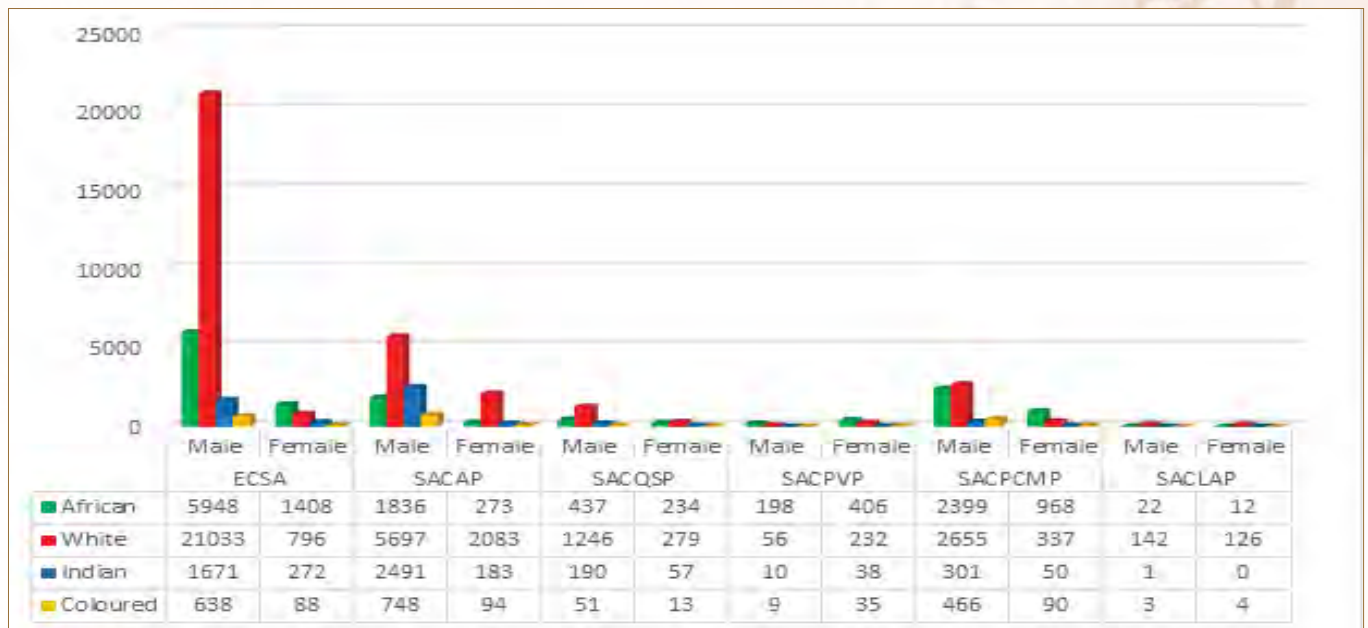
**Figure 6: CBEP 2021/22 Composition**  
 (Source: CBEP Fourth Quarter Report 2021/22)

This pie chart on the CBEP composition illustrates the percentage distribution of professionals across the six CBEP by the end of the 2021/22 financial year.

1. ECSA 57%
2. SACAP 24%
3. SACPCMP 13%
4. The remaining three CBEP - SACLAP, SACPVP and SACQSP combined made up the remaining 6% of registered professions in the CBEP



## Registered Professionals per Race, Gender and Profession



**Figure 7: CBEP 2021/22 Comparison per Gender, Race and Profession**  
 (Source: CBEP Fourth Quarter Report 2021/22)

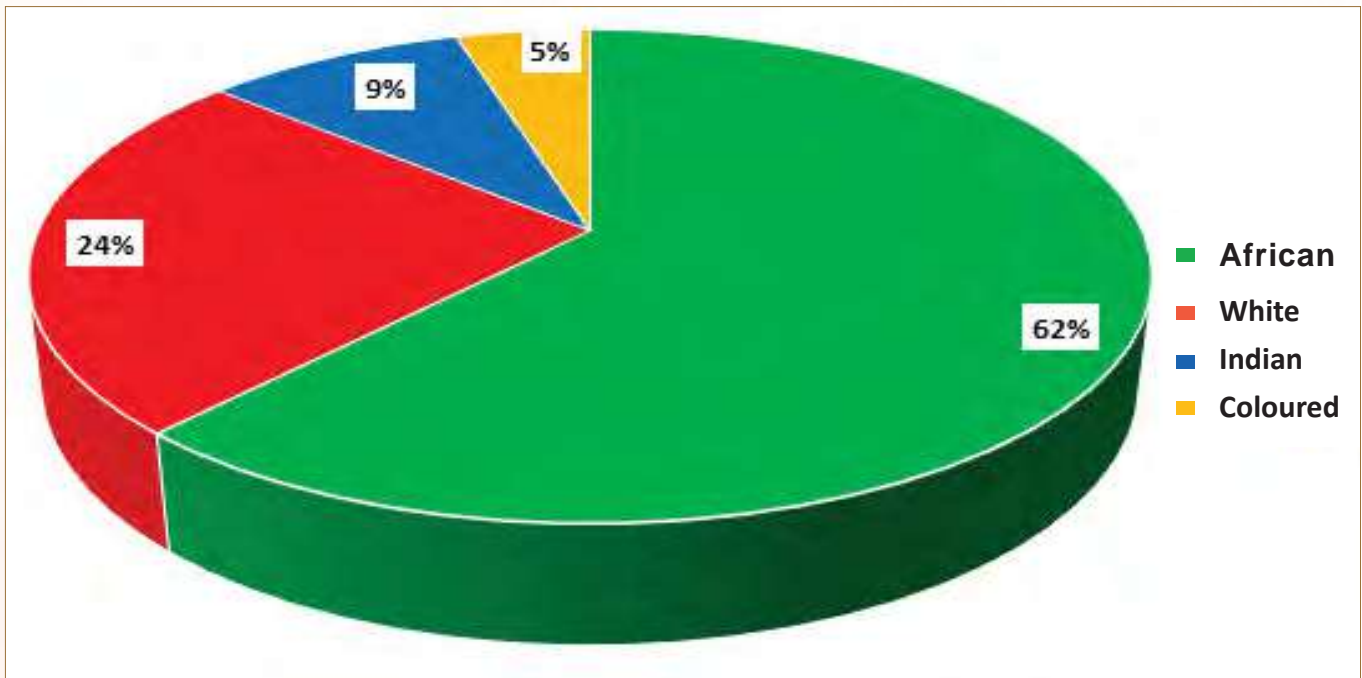
The graph above compares the demographic composition of each of the professions by gender and race for the 2021/22 financial year. These figures mirror the demographics contained in Figure 7, alluding to white male dominance in the CBEP. It demonstrates the need to improve registration numbers of the other three population groups, to achieve a demographically balanced profile. The graph further exemplifies that the contribution of SACLAP, SACPVP and SACQSP 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 the numbers of registered professionals in these councils in a manner that promotes equality. The analysis, accordingly, infers the need to improve both the racial and gender profile of CBEP, in a 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.

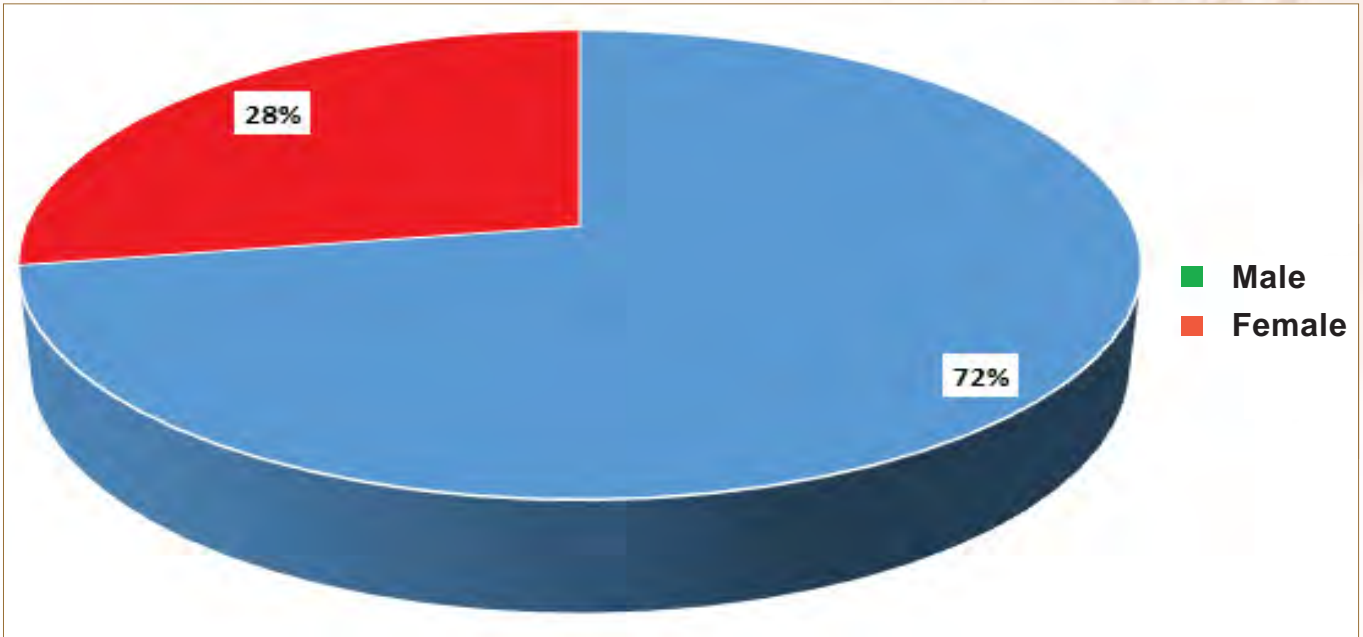
### Percentage of Registered Candidates by Race



**Figure 8: CBEP 2021/22 Candidate Race Profile**  
(Source: CBEP Fourth Quarter Report 2021/22)

The candidacy racial profile is far different from the professionals' racial profile in terms of transformation and representation. The analysis shows that the African population accounted for 62% of the registered candidates, whites accounted for 24%, while Indians and coloureds combined accounted for 14% of the registered candidates by the end of 2021/22 financial year. This infers that PDIs account for 75% of the registered candidates, thus highlighting the need for both the CBE and CBEP to implement initiatives that will assist PDI candidates upgrade to professional status.

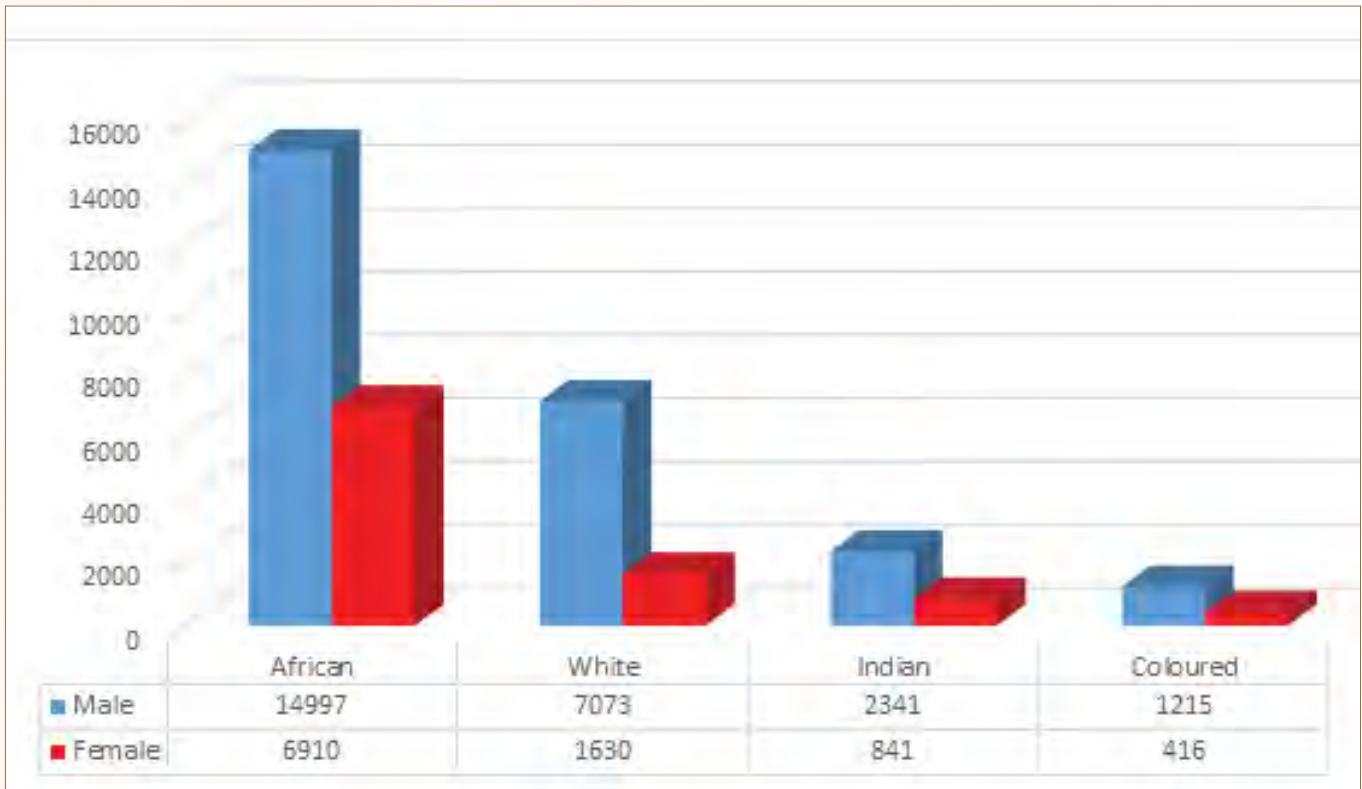
## Percentage of Registered Candidates by Gender



**Figure 9: CBEP 2021/22 Candidate Gender Profile**  
(Source: CBEP Fourth Quarter Reports 2021/22)

The illustration compares CBEP numbers of registered candidates by gender at the end of the 2021/22 financial year. As with registered professionals, the graph explicitly demonstrates that the built environment sector is dominated by males. The analysis reveals that of all the candidates registered with the CBEP, only 28% are female. This, thus, provides that female representation remains a challenge, in all of the professional councils.

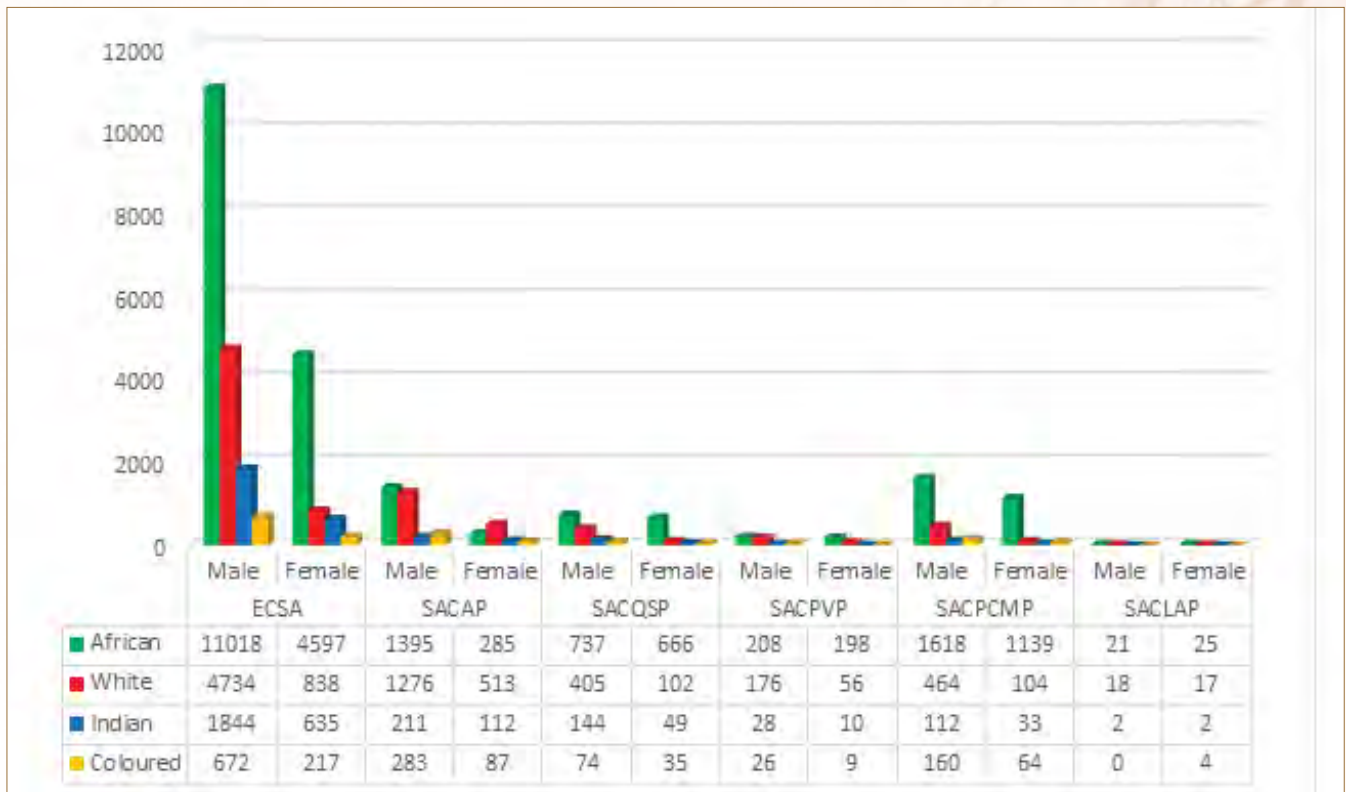
## Number of Registered Candidates by Race and Gender



**Figure 10: CBEP 2021/22 Candidate Profile per Gender and Race**  
 (Source: CBEP Fourth Quarter Report 2021/22)

The graph above compares CBEP numbers of registered candidates by gender and race at the end of the 2021/22 financial year. The majority of CBEP candidates were African males, followed by white males and African females. As demonstrated in figures 8 and 9, there is more significant progress in the race composition of registered candidates than in the gender dynamic. The candidate racial profile is demonstrating huge progress in terms of racial representation of the PDIs, while the candidate gender profile signifies a huge gap in female representation.

## Registered Candidates per Race, Gender and Profession



**Figure 11: CBEP 2021/22 Candidate Profile by Gender, Race and Profession (Source: CBEP Fourth Quarter Report 2021/22)**

According to the above graph, ECSA had the highest number of registered candidates, with 69% representation, followed by SACAP at 12% and SACPCMP at 11%, while SACLAP's, SACPVP's and SACQSP's contribution to the number of registered candidates remains relatively low. The data further alludes to male domination in the candidate's membership, with African males dominating five of the council's memberships, viz: ECSA, SACAP, SACPCMP, SACQSP and SACPVP memberships. The diagram, accordingly, demonstrates improved access to the candidates' membership by the African population, highlighting progress made towards transforming the CBEP candidate profile to reflect the demographics of South Africa. However, it is noteworthy to indicate that access to both the candidate and professional membership by women, coloured and Indian population groups remain a challenge.

## 16.3 TRANSFORMATION IN THE BUILT ENVIRONMENT

The professional registration statistics by the councils of the professions continues to mirror previous years' indicators in terms of gender and racial profile, alluding to white and male dominance in almost all of the CBEP. Women, youth and people living with disabilities remain severely underrepresented, with only 14% of registered professionals being female, compared to 50.76% of the overall South African female population. While economic transformation, job creation, education, skills and health are some of the key priorities in the 2019-2024 Medium-Term Strategic Framework (MTSF), with cross cutting focus on women, youth and people living with disabilities. This group continues to face serious challenges of accessing opportunities within the built environment and migrating to professional status due to the lack of training or opportunities in the industry (learnerships and mentorship).

Transformation, thus, remains one of the major challenges faced by the sector, with the industry being dominated by the minority. The data further indicates that only 38% of professionals registered with the CBEP are from previously disadvantaged groups, whereas the white population group account for 62% of registered persons. The following analysis shows the gap in representation per the population groups:

- i. Relative to the size of the African population, the group has the lowest representation of registered professionals with 0.028% - that is, one registered professional per 3 472 Africans
- ii. Coloured professionals represent 0.05% of the coloured population - translating to one registered professional per 1 875 coloureds
- iii. Indian/Asian professionals represent 0.3% of the Indian/Asian population – translating to one registered professional per 296 Indians
- iv. White professionals comprise 0.74% of its total population – translating to one registered profession per 133 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 registered candidates, whites accounted for 24%, while Indians and coloureds combined accounted for 14% of registered candidates by the end of the 2021/22 financial year. This infers that PDIs account for 76% of registered candidates, highlighting the need for both the CBE and CBEP to implement initiatives that will assist PDI candidates upgrade to professional status.

Although registration numbers have been increasing, the industry is still failing to achieve racial, economic and gender related transformation. Transformation can be achieved by understanding the gender gaps in the industry and addressing the specific barriers. Additionally, the registration data suggest that another prospect of transformation in the industry relies largely on bridging the gap between registered professionals and registered candidates. The skills pipeline is therefore a 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 goals. However, for future transformation, the CBE and CBEP should focus on helping women, the youth and PDI candidates upgrade to professional status.

As part of coordinating and facilitating transformation in the Built Environment, the CBE takes cognisance of national policies and strategies which directly influence the implementation of its mandate. The National Development Plan (NDP) with its seven priorities, calls for building a

'capable state'. It also sets out measures and objectives to increase employment and income; ensure skills development and broaden ownership to include historically disadvantaged groups. To address the identified transformation challenges, the CBE continues to facilitate coordination of an enabling built environment skills pipeline from school to professional level through the Structured Candidacy Support by targeting forty-four district municipalities across South Africa. To further sustain the BE skills pipeline, the CBE undertook to facilitate placement of 400 built environment graduates for Work Integrated Learning (WIL) for the 2022/23 financial year. The skills pipeline aims to significantly increase in the number of registered professionals within the shortest time, accordingly, ensuring continuous supply of quality and aptly skilled individuals.

The Transformation Collaborative Committees (TCC) continue 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) is 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 launched the Gender Advice Desk, which aims to provide the BE sector with a central point of contact for industry related requests for advice or guidance on queries and complaints relating to gender, youth or persons living with disabilities. The CBE Advice Desk will establish a database on the nature and frequency of requests for advice and complaints received to inform and advise relevant stakeholders accordingly.

Additionally, in an effort to improve the representation and involvement of women, youth and people living with disabilities in the built environment, the CBE undertook the following initiatives:

**I. Programme supporting the involvement of women owned professional practices in the delivery and maintenance of Built Environment infrastructure. The objectives of the programme include:**

- a) Promoting and facilitating the empowerment of women in the BE sector infrastructure delivery by lobbying for a minimum 30% allocation of infrastructure department's budget for women-owned projects
- b) Lobbying for a comprehensive policy and regulations to implement gender-responsive procurement
- c) Enhancing entrepreneurial development and increasing the amount of expertise of women firms and Small, Medium and Micro Enterprise (SMMEs) providing services and products with sector stakeholders/partners
- d) Building partnerships with key sector stakeholders from government, State-Owned Enterprises (SOEs) and private sector in implementing incubator programmes
- e) Profiling women in the BE sector
- f) Identifying challenges, skills required and develop support systems for emerging women-owned professional practices
- g) Lobbying for the empowerment and career advancement of women in the built environment professions and placing them in leadership positions

## **II. Programme promoting the empowerment of people with disabilities in the Built Environment**

Seven percent of the country's population is regarded as having a disability. Employment equity exists in legislation, policies and programmes that have been put in place by government to promote disability equity although in practice falls far short as people with disabilities in South Africa are considerably more likely to be unemployed. Sixty eight percent of working-age South Africans with disabilities had never attempted to seek employment.

Following the 2019 CBE Transformation Indaba recommendations, the CBE established the Health, Safety, Public Protection & Universal Access (HSPPUA) Transformation Collaborative Committees (TCC) in collaboration with the Department of Public Works and Infrastructure (DPWI) to specifically address among other things the promotion of empowerment of people with disabilities.

The Skills Development Act recognises people with disabilities as one of the target groups for the purposes of skills development and advancement in the workplace. Through the HSPPUA TCC, the CBE seeks to drive the following desired outcomes:

- a) Promote education and training in universal access and design at tertiary institutions and Continuous Professional Development (CPD) requirement for professional bodies and CBEP.
- b) Provide support in developing minimum norms and standards for reasonable accommodation to ensure equal access and participation, especially for workers who became disabled during their work in the built environment and the norms and standards published in service charters and standard.
- c) Promote and support that the built environment sector provides opportunities for PWD to have access to decent work and employment opportunities
- d) Support the appointment and training of accessibility liaison officers on infrastructure project management teams
- e) Work with the Department of Women, Youth and Persons with Disabilities to find ways to provide incentives (rewards) for universally designed, barrier-free infrastructure and built environment

## **III. Programme promoting youth involvement and development in the Built Environment**

The outbreak of the Covid-19 pandemic in March 2020 found a vulnerable South African economy. As a result, the pandemic deepened the economic crisis. Many people lost their jobs, and many have been without income for extended periods. The stagnation of the economy for a long period, coupled with the Covid-19 crisis, has also led to low levels of capacity utilisation in various sectors of the South African economy. During this time, the South African unemployment rate surged to the highest on a global list of 82 countries. In particular, unemployment continues to burden the youth with nearly two-thirds or 64.4% of those aged 15 to 24 years are unemployed and 42.9% of those aged 25 to 34 years are unemployed. Furthermore, the professional registration statistics by the council for the built environment professions reveals that persons aged 20 – 39 only account for 29% of registered professionals. The youth face serious challenges in migrating to professional status due to the lack of training or opportunities in the industry (learnerships and mentorship).



Through this project the CBE aims to empower youth in the BE to ensure their participation in the delivery and maintenance of public sector infrastructure projects. The project focused on the following areas:

- I. Needs assessment of youth (Focused Group Discussions)
- II. Assessment of current socio-economic initiatives for the youth at both national and provincial levels
- III. Providing support in facilitation and further development of existing initiatives
- IV. Conceptualise youth development programmes with specific focus on entrepreneurial skills development

The work of the Women Empowerment and Gender Equality Transformation Collaborative Committee (WEGE TCC) is anchored around creating a diverse and inclusive built environment by building the pipeline of female talent through skills development, identifying support for female entrepreneurship, advocating and promoting gender inclusive policy and procurement, facilitating the representation and participation of women in key decision-making structures, coordination of coaching and mentorship initiatives and through the creation of platforms for strategic partnerships and networking.

## **16.4 INTERNAL ENVIRONMENT**

In response to the demands of 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 (external). The CBE will build on its strengths to address weaknesses in order to drive the agenda for change. A summary of the internal environment follows:

### **16.4.1 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, building consensus on the organisational changes (structural and cultural) needed, and agreeing to a programme of actions to effect these changes.

## 16.4.2 Interventions to deal with the challenges

In an effort to execute the mandate of the CBE within the built environment sector, Council has identified the following key areas of focus:

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

Considering the challenges facing the Built Environment sector, the CBE will be focusing its attention on transforming the built environment, creating skilled (fit-for-purpose) built environment professionals and expediting the empowerment of women, youth and the disabled. Hence, the CBE will:

- a) Drive programmes that are aimed at creating economic opportunities for previously disadvantaged groups (professionally registered persons)
- b) Embark on policy reforms hindering transformation in the built environment
- c) 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) were 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. Covid-19 rendered the industry to a state of no longer 'business as usual', hence the TransComs must take cognisance of other industry players that have emerged as a result.

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 the public procurement bill and submitted proposals to DPWI and National Treasury. The CBE, together with the built environment sector, reviewed the National Infrastructure Plan (NIP). The CBE convened a NIP 2050 Stakeholder Engagement on 10 September 2021, at which a Technical Task Team was established to consolidate all input. This was submitted to the NIP 2050 Team and DPWI on 1 October 2021.

### 16.4.3 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 a 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 Medium-Term Expenditure Framework (MTEF) period, the CBE will continue implementing an efficient and responsive fraud prevention plan to mitigate the occurrence of fraud and corruption.

### 16.4.4 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.

### 16.4.5 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"> <li>• Inter-business unit synergies – improved teamwork</li> <li>• Good relations with sector stakeholders</li> <li>• Professionalism</li> <li>• Competent Administration</li> <li>• Founded by Legislation</li> <li>• High Compliance Culture (four clean audit outcomes)</li> <li>• Signing of Strategic partnerships with relevant entities/organisations (SAGC, NRF, DHE&amp;I etc.)</li> <li>• Strengthening of the Skills Pipeline Strategy by working with SETAs/DHE&amp;I, DPWI and relevant other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Not performing regulatory function effectively, including poor communication of the function</li> <li>• Perceived as not supporting transformation (based on staff interactions with external stakeholders – requires survey to determine accuracy of statement)</li> <li>• Uncoordinated involvement by various stakeholders</li> <li>• Reported transformation and reality on the ground misaligned – not yet achieving “real” tangible transformation</li> <li>• Lack of consistency in communicating who the CBE is – our value proposition</li> <li>• HR plan needs improvements in the areas of succession planning, optimising the admin: core ratio</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Strengthening of the Skills Pipeline Strategy by working with SETAs/DHE&amp;I, DPWI and relevant other stakeholders</li> <li>• Provincial footprint of the CBE</li> <li>• Strategic positioning of the CBE as an emerging thought leader in the sector</li> <li>• Strategic partnerships/collaborations</li> </ul>	<p>Interventions required to address these failures.</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Accountability and consequence management</li> <li>• Operational plans – to implement and maintain plans and outcomes to ensure impact in industry</li> <li>• Transformation – clear strategy and timelines</li> <li>• HR – review policies, structure, clear plan to address HR issues with timelines; same with IT, Finance (compliance non-negotiable)</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Building coherent initiatives to instil public confidence in the CBE</li> <li>• Development of the Economic Reconstruction &amp; Recovery Plan</li> <li>• Implementation Framework towards the Professionalisation of the Public Service</li> <li>• Marketing CBE to the Built Environment and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Covid-19 pandemic</li> <li>• Budgetary constraints (pre- and post-Covid)</li> <li>• IT infrastructure and support</li> <li>• Aging Professionals</li> <li>• Slow pace of embracing Digitalisation</li> <li>• HR capacity and development (Budgeting for training and staff development programmes)</li> <li>• Slow pace of transformation</li> <li>• Cyber security</li> </ul>

### 16.4.6 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 (Information Technology) IT challenges at the CBE:

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

### 16.4.7 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.

### 16.4.8 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.

### 16.4.9 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.

### 16.4.10 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	Characteristics/Attributes	Interest	Power	Linkages with other stakeholders
Ministry of Public Works and Infrastructure	Mandatory and regulatory supervision and oversight.	High	High	Key player in the legislative and regulatory environment
Councils for the Built Environment Professions (CBEP)	Strategic alignment and integration. Statutory compliance.	High	High	Key player in the legislative and regulatory environment
Voluntary Associations in the Built Environment	Capacity building. Information dissemination. Provide expertise in the development, implementation and monitoring of long- term country plans.	High	High	Subject matter experts
Built Environment Professionals (mentors and candidates)	Capacity building, participation in the CBE programmes.	High	High	Subject matter experts

Stakeholder Entity/Group	Characteristics/Attributes	Interest	Power	Linkages with other stakeholders
Institutions of Higher Learning offering Built Environment programmes	<p>Key producers of new knowledge.</p> <p>Key players in the development of new skills and capabilities.</p> <p>Research outcomes can influence social discourse and policies.</p>	High	High	Generating knowledge for the Built Environment sectors of society. Prepare built environment students for employment.
Council on Higher Education	Standard setting and accreditation.	High	High	Key player in the legislative and regulatory environment.
Seta's				Provision of capital and employment opportunities through partnerships.
Infrastructure Departments (National, Provincial and Local)	<p>Implementation of CBE's Structured Candidacy Framework.</p> <p>Enforcement of Built Environment standards.</p> <p>User of registered Built Environment Professionals.</p>	High	High	Key player in placement of candidates and maintaining professional registration.



Stakeholder Entity/Group	Characteristics/Attributes	Interest	Power	Linkages with other stakeholders
The Public	Information sharing. Compliance with Built Environment regulations. Whistleblowing. Users of registered Built Environment Professionals.	High	High	
Government/ Policymakers	Legislators/Amendment of legislation.	High	High	

18. STRUCTURE OF THE CBE

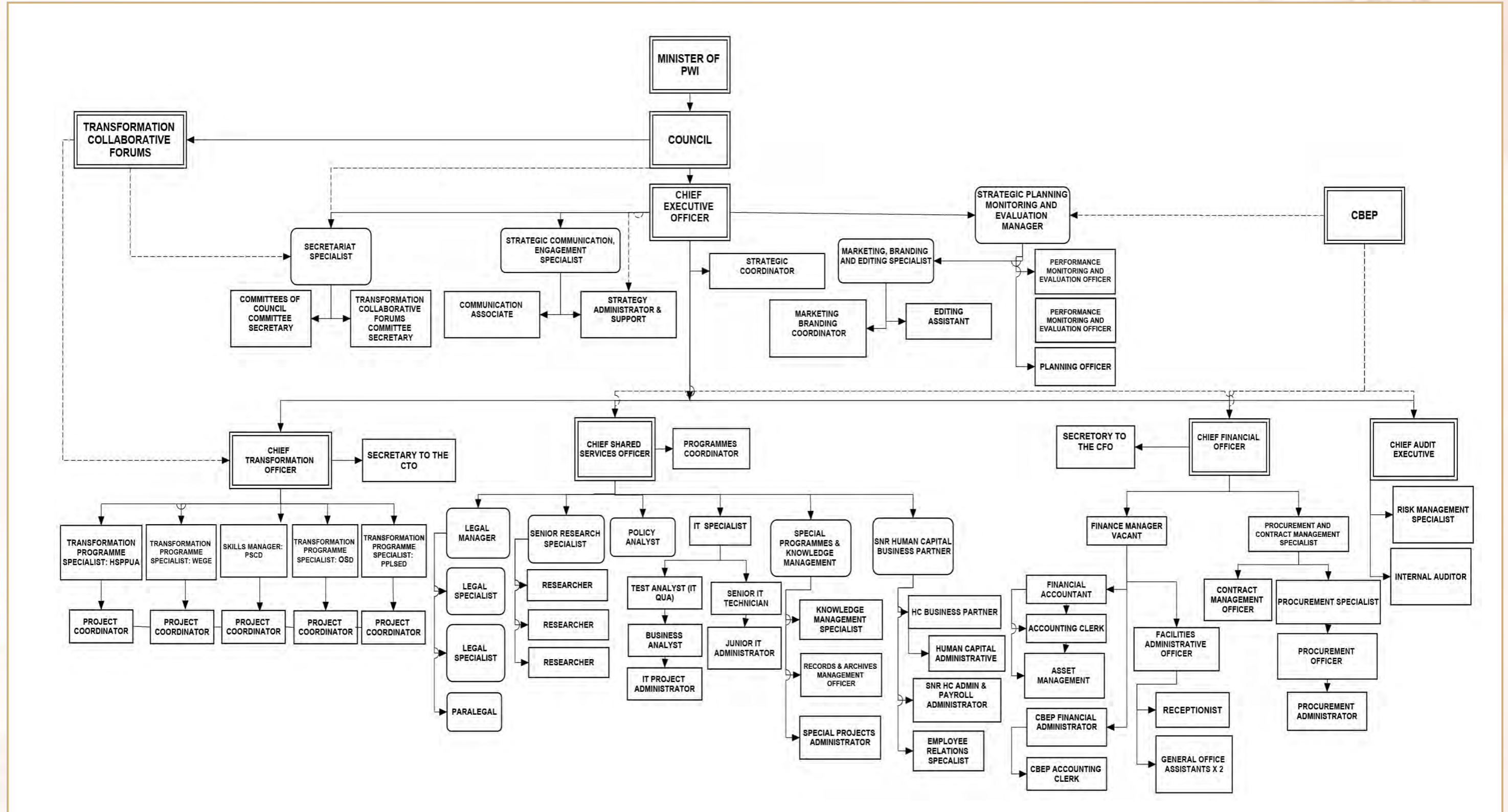


Figure 12: Staff Organisational Structure

## 19. COMPLIANCE WITH 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 STRATEGIES TO RESPOND TO ENVIRONMENTAL CONDITIONS

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

### 20.1 Legislation Amendments

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

**Table 6: Expenditure per CBE Programme**

Programme	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Average Growth Rate (%)	Expenditure/ Total: Average (%)	Medium-Term Estimate			Average Growth Rate (%)	Expenditure/ Total: Average (%)
	2019/20	2020/21	2021/22	2022/23	2019/20-2022/23	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	
R thousand											
Programme 1 Administration	48 851	50 389	50 280	49 608	0.5%	88.8%	50 835	53 063	55 448	3.8%	
Programme 2 Empowerment and Economic Development	10 684	49	805	2 101	-41.8%	5.7%	1 888	1 973	2 059	-0.7%	
Programme 3 Professional Skills and Capacity Development	346	1 164	2 064	3 823	122.7%	3.3%	2 936	3 590	3 747	-0.7%	
Programme 4 Research and Knowledge Management	951	14	21	641	-12.3%	0.7%	1 076	602	628	-0.7%	
Programme 5 Public Protection, Policy and Legislation	37	652	616	2 222	291.6%	1.6%	1 996	2 085	2 177	-0.7%	
Total Expense	60 869	52 268	53 786	58 395	-1.4%	100.0%	58 731	61 313	64 059	3.1%	
										100.0%	

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

Statement of Financial Performance	Budget Estimate	Approved Budget	Budget Estimate	Approved Budget	Outcome/ Budget Average (%)	Average Growth Rate (%)	Expenditure/ Total: Average (%)	Medium-Term Estimate			Average Growth Rate (%)	Expenditure/ Total: Average (%)
	2021/22	2022/23	2022/23	2022/23	2022/23	2019/20-2022/23	2022/23 - 2025/26	2023/24	2024/25	2025/26	2022/23 - 2025/26	2022/23 - 2025/26
R thousand												
Revenue												
Tax Revenue												
Non-tax Revenue	3 770	2 536	3 900	3 900	118.7%	-19.4%	7.5%	4 027	4 152	4 337		
Sale of goods and services other than capital assets	2 308	1 711	2 405	2 405	86.8%	4.5%	3.7%	2 512	2 625	2 741		
of which:												
Administrative fees	-	-	-	-	-	-	-	-	-	-		
Sales by market establishment	2 308	1 711	2 405	2 405	86.8%	4.5%	3.7%	2 512	2 625	2 741		
Other sales	-	-	-	-	-	-	-	-	-	-		
Other non-tax revenue	1 462	825	1 495	1 495	180.9%	-34.6%	3.8%	1 515	1 527	1 596		
Transfers Received	53 528	53 528	54 495	54 495	97.0%	1.1%	92.5%	54 704	57 161	59 722		
Total Revenue	57 298	56 064	58 395	58 395	98.4%	-1.0%	100.0%	58 731	61 313	64 059		
Expenses												
Current Expenses	57 298	53 786	58 395	58 395	97.7%	-1.4%	100.0%	58 731	61 313	64 059		
Compensation of employees	34 045	32 599	35 485	35 485	97.8%	5.5%	57.8%	42 147	43 958	45 903		
Goods and services	23 253	21 187	22 910	22 910	97.6%	-9.2%	42.2%	16 584	17 355	18 156		
Depreciation	-	-	-	-	-	-100.0%	0.8%	-	-	-		
Interest, dividends and rent on land	-	-	-	-	-	-	-	-	-	-		
Transfers and Subsidies	-	-	-	-	-	-	-	-	-	-		
Total Expenses	57 298	53 786	58 395	58 395	97.7%	-1.4%	100.0%	58 731	61 313	64 059		
Surplus/(Deficit)	-	2 278	-	-		-100.0%		-	-	-		



COUNCIL FOR THE BUILT ENVIRONMENT  
**ANNUAL PERFORMANCE PLAN**



# PART C

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.





# THEORY OF CHANGE RESULTS CHAIN



Figure 13: 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) creating skilled (fit-for-purpose) Built Environment Professionals
- 3) expediting the empowerment of women, youth and the disabled in the built environment

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, and with agility, to address current challenges in the country. As part of contributing to ERRP and MTSF Priorities, the CBE 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 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 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 – emphasis must be placed 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

## 22. 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
2. 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 two sub-units:

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

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

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

## **Corporate Services**

Corporate Services consists of the following functions:

### **Human Capital and Facilities Management**

#### **Human Capital**

- i. This function provides the CBE with a professional service through accurate, consistent and best employment practices in its activities to:
- ii. attract and retain employees who share the CBE's vision
  - champion change and transition
  - set performance standards and manage performance against them
  - promote an environment that supports personal and career development of employees 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 Chief Financial Officer's (CFO) Office**

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

#### **The Chief Shared Services Officer's (CSSO) Office**

The Shared Services Office provides 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: Information and Communications Technology**

**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 2023/24-2025/26**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Optimum Functioning CBE.	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented.	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented.	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 Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2024.	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2025.	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2026.

### Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1.1 IT Strategy Plan 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 2024.	-	-	Digital Transformation (Enterprise Resource Planning System) implemented by 31 December 2023.	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2024.

### Updated Key Risks

Output	Key Risks	Risk Mitigation
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 2023/24-2025/26**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21	2021/22	2022/23			
Optimum Functioning CBE.	Eight marketing communication initiatives conducted.	Number of marketing communication initiatives conducted to raise the profile of the CBE.	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.	Eight marketing communication initiatives conducted to raise the profile of the CBE by 31 March 2024.	Eight marketing communication initiatives conducted to raise the profile of the CBE by 31 March 2025.	Eight marketing communication initiatives conducted to raise the profile of the CBE by 31 March 2026.



## Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1.2 Number of marketing communication initiatives conducted to raise the profile of CBE.	Eight marketing communication initiatives to raise the profile of the CBE by 31 March 2024.	Two marketing communication initiatives to raise the profile of the CBE by 30 June 2023.	Two marketing communication initiatives to raise the profile of the CBE by 30 September 2023.	Two marketing communication initiatives to raise the profile of the CBE by 31 December 2023.	Two marketing communication initiatives to raise the profile of the CBE by 31 March 2024.

## Updated Key Risks

Output	Key Risks	Risk Mitigation
Marketing communication initiatives	<p>1) Reputation and Credibility.</p> <p>2) Becoming irrelevant in the market / industry.</p> <p>3) CBE is at the behest of the media and must make way for national priorities and unforeseen emergencies (such as Covid-19).</p> <p>4) Confident and fluent presentation skills.</p>	<p>i. Implement CBE Marketing and Communications Strategy.</p> <p>ii. Capable CBE ambassadors.</p> <p>i. Keep up with and explore new trends of communicating with stakeholders.</p> <p>ii. Capable CBE ambassadors.</p> <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> <p>i. Regular media training for CBE spokespersons.</p> <p>ii. In-depth knowledge of the sector.</p>

**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 2023/24-2025/26**

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21		2021/22	2023/24	2024/25	2025/26
Optimum Functioning CBE.	Effective Revenue/ Income generation.	Percentage increase of income generated.	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.	Increase the CBE's revenue by 1% of the grant and levies received by 31 March 2026.

## Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
1.3 Percentage increase of income generated.	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 2024.

## Updated Key Risks

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

## **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 midterm, the CBE will analyse ethics and corruption risks as part of the CBE's system of risk management. The CBE will develop and implement the Ethics Strategy, with the aim to prevent and deter unethical conduct and acts of corruption. The Finance sub programme will ensure the execution of correct financial transactions within the framework of the PFMA of 1999 to achieve unqualified audited financial statements. The sub programme will 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:

1. Communication strategy that facilitate effective interaction with internal and external stakeholders
2. Marketing communication activities to raise the profile of the CBE (service Help desk and Investigations)
3. Accountability on financial and organisational performance
4. 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
5. Human resource management and development functions that promote efficiency, effectiveness, and compliance with prescripts
6. ICT solutions to support the business of the CBE. Implement the Digital Transformation (Enterprise Resource Planning System)
7. Increase the CBE’s revenue by 1% of the grant and levies received

## Enablers to Achieve the Five-Year Targets

These enablers comprise interconnected elements:

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

## Programme Resource Consideration

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

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand								
Information and Communications Technology	IT Strategy Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented.	-	357	288	800	767	801	837
Communications, Marketing and Stakeholder Management	Number of marketing communication initiatives conducted to raise the profile of the CBE.	-	118	125	350	288	300	314
Finance	Percentage increase of income generated.	-	224	-	-	-	-	-
Other goods and services		18 613	18 203	12 432	13 144	8 633	8 004	8 394
Employee Cost		30 238	31 487	32 599	35 314*	41 147*	43 958*	45 903*
<b>Total Expense</b>		<b>48 851</b>	<b>50 389</b>	<b>50 280</b>	<b>49 608</b>	<b>50 835</b>	<b>53 063</b>	<b>55 448</b>

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

Sub Programme	Approved Budget	Medium-Term Estimate		
		2023/24	2024/25	2025/26
R thousand	2023/24	2024/25	2025/26	2023/24
Programme 1: Administration	23 707	28 771	31 052	32 429
Programme 2: Empowerment and Economic Development	6 306	6 342	6 614	6 905
Programme 3: Professional Skills and Capacity Development	1 238	1 226	1 278	1 334
Programme 4: Research and Knowledge Management	1 364	1 906	1 987	2 075
Programme 5: Public Protection, Policy and Legislation	2 699	2 902	3 027	3 160
<b>Total Expenses</b>	<b>35 314</b>	<b>41 147</b>	<b>43 958</b>	<b>45 903</b>

### Economic Classification of MTEF Budget for Programme 1

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand	2019/20	2020/21	2021/22	2023/24	2024/25	2025/26	2023/24
Goods and services	18 613	18 902	17 681	14 294	9 688	9 105	9 545
Compensation of employees	30 238	31 487	32 599	35 314	41 147	43 958	45 903
<b>Total Expenses</b>	<b>48 851</b>	<b>50 389</b>	<b>50 280</b>	<b>49 608</b>	<b>50 835</b>	<b>53 063</b>	<b>55 448</b>



## 23. PROGRAMME 2: EMPOWERMENT AND ECONOMIC DEVELOPMENT

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

**Purpose:** To facilitate transformation in the built environment and create more opportunities for women, youth and persons with disabilities

### Medium-Term Targets for 2023/24-2025/26

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

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21	2021/22	2023/24	2024/25	2025/26	
Transformed Built Environment.	One programme supporting the involvement of Women-owned enterprises in the Built Environment implemented.	Number of programmes supporting the involvement of women-owned professional enterprises in the Built Environment.	N/A	N/A	N/A	One programme supporting women-owned professional practices in the delivery and maintenance of Built Environment infrastructure developed by 31 March 2023.	One programme supporting the involvement of women-owned enterprises in the Built Environment implemented by 31 March 2024.	One programme supporting the involvement of women-owned enterprises in the Built Environment implemented by 31 March 2025.	One programme supporting the involvement of women-owned enterprises in the Built Environment implemented by 31 March 2026.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated/ Unaudited Performance	Medium-Term Targets		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
	One programme supporting the development and involvement of youth in Built Environment implemented.	Number of programmes supporting the development and involvement of youth in the Built Environment.	N/A	N/A	N/A	One programme promoting youth involvement and development in the Built Environment by 31 March 2023.	One programme supporting the development and involvement of youth in the Built Environment implemented by 31 March 2024.	One programme supporting the development and involvement of youth in the Built Environment implemented by 31 March 2025.	One programme supporting the development and involvement of youth in the Built Environment implemented by 31 March 2026.
	One assessment report on the implementation of universal design and access in the public sector.	Number of assessment reports on the implementation of universal design and access in the public sector.	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 assessment report on the implementation of universal design and access in public sector by 31 March 2024.	One CBE programme promoting empowerment of people with disabilities in the Built Environment implemented by 31 March 2025.	One CBE programme promoting empowerment of people with disabilities in the Built Environment Implemented by 31 March 2026.

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/ Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21		2021/22	2022/23	2023/24	2024/25
	Approved analysis report on the status quo of women in the BE.	Number of analysis report on issues impacting transformation in the built environment professions.	N/A	N/A	N/A	N/A	One analysis report on the status quo of women in the Built Environment developed and approved by 31 March 2024.	One analysis report of issues impacting transformation in the Built Environment professions developed by 31 March 2025.	One analysis report of issues impacting transformation in the Built Environment professions developed by 31 March 2026.

## Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
2.1 Number of programmes supporting the involvement of women owned enterprises in the Built Environment.	One programme supporting the involvement of women owned enterprises in the Built Environment implemented by 31 March 2024.	Implementation plan developed for the programme supporting the involvement of women-owned enterprises in the Built Environment by 30 June 2023.	Progress Report on an initiative(s) supporting the involvement of women owned enterprises in the Built Environment produced by 30 September 2023.	Progress Report on an initiative(s) supporting the involvement of women owned enterprises in the Built Environment produced by 31 December 2023.	One programme supporting the involvement of women owned enterprises in the Built Environment implemented by 31 March 2024.
2.2 Number of programmes supporting the development and involvement of youth in the Built Environment.	One programme supporting the development and involvement of youth in the Built Environment implemented by 31 March 2024.	Implementation plan developed for the programme supporting the development and involvement of youth in the Built Environment by 30 June 2023.	Progress report on an initiative(s) supporting the development and involvement of youth in the Built Environment produced by 30 September 2023.	Progress report on an initiative(s) supporting the development and involvement of youth in the Built Environment produced by 31 December 2023.	One programme supporting the development and involvement of youth in the Built Environment implemented by 31 March 2024.
2.3 Number of assessment reports on the implementation of universal design and access in the public sector.	One assessment report on the implementation of universal design and access in the public sector by 31 March 2024.	-	First draft assessment report on the implementation of universal design and access in the public sector developed by 30 September 2023.	Second draft assessment report on the implementation of universal design and access in the public sector developed by 31 December 2023.	One assessment report on the implementation of universal design and access in the public sector by 31 March 2024.
2.4 Number of analysis reports on issues impacting transformation in the Built Environment professions.	One analysis report on the status quo of women in the BE developed and approved by 31 March 2024.	-	First draft analysis report on the status quo of women in the BE developed by 30 September 2023.	Second draft analysis report on the status quo of women in the BE developed by 31 December 2023.	One analysis report on the status quo of women in the BE developed and approved by 31 March 2024.

## Updated Key Risks

Output	Key Risks	Risk Mitigation
CBE's programmes supporting women-owned professional enterprises.	1. Inadequate participation of relevant stakeholders in the transformation process.	1. Stakeholder management plan to identify critical stakeholders.
CBE's programmes promoting empowerment of people with disability in the Built Environment	2. Lack of progress made by the respective Transformation Committees.	2. Each operational manager has been assigned a TCC respective to the operational area.
CBE's programmes promoting youth development in the Built Environment	3. Delays in internal and external approval process.	3. Marketing the TCCs among the Built Environment Industry stakeholders.

## 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 Interventions 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**

The key deliverables to achieve the objectives are:

1. CBE's programme supporting the involvement of women-owned enterprises in the delivery of built environment infrastructure
2. CBE's programme promoting youth involvement and development in the Built Environment
3. CBE's programme promoting empowerment of persons with disabilities in the Built Environment
4. An analysis report on the status quo of women in the Built Environment
5. Facilitate participation by Built Environment Professions in integrated development in the context of national goals
6. Establish and facilitate partnerships and working relationships (local and across private and public sectors) to drive Transformation initiatives

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

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

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

## Programme Resource Consideration

### Budget Allocation for Programme 2 as per the ENE

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand								
Empowerment and Economic Development	Number of programmes supporting the involvement of women-owned professional enterprises in the Built Environment.	-	-	28	360	379	396	
	Number of programmes promoting the development and involvement of the youth in the Built Environment.	-	-	28	800	486	508	
	Number of assessment reports on the implementation of universal design and access in the public sector.	-	-	-	460	51	53	
	Number of analysis reports on issues impacting transformation in the built environment professions.		49	636	481	571	596	
Other goods and services	10 684 <sup>#</sup>	-	113	-	463	486	506	
Employee cost		-	-	-*	-*	-*	-*	
<b>Total Expenses</b>		<b>10 684</b>	<b>49</b>	<b>805</b>	<b>2 101</b>	<b>1 973</b>	<b>2 059</b>	

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

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



## Economic Classification of MTEF Budget for Programme 2

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand							
Goods and services	10 684	49	805	2 101	1 888	1 973	2 059
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>10 684<sup>#</sup></b>	<b>49</b>	<b>805</b>	<b>2 101</b>	<b>1 888</b>	<b>1 973</b>	<b>2 059</b>

# 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.

## 24. 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 2023/24-2025/26

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

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Skilled Built Environment Professionals.	Nine district based Built Environment career development initiatives conducted in provinces for school learners.	Number of district based Built Environment career development initiatives conducted in provinces for school learners.	N/A	Twenty-two Built Environment career awareness initiatives conducted for school learners across nine provinces by 31 March 2021.	Eighty-seven Built Environment career awareness initiatives were conducted for school learners across nine provinces by 31 March 2022.	N/A	Nine district based Built Environment career development initiatives conducted in provinces for school learners by 31 March 2024.	Seventeen district based Built Environment career development initiatives conducted in provinces for school learners by 31 March 2025.	Eighteen district based Built Environment career development initiatives conducted in provinces for school learners by 31 March 2026.

Outcomes	Outputs	Output Indicators	Audited/Actual Performance			Estimated/Unaudited Performance	Medium-Term Targets		
			2019/20	2020/21	2021/22		2022/23	2023/24	2024/25
	Two skills development frameworks developed and approved by 31 March 2024.	Number of skills development frameworks developed.	N/A	N/A	N/A	N/A	Two skills development frameworks developed and approved by 31 March 2024.	Two skills development frameworks developed and approved by 31 March 2025.	N/A
	Hundred BE candidates supported in the identified candidacy programmes.	Number of BE candidates supported in the identified candidacy programme.	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.	Hundred BE candidates supported in the identified candidacy programmes by 31 March 2024.	Hundred BE candidates supported in the identified candidacy programmes by 31 March 2025.	Hundred BE candidates supported in the identified candidacy programmes by 31 March 2026.	
	One analysis report on the progress of registered BE candidates developed and approved.	Number of analysis reports on the progress of registered Built Environment candidates developed.	N/A	N/A	N/A	N/A	One analysis report on the progress of registered BE candidates developed and approved by 31 March 2024.	One analysis report on the progress of registered BE candidates developed and approved by 31 March 2025.	One analysis report on the progress of registered BE candidates developed and approved by 31 March 2026.

## Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
3.1 Number of district-based Built Environment career development initiatives conducted in provinces for school learners.	Nine district-based Built Environment career development initiatives conducted in provinces for school learners by 31 March 2024.	Two district-based Built Environment career development initiatives conducted in two provinces for school learners by 30 June 2023.	Three district-based Built Environment career development initiatives conducted in three provinces for school learners by 30 September 2023.	One district-based Built Environment career development initiative conducted in one province for school learners by 31 December 2023.	Three district-based Built Environment career development initiative conducted in three provinces for school learners by 31 March 2024.
3.2 Number of skills development frameworks developed.	Two skills development frameworks developed and approved by 31 March 2024.	Two skills development frameworks (Structured Candidacy and Work Integrated Learning) drafted by 30 June 2023.	Two skills development frameworks (Structured Candidacy and Work Integrated Learning) reviewed by stakeholders by 30 September 2023.	Two second draft skills development frameworks (Structured Candidacy and Work Integrated Learning) developed by 31 December 2023.	Two skills development frameworks (Structured Candidacy and Work Integrated Learning) developed by 31 March 2024.
3.3 Number of Built Environment candidates supported in the identified candidacy programmes.	Hundred Built Environment candidates supported in the identified candidacy programmes by 31 March 2024.	Twenty-five Built Environment candidates supported in the identified candidacy programmes by 30 June 2023.	Twenty-five Built Environment candidates supported in the identified candidacy programmes by 30 September 2023.	Twenty-five Built Environment candidates supported in the identified candidacy programmes by 31 December 2023.	Twenty-five Built Environment candidates supported in the identified candidacy programmes by 31 March 2024.
3.4 Number of analysis reports on the progress of registered Built Environment candidates developed.	One analysis report on the progress of registered Built Environment candidates developed and approved by 31 March 2024.	-	First draft analysis report on the progress of registered Built Environment candidates developed by 30 September 2023.	Second draft analysis report on the progress of registered Built Environment candidates developed by 31 December 2023.	One analysis report on the progress of registered Built Environment candidates developed and approved by 31 March 2024.

## 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 WIL.</p> <p>Conduct engagements via virtual platforms.</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 with universities and workplaces during the 4<sup>th</sup> quarter of 2021/22 to initiate contracts.</p> <p>Engage Sector Education and Training Authority (SETAs) for possible funding.</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 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

The CBE recommends that employment and skills development programmes, services and supports be explicitly designed to be inclusive and address the distinct barriers and circumstances of under-represented groups. The CBE, professional Councils, Governments, education and training institutions and employers should work collaboratively to identify how to support recruitment, training and retention of under-represented groups. This could include inclusive skills development initiatives tailored to meet the specific circumstances of distinct groups.

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. The evidence is clear that many groups are under-represented in growth-built environment and may have challenges in their pursuits of opportunities and attempts to make use of existing programs, services and supports. A strong and prosperous South Africa is one that demands and actively seeks to disassemble structural and systemic barriers, including overt discrimination and unconscious bias, to ensure that South Africa lives up to its espoused values of a just and inclusive society.

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

## Outputs

1. Monitoring and evaluating workplaces in implementing the Structured Candidacy Programme
2. Development of BE mentor databases to support and guide candidates employed by the state
3. Develop Frameworks to deal with structural barriers
4. An analysis report on the progress of registered BE candidates
5. Province based career awareness initiatives conducted in schools for learners in collaboration with the CBEP and the industry
6. Provide BE students with WIL support – matching students to workplaces
7. Review of the skills pipeline and implementation of its recommendations
8. Facilitate and support candidates attending CBEP interviews/assessments

## 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		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand								
Professional Skills and Capacity Development	Number of district-based Built Environment career development initiatives conducted in provinces for school learners.	-	283	889	-	2 199	2 296	2 340
	Number of skills development frameworks developed.	-	-	-	-	67	70	73
	Number of BE candidates supported in the identified candidacy programme.	-	918	987	2 185	670	700	731
	Number of analysis reports on the progress of registered Built Environment candidates developed.	-	-	-	-	-	-	-
Other goods and services		346 <sup>#</sup>	37	188	-	-	524	603
Employee cost		-	-	-*	-*	-*	-*	-*
<b>Total Expenses</b>		<b>346</b>	<b>1 164</b>	<b>2 064</b>	<b>3 823</b>	<b>2 936</b>	<b>3 590</b>	<b>3 747</b>

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

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

### Economic Classification of MTEF Budget for Programme 3

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand							
Goods and services	346	1 164	2 064	3 823	2 936	3 590	3 747
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>346</b>	<b>1 164</b>	<b>2 064</b>	<b>3 823</b>	<b>2 936</b>	<b>3 590</b>	<b>3 747</b>

## 25. 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 2023/24-2025/26

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

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance		Estimated/Unaudited Performance	Medium-Term Targets			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Informed decision making that impacts the current and future operational requirements of the industry.	One research report on the state of the Built Environment professions developed.	Number of research reports on issues impacting transformation in the BE Professions.	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 the Public Sector institutions by 31 March 2023.	One research report on the state of the Built Environment professions developed by 31 March 2024.	Two research projects based on the CBE Research Agenda implemented by 31 March 2025.	Two research projects based on the CBE Research Agenda implemented by 31 March 2026.
					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			
			2019/20	2020/21		2021/22	2023/24	2024/25	2025/26
	Two advisory briefs developed and submitted to relevant stakeholders.	Number of advisory notes developed and submitted to relevant stakeholders.	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 2023.	Four advisory notes developed and submitted to relevant stakeholders by 31 March 2024.	Four advisory notes developed and submitted to relevant stakeholders by 31 March 2025.	Four advisory notes developed and submitted to relevant stakeholders by 31 March 2026.

#### Programme 4: (Research and Knowledge Management) Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	Quarterly Targets			
		1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
4.1 Number of research reports on issues impacting transformation in the Built Environment professions.	One research report on the state of the Built Environment professions developed by 31 March 2024.	-	-	Draft research report on the state of Built Environment professions produced by 31 December 2023.	One research report on the state of Built Environment professions produced by 31 March 2024.
4.2 Number of advisory notes developed.	Four advisory notes on issues affecting the Built Environment developed by 31 March 2024.	One advisory note developed by 30 June 2023.	One advisory note developed by 30 September 2023.	One advisory note developed by 31 December 2023.	One advisory note developed by 31 March 2024.

## Updated Key Risks

Output	Key Risks	Risk Mitigation
<p>One research report on issues impacting transformation in the BE Professions.</p>	<p>Insufficient stakeholder engagements resulting in a less than desired impact of the output.</p> <p>Poor stakeholder responsiveness to implementation strategies.</p>	<p>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>
<p>Advisory notes 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

South Africans need reliable, timely and accessible built environment information to make workplace, human resource development, sustainability, climate, integrated development and employment decisions based on sound evidence. Valuable work is already taking place to improve built environment data to meet current and emerging demands – but data quality is just the start. There is an opportunity to use the same technologies that are reshaping workplaces to improve the quality, relevance and accessibility of built environment professions' data. How do we use the best data collection, aggregation and analysis techniques to capture and interpret information and bring it together? How do we get the best evidence on emerging and future skill needs to guide informed actions by all stakeholders? Answering these questions will help get CBE in line with the change curve reshaping jobs, skills and learning.

The best built environment professions information is only of value when people can find and use it easily. The CBE is not there yet. It is essential to create tools that organize built environment professions information in user-oriented ways, so people can find precisely what they want as simply as possible – without information overload. Built environment professions information users have varying needs and ways in which they use information.

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 Fourth Industrial Revolution (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. Research report on the state of skills in the built environment
4. Publications on matters affecting the built environment
5. Advisory briefs developed and submitted to relevant stakeholders - coordinate research and advise on issues impacting the Built Environment sector
6. Identify policies and legislation impeding infrastructure delivery and transformation and propose regulatory changes
7. Functional and up to date Knowledge Management System for the CBE

## **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		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand								
Research and Knowledge Management	Number of research reports on issues impacting transformation in the BE Professions.	-	-	-	-	1 000	523	545
	Number of advisory notes developed.	-	11	13	335	51	53	56
Other goods and services		951 <sup>#</sup>	3	8	306	25	26	27
Employee cost		-	-	-	-*	-*	-*	-*
<b>Total Expenses</b>		951	14	21	641	1 076	602	628

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

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

## Economic Classification of MTEF Budget for Programme 4

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand							
Goods and services	951	14	21	641	1 076	602	628
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>951</b>	<b>14</b>	<b>21</b>	<b>641</b>	<b>1 076</b>	<b>602</b>	<b>628</b>

## 26. 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 2023/24-2025/26

#### Programme 5: (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			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Promote and protect public interest in the Built Environment.	Providing advice and recommendations related to Built Environment related legislation to DPWL.	Number of compliance reports on relevant BE legislation and policies.	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.	One report on the root causes of accidents within the Built Environment sector produced by 31 March 2024.	-	-

		Annual Targets							
Outcomes	Outputs	Output Indicators	Audited/Actual Performance			Estimated/Unaudited Performance	Medium-Term Targets		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Finalise lodged appeals within 60 days.	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	Hundred 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.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2026.
	Finalise public complaints within 90 days.	Percentage of received complaints from the public finalised.	N/A	N/A	N/A	Hundred percent of received complaints from the public finalised by 31 March 2023.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 31 March 2024.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 31 March 2025.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 31 March 2026.

### Programme 5: (Public Protection, Policy and Legislation) Performance Indicators and Quarterly Targets for 2023/24

Output Indicators	Annual Target	1 <sup>st</sup> Quarter	2 <sup>nd</sup> Quarter	3 <sup>rd</sup> Quarter	4 <sup>th</sup> Quarter
5.1 Number of compliance reports on relevant BE legislation and policies.	One report on the root causes of accidents within the Built Environment sector produced by 31 March 2024.	-	First draft report on the root causes of accidents within the Built Environment sector developed by 30 September 2023.	Second draft report on the root causes of accidents within the Built Environment sector developed by 31 December 2023.	One report on the root causes of accidents within the Built Environment sector developed by 31 March 2024.
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 2024.	Hundred percent of lodged appeals finalised within 60 days from the date of lodgement by 30 June 2023.	Hundred percent of lodged appeals finalised within 60 days from the date of lodgement by 30 September 2023.	Hundred percent of lodged appeals finalised within 60 days from the date of lodgement by 31 December 2023.	Hundred percent of lodged appeals finalised within 60 days from the date of lodgement by 31 March 2024.
5.3 Percentage of received complaints from the public finalised.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 31 March 2024.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 30 June 2023.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 30 September 2023.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 31 December 2023.	Hundred percent of complaints received from the public finalised within 90 days from the date of lodgement by 31 March 2024.

## Updated Key Risks

Output	Key Risks	Risk Mitigation
<p>Providing advice and recommendations related to Built Environment related legislation to DPWI.</p>	<p>Reputational risk emanating from providing uninformed recommendations to DPWI.</p>	<p>Provide informed advice to government to inform new legislation and legislative amendments.</p>
<p>Lodged appeals finalised within 60 days.</p>	<p>Failure to execute the appeals function.</p>	<p>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.</p>

## **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 NDIIP**
- ii. Monitoring Framework for the NDIIP**
- 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. Hundred percent finalisation of lodged appeals - and possibly a dispute resolution process that includes mediation and arbitration
2. Hundred percent finalization of complaints received from the public - perform public protection function
3. Compliance reports on relevant BE legislation and policies - Investigate mechanisms and policies required to better regulate the Built Environment Professions.
4. Regulatory – monitoring and evaluation of policies and frameworks implemented in the CBEP (this will assist in uniformity of applications, transformation, and possibly less unnecessary appeals lodged)
5. Review of the policy frameworks
6. Review and finalisation of the CBE and CBEP legislation

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

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

## Programme Resource Consideration

### Budget Allocation for Programme 5 as per the ENE

Sub Programme	Output Indicator	Audited Outcome			Approved Budget	Medium-Term Estimate		
		2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand								
Public Protection, Policy and Legislation	Number of compliance reports on relevant BE legislation and policies.	-	-	-	46	30	31	33
	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	-	650	47	2 097	1 766	1 845	1 927
	Percentage of received complaints from the public finalised.	-	-	-	79	100	105	109
Other goods and services	37 <sup>#</sup>	2	569	-	100	104	108	
Employee cost	-	-	-	*	*	*	*	
<b>Total Expenses</b>	<b>37</b>	<b>652</b>	<b>616</b>	<b>2 222</b>	<b>1 996</b>	<b>2 085</b>	<b>2 177</b>	

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

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

### Economic Classification of MTEF Budget for Programme 5

Sub Programme	Audited Outcome			Approved Budget	Medium-Term Estimate		
	2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
R thousand							
Goods and services	37	652	616	2 222	1 996	2 085	2 177
Compensation of employees	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>37</b>	<b>652</b>	<b>616</b>	<b>2 222</b>	<b>1 996</b>	<b>2 085</b>	<b>2 177</b>



# PART D

LINKS TO  
OTHER PLANS

## **27. LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS**

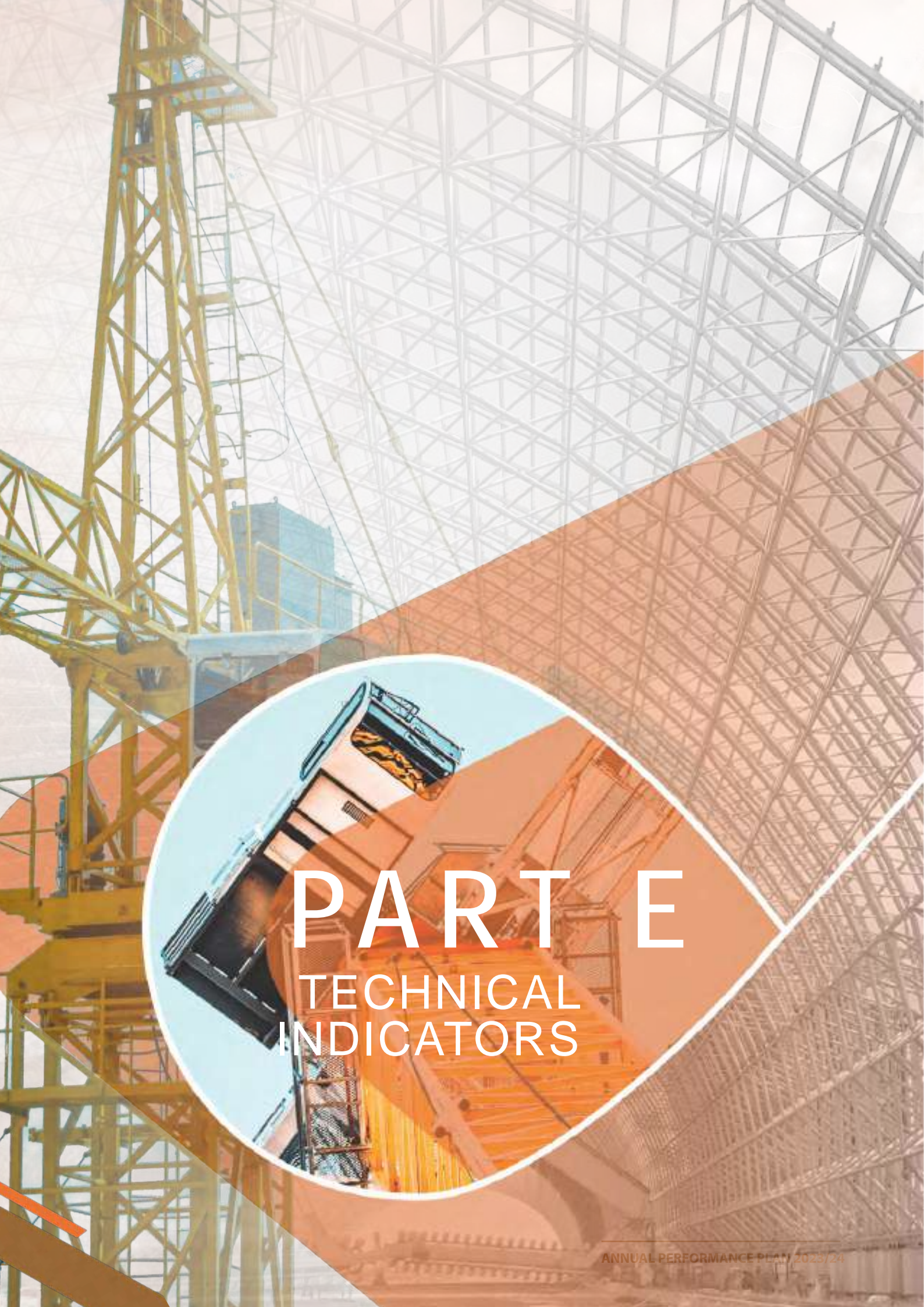
The CBE does not have any long-term infrastructure or capital spending plans.

## **28. CONDITIONAL GRANTS**

The CBE does not receive any conditional grants.

## **29. PUBLIC-PRIVATE PARTNERSHIPS**

Not applicable to the CBE at this stage.



# PART E

## TECHNICAL INDICATORS

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

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

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

## 30. PROGRAMME 1: ADMINISTRATION

### Key Performance Indicator 1.1

1.1 Indicator Title	ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented
Definition	<p>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</p> <p>The Strategic Initiatives execution are aligned to 4IR and IoT to meet the CBE's requirements and enable it to meet its mandate</p>
Source of Data	Business Processes, Industry Trends, System Requirements, Digital Transformation and Enterprise Resource Planning
Method of Calculation/ Assessment	<p>Report indicating the number of targets achieved in the Cloud Strategic Objective Roadmap, divided by total number of targets in the Roadmap</p> <p>Non-Cumulative</p>
Means of Verification	List of planned targets as per the Cloud Strategic Objective Roadmap, list of achieved targets, screenshots showing system is operational, and close out report (approved by CSSO).
Assumptions	CBE services will be available and easily accessible to the stakeholders through technological platforms delivered by the strategy
Desegregation of Beneficiaries	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation	<p>Reflect on contribution to spatial transformation priorities: N/A</p> <p>Reflect on spatial impact area: N/A</p>
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 1.2

1.2 Indicator Title	Number of marketing communication initiatives conducted
Definition	Recording the marketing communication initiatives of CBE
Source of Data	Communication plan, communication activities participated in, and activities reports
Method of Calculation/ Assessment	Simple count – Eight marketing communication initiatives 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 undertaken to raise the profile of the CBE  As regulator with a mandate to promote and protect the interest of the public in the Built Environment, the CBE must ensure all relevant parties are aware of its work and assist in enhancing its effectiveness
Indicator Responsibility	Communications Specialist / Communications Associate

### Key Performance Indicator 1.3

1.3 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 income from other sources divided by the Rand value of total income from all sources, expressed as a percentage (i.e., x 100) Non – Cumulative
Means of Verification	Approved (by Executive Management) revenue enhancement strategy, implementation plan and the calculation sheet (dated and signed by the CFO)
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

## 31. PROGRAMME 2: EMPOWERMENT AND ECONOMIC DEVELOPMENT

### Key Performance Indicator 2.1

2.1 Indicator Title	Number of programmes supporting the involvement of women-owned enterprises in the Built Environment
Definition	Section 4(a): <i>advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary</i>
Source of Data	Approved project plan, quarterly programme reports, identified project events/ activities documents
Method of Calculation/ Assessment	Simple count of one approved report on CBE's programme report on the involvement of women-owned enterprises in the delivery and maintenance of built environment infrastructure  Non-Cumulative
Means of Verification	Approved CBE's programme reports, stakeholder engagement reports, project 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 and Annually
Desired Performance	Programme supporting the involvement of women-owned enterprises in the delivery and maintenance of infrastructure implemented
Indicator Responsibility	Transformation Programme Specialist: WEGE

## Key Performance Indicator 2.2

2.2 Indicator Title	Number of programmes promoting youth involvement and development in the built environment
Definition	Section 4(a): <i>advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary</i>
Source of Data	Approved project plan, CBE's programme report, identified project events/ activities
Method of Calculation/ Assessment	Simple count of one CBE's programme promoting youth involvement and development in the built environment. Non-Cumulative
Means of Verification	Approved CBE's programme reports, stakeholder engagement reports, project 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
Indicator Responsibility	Transformation Programme Specialist: WEGE

### Key Performance Indicator 2.3

2.3 Indicator Title	Number of assessment reports on the implementation of universal design and access in the public sector
Definition	Section 4(a): <i>advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary</i>
Source of Data	Approved project plan, assessment reports
Method of Calculation/ Assessment	Simple count - Non-Cumulative
Means of Verification	Approved assessment reports
Assumptions	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 and annually
Desired Performance	CBE's advocacy programme report promoting empowerment of persons living with disabilities in the built environment implemented
Indicator Responsibility	Transformation Programme Specialist: HSPPUA

## Key Performance Indicator 2.4

2.4 Indicator Title	Number of analysis reports on issues impacting transformation in the built environment professions
Definition	This will entail analysis of policies and the research agenda for alignment and similarity with the DPWI and CBE's strategic priorities and mandate, and the provision of policy coordination, research support and services to the sector
Source of Data	Approved concept document, engagement reports and meeting minutes
Method of Calculation/ Assessment	Basic count: One analysis report on the status quo of women in the BE developed and approved  Non-Cumulative
Means of Verification	Approved (by management) analysis report on the status quo of women in the BE
Assumptions	Stakeholders will participate and an analysis report on the status quo of women in the Built Environment will be developed and approved
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	Analysis report on the status quo of women in the Built Environment will be developed and approved
Indicator Responsibility	Transformation Programme Specialist: OSD

## 32. PROGRAMME 3: PROFESSIONAL SKILLS CAPACITY DEVELOPMENT

### Key Performance Indicator 3.1

3.1 Indicator Title	Number of province-based Built Environment career awareness initiatives conducted in schools
Definition	To promote awareness on careers in the Built Environment Professions
Source of Data	Approved project plan and reports on career development initiatives conducted
Method of Calculation/ Assessment	Simple count – Cumulative Year End
Means of Verification	List of career development initiatives conducted, emails confirming engagements, attendance registers, approved career development engagement reports
Assumptions	Learners and students will participate in the career awareness initiatives
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	Province-based career awareness initiatives conducted
Indicator Responsibility	Transformation Programme Specialist: PSCD

### Key Performance Indicator 3.2

3.2 Indicator Title	Number of skills development frameworks developed
Definition	Skills development frameworks to guide the implementation of the candidacy and WIL programmes by stakeholders
Source of Data	Frameworks (Structured Candidacy and WIL), stakeholder engagements
Method of Calculation/ Assessment	Simple count: Two skills development frameworks Cumulative
Means of Verification	Approved Structured Candidacy and Work Integrated Learning frameworks
Assumptions	Skills development frameworks will be developed, approved and implemented by BE stakeholders
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	Two skills development frameworks developed and approved
Indicator Responsibility	Transformation Programme Specialist: PSCD



### Key Performance Indicator 3.3

3.3 Indicator Title	Number of BE candidates supported in the identified candidacy programmes
Definition	The CBE Structured Candidacy Framework provides assistance to workplaces in implementing the Structured Candidacy Programme
Source of Data	Approved project plan, list of the supported candidates, quarterly reports
Method of Calculation/ Assessment	Simple count - 100 BE candidates supported in identified candidacy programmes Cumulative year-end
Means of Verification	Approved (by management) quarterly reports, list of the supported BE candidates
Assumptions	BE candidates will be supported through the identified candidacy programmes
Desegregation of Beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level Reflect on spatial impact area: National level
Reporting Cycle	Quarterly and Annually
Desired Performance	Hundred Built Environment candidates supported
Indicator Responsibility	Transformation Programme Specialist: PSCD

### Key Performance Indicator 3.4

3.4 Indicator Title	Number of analysis reports on the progress of registered Built Environment candidates developed
Definition	Section 4(a): <i>advise government on any matter falling within the scope of the Built Environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary</i>
Source of Data	Approved concept document, analysis report and engagements/meeting minutes
Method of Calculation/ Assessment	Simple count – One analysis report on the progress of registered Built Environment candidates  Non-Cumulative
Means of Verification	Approved (by management) analysis report on the progress of Built Environment candidates
Assumptions	Analysis report on the progress of registered Built Environment candidates 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	Approved analysis report on the progress of Built Environment candidates
Indicator Responsibility	Transformation Programme Specialist: OSD

### 33. 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 built environment professions
Definition	<i>This will entail analysis of policies and the research agenda for alignment and similarity with the DPWI and CBE's strategic priorities and mandate, and the provision of policy coordination, research support and services to the sector</i>
Source of Data	Concept document, Research reports, meeting minutes
Method of Calculation/ Assessment	Simple count – One research report on the state of the built environment professions Non-Cumulative
Means of Verification	Approved (by Management) research report
Assumptions	Research report on the state of the built environment 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	Senior Research Specialist

## Key Performance Indicator 4.2

4.2 Indicator Title	Number of advisory notes developed
Definition	To provide the Built Environment sector with advisory reports
Source of Data	Advisory reports, list of stakeholders
Method of Calculation/ Assessment	Simple Count: Four advisory notes Cumulative Year End
Means of Verification	Approved (by Executive Management) research reports
Assumptions	Built Environment stakeholders will participate and engage CBE on advisory notes 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 and annually
Desired Performance	Advisory notes developed and submitted to stakeholders
Indicator Responsibility	Transformation Programme Specialist: PPLSED

## 34. 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): <i>advise the Minister with regard to the amendments of the CBE Act, if necessary, in order to support the norms and values of the built environment professions</i>
Source of Data	Concept document and final report on the root causes of accidents within the Built Environment sector
Method of Calculation/ Assessment	Simple count - One report on the root causes of accidents within the Built Environment sector Non-Cumulative
Means of Verification	Approved (by management) report on the root causes of accidents within the Built Environment sector
Assumptions	Stakeholders will participate and CBE will produce a report on the root causes of accidents 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	Transformation Programme Specialist: HSPPUA

## 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	<p>Percentage of appeals decided within 60 days of lodgement. = <math>(\text{NoA} / \text{ToA}) * 100\%</math>,</p> <p>where:</p> <p>NoA is number of appeals finalised within 60 days from date of receipt by the CBE; and</p> <p>ToA is total number of appeals received for the period</p> <p>Non-Cumulative</p>
Means of Verification	Appeals Register with date of lodgement, date of decision, Appeal Committee attendance register, 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	<p>Documents required in terms of the Appeal Policy submitted timeously by the parties</p> <p>Available budget</p>
Desegregation of Beneficiaries	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation	<p>Reflect on contribution to spatial transformation priorities: National level</p> <p>Reflect on spatial impact area: National level</p>
Reporting Cycle	Quarterly and Annually
Desired Performance	One hundred percent of appeals lodged are decided within 60 days of its lodgement
Indicator Responsibility	Manager: Legal

### Key Performance Indicator 5.3

5.3 Indicator Title	Percentage of complaints received from the public finalised within 90 days from the date of lodgement
Definition	<p>Section 3(a): <i>promote and protect the interest of the public in the built environment;</i></p> <p>Section 4(a): <i>advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;</i></p> <p>Section (k)(vi): <i>ensure the consistent application of policy by the councils for the professions with regard to standards of health, safety and environmental protection within the built environment;</i></p>
Source of Data	Complaints Register
Method of Calculation/ Assessment	<p>Percentage of complaints decided within 90 days of lodgement. = (NoC/ ToC)*100%, where:</p> <p>NoC is Number of complaints finalised within 90 days from date of receipt by the CBE; and</p> <p>ToC is Total number of complaints received for the period</p> <p>Non-Cumulative</p>
Means of Verification	Complaints register with date of lodgement, date of decision, Complaint 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	<p>Target for Women: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation	<p>Reflect on contribution to spatial transformation priorities: National level</p> <p>Reflect on spatial impact area: National level</p>
Reporting Cycle	Quarterly and Annually
Desired Performance	CBEP comply with principles of the Corporate Governance Framework
Indicator Responsibility	Manager: Legal



# ANNEXURES



### **35. AMENDMENTS TO THE STRATEGIC PLAN**

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Not yet applicable

### **36. CONDITIONAL GRANTS**

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Not applicable to CBE

### **37. CONSOLIDATED INDICATORS**

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Not applicable

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COUNCIL FOR THE BUILT ENVIRONMENT

# ANNUAL PERFORMANCE PLAN

## COUNCIL FOR THE BUILT ENVIRONMENT

Lourie Place, 2nd Floor  
Hillcrest Office Park  
179 Lunnon Road  
Hillcrest  
Pretoria

Tel: +27 12 3463985  
Email: [info@cbe.org.za](mailto:info@cbe.org.za)  
Website: [www.cbe.org.za](http://www.cbe.org.za)

