

FINANCIAL YEAR 2021/22

QUARTER 4

PERFORMANCE INFORMATION

01 JANUARY 2022 – 31 MARCH 2022

APPROVAL OF THE FOURTH QUARTER REPORT FOR THE FINANCIAL YEAR 2021/22

This quarterly report was developed by the Council for the Built Environment (CBE) under the stewardship of its Accounting Authority, the CBE Council.

It has been prepared in line with the targets set out in the annual performance plan and captures the performance of the CBE for the fourth quarter of the 2021/22 financial year.



M Myeza (Mr)
Chief Executive Officer

Table of Contents

1. ACRONYMS AND DEFINITIONS	7
PART A	12
EXECUTIVE SUMMARY.....	12
2. EXECUTIVE SUMMARY	13
PART B	18
GOVERNANCE	18
3. GOVERNANCE	19
3.1 INTRODUCTION.....	19
3.2 EXECUTIVE AUTHORITY	19
3.3 ACCOUNTING AUTHORITY.....	19
3.4 COMPOSITION OF THE COUNCIL.....	20
3.5 COMMITTEES OF COUNCIL	27
3.6 RISK MANAGEMENT	46
3.7 INTERNAL CONTROL AND FINANCIAL MANAGEMENT	46
3.8 INTERNAL AUDIT.....	46
3.9 COMPLIANCE WITH LEGISLATION AND PROCEDURES	47
3.10 FRAUD AND CORRUPTION	47
3.11 MINIMISING CONFLICT OF INTEREST	48
3.12 CODE OF CONDUCT	48
3.13 HEALTH AND SAFETY AND ENVIRONMENTAL ISSUES	48
3.14 TRAINING AND DEVELOPMENT	48
3.15 SUPPLY CHAIN MANAGEMENT.....	48

PART C	51
PERFORMANCE INFORMATION	51
4. PERFORMANCE INFORMATION BY PROGRAMME/OBJECTIVE.....	52
4.1 PROGRAMME 1: ADMINISTRATION	55
4.2 PROGRAMME 2: TRANSFORMATION.....	65
4.3 PROGRAMME 3: SKILLS AND CAPACITY DEVELOPMENT.....	85
4.4 PROGRAMME 4: RESEARCH AND ADVISORY	100
4.5 PROGRAMME 5: REGULATION AND PUBLIC PROTECTION	113
PART D	130
EXPENDITURE REPORT.....	130
5. SIGNIFICANT DEVIATIONS.....	132
5.1 REVENUE	132
5.2 EXPENDITURE	133
PART E.....	135
HUMAN RESOURCES	135
6. HUMAN RESOURCES	136
6.1 RECRUITMENT AND SELECTION	136
6.2 STAFF MOVEMENT	136
6.3 STAFF TURNOVER.....	137
6.4 LABOUR RELATIONS.....	138
6.5 PERFORMANCE MANAGEMENT AND DEVELOPMENT	139
6.6 LEAVE	139

Tables

Table 1: Achievement Status of Quarter Four Targets	15
Table 2: Fifth Term Council	23
Table 3: Committees of Council	Error! Bookmark not defined.
Table 4: Audit and Risk Committee Membership.....	29
Table 5: Investigations	30
Table 6: Standing Appeal Committee	34
Table 7: Council and Committees – Composition and Meeting Attendance.....	43
Table 8: Council Remuneration	45
Table 9: Procurement.....	49
Table 10: Alignment with DPWI, NDP Priorities and NDPIP Outcomes	53
Table 11: Campaign Activity Performance	57
Table 12: Programme 1: Administration	60
Table 13: Programme 2: Transformation.....	76
Table 14: Structured Candidacy	89
Table 15: Career Awareness.....	92
Table 16: Stakeholder Contribution to Career Awareness (Quarter 1 – 4).....	93
Table 17: Accreditation Visits	95
Table 18: Programme 3: Skills and Capacity Development.....	97
Table 19: Research Articles Published on the CBE Built Environment Research Hub.....	104
Table 20: Programme 4: Research and Advisory	110
Table 21: Built Environment Legislative Updates Action Plan.....	114
Table 22: Programme 5: Regulation and Public Protection	127
Table 23: Employee Statistics	136
Table 24: Race and Gender Equity	138
Table 25: Leave	139
Table 26: Absenteeism	140

Figures

Figure 1: Fourth Quarter Programme Performance	15
Figure 2: Expenditure: Actual versus Budget.....	132

1. ACRONYMS AND DEFINITIONS

AGSA	Auditor General South Africa
APP	Annual Performance Plan
BE	Built Environment
BELF	Built Environment Legal Forum
BEP/s	Built Environment Profession/s
The CBE Act	Council for the Built Environment Act 43 of 2000
CBE	Council for the Built Environment
CBEP	Councils for the Built Environment Professions
CEO	Chief Executive Officer
cidb	Construction Industry Development Board
COO	Chief Operations Officer
COGTA	Department of Cooperative Governance and Traditional Affairs
Council	CBE Council (the accounting authority of the organisation)
CRS	Consultants Roster System
DDM	District Development Model
DHET&I	Department of Higher Education, Training and Innovation
DPWI	Department of Public Works and Infrastructure
EAPASA	Environmental Assessment Practitioners Association of South Africa
EPWP	Expanded Public Works Programme

ERRP	Economic Reconstruction and Recovery Plan
FIDPM	Framework for the Infrastructure Delivery and Procurement Management
4IR	Fourth Industrial Revolution
HDI	Historically Disadvantaged Individual
HR	Human Resources
ICT	Information Communications Technology
IDMS	Infrastructure Delivery Management System
ISA	Infrastructure South Africa
IT	Information Technology
IoT	Internet of Things
King IV™	King IV Report on Corporate Governance for South Africa
LG IDMS	Local Government Infrastructure Delivery Management System
Minister	Minister of Public Works and Infrastructure
NDP	National Development Plan
NDPIP	NDP Five-Year Implementation Plan
NSC	National Senior Certificate
NSG	National School of Government
NIP	National Infrastructure Plan
NT	National Treasury
OMA	O.M.A. Chartered Accountants Inc.
OSD	Occupation Specific Dispensation

PFMA	Public Finance Management Act
POPIA	Protection of Personal Information Act
Rakoma	Rakoma and Associates Inc
RoPSP	Register of Professional Service Providers
RPL	Recognition of Prior Learning
SACPLAN	South African Council for Planners
SAPS	South African Police Services
SCM	Supply Chain Management
SETA	Sector Education Training Authority
SIPDM	Standard for Infrastructure Procurement and Delivery Management
SNG	SNG Grant Thornton
STEM	Science, Technology, Engineering, Mathematics
TCC	Transformation Collaborative Committee
ToR	Terms of Reference
VA	Voluntary Association
WC DTPW	Western Cape Department of Transport and Public Works

Committees/Sub-Committees of Council

ARC	Audit and Risk Committee
AC	Appeals Committee
BEMC	Built Environment Matters Committee
EXCO	Executive Committee
FHLC	Finance, Human Resources and Legal Committee
ISC	IDoW Steering Committee
ITSC	Information Technology Steering Committee
SMMCC	Stakeholder Management and Marketing Communications Committee

Councils for the Built Environment Professions (CBEP)

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

CBE Programmes

Programme 1	Administration
Programme 2	Transformation
Programme 3	Skills and Capacity Development
Programme 4	Research and Advisory
Programme 5	Regulation and Public Protection

Transformation Collaborative Committees

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

PART A
EXECUTIVE SUMMARY

2. EXECUTIVE SUMMARY

The Council for the Built Environment (CBE) is a Schedule 3A Public Entity as per the Public Finance Management Act (PFMA). The CBE is a statutory body in existence since the enactment of the Council for the Built Environment Act (No 43 of 2000) (The CBE Act). It is an entity of the Department of Public Works and Infrastructure (DPWI). The CBE is responsible for regulating the following Councils for the Built Environment Professions (CBEP) in South Africa - Architecture, Landscape Architecture, Engineering, Property Valuation, Project and Construction Management, and Quantity Surveying.

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 can discuss 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.*

This report presents the performance of the CBE for the fourth quarter of the 2021/22 financial year, inclusive of challenges and issues encountered by CBE Programmes in pursuit of the 2021/22 financial year targets outlined in the Annual Performance Plan (APP). It further details the CBE's financial transactions up to 31 March 2022. The report is presented in five parts:

- a. Part A is the Executive Summary, a synopsis of the CBE's performance in terms of its mandate and strategic objectives set out in its Strategic Plan
- b. Part B provides a detailed Governance Report
- c. Part C is a detailed analysis of the performance of each Programme
- d. Part D is a detailed Financial Report for the quarter
- e. Part E is the Human Resource Report for this reporting period

The CBE implements its annual performance plan (APP) through five Programmes:

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

National Treasury Regulation 5.3.1 requires the Accounting Officer to establish procedures for quarterly reporting to the Executive Authority, to facilitate effective performance monitoring, evaluation and corrective action. Procedures for quarterly reporting have been established based on the August 2011 National Treasury Guidelines, "Preparation of Quarterly Performance Reports Guidelines", in line with the Presidency's outcomes-based approach.

The CBE's 2021/22 APP has 17 quarterly targets set for the fourth quarter. Fifteen of these targets were achieved, and two targets were not achieved. This translates the overall quarter four performance of the CBE against its annual targets for the 2021/22 financial year to 88% as shown in Table 1 below.

Table 1: Achievement Status of Quarter Four Targets

APP Programme	Number of Quarterly Targets	Achieved	Not Achieved
Programme 1: Administration	5	4	1
Programme 2: Transformation	2	1	1
Programme 3: Skills and Capacity Development	4	4	0
Programme 4: Research and Advisory	3	3	0
Programme 5: Regulation and Public Protection	3	3	0
Quarter Four Total Targets	17	15	2

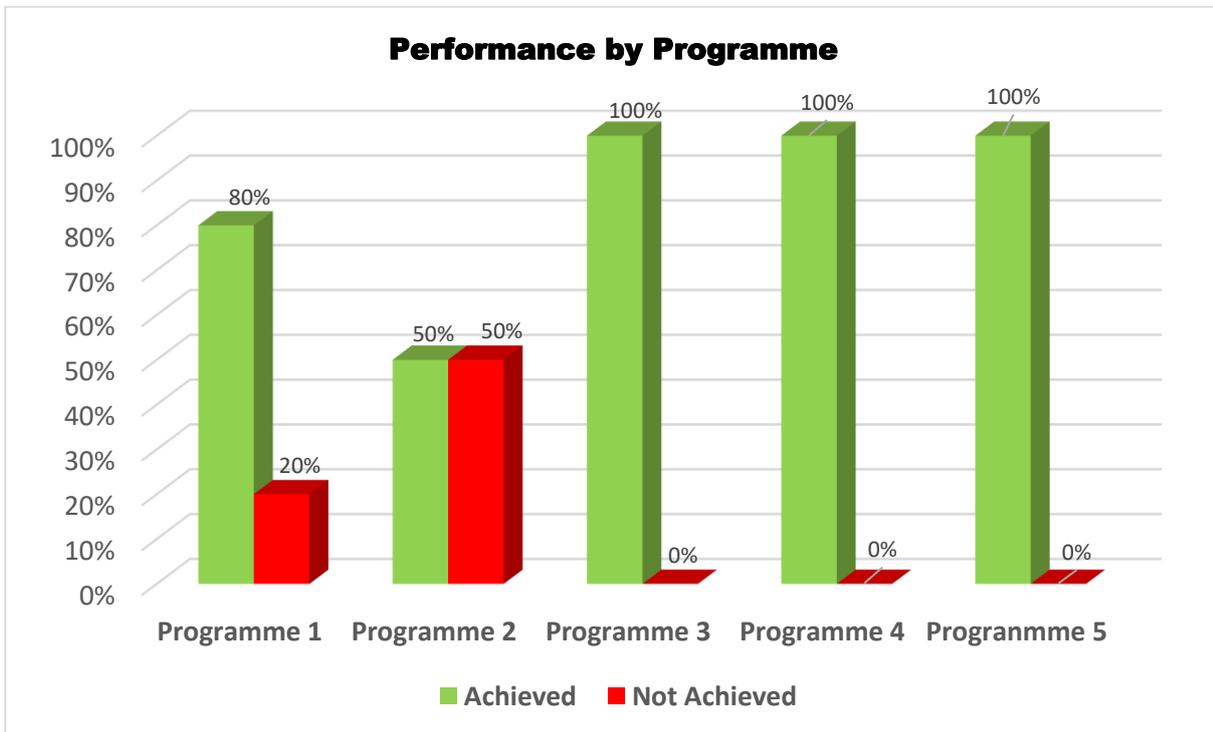


Figure 1: Fourth Quarter Programme Performance

Highlights of Quarter 4 Performance

The highlights for the quarter under review were the following:

- a) There was an updated International Organisation Standardisation quality accredited standard CBE Procedure Manual was produced
- b) Four marketing communication activities were undertaken to raise the profile of the CBE in the provinces of Limpopo, KwaZulu-Natal, Mpumalanga and Eastern Cape during the 2021/22 financial year
- c) The CBE's revenue increased by 1% of the grant and levies received
- d) One online event and five sector collaborative engagements were hosted, and the CBE Advice Desk was launched
- e) The final Built Environment report of the CBEP on the skills pipeline (supply and demand) was developed and approved
- f) Eighty-seven Built Environment career initiatives were conducted for school learners in Gauteng, Limpopo, Western Cape, KwaZulu-Natal, Northwest, Eastern Cape, Mpumalanga, Northern Cape and Free State by 31 March 2022
- g) An oversight report on the accreditation of Built Environment academic programmes and institutions was developed
- h) Four research discussion papers were developed in line with the CBE Research Agenda by 31 March 2022
- i) Thirty-three research papers, aligned to the CBE Research Agenda, were published in the Built Environment Knowledge and Information Hub during the 2021/22 financial year
- j) Two advisory reports were developed and submitted to relevant stakeholders by 31 March 2022
- k) One hundred percent of the Legislative Updates Action Plan of the Built Environment were implemented
- l) One hundred percent of lodged appeals were finalised within the statutory 60 days from the date of lodgement
- m) The final Corporate Governance assessment of the six CBEP on their compliance with the provisions of the adopted Governance Framework was developed and approved

Challenges

1. Two targets were not achieved due to the following issues:

Programme 1.3 - *ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap was not implemented by 31 March 2022.*

This target is to enable the CBE to meet its organisational strategic goals through technological platforms and solutions, while also ensuring that it aligns to Fourth Industrial Revolution (4IR) and Internet of Things (IoT) changes across industries and around the world. Council sub-committee FHLC (Finance, Human Resources and Legal Committee) requested SCM (Supply Chain Management) to further research and verify/classify the director of the recommended service provider. With this groundwork complete, the tender was approved by 31 March 2022; however, it was not possible to implement before the end of the quarter, rendering the target **not achieved**. The implementation will be completed in the first quarter of the 2022/23 financial year.

Programme 4.2 - *Hundred percent of identified transformation interventions implemented by 31 March 2022.*

The implementation of transformation interventions refers to the implementation of **individual interventions identified. Not all interventions identified were implemented, rendering the target not achieved**. The quarter four target called for hundred percent implementation of the transformation strategy; however, transformation interventions were undertaken, and the eight stages of the strategy have been successfully implemented and are functional.

2. Other significant challenges encountered during the quarter were:

a) There were four resignations from Council Members viz.:

- | | | |
|------|--|------------------|
| i. | Dr J Badul (Department of Environmental Affairs) | 9 February 2022 |
| ii. | Mr G Meyer (SACQSP) | 23 February 2022 |
| iii. | Ms N Qina (SACQSP) | 25 February 2022 |
| iv. | Ms NV Fakude (Public Representative) | 24 March 2022 |
| v. | | |

b) The BEMC and Council meetings did not quorate and as a result postponed.

PART B
GOVERNANCE

3. GOVERNANCE

3.1 INTRODUCTION

The CBE takes its governance responsibility from the relevant legislation and principles of the King IV Report on Corporate Governance for South Africa (King IV™). According to this Report, Corporate Governance is about the exercise of ethical and effective leadership by the CBE Council (Council). Such leadership includes the following responsibilities for the Council:

- a. Providing strategic direction to the CBE
- b. Approving policy to put the CBE strategy into effect
- c. Providing informed oversight of implementation and performance
- d. Disclosing (Reporting)

The pursuance of ethical and effective leadership should result in the following beneficial outcomes for the CBE:

- a. Ethical culture
- b. Sustainable performance and value-creation
- c. Adequate and effective control by the Council
- d. Protecting and building trust in the CBE as an organisation, its reputation and legitimacy

3.2 EXECUTIVE AUTHORITY

The Minister of Public Works and Infrastructure (the Minister) is the Executive Authority of the CBE.

3.3 ACCOUNTING AUTHORITY

The CBE Council is the Accounting Authority of the organisation. The CBE was established in terms of the Council for the Built Environment Act, 43 of 2000 (referred to as the CBE Act.) Some of the key functions assigned to the CBE by the CBE Act include the following outlined in section 4:

- i. *(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;*
- ii. *(e) facilitate inter-ministerial co-operation concerning issues relating to the built environment;*
- iii. *(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;*
- iv. *(g) comment, if necessary, on all proposed legislation impacting on health and safety in the built environment;*
- v. *(i) advise the professional councils on matters of national importance where the needs of the State, as communicated to the Council through the relevant Minister, require joint and coordinated action by the built environment professions;*
- vi. *(k) ensure the consistent application of policy by the professional councils with regards to: accreditation, registration, competence testing of registered persons, codes of conduct for the professions, principles for determination of fees in accordance with any legislation relating to the promotion of competition, and standards of health, safety and environmental protection within the built environment; and*
- vii. *(m) act as an appeal body with regards to matters referred to it in terms of the law regulating the built environment professions.*

The CBE is, in addition, mandated to:

- i. *4(f) effect policy coordination within the Built Environment*
- ii. *3(d) promote the participation of the built environment professions in integrated development within the context of national goals*
- iii. *3(f) promote sound governance of the built environment professions*
- iv. *3(h) act as the conduit for communication between Government and the BEPs*

3.4 COMPOSITION OF THE COUNCIL

The CBE Act (section 5) stipulates that Council comprises twenty members (non-executive), appointed by the Minister, consisting of:

- a. *One representative from the Department of Public Works and Infrastructure (DPWI);*
- b. *Not more than three persons nominated by state departments within whose functional areas the professions are also practised;*

- c. *Two representatives nominated by each council for the professions: and*
- d. *Not more than four persons nominated by the public.*

The CBE Act stipulates a formal process for the appointment of members. The Minister of PWI (the Minister) appoints the Chairperson, Deputy-Chairperson and members of the Council for a period of four years. A Company Secretary supports the Council and its Committees on governance matters. The Chief Executive Officer (CEO) and CBE staff are responsible for operational matters.

Cabinet approved the appointment of the Fifth Term Council on 7 November 2018, effective from 1 November 2018 to 31 October 2022. The Act requires the Minister of Public Works and Infrastructure to determine the first meeting of Council. The Fifth Term Council was inaugurated on 16 January 2019, the date determined by the Minister for the first meeting of Council. The inauguration was followed by an induction session on 17 January 2019.

The Chairperson of the Council resigned on 27 June 2019 with immediate effect. The Deputy Chairperson, in terms of the provisions of section 9(3) of The CBE Act, performed the functions and exercised the powers of the Chairperson until the Minister appointed the new Chairperson.

The Minister appointed four members to the Council on 20 January 2020 –

- i. Dr SS Dlamini (Chairperson)
- ii. Mr CV Gamede
- iii. Ms K Naidoo
- iv. Mr WO Mothowamodimo

Since November 2019, the following Council members resigned from the Fifth Term Council –

- a) Ms IM Vieira (Public Representative) - 19 November 2019
- b) Dr P Dala (Public Representative) - 4 January 2021
- c) Ms U Exner (Public Representative) - 13 January 2021
- d) Ms HN Molao (SACPCMP) - 30 June 2021
- e) Mr JL Margolius (SACPVP) - 7 July 2021
- f) Mr CV Gamede (Passed Away – ECSA) - 1 August 2021

- g) Ms ZY Makhathini (Department of Water Affairs and Sanitation) - 27 August 2021
- h) Ms K Naidoo (SACAP) - 30 September 2021
- i) Dr CH Deacon (SACPCMP) - 8 November 2021
- j) Dr J Badul (Department of Environmental Affairs) – 9 February 2022
- k) Mr G Meyer (SACQSP) – 23 February 2022
- l) Ms N Qina (SACQSP) – 25 February 2022
- m) Ms NV Fakude (Public Representative) – 24 March 2022

The CBE followed the statutory process for replacing the public representatives and submitted the report to the Minister on 24 February 2021.

On 23 March 2022, the Minister appointed replacements for the three public representatives; however, one member declined the nomination.

The CBEP' nominations were sent to the Minister for consideration and appointment on:

- ECSA representative on 19 August 2021
- SACAP representative on 6 December 2021
- SACPCMP representatives on 3 February 2022

In addition a meeting was convened with the Deputy Minister on 1 March 2022 highlighting the challenges that the CBE was experiencing due to the non-appointment of members in the vacant positions.

This was followed up with a meeting held with the Deputy Minister on 6 April 2022 augmenting the challenges experienced at financial year end due to the inquorate Council

Table 2: Fifth Term Council

Name	Designation (<i>Applicable section of the Act which endorses the appointment</i>)	Gender	Date Appointed	Date Resigned	End of Term
1. Dr S Dlamini (Chairperson)	Section 5(2)(c) Nominated by SACAP	Male	20 Jan 2020	-	-
2. KEM Mogodi (Deputy Chairperson)	Section 5(2)(b) read with section 6 (3)(b) Representative of state departments	Female	1 Nov 2018	-	-
3. NE Hutamo	Section 5(2)(c) Nominated by SACLAP	Male	1 Nov 2018	-	-
4. Dr KI Jacobs	Section 5(2)(c) Nominated by ECSA	Male	1 Nov 2018	-	-
5. WO Mthowamodimo	Section 5(2)(c) Nominated by SACLAP	Male	20 Jan 2020	-	-
6. ST Mthembu	Section 5(2)(d) Public nominee	Female	1 Nov 2018	-	-
7. H Ndlovu	Section 5(2)(c) Nominated by SACPVP	Male	1 Nov 2018	-	-
8. F Rabada	Section 5(2)(a) Representative Department of Public Works and Infrastructure	Female	1 Nov 2018	-	-
9. A Latchu	Section 5(2)(d) Public nominee	Male	23 Mar 2022	-	-
10. DL Maraka	Section 5(2)(d) Public nominee	Female	23 Mar 2022	-	-
Resignations					
NV Fakude	Section 5(2)(d) Public nominee	Female	23 Mar 2022	24 Mar 2022	-
N Qina	Section 5(2)(c) Nominated by SACQSP	Female	1 Nov 2018	25 Feb 2022	-
GH Meyer	Section 5(2)(c) Nominated by SACQSP	Male	1 Nov 2018	23 Feb 2022	-

Name	Designation (<i>Applicable section of the Act which endorses the appointment</i>)	Gender	Date Appointed	Date Resigned	End of Term
Dr J Badul	Section 5(2)(b) Nominated by Department of Environmental Affairs	Female	1 Nov 2018	9 Feb 2022	-
Dr CH Deacon	Section 5(2)(c) Nominated by SACPCMP	Female	1 Nov 2018	8 Nov 2021	-
K Naidoo	Section 5(2)(c) Nominated by SACAP	Female	20 Jan 2020	30 Sep 2021	
ZY Makhathini	Section 5(2)(b) Nominated by Department of Water Affairs and Sanitation	Female	1 Nov 2018	27 Aug 2021	-
CV Gamede	Section 5(2)(c) Nominated by ECSA	Male	20 Jan 2020	(Passed away) 1 Aug 2021	
JL Margolius	Section 5(2)(c) Nominated by SACPVP	Male	1 Nov 2018	7 July 2021	-
HN Molao	Section 5(2)(c) Nominated by SACPCMP	Female	1 Nov 2018	30 June 2021	-
U Exner	Section 5(2)(d) Public nominee	Female	1 Nov 2018	13 Jan 2021	-
Dr P Dala	Section 5(2)(d) Public nominee	Male	1 Nov 2018	4 Jan 2021	-
IM Vieira	Section 5(2)(d) Public nominee	Female	1 Nov 2018	21 Nov 2019	-
AM Molobe (Chairperson)	Section 5(2)(c) Nominated by SACLAP	Male	1 Nov 2018	27 June 2019	-
Adv B Tlhakung	Section 5(2)(c) Nominated by ECSA	Female	1 Nov 2018	23 Nov 2018	-

3.5 COMMITTEES OF COUNCIL

Table 3: Committees of Council

STATUTORY COMMITTEES						
Executive Committee (EXCO)		Audit and Risk Committee (ARC)			Appeal Committee	
Presidents Forum		AUDIT AND RISK SUB-COMMITTEES				
		IT Steering Committee (ITSC)	Operational Risk Management Committee (ORMC)			
COMMITTEES OF COUNCIL ESTABLISHED AND RECOMMENDED						
Social, Ethics and Governance Committee (SEGC)		BUILT ENVIRONMENT MATTERS COMMITTEE (BEMC)				
Finance, Human Resources and Legal Committee (FHLC)		Transformation Collaborative Committees (TCC)				
		Stakeholder Management, Marketing and Communications Committee (SMMCC)	Health, Safety, Public Protection and Universal Access Committee (HSPPUA)	Procurement Policy and Legislation Forum (PPL)	Women Empowerment and Gender Equality Forum (WEGE)	Occupation Specific Dispensation and Socio- Economic Development (OSD-SED)
						Professional Skills and Capacity Development (PSCD)

Legend:

Bold: Council Committees

Unbold: Operational Committees

STATUTORY COMMITTEES

Executive Committee

Executive Committee (EXCO) – as prescribed and mandated by section 12 of the CBE Act. In terms of the CBE Act, EXCO may hold meetings as and when necessary, but at least four times per year.

Council appointed an Executive Committee on 10 March 2020 consisting of the following persons:

1. Dr S Dlamini (Chairperson)
2. Ms F Rabada (Member)
3. Ms ST Mthembu (Member)
4. Ms K Naidoo (Member) (Resigned 30 September 2021)
5. Mr NE Hutamo (Member)

The EXCO terms of reference was reviewed and adopted by Council on 27 May 2021:

- a. Ensure that the resolutions of the Council are carried out;
- b. Consider any matter delegated to it by the Council in terms of any law, and advise the Council in connection therewith;
- c. Prepare estimates of revenue and expenditure of the Council;
- d. Control the expenditure of monies voted by Council in its approved estimates and all other monies or funds made available by the Council;
- e. Exercise or perform any power, duty or function delegated to it by the Council and such other powers as may be delegated to it by Council in terms of section 16 of the CBE Act;
- f. Report at every ordinary meeting of the Council on the activities of the committee;
- g. *It is noted that (a) to (f) above are functions allocated to the EXCO by legislation. It must however be noted that Council, as the Accounting Authority, is empowered to consider all relevant steps to ensure good governance and adequate financial control. The need for Council not to involve itself in operational matters dictate that the functions (c) and (d) be performed by the CBE administration, as per the delegation of authority by Council, and overseen by Council supported by the Audit and Risk Committee (ARC);*
- h. Oversee Risk Governance with reference to:

- (i) The review of performance information as per the quarterly and annual reports prepared by management
 - (ii) The review of mitigating measures proposed by management to address identified performance shortfalls and other identified risks, and monitor and assist management in its execution of mitigating measures and/or propose mitigating measures
- i. Make recommendations to Council on the above and inform Council of decisions finalised in terms of the Council's delegation.

EXCO Meetings held during the Quarter

Date	Meetings
25 January 2022	Q4 EXCO meeting
8 February 2022	CEO Quarter 3 Performance Review

Matters Approved	Matters Recommended	Matters Considered
2021/2022 Quarter 3 Report (Performance Information; Governance; Finance Report)	Council Nomination Rules and Procedures	Risk Management Report; Strategic-; Operational Risk Register; Emerging Risk Report; Risk Management Implementation Plan
		Internal and External Q3 Audit Finding Matrix
		Compliance Report

Audit and Risk Committee

The Audit and Risk Committee (ARC) is constituted in terms of section 77 of the PFMA, read with Chapter 9 of the Treasury Regulations. The ARC consists of three external members and two Council members. The ARC Chairperson is an external member. The ARC assesses CBE's risks, with reference to the entity's available resources, expertise, experience of financial management, supply chain management (SCM), and the internal audit function. The ARC has a charter that outlines its terms of reference.

The role of the ARC is to assist Council to ensure that:

- a. The CBE has implemented an effective policy framework and plan for Risk Management that will enhance the CBE's ability to achieve its strategic objectives;
- b. The disclosure regarding risk is comprehensive, timely, and relevant;
- c. Review the annual financial statements, and summarised integrated information;
- d. Comment on the annual financial statements, the accounting practices and the effectiveness of the internal financial controls;

- e. Review the disclosure of sustainability issues in the reporting to ensure that it is reliable and does not conflict with the financial information;
- f. Recommend to Council the engagement of an external assurance provider on material sustainability issues;
- g. Recommend quarterly and annual reports to for approval by Council;
- h. Review the content of the summarised information for whether it provides a balanced view;
- i. Engage the external auditors to provide assurance on the summarised financial information; and
- j. Ensure that the Risk Register is updated in line with the APP on a bi-annual basis.

Table 4: Audit and Risk Committee Membership

Name	Internal / External	Date Appointed	Date Resigned	Contract Ended
P Stock (Chairperson)	External Member	11 April 2019	N/A	N/A
LM Mangquku	External Member	11 April 2019	N/A	N/A
Dr L Konar	External Member	11 April 2019	N/A	N/A
ST Mthembu*	Council Member	1 November 2018	N/A	N/A

**(Appointed to ARC by Council on 10 March 2021) (First ARC meeting attended 21 April 2021)*

ARC Meetings held during the Quarter

Date	ARC Meetings
24 January 2022	Q4 ARC Meeting

Matters Recommended	Matters Considered
2021/2022 Quarter 3 Report: Performance information, Governance, Finance	Progress on Former CEO's Labour Court Matter
Cybersecurity Progress Report for noting	Outcome of Self-Assessments – ARC, External Audit, Internal Audit and Finance Function
IEBES CBEP Onboarding	IA Quarter Report: Progress against the IA Plan
Business Continuity Management Policy and Plans	IA Report on Q3 Performance Information and targets achieved
Anti-Fraud Policy	Fraud and Risk Management; Human Resources; Supply Chain Management, POPIA Compliance IA reports
Risk Management Framework	ITSC Report

Matters Recommended	Matters Considered
Fraud Prevention Plan	Risk Management Report, Strategic and Operational Risk Register, Emerging Risk Register, Fruitless and Wasteful Expenditure Register, Irregular Expenditure Register, Risk Management Implementation Plan
	External and Internal Q3 Audit Finding Matrix
	Compliance Report
	Contract Register
	Procurement Report

Whistle Blowers Reports

Council resolved that the Whistle Blowers reports received in 2019/2020 are investigated. A number of meetings and presentations has been done to track the progress of the following investigations –

1. O.M.A. Chartered Accountants Inc. (OMA) concluded its investigation regarding Whistle Blowers report of the appointment of the CEO. The allegations were determined unfounded in terms of the processes followed; however, Council's processes could not be confirmed due to the lack of recording thereof. Hence, going forward Council must ensure that all processes are authentically documented and recorded. Management is to strengthen its recruitment process and verification of qualifications and references for all employees.
2. The SNG Grant Thornton (SNG) investigation into the Whistle Blowers report regarding a number of allegations are ongoing.
3. A cursory investigation by the External Auditors regarding the disclosure of the Company Secretary position in the Annual Report was concluded with a recommendation that the Internal Auditors conduct a cursory investigation. This cursory investigation is concluded, and Council adopted the abolishment of the Company Secretary functions.

Table 5: Investigations

Date	Meetings	Investigation and Status
1 April 2020	Council Delegated	SNG Whistle Blower Report
21 April 2020	ARC	OMA Whistle Blower Report
19 May 2020	Council Delegated	SNG Whistle Blower Report
25 May 2020	ARC In-Committee	SNG Whistle Blower Report
30 June 2020	Council	SNG Presentation Whistle Blower Report

Date	Meetings	Investigation and Status
20 July 2020	Council Delegated	SNG Whistle Blower Report
20 July 2020	ARC In-Committee	OMA Whistle Blower Report
22 July 2020	ARC	Disclosure Under Investigation: Irregular Expenditure Scoring Guidelines
22 July 2020	ARC	Disclosure Under Investigation: Irregular Expenditure GMI
August 2020	ARC	Nexia SAB&T (Nexia) Disclosure Under Investigation Company Secretary Position in Annual Report – corrected in the 2019/2020 Annual Report
5 August 2020	Council Delegated	SNG Whistle Blower Report
1 September 2020	Council Delegated	SNG Whistle Blower Report
14 September 2020	Council	SNG Presentation Whistle Blower Report
23 September 2020	ARC In-Committee	OMA Whistle Blower Report – recommendations implemented, and matter concluded
23 September 2020	ARC In-Committee	SNG Whistle Blower Report
23 September 2020	ARC In-Committee	Under Investigation: Irregular Expenditure SCM Process for Sole Sourcing
1 October 2020	Council Delegated	SNG Whistle Blower Report
22 October 2020	Council Delegated	Briefing with Legal Expert regarding SNG Whistle Blower Report
22 October 2020	Council Delegated	SNG Whistle Blower Report
26 October 2020	ARC In-Committee	Under Investigation: Irregular Expenditure SCM Process for Sole Sourcing
26 October 2020	ARC/FHLC Joint	Rakoma Report: Disclosure of Company Secretary Position in Annual Report
4 November 2020	Council Delegated	Briefing with Legal Expert regarding SNG Whistle Blower Report
13 January 2021	Council Delegated	Way forward regarding SNG Whistle Blower Report
3 February 2021	Council Delegated	Meeting with NT regarding SNG Whistle Blower Report
5 March 2021	Council Delegated	Discussion with Legal regarding MMMG Invoicing
23 April 2021	Council Delegated	Discussion with Thipa Attorneys regarding way forward with SNG Report
19 May 2021	FHLC	Deliberated on the Nexus Investigation Report: Irregular Expenditure SCM Process for Sole Sourcing and recommended to Council

Date	Meetings	Investigation and Status
		Deliberated on the Rakoma Report regarding the Company Secretary position and recommended to Council
27 May 2021	Council	Deliberated on the Nexus Investigation Report: Irregular Expenditure SCM Process for Sole Sourcing and approved the recommendations made – Matter resolved
		Deliberated on the Rakoma Report regarding the Company Secretary position and approved the recommendations made – Matter resolved
9 June 2021	Council Delegated	Finalise letter to SNG regarding report as per Thipa Attorneys
15 June 2021	Altimax	Appointed to investigate the irregular expenditure of MGI payments in 2015/2016
14 July 2021	Council Delegated	Deliberated on the way forward in the SNG matter in terms of their response to the CBE letter with Thipa Attorneys and Manager: Legal and Regulations
15 July 2021	Special ARC	Altimax presented the report on the irregular expenditure of MGI payments in 2015-2017
19 August 2021	Council Delegated	Met with the Legal Manager to finalise the response letter to SNG regarding the Council resolution
24 August 2021	Special ARC	Altimax presented the revised report on the irregular expenditure of MGI payments in 2015-2017
27 August 2021	Council	Altimax presented the investigation report on irregular expenditure of MGI payment in 2015-2017 to Council; Council request additional information to be provided regarding the procedures followed in determining the irregular expenditure
29 August 2021	Council	Approve the recommendations of the Altimax report Altimax investigation concluded
27 September 2021	Council Delegated	Met with Nehawu and former CEO regarding Nehawu's proposal for settlement
7 October 2021	Council Delegated	Met with Nehawu and former CEO regarding CBE's counter-proposal for settlement as approved by Council at its special meeting of 29 September 2021 – agreement reached
27 and 29 October 2021	Council Chair, Deputy Chair and Legal	Briefing sessions with Internal Audit as proposed by ARC to review Council's decision regarding the former CEO's settlement agreement
3 December 2021	Council	Considered the outcomes of the Internal Audit report that:

Date	Meetings	Investigation and Status
		<ul style="list-style-type: none"> • Council's resolution to enter into the settlement agreement with the former CEO is compliant with the requirements of the applicable legislation and National Treasury regulations • The amount offered by Council is reasonable and the process followed is above board
24 January 2022	ARC Meeting – Internal Audit Investigative Report	To investigate allegations of misconduct by a CBE Official – the report found no misconduct and that procedures were followed

THE APPEAL COMMITTEE

The CBE Act and the professions Acts make provision for the lodgement of appeals against decisions of a CBEP. The CBE Act [section 21(3)] requires an Appeal Committee to be appointed for every appeal lodged, consisting of three persons, viz.

- a legally qualified and experienced person
- a professional with appropriate experience
- a specialist in the professional field concerning the appeal

The appointed Appeal Committee must decide an appeal within 60 days of its lodgement, as prescribed by section 21(5) of the CBE Act.

STANDING APPEAL COMMITTEE

Council, at its meeting of March 2020 appointed the following standing Appeal Committee, for a period of 12 (twelve) months to be allocated for appeal hearings on a rotational basis as and when required:

Table 6: Standing Appeal Committee

Name	Capacity (Chairperson or BE Generalist)
Lebogang Cordelia Stroom-Nzama	Chairperson
Boitumelo Obert Mmusinyane	Chairperson
Rebaone Nimrod Gaoraelwe	Chairperson
Mohamad Iqbal Motala	Chairperson
Selemo Ben Makubung	Chairperson
Linda Lydia Manyathi	Chairperson
Matolwane Ignatius Mokotjo	Chairperson
Darrly Robert Riley	BE Generalist
Karl Bailey	BE Generalist
Shoayb Loonat	BE Generalist
Ronald Basil Watermeyer	BE Generalist
Jeffrey Frank Pipe	BE Generalist
Eugene Vaughan Barnard	BE Generalist

SPECIALIST/S IDENTIFIED BY THE CEO AS PER COUNCIL RESOLUTION

Name	Appeal Matter
Maria Caterina Paschini	Izak Christoffel van der Vyver vs SACAP and Another
Dr Dustin Andreas Tusnovics	Lillian Makgolela vs SACAP and Another
Mr Neo Tladinyane	Ron Beeby vs ECSA
Mr Serge Banza	Thabo Hlabela vs ECSA and Another
Mr Clint Koopman	James Ndebele vs ECSA and Others
Mrs Tracey Myers	Thapelo Mmusinyane and Another vs SACPVP

SITTINGS OF THE APPEAL COMMITTEE

i. JAMES NDEBELE VERSUS THE ENGINEERING COUNCIL OF SOUTH AFRICAN (ECSA) AND OTHERS

Date of lodgement:	8 November 2021
Date on which 60 days lapsed:	7 January 2022
Date of the appeal hearing:	10 December 2021
Date of decision:	7 January 2022

NATURE OF THE APPEAL

The appellant appealed a decision of ECSA's Investigating Committee for not preferring charges against a registered person following a complaint.

APPEAL COMMITTEE APPOINTED:

Ms Linda Manyathi	Chairperson
Mr Eugene Barnard	Generalist
Mr Clint Koopman	Specialist

OUTCOME OF THE APPEAL

The appeal was upheld. The matter was referred to ECSA for reconsideration. The outcomes were:

- (a) The 1st Respondent (ECSA) was directed to reconsider its decision and take appropriate steps against the 3rd Respondent (Mr van Tonder) for not keeping records for over 10 years
- (b) The 1st Respondent was directed to ignore the findings in the investigation report of the 2nd Respondent (Mr Anderson) as the findings are inconsistent with all the evidence presented by the Appellant and admissions made by the 2nd Respondent during his oral submission

COST OF THE APPEAL

Chairperson	R 51 000
Generalist	R 27 000
Specialist	R41 250

ii. THAPELO MMUSINYANE AND ANOTHER VERSUS SOUTH AFRICAN COUNCIL FOR THE PROPERTY VALUERS' PROFESSION (SACPVP)

Date of lodgement:	18 January 2022
Date on which 60 days lapsed:	19 March 2022
Date of the appeal hearing:	11 February 2022
Date of decision:	16 March 2022

NATURE OF THE APPEAL

The Appellant appealed the sanction imposed by SACPVP's Disciplinary Tribunal.

APPEAL COMMITTEE APPOINTED

Mr Mohamad Motala	Chairperson
Mr Shoayb Loonat	Generalist
Mrs Tracey Myers	Specialist

OUTCOME OF THE APPEAL

The Appeal Committee concluded that there was no doubt as to the correctness of the Tribunal's findings with respect to the 2nd Appellant (Mr Ramovha). The Appeal Committee found no misdirection which warrants them disturbing the findings of fact or credibility or law that were made by the Tribunal. As a result of the aforesaid, the Appeal Committee ordered that:

- (a) The appeal of the 1st Appellant (Mr Mmusinyane) be upheld
- (b) The appeal of the 2nd Appellant be dismissed. Both the conviction and sanction of the Tribunal were confirmed

COST OF THE APPEAL

Chairperson	R 51 000
Generalist	R 19 500
Specialist	R 19 500

OTHER COMMITTEES

Finance, Human Resources and Legal Committee (FHLC)

Council appointed the following members to serve on the FHLC:

1. Dr KI Jacobs (FHLC Chairperson)
2. NE Hutamo (FHLC Deputy Chairperson)
3. Dr S Dlamini (Council Chairperson) (Member)
4. KEM Mogodi (Council Deputy Chairperson) (Member)
5. JL Margolius (Member)(Resigned 7 July 2021)
6. HN Molao (Member)(Resigned 30 June 2021)
7. ST Mthembu (Member)

The FHLC terms of reference was approved by Council on 27 May 2021:

a. With regard to Finance

- (i) Consider matters of financial strategy and policy (including procurement and SCM), risk management and insurance as they relate to the operation of the CBE, in particular the optimum use of available and potential financial resources (including internal investment options and their rate of return);
- (ii) Consider and assess investment opportunities available to the CBE in respect of all funds, which it administers, and determine the manner and extent to which funds are to be invested with a view to ensuring both security and optimisation of income;

- (iii) Review the annual financial statements of the CBE in conjunction with ARC, and make recommendations to Council;
- (iv) Receive and consider budget proposals from the Executive and recommend the annual operating and capital budgets to Council;
- (v) Monitor compliance with the PFMA in respect of matters relating to the CBE Act;
- (vi) Review the adequacy of the working capital by comparing cash focus against the actual;
- (vii) Receive reports of fraud relating to the CBE;
- (viii) Report on activities of the Committee at every ordinary meeting of the Council;
- (ix) Establish an annual work plan to ensure that all relevant matters of the Committee's roles and responsibilities are covered;
- (x) Receive recommendations from the Bid Specification, Bid Evaluation, and Bid Adjudication Committees as prescribed in the SCM policy; and
- (xi) Take resolutions, make recommendations, receive information and consult as required by the Delegation of Authority (DoA).

b. With regard to Human Resources

- (i) Consider and make recommendations on the Human Resources (HR) Strategy to ensure that CBE is able to attract, retain and develop the best possible talent to support business performance;
- (ii) Consider and make recommendations on the creation or review of an organisational culture, structure, and processes, which seek to support the development of staff and optimisation of their potential, in particular those who have been previously disadvantaged to address any existing inequalities in staff profiles and organisational practice;
- (iii) Ensure compliance with all employment legislation such as Employment Equity Act, Labour Relations Act and Basic Conditions of Employment Act, etc.;
- (iv) Consider and make recommendations on a formal and transparent procedure for developing a policy on remuneration with particular reference to Senior Management;

- (v) Determine the annual remuneration adjustments for CBE staff; and
- (vi) Create and abolish Senior Management positions, appointments, transfers and promotions of Senior Managers; the CEO's performance appraisal, and implementation of disciplinary action against the CEO.

c. With regard to Legal-matters

- i. Deal with the BE Policy proposal by DPWI relating to the repeal of the CBE Act;
- ii. Deal with the Identification of Work (IDoW); Appeals; Planning, Monitoring and Evaluation; and other legal compliance matters within the CBEP;
- iii. Deal with Corporate Governance matters in Council;
- iv. Receive information on the database of Appeals Committee members and recommend inclusions on the database to Council; and
- v. Receive appeal findings and make recommendations to Council on required corrective action identified by Appeal Committees.

d. With regard to Planning, Monitoring and Evaluation-Matters

Consider planning, monitoring and evaluation functions of the CBE and make recommendations to Council in pursuance of the Council's mandate and strategic objectives.

FHLC Meetings held during the Quarter

Date	Meeting
24 February 2022	Q4 FHLC Meeting

Matters Recommended	Matters Considered
2021/2022 Quarter 3 Expenditure Report	Quarter 3 Human Resources Report and proposed CBE Structure
2021/2022 Quarter 3 Council and Committees' Expenditure Report	Feedback on Policy Reviews
2021/2022 Quarter 3 Procurement Report	Settlement: Former CEO
SCM Policy Amendment: Foreign Bidders	2022/2023 Procurement Plan

Matters Recommended	Matters Considered
NT Threshold Procurement Threshold Changes	Appeals Outcomes and Rulings
2022/2023 Finance Operational / Implementation Plans	Active Contract and Commitment Register
2021/2022 Mid-term Budget Review	Compliance Report
2022/2023 Budget Allocation	
Bid: Data Centre Cloud Migration	
Bid: CBE Office Accommodation	
2022/2023 HR Operational / Implementation Plans	
2022/2023 Legal Operational / Implementation Plans	
Appointment of Appeal Committee for 2022/2023 Financial Year	
Revised Policy on Conducting Appeals	
2022/2023 ICT Operational / Implementation Plans	

Built Environment Matters Committee

Council appointed the following members to serve on the BEMC:

1. KEM Mogodi (Council Deputy Chairperson) (BEMC Chairperson)
2. GH Meyer (BEMC Deputy Chairperson) (Resigned – 23 February 2022)
3. Dr S Dlamini (Council Chairperson) (Member)
4. Dr J Badul (Member) (Resigned – 9 February 2022)
5. Dr CH Deacon (Member) (Resigned – 8 November 2021)
6. K Naidoo (Member)(Resigned – 30 September 2021)
7. H Ndlovu (Member)
8. N Qina (Member) (Resigned – 25 February 2022)
9. F Rabada (Member)
10. GV Gamede (Member)(Passed Away – 1 August 2021)
11. WO Mothowamodimo (Member)
12. ZY Makhathini (BEMC Chairperson) (Resigned – 27 August 2021)

The BEMC terms of reference was approved by Council on 27 May 2021:

- a. Consider progress reports from management on the achievement of the APP targets per Programme, propose remedial action where required to management and follow up on the implementation thereof through the Project Champions;

- b. Project champions are members of the BEMC allocated the role to promote specific APP targets;
- c. Receive reports and information required in terms of the APP on behalf of Council;
- d. Monitor and guide the CBE's Transformation Strategy;
- e. Monitor and guide the CBE's Stakeholder Management Strategy;
- f. Receive and consider information reported by the six councils for built environment professions (CBEP) to the CBE on a quarterly basis, and recommend remedial steps or intervention where required;
- g. Monitor the execution of actions required of the CBE by the CBE EXCO/President's Forum;
- h. Consider and recommend all CBE policies not considered by the FHLC to Council.

BEMC Meetings held during the Quarter

Date	Meeting
17 February 2022	Meeting postponed due to a lack of quorum

Transformation Collaborative Committees Meetings held during 2021/22

Procurement Policy Legislation and Socio-Economic Development TCC	Women Empowerment and Gender Equality TCC	Occupational Specific Dispensation TCC	Professional Skills and Capacity Development TCC	Health, Safety and Public Protection and Universal Access TCC
23 April 2021				
22 June 2021	-	-	-	-
29 June 2021	-	-	-	-
3 September 2021				
14 September 2021	16 September 2021	-	17 September 2021	14 September 2021
-		26 October 2021	1 October 2021	-
23 March 2022	-	-	-	-
30 March 2022	Launch of the CBE Advice Desk	-	-	-

Council Meetings held during the Quarter

Date	Meetings
27 January 2022	Special Council meeting
17 March 2022	Meeting postponed due to a lack of quorum

Matters Approved	Matters Considered
2022/2023 Annual Performance Plan	-
EXCO Membership for 2022	-
Office Accommodation and Working at the Office Model	-

National BE Industry Stakeholder Meetings held during 2021/2022

Date	National BE Industry Stakeholder Meetings
22 June 2021	National Stakeholder Engagement
10 September 2021	BE Sector Input: Draft NIP 2050
13 September 2021	Draft NIP 2050 Technical Task Team
14 September 2021	Draft NIP 2050 Technical Task Team
16 September 2021	Draft NIP 2050 Technical Task Team
21 September 2021	Stakeholder Workshop regard the cidb RoPSP and ERRP
27 September 2021	Draft NIP 2050 Technical Task Team
30 September 2021	Stakeholder Workshop: Procurement Policy and Legal
4 October 2021	Meeting CBE and cidb regarding RoPSP
27-29 October 2021	EAPASA Strategic Session attended by CBE Deputy Chair
28 October 2021	NIP 2050 Chapter 3: Transformation Concept Document
10 November 2021	Urgent Stakeholder Meeting: RoPSP
11 November 2021	NIP 2050 Implementation Plan
12 November 2021	CBE/EAPASA Meeting
10 December 2021	CBE National Stakeholder Engagement
6 December 2021	NT Response regarding Procurement Issues
13 December 2021	CBE/DPWI Professionalisation of Real Estate Asset Management

Table 7: Council and Committees – Composition and Meeting Attendance

Members	Number of Scheduled Meetings	Number of Special Meetings	Total Meetings Attended	Total Percentage
EXCO				
Dr SS Dlamini (Chairperson)	1	0	1	100
Ms F Rabada	0	0	0	0
Ms ST Mthembu	1	0	1	100
Mr NE Hutamo	1	0	1	100
Ms K Naidoo (Resigned 2021/09/30)	0	0	0	0
ARC				
Ms P Stock (External Member) (Chairperson)	1	0	1	100
Mr LM Mangquku (External Member)	1	0	1	100
Dr L Konar (External Member)	1	0	1	100
Ms ST Mthembu	1	0	1	100
FHLC				
Dr KI Jacobs (Chairperson)	1	0	1	100
NE Hutamo (Deputy Chair)	1	0	1	100
KEM Mogodi	1	0	1	100
ST Mthembu	1	0	1	100
Dr SS Dlamini	1	0	1	100
JL Margolius (Resigned 2021/07/07)	0	0	0	0
HN Molao (Resigned 2021/06/30)	0	0	0	0
BEMC				
KEM Mogodi (Chairperson)	0	0	0	0
H Ndlovu	0	0	0	0
F Rabada	0	0	0	0
Dr SS Dlamini	0	0	0	0
WO Mothowamodimo	0	0	0	0
GH Meyer (Deputy Chair) (Resigned 2022/02/23)	0	0	0	0
Dr J Badul (Resigned 2022/02/09)	0	0	0	0
N Qina (Resigned 2022/02/25)	0	0	0	0
Dr CH Deacon (Resigned 2021/11/8)	0	0	0	0
K Naidoo (Resigned 2021/09/30)	0	0	0	0
ZY Makhathini (Chairperson) (Resigned 2021/08/27)	0	0	1	0
CV Gamede (Passed Away 2021/08/01)	0	0	0	0
Council				
Dr SS Dlamini (Chairperson)	0	1	1	100

Members	Number of Scheduled Meetings	Number of Special Meetings	Total Meetings Attended	Total Percentage
KEM Mogodi (Deputy-Chairperson)	0	1	1	100
NE Hutamo	0	1	1	100
Dr KI Jacobs	0	1	1	100
ST Mthembu	0	1	1	100
H Ndlovu	0	1	1	100
F Rabada	0	1	1	0
WO Mothowamodimo	0	1	1	100
Dr J Badul (Resigned 2022/02/09)	0	0	0	0
GH Meyer (Resigned 2022/02/23)	0	0	0	0
N Qina (Resigned 2022/02/25)	0	1	1	100
Dr CH Deacon (Resigned 2021/11/8)	0	0	0	0
K Naidoo (Resigned 2021/09/30)	0	0	0	0
ZY Makhathini (Resigned 2021/08/27)	0	0	0	0
CV Gamede (Passed Away 2021/08/01)	0	0	0	0
JL Margolius (Resigned 2021/07/07)	0	0	0	0
HN Molao (Resigned 2021/06/30)	0	0	0	0

REMUNERATION OF COUNCIL MEMBERS

The Minister approved the remuneration rate for Council members on 22 January 2013 according to Category A2 classification (Part time members), as per National Treasury prescripts. These have since been adjusted on an annual basis.

The following members are employed in the public sector and not remunerated:

- i. Dr J Badul
- ii. CV Gamede (Passed Away – 1 August 2021)
- iii. NE Hutamo
- iv. ZY Makhathini (Resigned – 27 August 2021)
- v. WO Mothowamodimo
- vi. H Ndlovu
- vii. F Rabada

Council members receive a predetermined amount that includes preparatory fees, and are reimbursed for parking, travel and toll fees. The remuneration to Council members appears in the next table.

Table 8: Council Remuneration

Designation	Preparatory Time	Per Hour	Per Day
Chairperson	Council: 5 hours Special Council: 3 hours EXCO: 3 hours FHLC: 3 hours BEMC: 3 hours Presidents Forum: 3 hours	R581	R4,646
Deputy Chairperson and Chairpersons of Committees	Council: 5 hours Special Council: 3 hours EXCO: 3 hours FHLC: 3 hours BEMC: 3 hours Presidents Forum: 3 hours	R493	R3,943
Members of Council / Committees	Council: 5 hours EXCO: 3 hours ARC: 3 hours FHLC: 3 hours BEMC: 3 hours	R459	R3,669

Name	Remuneration	Other Allowance	Other Re-imbursments	Total
Dr S Dlamini (Chairperson)	54 594.00	0.00	0.00	54 594.00
KEM Mogodi (Deputy Chairperson)	52 739.00	0.00	1 312.00	54 051.00
NE Hutamo	0.00	0.00	0.00	0.00
Dr KI Jacobs	0.00	0.00	0.00	0.00
W Mothowamodimo	0.00	0.00	0.00	0.00
ST Mthembu	28 899.00	0.00	704.00	29 603.00
H Ndlovu	0.00	0.00	0.00	0.00
F Rabada	0.00	0.00	0.00	0.00
P Stock (Audit Committee External Member)*				
LM Mangquku (Audit Committee External Member)*	14 539.45	0.00	0.00	14 539.45
L Konar (Audit Committee External Member)*	14 539.45	0.00	0.00	14 539.45
N Qina (Resigned 25 February 2022)	21 102.00	0.00	0.00	21 102.00
GH Meyer (Resigned 23 February 2022)				
Dr J Badul (Resigned 9 February 2022)				
Dr CH Deacon (Resigned 8 November 2021)				
K Naidoo (Resigned 30 September 2021)				
ZY Makhathini (Resigned 27 August 2021)				
CV Gamede (Passed Away 1 August 2021)				
JL Margolius (Resigned 7 July 2021)				

Name	Remuneration	Other Allowance	Other Re-imbursments	Total
HN Molao (Resigned 30 June 2021)				
U Exner (Resigned 13 January 2021)				
Dr P Dala (Resigned 4 January 2021)				

* The ARC External members are remunerated in terms of the South African Institute of Chartered Accountants (SAICA) annual determined rates, as approved by the Minister of Public Works and Infrastructure.

3.6 RISK MANAGEMENT

Risk management forms a central part of the CBE's strategic management with the task of identifying, assessing, managing, and monitoring risks across the organisation. In line with good governance, risk management and planning are an emphasised element for which the Accounting Authority is directly responsible. Risk Management is also a compliance requirement, as per the PFMA.

A Risk Management Workshop was held with staff during the quarter under review. Progress updates were populated on the Strategic and Operational Risk registers. Progress on implementing actions on the top risks are submitted to the relevant committees on a quarterly basis, for monitoring thereof.

The Anti-Fraud Policy, Risk Management Framework and Fraud Prevention Plan was recommended to Council by ARC during the quarter; however they were not approved (Council did not quorate for a sitting during quarter 4 of 2022). The Risk Management Implementation plan is continuously updated.

3.7 INTERNAL CONTROL AND FINANCIAL MANAGEMENT

The Auditor General South Africa (AGSA) notified the CBE of its intention to discontinue their audit of the CBE in accordance with section 4(3) of the Public Audit Act. The CBE has applied to appoint Nexia SAB&T Inc (Nexia) to perform the year-end audit for the third year. During the 2021 financial year end audit; CBE obtained a clean audit. Two Management Report findings were identified and resolved by external audit prior to the issue of the audit report.

The external audit process for the 2022 financial year will commence during the next quarter.

3.8 INTERNAL AUDIT

INTERNAL AUDIT FUNCTION

The role of internal audit is to improve the CBE's operations. It helps the CBE to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of the risk management, control, and governance processes. The internal audit function reports at all ARC meetings and, if necessary, meets with the ARC Chairperson prior to, and immediately after, each ARC meeting.

CBE's internal auditors, Rakoma and Associates Inc (Rakoma) have continuously submitted written audit reports to the ARC meetings, based on the approved annual internal audit plan.

Based on the approved internal audit plan for the 2021/22 financial year, the following audits were performed during the quarter under review:

- a) Quarter 3 of 2022 Performance review
- b) Quarter 3 of 2022 Information Communications Technology (ICT) follow up review
- c) IT (ITGC) review
- d) Risk registers review
- e) Financial Management review
- f) Follow up review

The audit on the Quarter 4 of 2022 Performance review will be performed in April 2022.

3.9 COMPLIANCE WITH LEGISLATION AND PROCEDURES

The ARC monitors the CBE's legal compliance. Management presents a compliance report to the ARC, FHLC and Council on a quarterly basis.

3.10 FRAUD AND CORRUPTION

The entity implements an up-to-date fraud prevention plan, a requirement set out in section 3.2.1 of the Treasury Regulations.

During the quarter under review, no tip-off or incident was received from the fraud hotline. A fraud and corruption awareness virtual workshop for the fourth quarter was held on 31 March 2022. The awareness presentation was circulated to all staff.

3.11 MINIMISING CONFLICT OF INTEREST

In terms of paragraph 5.6.2 of the Code of Conduct policy, CBE employees are required to declare their interests annually by the end of April or upon appointment of new employees. The Declaration of Interest forms are signed before a Commissioner of Oath and submitted for approval. At the time of reporting, 100% submissions were recorded. No new declarations were submitted during the quarter.

3.12 CODE OF CONDUCT

No breaches were recorded during the quarter.

3.13 HEALTH AND SAFETY AND ENVIRONMENTAL ISSUES

There were two reported cases of COVID-19 during the quarter in January and February 2022. Both employees isolated and returned safely to work.

3.14 TRAINING AND DEVELOPMENT

One academic registration was administered for continuing bursary studies.

3.15 SUPPLY CHAIN MANAGEMENT

The next table indicates the total procurement spend on the following categories:

- a) Historically Disadvantaged Individuals (HDI), Youth and Disabled 100%
- b) State Owned Entities 0%
- c) White Males 0%

All of the six awards concluded during the quarter were level 1 B-BBEE service providers. The CBE will endeavour to maintain its HDI percentage. The next table details the procurement for the fourth quarter:

Table 9: Procurement

Categories	Q4 Procurement					
	Procurement		Contractual Amount		Total	Distribution
	R'	%	R'	%	R'	%
Women	R 0.00	0%	R 141 516.22	21%	R 141 516.22	21%
Black Male	R 20 202.05	100%	R 522 656.08	79%	R 542 858.13	79%
HDI total	R 20 202.05	100%	R 664 172.30	100%	R 684 374.35	100%
Youth	R0.00	0%	R 0.00	0%	R 0.00	0%
Disabled	R0.00	0%	R 0.00	0%	R 0.00	0%
Total HDI, Youth and Disabled	R 20 202.50	100%	R 664 172.30	100%	R 684 374.35	100%
State owned entities	R 0.00	0%	R0.00	0%	R0.00	0%
White Male	R 0.00	0%	R0.00	0%	R0.00	0%
Totals (adding figures in bold)	R 20 202.05	100%	R 664 172.30	100%	R 684 374.35	100%

No foreigner nationals were appointed during the quarter

Irregular or Fruitless and Wasteful Expenditure

- i. The CBE did not identify any Irregular or Fruitless and Wasteful expenditure during the quarter

- ii. The balance in Irregular Expenditure at the start of the quarter was R3 343 764, a carryover from the 2015/16 financial year. The determination assessment identified an additional amount of R86 362 which was added to the balance in irregular expenditure. This additional amount, identified by investigators, was for a different root cause from that identified by management. The irregular expenditure balance as of 31 March 2022 amounted to R3 430 125. The balance in irregular expenditure is attributed to:

criminal charges laid	R438 718
determination finalised	R2 991 408

Disciplinary proceedings are currently underway.
- iii. The balance in fruitless and wasteful expenditure in the beginning and end of the quarter evened out to R0.

Contract Extensions and Deviations

- i. There were four (4) contract extensions approved during the quarter; one was exclusively for the contract period, while the remaining three were for both contract period and value.
- ii. There were no deviations recorded for the quarter.

PART C
PERFORMANCE INFORMATION

4. PERFORMANCE INFORMATION BY PROGRAMME/OBJECTIVE

The CBE implements its 2021/22 APP through five Programmes:

Programme 1: Administration

Programme 2: Transformation

Programme 3: Skills and Capacity Development

Programme 4: Research and Advisory

Programme 5: Regulation and Public Protection

Alignment to DPWI Outcomes and National Development Plan (NDP) Priorities

The Department of Planning, Monitoring and Evaluation outlined Priorities to drive the planning and implementation of strategic plans over the 2020/21 - 2024/25 (NDP Five-Year Implementation Plan [NDPIP]) period. During this Medium-Term Strategic Framework (MTSF) period, the CBE will have contributed to and reported on Outcomes detailed in the next table.

Table 10: Alignment with DPWI, NDP Priorities and NDPIP Outcomes

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Objective of CBE Act
				
Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Optimum Functioning Council	
Priority 1: Economic transformation and job creation	Increased ownership and participation by historically disadvantaged individuals	Transformed Built Environment	Transformed Built Environment	<i>3(d) facilitate participation by the built environment professions in integrated development in the context of national goals 3(f) promote sound governance of the built environment professions; (3h) serve as a forum where the built environment professions can discuss relevant issues</i>
Priority 2: Education, skills and health	Improved education, training and innovation Improved employability of youth through skills training	Transformed Built Environment	Skilled Built Environment	<i>3(c) promote ongoing human resources development in the built environment 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>
Priority 6: A capable, ethical and developmental state	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Informed decision-making which impacts the current and future operational requirements of the industry	<i>4(a) advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations</i>

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Objective of CBE Act
				<i>as it or the relevant Minister deems necessary;</i>
<p>Priority 6: A capable, ethical and developmental state</p> <p>Priority 5: Social cohesion and safe communities</p>	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	Public interest in the Built Environment promoted and protected	<p><i>3(a) promote and protect the interest of the public in the built environment;</i></p> <p><i>3(b) promote and maintain a sustainable built environment and natural environment</i></p> <p><i>3(e) promote appropriate standards of health, safety, and environmental protection within the built environment.</i></p> <p><i>3(i) ensure the uniform application of norms and guidelines set by the councils for the professions throughout the built environment</i></p>

4.1 PROGRAMME 1: ADMINISTRATION

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, 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.

Programme 1 contributes towards Priority 6: A Capable, Ethical and Developmental State. The administrative function provides support to the entire CBE, thus contributing directly and indirectly to the delivery of all strategic outcome-oriented goals. The focus areas are Organisational Capacity and Efficiency, Information Communications Technology (ICT), Marketing and Communications and financial support services.

To achieve the above, Administration's targets for the fourth quarter were the following:

*4.1.1 Produce updated and International Organisation Standardisation quality accredited standard CBE Procedure Manual by 31 March 2022. – **Achieved***

This target is a component of the annual target to produce an enhanced and updated CBE procedure manual. The objective of the business processes review project is to ensure that the CBE is in the best shape to achieve its goals set out in the Strategic Plan. The Business Process Review seeks to identify areas of inefficiency and recommend business processes that maximise the capability of CBE business management solution.

This target further aims to achieve effective, efficient and quality service delivery. The CBE works continuously on staff development and strengthening its internal processes through an improved planning framework, efficient systems and relevant programmes. It will contribute to achieve an excellent organisational culture through avenues such as a change management strategy to support a competitive working environment.

The quarterly and annual targets were achieved. The revised processes were presented to the CBE Management Committee (MANCO) and the CBE Procedure Manual updated accordingly.

*4.1.2 Implementation of the identified prioritised actions. – **Achieved***

The output of this target is towards developing an approved organisational design and structure for the CBE. The structure was reviewed to align it with business needs and annual business and workforce planning processes, as well as respond to key events (such as changes in client needs, funding, technology, processes, priorities).

The quarterly target was achieved. The implementation action plan was approved and implemented accordingly. The cost exercise was undertaken, and the implementation plan was presented to staff and employee representatives. The annual target, however, was not achieved due to delays in the approval of the organisational structure.

*4.1.3 Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee. – **Not Achieved***

This target is to enable the CBE to meet its organisational strategic goals through technological platforms and solutions, while also ensuring that it aligns to Fourth Industrial Revolution (4IR) and Internet of Things (IoT) changes across industries and around the world.

The quarterly and annual target was not achieved. Council sub-committee FHLC (Finance, Human Resources and Legal Committee) requested SCM (Supply Chain Management) to further research and verify/classify the director of the recommended service provider. With this groundwork complete, the tender was approved by 31 March 2022; however it was not

possible to implement before the end of the quarter, rendering the target not achieved. The implementation will be completed in the first quarter of the 2022/23 financial year.

*4.1.4 One community radio interview in the province of Mpumalanga to raise the profile of the CBE by 31 March 2022. – **Achieved***

The CBE's aim is to improve public awareness and recognition of the crucial role of Built Environment Professionals everywhere in the country. Raising awareness of the role and contribution of Built Environment Professionals (BEPs) through the media, social media and public events will help excite and inspire potential Built Environment Professionals and keep citizens informed. Improving stakeholder relations and engagement is a crucial strategic objective.

The quarterly and annual targets were achieved. Four marketing communication activities to raise the profile of the CBE were undertaken in the provinces of KwaZulu Natal, Limpopo Eastern Cape and Mpumalanga by 31 March 2022. The objective of the campaign was to entrench the national footprint of CBE by reaching out to remote rural areas:

Table 11: Campaign Activity Performance

Quarter	Province	Station	Date	CBE Representative	Programme Slot	No of Calls from Listeners	Estimated Station Listenership
2	KwaZulu-Natal	Nongoma FM	15 July 2021	Nana Mhlongo (Act CEO)	Drive Connection (Afternoon)	0	140 000
2	Limpopo	Makhado FM	08 Sept 2021	Nana Nhlongo (Act CEO)	Mid-day	0	48 000 +
3	Eastern Cape	Ingwane FM	10 Dec 2021	Sisa Jikeka (Act Manager: Policy and Research)	Breakfast Show	0	70 000

Quarter	Province	Station	Date	CBE Representative	Programme Slot	No of Calls from Listeners	Estimated Station Listenership
4	Mpumalanga	Rise FM	16 Feb 2022	Sisa Jikeka (Act Manager: Policy and Research)	Mid-Morning	0	37 000

The following interventions were incorporated to encourage listener interaction:

- i. Optimised the opportunity to present in the local language wherever possible
- ii. Experimented with different time slots, while still targeting programmes during peak hours that attracted the highest listenership
- iii. Promotional adverts in the build-up to the interview
- iv. Informed listeners of the Q-&-A session at the end of the interview, so that they could prepare their questions and call in
- v. Introduced a competition with a prize as an incentive

The main challenge identified throughout the campaign was the lack of participation and feedback from listeners. Possible factors that could account for listener non-participation were identified as:

- i. The interview in KwaZulu-Natal took place at the height of civil unrest (15 July 2021)
- ii. The world was still very much in the grip of the COVID-19 pandemic, which absorbed people's attention
- iii. The short frequency reach of community radio stations limited live listenership to the area of broadcast. Listeners outside the frequency range had to settle for a recording of the interview

The non-participation from the listeners deduces that the campaign was not a success. Hence, the recommendation is to review:

- i. The selection of marketing communications platforms, in line with the CBE Communications Strategy
- ii. Packaging of messages and content

5.1.5 Increase revenue by 1% of the grant and levies received by 31 March 2022. –
Achieved

The quarterly and annual targets were achieved. The revenue enhancement strategy was approved by Council. The alternative dispute resolution forum was established as part of the Legal compliance committee where the six CBEP are represented. The alternative dispute resolution system is currently being outlined by the Legal Department; however due to capacity constraints the forum did not get off the ground. It is envisaged that the finalisation of the organisational design process will greatly assist in capacitating the Legal Unit and implementation (albeit delayed) of the alternative dispute resolution. Process mapping will only commence once the alternative dispute resolution system has been outlined. The CBE has nevertheless managed to achieve its target through the optimisation of funds received.

Table 12: Programme 1: Administration

Programme 1		ADMINISTRATION										
Sub-programme		HUMAN CAPITAL AND ICT										
Objective/Purpose		Ensuring that the CBE is in best shape to achieve goals set out in the strategic plan										
Outcome		OPTIMUM FUNCTIONING CBE										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
1.1	High quality CBE Procedure Manual.	High-level and sub business processes developed and approved.	Produce updated CBE procedure manual. Enhance updated procedures manual for quality assurance by 31 March 2022.	N/A	Consult all involved and end users.	Workshop all processes.	Produce updated and International Organisation Standardisation quality accredited standard CBE Procedure Manual by 31 March 2022.	Target Achieved International Organisation Standardisation quality accredited standard CBE Procedure Manual updated by 31 March 2022.	N/A	N/A	Approved SOP Manual.	The annual target was achieved. Updated CBE procedure manual. Enhance updated procedures manual for quality assurance was produced by 31 March 2022.

Programme 1		ADMINISTRATION										
Sub-programme		HUMAN CAPITAL AND ICT										
Objective/Purpose		Ensuring that the CBE is in best shape to achieve goals set out in the strategic plan										
Outcome		OPTIMUM FUNCTIONING CBE										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
1.2	Revised organisational structure action plan priorities implemented.	Approved CBE's Organisational design and structure.	Hundred percent of the revised organisational structure action plan identified priorities implemented by 31 March 2022.	Implementation action plan developed and approved.	Implementation of the identified prioritised actions.	Implementation of the identified prioritised actions.	Implementation of the identified prioritised actions.	Target Achieved The implementation action plan was approved and implemented accordingly. The costing exercise was also undertaken, and implementation plan presented to staff and employee representatives.	N/A	N/A	Approved phased organisational structure implementation plan. Cost presentation.	The annual target was not achieved. Hundred percent of the revised organisational structure action plan identified priorities was not implemented by 31 March 2022.
1.3	Cloud Strategic Plan that include IoT and 4IR Initiatives	ICT Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap	ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives	Implementation of identified prioritised initiatives completed and the Project	Implementation of identified prioritised initiatives completed and the Project	Implementation of identified prioritised initiatives	Implementation of identified prioritised initiatives completed and the Project	Target Not Achieved	Council meeting to approve the recommendation from FHLC not held due to	The Minister to appoint additional Council members. The tender will be	N/A	The annual target was not achieved.

Programme 1		ADMINISTRATION										
Sub-programme		HUMAN CAPITAL AND ICT										
Objective/Purpose		Ensuring that the CBE is in best shape to achieve goals set out in the strategic plan										
Outcome		OPTIMUM FUNCTIONING CBE										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	Roadmap completed and implemented.	completed and implemented.	Roadmap completed and implemented by 31 March 2022.	Closure Report developed and submitted to the IT Steering Committee.	Closure Report developed and submitted to the IT Steering Committee.	completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Closure Report developed and submitted to the IT Steering Committee.		Council not being quorate.	submitted to Council for approval and the project implemented during quarter one of 2022/23		ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap not implemented.

Programme 1		ADMINISTRATION										
Sub-programme		COMMUNICATIONS, MARKETING AND STAKEHOLDER MANAGEMENT										
Objective/Purpose		Promoting awareness about the CBE and its functions to all relevant stakeholders										
Outcome		OPTIMUM FUNCTIONING CBE										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
1.4	CBE Brand Awareness Campaign.	Number of CBE Brand Awareness Campaigns conducted.	Four marketing communication activities to raise the profile of the CBE by 31 March 2022.	One community radio interview in the province of KwaZulu-Natal to raise the profile of the CBE by 30 June 2021.	One community radio interview in the province of Limpopo to raise the profile of the CBE by 30 September 2021.	One community radio interview in the province of Eastern Cape to raise the profile of the CBE by 31 December 2021.	One community radio interview in the province of Mpumalanga to raise the profile of the CBE by 31 March 2022.	Target Achieved One community radio interview in the province of Mpumalanga to raise the profile of the CBE was held on Rise FM on 16 February 2022 at 10.20 - 10.30 on the station's Mid-Morning Show .	N/A	N/A	Rise FM community radio (Mpumalanga) <ul style="list-style-type: none"> Rise FM Promo Ad Rise FM Interview Recording (Part 1&2) Rise FM Interview Evaluation Report Rise FM Interview Invoice Radio Campaign Final Report 	The annual targets was achieved. Four community radio interviews to raise the profile of CBE were conducted by 31 March 2022.

Programme 1		ADMINISTRATION										
Sub-programme		FINANCE										
Objective/Purpose		Promote effective and efficient financial and supply chain management services										
Outcome		OPTIMUM FUNCTIONING CBE										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
1.5	Effective Revenue/ Income generation.	Percentage increase of income generation.	Increase revenue by 1% of the grant and levies received by 31 March 2022.	N/A	N/A	N/A	Increase revenue by 1% of the grant and levies received by 31 March 2022.	Target Achieved Revenue increased by 1% of the grant and levies received by 31 March 2022.	N/A	N/A	Calculation sheet	The annual target was achieved. CBE revenue increased by 1% of the grant and levies received.

4.2 PROGRAMME 2: TRANSFORMATION

Programme 2 contributes to Priority 1: Economic Transformation and Job Creation. The overall objective of the CBE's Transformation unit is to become the sector-coordinating arm of the CBE. Specifically, the transformation programmes aim to:

- (i) generate focus and synergy in facilitating the development of a unified Transformation Agenda for the Built Environment sector of South Africa
- (ii) promote collaboration in driving the Transformation agenda of the Built Environment sector of South Africa
- (iii) participate actively in joint initiatives, conferences and platforms that advances Transformation in the sector
- (iv) coordinate efforts in transforming the Built Environment through various initiatives and actions
- (v) support/coordinate efforts to unblock the skills-pipeline and ensure a sustainable supply of aptly skilled and quality individuals to meet future demands
- (vi) establish and facilitate partnerships and working relationships, local and international and across private and public sectors to drive Transformation initiatives
- (vii) provide expert guidance, consultation and services to support internal change management initiatives and organisational development

For the 2021/22 APP, Programme 2 has two quarterly targets. The targets for the fourth quarter were:

4.2.1 Ten baseline /analysis reports developed by 31 March 2022. – No Target

Transformation of the Built Environment Professions (BEPs) is one of the key imperatives of the CBE. The CBE's Strategic Plan necessitates the CBE to *facilitate participation by the built environment professions in integrated development in the context of national goals*, specifically regarding Transformation as a key priority of the sixth term democratic government administration. The CBE's third Transformation Indaba, hosted in October 2019, produced key resolutions in relation to challenges impeding Transformation in the sector. The CBE expects to deliver on these resolutions to ensure transformational progress. The main vehicle driving these activities are the Transformation Collaborative Committees (TCCs), constituted in collaboration with DPWI to

address these specific challenges. These TCCs, with support from the DPWI, are commissioned to engage with relevant departments and industry role players to resolve key challenges identified by stakeholders. There are five TCCs for the areas of:

- i. Procurement Policy and Legislation (PPL)
- ii. Women Empowerment and Gender Equality (WEGE)
- iii. Occupation Specific Dispensation and Socio-Economic Development (OSD-SED)
- iv. Professional Skills and Capacity Development (PSCD)
- v. Safety, Health, Public Protection and Universal Access (HSPPUA)

Although there was no set target for the quarter under review, ten baseline/analysis reports were presented to and approved by the TCCs by March 2022, constituting a hundred percent achievement of the annual target. The ten baseline/analysis reports were:

- a) *Report on foreign professional practices appointed by the public sector*
- b) *Report on women-owned professional practices in the Built Environment*
- c) *Report Review on the previous and current procurement systems amongst others, the Consultants Roster System with the purpose of coming up with more transformative systems*
- d) *Report on the promotion of the employment of South African Built Environment national based on the survey of foreign nationals employed by government*
- e) *Report on all procurement legislation (such as the B-BBEE Act, PPPFA, Competition Commission etc.) to benefit the targeted groups*
- f) *Revised Draft OSD Policy Proposal*
- g) *Report on the level of impact on women employers, employees, candidates and other aspects considered in the Built Environment such as retrenching, downsizing, lack of work, closures*
- h) *Report on monitoring expenditure of women-owned professional practices*
- i) *Report on the progress of professional registration of female candidates and persons with disabilities*
- j) *Report on BE graduates / professionals in employment of Institutions of Higher Learning to advocate for the employment of South African BE professionals*

*4.2.2 Hundred percent of identified transformation interventions implemented by 31 March 2022. – **Not Achieved***

The CBE Strategic Plan directs the entity to *facilitate participation by BEPs in integrated development in the context of national goals*, specifically regarding Transformation as a key priority of the sixth term democratic government administration. The CBE will conduct formal research to identify gaps in policies and legislation aimed at driving the transformation agenda of South Africa. These studies' findings, in combination with sector wide consultations, will drive transformation interventions for the Built Environment of South Africa and provide clear recommendations to address policy gaps and problems encountered with their implementation.

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

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

The quarterly and annual targets were not achieved. The implementation of transformation interventions refers to the implementation of the Broad-Based Long Term Transformation Strategy and not to individual interventions. The quarter four target called for hundred percent implementation of the transformation strategy; however, transformation interventions were undertaken, and the eight stages of the strategy have been successfully implemented and are functional:

Stage 1: A Formal Structure

Following the 2019 CBE Transformation Indaba recommendations, the CBE established the TCCs in collaboration with the DPWI to spearhead specific areas of Transformation. These TCCs were commissioned to engage with all relevant public decision makers and industry role players to resolve key challenges identified by stakeholders in advocating for change in implementing policies and transformation programmes. There are five TCCs:

- i. Procurement Policy Legislation and Socio-Economic Development (PPLSED)
- ii. Women Empowerment and Gender Equality (WEGE)
- iii. Occupational Specific Dispensation (OSD)
- iv. Professional Skills and Capacity Development (PSCD)
- v. Health, Safety, Public Protection and Universal Access (HSPPUA)

These TCCs form the core structure of the strategy as per stage 1 of the document and have been fully operational since inception on 27 February 2020.

Step 2: Provide Direction and Coordinate Interventions

The CBE roots all Transformation initiatives in the Collaborative Framework. Focusing on Transformation through collaboration is the foundational base for TCCs. Each TCC is governed by an adopted Terms of Reference (ToR) which serve to guide plans, initiatives, projects and activities. The ToR outlines the specific mandate and objectives of each TCC, the roles and responsibilities of Chairpersons and members, as well as the standard operating procedures for effective functioning and governance. The TCCs are expected to formally convene at least once a quarter or as required based on issues that may be identified by the CBE Council as of priority.

Step 3: Identify Obstacles and Hindrances

This step relates to unpacking the difficulties faced in the quest for Transformation, specifically in the TCCs focal areas - what is negatively impacting on efforts and what is contributing to the slow pace of transformation. The bulk of this process was conducted via initial TCC consultations. Together with each TCC's ToR, a list of TCC deliverables were developed based on existing challenges and hindrances. Most of the information was derived from the

TCCs and baseline analyses (i.e. formal research and stakeholder engagements) to identify and further unpack such problem areas.

Step 4: Set Targets

Objective, statistically based approaches to target setting must be employed to ensure credibility of recommendations and outputs. The setting of targets must thus also be driven and supported by empirical data. In the absence of substantial baseline information, target setting in these initial stages of the strategy mainly entailed the gathering of baseline information to forecast future trend analyses. In this regard, 13 baseline reports were produced based on the requirements stipulated from each TCC. The baseline information then aids in setting statistically sound, objective, attainable and measurable targets which are driven by empirical data.

In future implementation, to translate the transformation strategy into action, the overall transformational objectives of the sector will clearly be linked to each operating unit of the CBE and the CBEP, including identified built environment professions currently outside the ambit of the CBE. To tie transformational objectives to operational levels, targets for each CBEP will be synchronised with the overall transformation target. The relative performance and associated registration trends relating to the priority indicators within each CBEP will be considered to set customised and attainable improvement goals.

Step 5: Identify and Promote Enablers

Several enablers to Transformation are encapsulated within various policies, acts and legislation promulgated by the South African government. It is important to have a clear understanding of these enablers and the ways in which they operate to boost the effectiveness of the CBE's transformational interventions and programmes. The CBE, in collaboration with the PPLSED TCC, has taken the sectoral lead in identifying, analysing, and unpacking transformation enablers including the consolidation of comments of the sector and industry onto the draft procurement bill; sectoral engagements on procurement regulations with the Office of the Chief Procurement Officer (OCPO); and consultations on the potential resuscitation of the Consultants Roster System to name but a few.

Step 6: Prioritise

To drastically fast pace the progress of Transformation a concerted focus is required on short term goals, specifically those that would yield greatest rewards in the shortest time and with minimum effort and resources. Complementary to this approach there should be a concerted focus on those areas holding the largest potential for quick transformational wins. In this regard, unemployed graduates and women owned professional practices have been identified as areas in which the CBE can make a substantial transformational impact within the shortest time. These include research investigations such as the development of databases - the CBE unemployment database and the database of professional practices - and studies on local versus foreigners appointed at:

- i) public sector institutions
- ii) tertiary training sites

In the next financial year, concerted efforts will focus on assisting these groups to gain access to and become economically empowered and active in the South African Built Environment sector.

Step 7: Monitor and Evaluate

The proposed transformation strategy necessitates the continuous and concerted monitoring and evaluation of all the various interventions at each identified area. This is the direct responsibility of each TCC. Establishing a baseline prior to implementing any intervention and then continuously monitoring and evaluating the impact of interventions against the established baseline will enable accurate measurement of the effectiveness and impact of interventions. In this regard the TCCs will deploy monitoring and evaluation measures customised to each transformation goal and associated intervention. This will enable early detection of problematic aspects of a particular intervention that may hinder achievement of desired impact and ensure that timeous mitigations or corrective measures are incorporated to steer a specific intervention back on track. The continuous monitoring and evaluation of transformation interventions will contribute to further develop and refine interventions for future implementation. Each TCC is well equipped and will thus be expected to monitor and evaluate

their interventions, while the CBE will assume overall responsibility by providing oversight and ensuring that all interventions are adequately monitored, evaluated, and reported on.

Step 8: Report and Advise

The CBE is required, on a quarterly and annual basis, to provide a detailed report and account of the various Transformation activities implemented. The operations and outcomes from the TCCs have been the main source of information for reporting on progress towards Transformation of the built environment professions. Central to this reporting is a detailed analysis of the registration figures and trends among the CBEP with specific emphasis on the three priority indicators. The CBEP provide a detailed account of their registration figures and trends on a quarterly basis. In addition, as per the TCC ToR, specific reports and progress feedback on each TCC's activities were provided to the BEMC. As per the strategy, this concluded the reporting cycle.

*4.2.3 Three Functional Databases of women-owned Built Environment Professionals and Built Environment companies by 31 March 2022. – **No Target***

The was no target set for the quarter under review. The annual target was achieved. The following databases were sourced and/or developed in the 2021/22 financial year and are currently functional:

- i. Women owned construction companies
- ii. Women owned material supplier companies
- iii. Women owned professional practices in the Built Environment

The database of women owned construction companies was sourced from the Construction Industry Development Board (cidb) (custodian of contractors) during August 2020. However, this database was limited as it does not provide racial demographics of women owners. The cidb intends expanding the database to include racial demographics and will make this information available in due course.

The CBE sourced a database from the Black Business Council in the Built Environment (BBCBE) on women owned material supplier companies. This database only listed one confirmed woman owned entity. A google search identified a further 210 material supplier companies in South Africa who were surveyed telephonically to identify woman owned entities and their basic demographics. The data was captured into a functional database which will be updated as required.

The database of women owned professional practices was developed. The CBEP and Voluntary Associations (VA) circulated a survey to all women owned professional practices to obtain the information. The survey was a duplicate of the one utilised for all professional practices, thereby ensuring alignment between the two. The data was captured into a functional database which will be updated as required.

*4.2.4 One sector collaborative engagement hosted by 31 March 2022.- **Achieved***

The aim of sector coordination is to allow for more integrated, joined-up conversation and coherent responses timeously to advise government policy. From a sector perspective, this interface will demonstrate the importance of the industry, facilitate more resilient workforce planning, and increase appropriately qualified people with relevant certified lifelong skills that will benefit the economy. The objectives of sector coordination are to:

- a) establish and facilitate working relationships across local, international, private and public sectors to drive Transformation initiatives
- b) generate focus and synergy towards a unified Transformation Agenda for the Built Environment sector of South Africa
- c) promote collaboration in driving the Transformation agenda of the Built Environment sector of South Africa
- d) participate actively in joint initiatives, conferences and platforms to advance Transformation in the sector
- e) coordinate efforts in transforming the Built Environment through various initiatives and actions
- f) support/coordinate efforts to unblock the skills-pipeline and ensure a sustainable supply of aptly skilled and quality individuals to meet future demands

- g) provide expert guidance, consultation and services to support internal change management initiatives and organisational development

The quarterly and annual target were achieved. One annual online event and five sector collaborative engagements were hosted by 31 March 2022. The five sector collaborations unfolded as follows:

1. One sector collaborative/tripartite engagement was hosted on 22 June 2021 between the CBE, National Treasury and cidb with representation from relevant stakeholders. The outcomes from this engagement were:
 - The CBE is to convene a workshop to further discuss, and outline considered interventions regarding the reported procurement system challenges.
 - Environmental Assessment Practitioners Association of South Africa (EAPASA) to have a separate engagement with National Treasury and report back at the next Stakeholder Engagement.
2. The PSCD TCC collaborative engagement, hosted on 01 October 2021, resolved that the PPL TCC workshop should address the alignment of the Economic Recovery and Reconstruction Plan (ERRP).
3. The OSD-SED TCC collaborative engagement was hosted on 26 October 2021.
4. A National Stakeholder Engagement on Transformation in the Built Environment Professions was convened on 10 December 2021.

The keynote address was delivered by Dr K Ramokgopa, Head of Infrastructure South Africa (ISA). The CBE's CEO, Mr Myeza provided an update on National Treasury's response to infrastructure procurement issues as well as the National Infrastructure Plan (NIP) 2050, Transformation Concept Document, ERRP and the Registration of Professional service Providers (RoPSP). The workshop also zoomed in on the work and progress of the TCCs.

5. The PPLSED TCC hosted a collaborative engagement / workshop on the Consultants Roster/Register System on 23 March 2022. The purpose of this engagement was threefold:
 - i. The possible resuscitation of the Consultants Roster System (CRS) emanating from the CBE 2019 Transformation Indaba resolutions and sector engagements
 - ii. To draw lessons from the Western Cape Department of Transport and Public Works (WC DTPW) who are currently implementing the CRS
 - iii. Explore a way forward of replicating the CRS in the context of each provincial department dealing with infrastructure and services from built environment professionals

The following key resolutions were made at the engagement:

- a. The CBE is to engage the DPWI, Auditor-General and National Treasury (NT) to resolve issues that can potentially enhance the implementation of the CRS as part of the ERRP
 - b. The CBE must champion the possible resuscitation and accommodating of all built environment professions on the CRS across provinces through continuous engagements with the DPWI (i.e., Intergovernmental Cooperation Unit, Technical MinMec etc.)
 - c. The CBE is to invite the WC DTPW to further engagements on resuscitating the CRS.
6. The PPLSED TCC hosted a collaborative engagement with concerned engineers to invite comments on the gazetted draft procurement regulations on 30 March 2022. The purpose of this engagement was threefold:
 - i. The engagement was convened at the request of a group of retired engineers concerned with procurement procedures (exclusion of engineers on technical aspects) and ultimately the Preferential Procurement Policy Framework Act (PPPFA)
 - ii. In an initial engagement with the CBE's Chief Operations Officer (COO) to understand their concerns, there was agreement to consult internal structures to help craft a way forward with the PPLSED TCC on board
 - iii. The platform leveraged comments on the gazetted procurement regulations

The following key resolutions were made at the engagement:

- a. The CBE is to share the comments on the Procurement Bill with the group of concerned engineers

- b. The CBE anticipates engagements on the draft bill once it is republished (appetite was confirmed by NT to engage once the draft was ready)
 - c. The CBE is to request comments from the PPLSED TCC by 5 April 2022 and round robin/ a session with key structures between 6 – 8 April 2022 before submission to NT by 11 April 2022
 - d. The CBE is to solicit a position/proposal based on the engagement and comments received for submission to NT
7. CBE Advice Desk was officially launched on 31 March 2022. The original intention, as per the project plan, was to launch the advice desk via an online event during women’s month, i.e., August 2021. At the time the Advice Desk was not ready to launch due to concerns raised on the concept document, both internally and by DPWI. With these concerns duly addressed, the concept revised to a more basic version of the original. On 31 March 2022, the CBE Advice Desk officially launched. The CBE Advice Desk aims to provide the Built Environment 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. Any received communication will be processed with the required level of confidentiality and anonymity and directed to appropriate channels for appropriate address. 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.

Table 13: Programme 2: Transformation

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
2.1	<p>Report on foreign professional practices appointed by the public sector approved by 30 June 2021.</p> <p>Report on women-owned professional practices in the Built Environment approved by 30 June 2021.</p> <p>Report the level of impact on women employers, employees, candidates and</p>	Number of baseline/analysis reports developed.	Ten baseline/analysis reports developed by 31 March 2022.	<p>Report on foreign professional practices appointed by the public sector approved by 30 June 2021.</p> <p>Report on women-owned professional practices in the Built Environment approved by 30 June 2021.</p> <p>Report Review on the previous and current</p>	<p>Report on the level of impact on women employers, employees, candidates and other aspects considered in the Built Environment such as retrenching, downsizing, lack of work, closures approved by 30 September 2021.</p> <p>Report on the monitoring</p>	N/A	N/A	N/A	N/A	N/A	N/A	Ten baseline/analysis reports have been developed and approved. This represents the achievement of the 2021/22 annual target.

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	<p>other aspects considered in, the Built Environment such as retrenching, downsizing, lack of work, closures approved by 30 September 2021.</p> <p>Report on the expenditure on women owned professional practices approved by 30 September 2021.</p> <p>Report on the progress of professional registration of female candidates and</p>			<p>procurement systems amongst others, the Consultants Roster System with the purpose of coming up with more transformative systems approved by 30 June 2021.</p> <p>Report on the promotion of the employment of South African Built Environment national based on the survey of foreign nationals employed by government</p>	<p>expenditure on women owned professional practices approved by 30 September 2021.</p> <p>Report on the progress of professional registration of female candidates and persons with disabilities approved by 30 September 2021.</p> <p>Report on BE graduates/ professionals in employment</p>							

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	<p>persons with disabilities approved by 30 September 2021.</p> <p>Report on the previous and current procurement systems amongst others, the Consultants Roster System with the purpose of coming up with more transformative systems approved.</p> <p>Report on the promotion of the</p>			<p>approved by 30 June 2021.</p> <p>Report on all procurement legislation (such as the B-BBEE Act, PPPFA, Competition Commission etc.) to benefit the targeted groups approved by 30 June 2021.</p> <p>Revised Draft OSD Policy Proposal approved by 30 June 2021.</p>	<p>of Institutions of Higher Learning to advocate for the employment of South African BE Professionals approved by 30 September 2021.</p>							

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	<p>employment of South African Built Environment national based on the survey of foreign nationals employed by government approved.</p> <p>Report on all procurement legislation (such as the B-BBEE Act, PPPFA, Competition Commission etc.) to benefit the targeted groups approved.</p> <p>Report on BE graduates/profess</p>											

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	ionals in employment of Institutions of Higher Learning to advocate for the employment of South African BE professionals approved by 30 September 2021. Revised Draft OSD Policy Proposal approved.											
2.2	Hundred percent implementation of identified transformation interventions.	Percentage implementation of identified transformation interventions.	Hundred percent implementation of identified transformation interventions by 31 March 2022.	N/A	Twenty-five percent of identified transformation interventions implemented by 30 September 2021.	Fifty percent of identified transformation interventions implemented by 31 December 2021.	Hundred percent of identified transformation interventions implemented by 31 March 2022.	Not Target Achieved	Some of the identified interventions were not implemented	The interventions will be implemented in the 1st quarter of 2022/23 financial year.		The annual target was not achieved, some of the identified interventions were not implemented

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
2.3	<p>Database of women owned construction companies.</p> <p>Database of women owned companies of materials supply entities.</p> <p>Functional Database of women-owned professional practices in the Built Environment aligned with the data of the BE professional service providers.</p>	<p>Functional Database of women-owned professional practices in the Built Environment aligned with the data of the BE professional service providers.</p>	<p>Three Functional databases of women-owned BEP and BE companies by 31 March 2022.</p>	<p>Database of women owned construction companies by 30 June 2021.</p> <p>Database of women owned companies of materials supply entities by 30 June 2021.</p> <p>Functional Database of women-owned professional practices in the Built Environment aligned with the data of the Built Environment professional</p>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<p>Three databases of women owned BEP, and BE companies have been developed and are currently functional. The annual target for 2021/22 has been achieved.</p>

Programme 2		TRANSFORMATION										
Sub-programme		TRANSFORMED BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
				service providers by 30 June 2021.								

Programme 2		TRANSFORMATION										
Sub-programme		BROAD BASED SECTOR COORDINATION AND ENGAGEMENT PLATFORMS FOR THE BUILT ENVIRONMENT										
Objective/Purpose		Providing platforms for the sharing of knowledge and establishment of partnerships										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicators	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
2.4	One annual online event and four (4) sector collaborative engagements hosted.	Number of sector collaborations on Transformation in the Built Environment.	One annual online event and four (4) sector collaborative engagements hosted by 31 March 2022.	One sector collaborative/ tripartite engagement hosted by 30 June 2021.	One Women, Youth and Disabled event hosted launching the Gender and Persons with Disabilities Advice Desk by 30 September 2021.	One online event and one sector collaborative / tripartite engagement hosted by 31 December 2021.	One sector collaborative engagement hosted by 31 March 2022.	<p>Target Achieved</p> <p>Two sector collaborative engagements hosted, and one CBE Advice Desk launched by 31 March 2022:</p> <p>1. PPLSED TCC hosted a workshop on Consultants Roster/Register System on 23 March 2022</p> <p>2. PPLSED TCC hosted a collaborative engagement on 30 March 22 with concerned engineers inviting comments on the</p>	<p>There is a positive variance of one sector engagement</p> <p>The launch of the Advice Desk covers the shortfall in quarter two.</p>	N/A	<p>Agendas</p> <p>Minutes</p> <p>draft reports</p> <p>presentations</p> <p>spreadsheet</p>	<p>The annual target was achieved.</p> <p>One annual online event and five sector collaborative engagements were hosted by 31 March 2022.</p> <p>CBE Advice Desk officially launched on 31 March 2022.</p>

Programme 2		TRANSFORMATION										
Sub-programme		BROAD BASED SECTOR COORDINATION AND ENGAGEMENT PLATFORMS FOR THE BUILT ENVIRONMENT										
Objective/Purpose		Providing platforms for the sharing of knowledge and establishment of partnerships										
Outcome		TRANSFORMED BUILT ENVIRONMENT										
APP NO.	Outputs	Output Indicators	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
								gazetted draft procurement regulations 3. On 31 March 2022 the CBE Advice Desk was officially launched				

4.3 PROGRAMME 3: SKILLS AND CAPACITY DEVELOPMENT

The NDP prioritises building a capable State, to play a developmental and transformative role in improving the quality of education, skills development and innovation in order to increase employment opportunities through faster economic growth. The lack of skilled people in the infrastructure sector across the Republic of South Africa is 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 a pipeline for students to develop the high-tech skills needed to meet national demand in the Built Environment in support of the sector. The CBE Skills pipeline Strategy has three components viz.

- Push Strategy
- Intermediate Strategy
- Pull Strategy

The CBE aims to provide leadership and coordination on all skills development issues in the Built Environment, and will work with industry, government organisations and relevant sector education and training authorities (SETAs) to ensure that the requisite skills and capacity issues in the Built Environment and construction sector are addressed in a strategic manner.

This Programme responds to section 3 of the CBE Act to:

(c) promote ongoing human resource development in the built environment;

(g) promote liaison in the built environment in the field of training, both in the Republic and elsewhere, and to promote the standards of such training in the Republic;

Programme 3 contributes to Priority 2 (Education, Skills and Health) through the following initiatives:

- a) Throughput report on the Built Environment skills pipeline (supply and demand)
- b) Monitoring and evaluation of workplaces on the implementation of the Structured Candidacy Framework
- c) Career awareness initiatives for the Built Environment
- d) Ensuring the consistent application of policy by the CBEP with regard to accreditation

For the 2021/22 APP, Programme 3 has four quarterly targets. The targets performed as follows:

*4.3.1 Final approved Built Environment report of the CBEP on the skills pipeline (supply and demand) developed by 31 March 2022. – **Achieved***

The CBE has been striving to uncover key causes of the labour and skills gap by conducting an advisory study of the skills pipeline. The study attempted to document bottlenecks from school to post- professional level with recommendations on improving and developing requirements for key skills training and interventions.

The aim of this project is to develop an advisory report on trends in the Built Environment skills pipeline, relative to South Africa's NDP infrastructure needs. This study aimed to:

- i. analyse and document current and future skills demand, including scarce and critical Built Environment skills
- ii. identify skills imbalances and mismatches in the Built Environment sector
- iii. analyse statistics on high school graduates applying for tertiary qualifications in the Built Environment Professions (including successful and unsuccessful applications) in the past five-year period
- iv. analyse statistics on the throughput rates of Built Environment graduates by the traditional universities and universities of technology (UoT)
- v. understand bottlenecks/challenges in the delivery system from school level to university, and recommend future remedial actions

- vi. understand bottlenecks in the delivery system from candidacy and professional levels, and recommend future remedial actions
- vii. document Built Environment Skills policy directives, planning responses and recommendations/interventions for future implementation

The quarterly and annual targets were achieved. The final Built Environment report of the CBEP on the skills pipeline (supply and demand) was developed and approved.

In order to estimate the current supply of BE professionals, this study obtained and analysed data from the following sources:

- a. Department of Basic Education (DBE): Statistics on the number of students who wrote the National Senior Certificate (NSC), doing both Maths and Science, and achieved the minimum entry for a National Diploma for the period 2014 - 2019
- b. Department of Higher Education, Training and Innovation (DHET&I) and College of Economics and Management Science (CEMS) Report: Statistics on the number of students who enrolled and completed BE qualifications for the period 2014 - 2019
- c. CBEP, South African Geomatics Council (SAGC) and South African Council for Planners (SACPLAN): Statistics on the number of BE candidates and professionals for the period 2014 - 2019

Key Findings of the Study:

The supply and demand for BE professionals is heavily reliant on the schooling systems, the intake of BE qualifications by students at tertiary institutions and the willingness of graduates to take up candidacy. Being employed in the BE sector as well as exposure to all the stages prescribed by the CBEP are practical prerequisites to register as a candidate to ultimately become a professional in the BE.

The analyses of matriculant numbers over the five-year period (2014 - 2020) depicts a consistent rise in the number of students who passed Mathematics and Physical Science with 60% or more in the first sitting. This increase can be attributed to recent initiatives by government, non-governmental organisations (NGOs) and private sector conducting career initiatives, winter schools, Maths and Science camps which emphasise the importance of obtaining higher grades as well as the importance of STEM careers to students.

As the number of learners who achieve Bachelor admission at NSC is gradually increasing, so is the number of students who enrol for BE qualifications annually. This research indicates that majority of the qualifications enrolled for as of 2019 are engineering qualifications (67.7%) - specifically civil and electrical engineering, followed by geomatics qualifications (15.5%), with the least number of enrolments in landscape architecture qualifications (0.4%). This is put down to career fairs in the country popularising engineering qualifications over most other BE qualifications.

- a. The data indicates that on average 20% of registered students complete their qualification. Similarly, to the enrolment statistics, as at 2019 majority of the students who completed their qualifications were enrolled in engineering qualifications (60.1%) followed by geomatics qualifications (16.9%), with the least number in landscape architecture (0.5%)
- b. Candidates – the report points to an increase in registered candidates by 4% annually. This can be attributed to majority of university graduates not taking up the candidacy programme. Most candidates are in the engineering profession (70.3%), followed by construction project management (11%) and architecture candidates (8.2%). The least number of candidates are in landscape architecture (0.3%)
- c. Professionals – the data shows a slow growth of +0.5% per annum, indicating that most candidates have challenges in completing their candidacy and become professionalised

*4.3.2 Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022. – **Achieved***

The introduction of the Standard for Infrastructure Procurement and Delivery Management (SIPDM) by National Treasury requires that only professionally registered Built Environment Professionals perform designated functions, including making decisions on public infrastructure projects. During engagements with government departments, it was noted that candidates in the public sector take longer to become professionally registered; this necessitated the CBE to develop the Structured Candidacy Framework as an instrument to assist Built Environment candidates to achieve maximum professional development and professional registration in the shortest possible time.

This project focuses on introducing the Structured Candidacy Programme to workplaces and assessing their readiness to implement it. The aim of this programme is to work with the BE sector

to address the shortfalls in registered BE professionals within designated groups in the country by:

- i) presenting the Structured Candidacy Programme and framework and encouraging workplaces to implement them
- ii) assessing workplace readiness to implement the Structured Candidacy Programme
- iii) identify other organisations implementing similar Structured Candidacy programmes to compare, monitor and evaluate their progress

The quarterly target was achieved. However, the annual target was not achieved. Thirty-two workplaces were monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022.

In the main, the challenges experienced were:

- i. the general lack of response from organisations to meeting invites
- ii. most organisations continue to work from home, making it difficult to visit workplaces
- iii. stakeholders fail to return the required documentation after virtual meetings
- iv. workplaces are not comfortable signing the “Letter of Commitment” as there is no guarantee of further projects in the current recessionary climate in South Africa. The “Letter of Commitment” will be changed to a “Letter of Engagement” when engaging workplaces in future
- v. the recent enactment of the Protection of Personal Information Act (POPIA) has brought with it reluctance from workplaces to furnish employees’ personal information. The CBE has compiled a letter to address this issue

Table 14: Structured Candidacy

No	Workplace/Organisation	Province	Date of Visit
1	Limpopo Department of Education (provincial)	Limpopo	10 May 2021
2	Eastern Cape Department of Public Works	Eastern Cape	14 May 2021
3	Mpumalanga Department of Public Works	Mpumalanga	20 May 2021
4	KwaZulu-Natal Department of Human Settlements (provincial)	KwaZulu-Natal	26 May 2021
5	KwaZulu-Natal Department of Transport	KwaZulu-Natal	27 May 2021

No	Workplace/Organisation	Province	Date of Visit
6	KwaZulu-Natal Department of Education	KwaZulu-Natal	27 May 2021
7	Limpopo Department of Social Development	Limpopo	6 June 2021
8	Nandzu Trade General Projects	Limpopo	11 June 2021
9	CODVECO (Pty) Ltd	Gauteng	6 September 2021
10	Bob Mazwana and Associates	Eastern Cape	8 September 2021
11	DBI Consulting	Gauteng	23 September 2021
12	South African Police Service (SAPS)	Gauteng	28 September 2021
13	Maviso Projects	Gauteng	30 September 2021
14	Eskom	National	7 October 2021
15	Ethekwini Municipality	KwaZulu-Natal	26 October 2021
16	Azadi Consulting	KwaZulu-Natal	26 October 2021
17	City of Tshwane	Gauteng	2 November 2021
18	Quantum Built and Environment Consultants	Free State	22 November 2021
19	ITTS Quantity Surveyors	Free State	23 November 2021
20	Free State Department of Public Works & Infrastructure	Free State	24 November 2021
21	Free State Department of Human Settlements	Free State	25 November 2021
22	Limco QS, Arbitration and Project Management	Free State	26 November 2021
23	Free State Department of Education	Free State	26 November 2021
24	Triumphant Zoe (Pty) Ltd	Gauteng	15 March 2022
25	North West Department of Human Settlements	North West	17 March 2022
26	Department of Forestry, Fisheries and Environment (DFFE)	National	18 March 2022
27	IDT	National	18 March 2022
28	Prana Consulting	Gauteng	22 March 2022

No	Workplace/Organisation	Province	Date of Visit
29	Imvelo Studio (Pty)Ltd	Gauteng	23 March 2022
30	CAP Consulting	Western Cape	28 March 2022
31	LMJ Engineering Services (Pty) Ltd	Gauteng	31 March 2022
32	Robus Engineering Training Services (Pty) Ltd	Northern Cape	31 March 2022

The following challenges hindered progression and registration of candidates in workplaces, more so in infrastructure departments, pointing to a lack of:

- i. registered mentors to guide and mentor candidates towards professional registration
- ii. appointed mentors in infrastructure departments not able to mentor candidates due to their existing workload
- iii. proper, structured job descriptions aligned to the professional councils' requirements
- iv. structured Personal Development Plans for candidates
- v. exposure of candidates to the CBEP requirements and outcomes
- vi. funding to support candidates (especially in the private sector companies)

The CBE will facilitate funding with the SETAs, VAs, cidb, Eskom and the National School of Government (NSG) to address the challenges outlined.

*4.3.3 Built Environment career initiatives conducted in seven schools across three identified provinces by 31 March 2022. – **Achieved***

Career Awareness initiatives provide information on the scarcity of Built Environment Professionals. The aim is to empower learners at school level to make informed decisions on their career paths and to steer them towards viable work experience opportunities in the Built Environment.

The quarterly and annual targets were achieved. Eighty-seven Built Environment career awareness initiatives were conducted for school learners across nine provinces by 31 March 2022.

The annual reports of professional councils indicate that the Built Environment Professions are still largely dominated by whites with about 66% at registered professional level. Built Environment career awareness and advocacy is one of the tools adopted as a long-term intervention to address Transformation in the sector. A tracking mechanism will trace learners who attended the career awareness sessions and subsequently went on to register for built environment qualifications. The involvement of role models adds a different, 'real time' dimension to the career awareness sessions as learners get to interact with young professionals who have started a career in the Built Environment.

The career awareness programme, including the role model approach, will potentially inject growth and sustainability to the Built Environment sector.

Table 15: Career Awareness

Province	Number of Schools	Number of Learners	Number of Males	Number of Females	Male %	Female %
Eastern Cape	7	727	297	430	41%	59%
Free State	3	94	30	64	32%	68%
Gauteng	10	280	94	186	34%	66%
KwaZulu-Natal	22	2779	983	1796	35%	65%
Limpopo	8	255	76	179	30%	70%
Mpumalanga	17	1643	662	981	40%	60%
North West	5	63	28	35	44%	56%
Northern Cape	8	217	87	130	40%	60%
Western cape	7	304	123	181	40%	60%
Total	87	6362	2380	3982	37%	63

Table 16: Stakeholder Contribution to Career Awareness (Quarter 1 – 4)

Stakeholder	Number of Schools					Number of Learners					Percentage of Schools				Percentage of Learners			
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Dream International	0	0	0	5	5	0	0	0	668	668	0%	0%	0%	25%	0%	0%	0%	23%
KZN DoE	0	0	5	11	16	0	0	591	2023	2614	0%	0%	100%	55%	0	0%	100%	69%
LEAP	0	4	0	3	7	0	316	0	213	529	0%	9%	0%	15%	0%	23%	0%	7%
MPU DoE	13	4	0	0	17	1335	308	0	0	1643	68%	9%	0%	0%	90%	23%	0%	0%
Rivoningo Foundation	4	0	0	0	4	107	0	0	0	107	21%	0%	0%	0%	7%	0%	0%	0%
SAASTA	2	8	0	1	11	49	236	0	12	297	11%	19%	0%	5%	3%	17%	0%	0%
SANRAL	0	27	0	0	27	0	504	0	0	504	0%	63%	0%	0%	0%	37%	0%	0%
Total	19	43	5	20	87	1491	1364	591	2916	6362	100%	100%	100%	100%	100%	100%	100%	100%

*4.3.4 Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 March 2022. – **Achieved***

Section 4(k)(i) of the CBE Act empowers the CBE to *ensure the consistent application of policy by the councils for the professions with regard to accreditation.*

The Higher Education Quality Committee (HEQC) framework for programme accreditation (2004) recognises the responsibilities of statutory councils for professional education, particularly with regard to licence and other professional and work-based requirements.

In 2010, the CBE developed a Policy Framework on Accreditation of the Built Environment Programmes, approved by the Minister in 2013. The objectives of the Framework are to:

- i. Ensure that built environment programmes conform to the requirements of the Higher Education Quality Sub framework (HEQSF)
- ii. Elucidate the principles that should underpin the accreditation of built environment programmes by professional councils
- iii. Define the key minimum criteria to be met by built environment programmes
- iv. Give effect to requirement of the CBE Act to ensure consistency in the application of policy on accreditation within the BEPC

The quarterly and annual target was achieved. The approved oversight report on the CBEP' accreditation of Built Environment Academic programmes and institutions was developed by 31 March 2022. The next table details the accreditation schedule.

Table 17: Accreditation Visits

CBEP	University	Date
ECSA	Mangosuthu University of Technology (MUT)	27 – 28 May 2021
	North West University (NWU)	26 – 27 August 2021
	Walter Sisulu University (WSU)	17-18 November 2021
SACQSP	Central University of Technology (CUT)	18 June 2021
	University of Johannesburg (UJ)	24 August 2021
	Nelson Mandela University (NMU)	2 September 2021
	Cape Peninsula University of Technology (CPUT)	14 September 2021
	Durban University of Technology (DUT)	22 September 2022
SACAP	University of Cape Town (UCT)	06 – 08 September 2021
	University of the Witwatersrand (Wits)	18-20 October 2021
SACPVP	University of the Witwatersrand	20 October 2021

Challenges / Highlights

The COVID-19 pandemic and the ensuing lockdown regulations impacted on the accreditation process of programmes and institutions at most tertiary institutions, forcing them to review the traditional face-to-face engagements and adopt a virtual or hybrid model.

Recommendations

Where possible, the CBEP should consider virtual accreditation and validation. This will ensure that there is progress on accreditations that are pending, and on the validation of university programmes. Going virtual will also fast track feedback to universities.

Universities must strive to align their staff (both academic and support) to the demographics of the country. Additionally, the CBE encouraged universities to utilise the DHE&I University Capacity

Development grant, New Generation of Academics Programme (nGAP) and the National Research Foundation (NRF) pipeline programmes to ensure academic staff sustainability, and to have a clear mentorship programme for the new generation of academics and improve the qualifications of junior academic staff.

Universities must have articulated programmes to support student learning, especially for those from rural communities who cannot easily access remote learning classes due to data and connectivity challenges. The recommendation extended for universities to record all sessions for access by students, even after classes.

Universities offering work integrated learning (WIL) must expand their collaborations to have more organisations on board for student placements.

To address the high rate of youth unemployment in the country, universities are urged to include a suite of entrepreneurship and business studies in their offerings to provide graduates with a foundational base to start their own business and practices.

Table 18: Programme 3: Skills and Capacity Development

Programme 3		SKILLS AND CAPACITY DEVELOPMENT										
Objective/Purpose		Coordination of an enabling Built Environment Skills Pipeline from school to professional level.										
Outcome		SKILLED BUILT ENVIRONMENT PROFESSIONALS										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
3.1	Advisory report on the Skills Pipeline Programme.	A throughput report relating to the Built Environment skills pipeline.	An approved Built Environment throughput report on the skills pipeline (supply and demand) developed by 31 March 2022.	Database of the land surveyors' profession (supply and demand) produced by 30 June 2021.	Database of the town planners' profession (supply and demand) produced by 30 September 2021.	First draft of the Built Environment report of the CBEP on the skills pipeline (supply and demand) Developed by 31 December 2021.	Final approved Built Environment report of the CBEP on the skills pipeline (supply and demand) Developed by 31 March 2022.	Target Achieved Final approved Built Environment report of the CBEP on the skills pipeline (supply and demand) developed by 31 March 2022.	N/A	N/A	Final approved Built Environment report of the CBEP on the skills pipeline (supply and demand).	The annual target was achieved. An approved Built Environment throughput report on the skills pipeline (supply and demand) was developed by 31 March 2022.
3.2	Monitoring and evaluation on implementation of the Structured Candidacy Programme.	Number of workplaces monitored and evaluated in implementing the Structured Candidacy Programme.	Thirty-two workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 30 June 2021.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 30 September 2021.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 December 2021.	Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 March 2022.	Target Achieved Nine workplaces monitored and evaluated in implementing the Structured Candidacy Programme	There is a positive variance of one workplace monitored and evaluated in implementing the Structured Candidacy Programme.	N/A	Workplace visit register Complete M&E checklist Q4 report	The annual target was achieved. Thirty-two Workplaces were monitored and evaluated in implementing the Structured

Programme 3		SKILLS AND CAPACITY DEVELOPMENT										
Objective/Purpose		Coordination of an enabling Built Environment Skills Pipeline from school to professional level.										
Outcome		SKILLED BUILT ENVIRONMENT PROFESSIONALS										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
								by 31 March 2022.				Candidacy Programme by 31 March 2022.
3.3	Built Environment career awareness initiatives conducted.	Number of Built Environment career awareness initiatives conducted.	Thirty Built Environment career awareness initiatives conducted for school learners across nine provinces by 31 March 2022.	Built Environment career initiatives conducted in ten schools across three identified provinces by 30 June 2021.	Built Environment career initiatives conducted in thirteen schools across three identified provinces by 30 September 2021.	N/A	Built Environment career initiatives conducted in seven schools across three identified provinces by 31 March 2022.	Target Achieved. Built Environment career initiatives conducted in twenty schools across four identified provinces by 31 March 2022.	There is a positive variance of thirteen schools and one province.	N/A	Attendance registers Report on career awareness events	The annual target was exceeded. Eighty-seven Built Environment career awareness initiatives were conducted for school learners across nine provinces by 31 March 2022.
3.4	Oversight report on CBEP	Number of oversight	Approved oversight report	Oversight report on the	Oversight report on the	Oversight report on the	Oversight report on the	Target Achieved	N/A	N/A	Consolidated Accreditation schedule of	The annual target was achieved.

Programme 3		SKILLS AND CAPACITY DEVELOPMENT										
Objective/Purpose		Coordination of an enabling Built Environment Skills Pipeline from school to professional level.										
Outcome		SKILLED BUILT ENVIRONMENT PROFESSIONALS										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	accreditation of academic programmes and higher learning institutions.	reports on CBEP accreditation of Built Environment academic programmes and institutions.	on the CBEP accreditation of Built Environment Academic programmes and institutions by 31 March 2022.	accreditation of Built Environment academic programmes and institutions developed by 30 June 2021.	accreditation of Built Environment academic programmes and institutions developed by 30 September 2021.	accreditation of Built Environment academic programmes and institutions developed by 31 December 2021.	accreditation of Built Environment academic programmes and institutions developed by 31 March 2022.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 March 2022.			each of the six CBEP signed and dated. Report on the selected accreditation visits, signed and dated. Signed attendance register and / or recording of the selected accreditation visit(s).	Approved oversight report on the CBEP accreditation of Built Environment Academic programmes and institutions by 31 March 2022.

4.4 PROGRAMME 4: RESEARCH AND ADVISORY

The CBE Act mandates the CBE to advise government on any matter that falls within the scope of the Built Environment, as well as to create platforms for such engagements. The CBE and CBEP have a role to play in proactively identifying, investigating, and explaining trends and changes that are likely to have an impact on 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 objective of Programme 4 is to coordinate research outputs, provide advice and facilitate knowledge management on Built Environment matters, including the professions. Programme 4 responds to section 3(d) of the CBE Act to *facilitate participation by the built environment professions in integrated development in the context of national goals*. Programme 4 contributes following mandates of the CBE Act:

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

For the 2021/22 APP, Programme 4 has three quarterly targets:

*4.4.1 One research discussion paper developed on factors affecting women economic participation in the Built Environment by 31 March 2022. – **Achieved***

This project is part of CBE's strategic priority to reposition itself as a thought leader in the Built Environment sector. The research agenda developed in the previous financial year aimed to enhance CBE's aptitude to deliver on its mandate viz. *to advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary.*

The purpose of the discussion paper is to provide an extensive review of literature on the state of the Built Environment sector's compliance with the provisions of the Employment Equity Act. The overall aim of this discussion paper is to highlight areas of progress and obstacles in pursuance of gender equality and women empowerment within the Built Environment sector in South Africa. The focus is on the extent of compliance with current constitutional imperatives and legislative frameworks promoting gender equality and transformation. Exhausting the obtainable relevant literature review, the document seeks to:

- i. analyse policies impacting women empowerment within the Built Environment sector
- ii. identify the trends and opportunities for women empowerment within the Built Environment sector
- iii. evaluate alternatives for a policy/strategy proposal
- iv. engage relevant Built Environment stakeholders such as researchers, advocacy groups for women empowerment, Department of Women, Children and People with Disabilities, Department of Human Settlements, DPWI etc.

The quarterly and annual targets were achieved. Four research discussion papers developed in line with the CBE Research Agenda by 31 March 2022:

- i. Research discussion paper developed on the state of women empowerment within the Built Environment by 30 June 2021*

- ii. *Research discussion paper developed on analysis of the Built Environment Sectors' compliance with Employment Equity Act by 30 September 2021*
- iii. *Research discussion paper developed based on Built Environment skills requirements in line with project delivery processes by 31 December 2021*
- iv. *Research discussion paper developed on factors affecting women's economic participation in the Built Environment by 31 March 2022*

Research Discussion Paper on Factors Affecting Women's Economic Participation in the Built Environment

The Built Environment sector is a male-dominated industry globally, the poor representation of women exists in every facet of the construction profession and associated jobs. In this context, the discussion paper investigated the current level of women participation, challenges faced by professional women, factors that influence their participation in the course of developing careers within the Built Environment and the alternatives readily available for improved implementation to encourage women participation in the South African Built Environment sector.

The discussion paper reviewed factors affecting women's economic participation in the Built Environment and outlines the following root causes:

- i. Key influencers in career choices for women
- ii. The practices and attitudes typical in a male-dominated work environment
- iii. Systematic barriers in funding models in South Africa

The proposed mechanisms to address these factors include:

- a. The removal of formal and informal institutional barriers that prevent women from taking action to improve their well-being individually or collectively and limit their choices
- b. Assimilation of gender mainstreaming into all decision-making, policy, and legislative practices in the Built Environment in South Africa

- c. Education remains essential and so is ensuring that girls and women have greater access to basic and higher education

Limitations – There are limited research publications into literature on the subject matter of women in the Built Environment, particularly economic participation. This discussion paper serves as a baseline to stimulate discussions with different custodians of legislative and policy frameworks that have an impact on the Built Environment, with specific focus on transformation.

*4.4.2 Five articles published on the Built Environment Knowledge and Information Hub in line with one thematic area by 31 March 2022. – **Achieved***

This project is part of CBE's strategic priority to re-position itself as a thought leader on Built Environment issues. The main objective of the Built Environment Knowledge and Information Hub is to create an information and knowledge repository on various issues relevant to the sector. The Built Environment Knowledge and Information Hub aims to promote skills, knowledge and data development to be shared, analysed, interrogated and harnessed to keep the sector abreast on relevant subject areas. The main objective of this project is to publish 20 articles on the Built Environment Knowledge and Information Hub in line with thematic areas by 31 March 2022.

The quarterly and annual target were achieved. During the quarter under review, five research papers from the CBE's research partners were published on the Built Environment Knowledge and Information Hub aligned to the thematic areas of the CBE Research Agenda.

A total of thirty-three research papers, aligned to the CBE Research Agenda, were published on the Built Environment Knowledge and Information by 31 March 2022:

Table 19: Research Articles Published on the CBE Built Environment Research Hub

Thematic Area	Research Output
Construction Health and Safety	<ol style="list-style-type: none"> 1. Rethinking construction health and safety legislation compliance: lessons learnt from Covid-19-pilot study. 2. The profile of occupation health and safety South Africa. 3. Conceptual argument about drift into masked by work pressures on construction Sites in South Africa. 4. Exploring the working conditions of people in construction. 5. Using standardised work to prevent construction accidents.
Transformation	<ol style="list-style-type: none"> 6. A review on why women-owned construction firms fail in KwaZulu-Natal? 7. Do Professional women and tradeswomen in the South African construction industry share common employment barriers despite progressive government legislation? 8. An investigation into the employment of persons with disabilities in KZN construction industry 9. Implementation of Broad-Based Black Economic Empowerment in construction: A South African metropolitan area study. 10. An investigation into the employment of persons with disabilities in the KwaZulu-Natal (KZN) construction industry. 11. The image of the construction industry and its employment attractiveness. 12. A review on why women-owned construction firms fail in KwaZulu-Natal? 13. An assessment of the needs of women-owned construction enterprises in South Africa for construction empowerment, development and sustainability (CODES). 14. Women in Construction in South Africa Investigating Feminine Footprint of the South African construction industry.
Infrastructure Delivery and Quality and Public Employment Practices	<ol style="list-style-type: none"> 15. Organisational structure of client teams in two successful infrastructure projects.

Thematic Area	Research Output
	<ul style="list-style-type: none"> 16. Challenges to Lean Construction Implementation in South Africa. 17. A literature review: a conceptual framework for psychology in lean construction. 18. Major Development features for retirement villages in George, South Africa. 19. The Influence of People-Centered Management Aspects on Construction Workers Productivity in Zimbabwe. 20. Factors affecting sustainable infrastructure delivery in South Africa - a case study of Gauteng Province. 21. Factors affecting sustainable infrastructure delivery in South Africa - a case of Gauteng Province.
Skills and Capacity Development	<ul style="list-style-type: none"> 22. Engineering skills development through Mega Construction Projects. 23. The relationship between self-efficacy beliefs and career choice of built environment graduates. 24. Exploring challenges in recruiting and retaining civil engineers within the KwaZulu-Natal Department of Transport. 25. Unemployment of the built environment graduates. 26. The potential of built-environment professionals' contribution towards emerging contractor development. 27. A confirmatory factor analysis of the challenges of effective management of construction workforce in South Africa.
The 4IR disruptions in the built environment	<ul style="list-style-type: none"> 28. Examine the Extent of the Alignment of Post School Education and Training (PSET) to supply of skills relevant for the 4th industrial revolution. 29. The construction industry transformation and the digital divide: Bridging the gap.
Sustainability in the Built Environment	<ul style="list-style-type: none"> 30. Dimensions to Transforming South African Cities to Smart Cities. 31. Zero Carbon Emissions in Buildings: a system thinking modelling approach.

Thematic Area	Research Output
	32. Assessing strategies for improving the social security of construction workers in Zimbabwe. 33. Effectiveness of waste management control systems in Bloemfontein.

4.4.3 One advisory report developed on the Built Environment skills requirements to support the implementation of the District Development Model (DDM) by 31 March 2022.
 – **Achieved**

This project is aligned to CBE’s mandate of *advising government in all matters falling within the scope of the built environment, including resource utilization, socio-economic development, public health, safety and environment*. Therefore, in the 2020/21 financial year, the CBE established a Built Environment Research Hub with access to various research databases on themes relating to CBE’s mandate and other issues of national priority pertaining to the Built Environment. The database will initially focus on Health and Safety, Built Environment Skills Development, Environmental Sustainability and Built Environment Regulations. Areas of national importance will include Transformation, the Expanded Public Works Programme (EPWP) and the Framework for the Infrastructure Delivery and Procurement Management (FIDPM).

The quarterly and annual targets were achieved. Two advisory reports were developed and submitted to relevant stakeholders by 31 March 2022.

- i. One advisory report on the role of Built Environment Professions in the effective implementation of the FIDPM developed, presented and submitted to National Treasury
- ii. One advisory report on the Built Environment skills requirements to support the implementation of the District Development Model (DDM) was developed, presented and submitted to COGTA on 22 March 2022

Advisory Report on the Role of Built Environment Professions in the Effective Implementation of the FIDPM

The advisory report provides an overview of the principles and role of the Local Government Infrastructure Delivery Management System (LG IDMS) and goes on to elaborate on key research findings in respect of:

- a. the characteristics of departments mandated for infrastructure delivery in the eight pilot municipalities
- b. the existence of Built Environment skills in the eight pilot municipalities
- c. the implementation of supply chain management policies for infrastructure

Discussions and Recommendations

The key research findings emanating from the advisory report in respect of the eight pilot municipalities are as follows:

- i. Departments responsible for infrastructure service delivery include infrastructure development, infrastructure management and development, technical services, engineering services, technical and infrastructure services and infrastructure services
- ii. The data suggests some similarity between infrastructure departments in the eight municipalities; however, there is no standardised name or title for the head of the department responsible for infrastructure
- iii. More concerning than the name of the department is that the functions within the departments responsible for infrastructure service delivery seem to slightly differ between the eight municipalities. There is a shortage of technical skills, particularly infrastructure related expertise, across the eight municipalities
- iv. Majority of municipal Integrated Development Plans reported high vacancy rates, which impacts on service delivery
- v. The infrastructure service delivery model of municipalities is reliant on outsourcing consultants; as a result, individuals responsible for infrastructure delivery are only exposed to project management work
- vi. Only three out of the eight municipalities have developed and implemented SCM policies aligned to the LG FIDPM; four municipalities have not aligned their SCM

policies to the LG FIDPM; and the researcher could not access the SCM policy for one municipality

Advisory Report on the Built Environment Skills Requirements to Support the Implementation of the DDM

This report is a CBE initiative to provide an advisory note on the Built Environment skills requirements to support the implementation of the DDM to COGTA and other relevant stakeholders. The DDM policy is a new cohesive planning approach for Cooperative Governance which is an integrated, district-based, development model aimed at fast-tracking service delivery and ensuring that municipalities are adequately supported and resourced to carry out their mandate.

Only skills development which is linked to organisational objectives can support and enhance the viability and competitiveness of an organisation. In the municipal context, where service delivery rather than competitiveness is a priority, effective skills development will promote efficient service delivery. Employees will be more motivated and committed, relationships with organised labour may improve, retention of staff will be advanced and employment equity will be enhanced. In addition, municipalities may recover 60% of their skills development levy if they plan and implement training in the prescribed manner and may receive further funding for training if it reflects sector priorities and discretionary grants allocated by the Local Government SETA. For a successful implementation of the DDM through the delivery of infrastructure, Built Environment Professionals must drive the adoption, integration, and implementation of Integrated Digital Delivery technologies to manage projects and building life cycle efficiently from digital design, digital fabrication and digital construction to digital asset delivery and management.

Recommendations for COGTA –

1. It is imperative for COGTA and DPWI - through collaborations with South African Local Government Association (SALGA), Department of Public Service and Administration (DPSA), professional bodies, academic institutions and the private sector - champion the

development of a national strategy to attract, develop and retain Built Environment professionals in the three spheres of government and state entities

2. Local government must implement candidacy programmes aligned to the professional registration requirements of the CBEP
3. Improve the supply of technical skills for local government:
 - a. by paying supplementary wages for Built Environment Professionals in rural and small municipalities
 - b. through the creation of a single and central bursary fund for Built Environment professionals in local government
4. Address weak integration and coordination of programmes and projects both vertically and horizontally by mainstreaming collaborations to avoid potential duplication and diluted impact at district level
5. Support the Municipal Infrastructure Support Agency (MISA) to strengthen capacity within municipalities for planning, delivery, and maintenance of municipal infrastructure. This can be achieved by facilitating workplace opportunities in municipalities for graduates, apprentices and learners in technical disciplines including technical training for municipal officials
6. DDM champions and technical implementation agents must adapt to modern technology and exploit opportunities presented in curricula development through emerging knowledge areas. Drawing lessons from abroad, Built Environment Professionals must drive the adoption, integration, and implementation of Integrated Digital Delivery technologies to manage projects and building life cycle efficiently from digital design, digital fabrication and digital construction to digital asset delivery and management.

Table 20: Programme 4: Research and Advisory

Programme 4		RESEARCH AND ADVISORY										
Objective/Purpose		To coordinate research outputs, provide advice and facilitate knowledge on built environment matters, including the professions.										
Outcome		INFORMED DECISION-MAKING THAT IMPACTS THE CURRENT AND FUTURE OPERATIONAL REQUIREMENTS OF THE INDUSTRY										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
4.1	Four research discussion papers developed in line with the CBE Research Agenda.	Number of research discussion papers developed in line with the CBE Research Agenda.	Four research discussion papers developed in line with the CBE Research Agenda by 31 March 2022.	One research discussion Paper developed on the state of women empowerment within the Built Environment by 30 June 2021.	One research discussion paper developed on analysis of the Built Environment Sectors' compliance with Employment Equity Act by 30 September 2021.	One research discussion paper developed based on Built Environment skills requirements in line with project delivery processes by 31 December 2021.	One research discussion paper developed on factors affecting women economic participation in the Built Environment by 31 March 2022.	Target Achieved One research discussion paper developed on factors affecting women economic participation in the Built Environment by 31 March 2022.	N/A	N/A	Signed attendance registers. Report.	The annual target was achieved. Four research discussion papers were developed in line with the CBE Research Agenda by 31 March 2022.
4.2	Number of articles published on the Built Environment Knowledge and	Functional Built Environment Research Hub.	Twenty articles published on the Built Environment Knowledge and Information	Five articles published on the Built Environment Knowledge and Information	Five articles published on the Built Environment Knowledge and Information	Five articles published on the Built Environment Knowledge and Information	Five articles published on the Built Environment Knowledge and Information	Target Achieved Five articles were published on the Built Environment Knowledge and Information Hub.	N/A	N/A	Images and pdf versions of the five articles aligned to thematic areas published in the Built	The annual target was exceeded. Thirty-three articles were published

Programme 4		RESEARCH AND ADVISORY										
Objective/Purpose		To coordinate research outputs, provide advice and facilitate knowledge on built environment matters, including the professions.										
Outcome		INFORMED DECISION-MAKING THAT IMPACTS THE CURRENT AND FUTURE OPERATIONAL REQUIREMENTS OF THE INDUSTRY										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
	Information Hub in line with thematic areas.		Hub in line with thematic areas by 31 March 2022.	Hub in line with one thematic area by 30 June 2021.	Hub in line with one thematic area by 30 September 2021.	Hub in line with one thematic area by 31 December 2021.	Hub in line with one thematic area by 31 March 2022.				Environment Knowledge and Information Hub.	on the Built Environment Knowledge and Information Hub in line with thematic areas by 31 March 2022. There is a positive variance of thirteen articles.
4.3	Advisory Briefs developed and submitted to relevant stakeholders.	Number of Advisory Briefs developed and submitted to relevant stakeholders.	Two advisory reports developed and submitted to relevant stakeholders by 31 March 2022.	N/A	One advisory report developed on the role of Built Environment Professions in the effective implementation of the FIDPM by 30	N/A	One advisory report developed on the Built Environment skills requirements to support the implementation of the District Development Model (DDM)	Target Achieved One advisory report developed on the Built Environment skills requirements to support the implementation of the District Development	N/A	N/A	One advisory report on the role of built environment professions in the effective implementation of the FIDPM developed and submitted to the COO and CEO.	The annual target was achieved. Two advisory reports were developed and submitted to relevant stakeholders by 31 March 2022.

Programme 4		RESEARCH AND ADVISORY										
Objective/Purpose		To coordinate research outputs, provide advice and facilitate knowledge on built environment matters, including the professions.										
Outcome		INFORMED DECISION-MAKING THAT IMPACTS THE CURRENT AND FUTURE OPERATIONAL REQUIREMENTS OF THE INDUSTRY										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
					September 2021.		by 31 March 2022.	Model (DDM) was developed.				

4.5 PROGRAMME 5: REGULATION AND PUBLIC PROTECTION

This Programme is responding to sections 3, 4, 20 and 21 of the CBE Act.

Programme 5 contributes to Priority 6: A capable, ethical and developmental State. The CBE contributes towards this outcome by facilitating the capacity building of the six CBEP through corporate governance assessment, Built Environment legislation updates, and the CBE's Appeal Function.

For the 2021/22 APP, Programme 5 has three quarterly targets. The targets performed as follows:

*4.5.1 Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022. – **Achieved***

This programme addresses the CBE's mandate in terms of sections 4(a) and 4(d) of the CBE Act. Section 4(a) empowers it *to advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary.* Section 4(d) allows the CBE to *advise the Minister with regard to the amendment of the Act, if necessary, in order to support the norms and values of the built environment professions.*

The quarterly and annual targets were achieved. Hundred percent of the Built Environment legislative updates action plan were implemented by 31 March 2022. To achieve this target an Action Plan, outlining activities to be undertaken, was developed to guide the process for the legislative amendments. The three deliverables achieved as per the Action Plan, added to the deliverables achieved in quarters 1, 2 and 3 represent 100% of the Action Plan deliverables implemented. The identified deliverables for 2021/22 financial year as per the Action Plan below were pursued in the following manner:

Table 21: Built Environment Legislative Updates Action Plan

Deliverable	Action Required	Responsible Person	Delivery Date	Purpose of the Action	Comments
1. First meeting with the Built Environment Legal Forum (BELF).	Convene first meeting to develop a road map to implement the Action Plan.	CBE/BELF	30 June 2021	This is an essential forum for concerns to be raised and for such problems to be collectively addressed.	The meeting was held on 13 May 2021.
2. Add two precedents to the depository.	Add two precedents falling within the ambit of the developed framework to the depository.	CBE	30 June 2021	The purpose of this depository is to develop a body of knowledge and to establish the CBE as both a coordinator and thought leader.	Two precedents were added on 28 June 2021.
3. Conduct a gap analysis of the CBEP' current investigation and disciplinary hearing processes.	Assist the councils to follow good practice when conducting disciplinary hearings and investigations.	CBE	30 June 2021	This is the next logical step following a workshop held earlier this year.	The gap analysis was conducted.
4. Present a proposal to the CBE regarding proposed legislative amendments.	The CBEP have indicated that they require a number of amendments to the CBEP and CBEP' legislation.	CBE	30 September 2021	The proposed legislative amendments will address loopholes such as the lack of mechanisms for dealing with unregistered persons and the lack of alternative dispute resolution measures.	The proposal for CBE legislative amendments were presented to the Acting COO. As outlined, the purpose of the legislative amendments is to address loopholes regarding the regulatory role of the CBE.
5. Meeting with BELF.	Comply with BELF terms of reference.	CBE/BELF	30 September 2021	These meetings review progress of the BELF's action plan.	The meeting was held on 27 August 2021.

Deliverable	Action Required	Responsible Person	Delivery Date	Purpose of the Action	Comments
					The purpose of having regular meetings with the BELF is to address and determine gaps in the current legislation to provide informed advice to the Minister.
6. Add two precedents to depository	Add two precedents falling within the ambit of the developed framework to the depository.	CBE	30 September 2021		Two precedents were added on 13 September 2021. The purpose of this depository is to develop a body of knowledge and establish the CBE as both a coordinator and thought leader. Pending the legislative changes, the legal precedents can assist in providing clarity on the rule of law, as case law is classified as a source of law.
7. Develop a Guideline Document for the CBEP' on how to conduct disciplinary hearings and investigations.	Assist the councils to follow good practice when conducting disciplinary hearings and investigations.	CBE	30 December 2021	This is to give effect on the workshop conducted in the previous financial year on how to conduct a disciplinary hearing and investigation.	The Guideline was developed and issued to the CBEP to assist them in following good practice in conducting disciplinary hearings and investigations.
8. Conduct an awareness campaign and develop documents to educate and assist the South African Police Services	Lobby and gain support of the applicable law enforcement agencies to ensure that transgressions are dealt with.	CBE	30 December 2021	To develop a document to conduct an awareness campaign. The CBEP have identified the lack of law enforcement as a major problem in the Built	The document was developed, and will be used in the next financial year to conduct an awareness campaign for the law enforcement agencies i.e. SAPS, NPA etc.

Deliverable	Action Required	Responsible Person	Delivery Date	Purpose of the Action	Comments
(SAPS) and National Prosecuting Authority (NPA) on CBE, the work of CBEP and the applicable law enforcement.				Environment and a danger to the survival of the Built Environment Professions.	
9. Add two precedents to depository.	Add two precedents falling within the ambit of the developed framework to the depository.	CBE	30 December 2021	The purpose of this depository is to develop a body of knowledge and establish the CBE as both a coordinator and thought leader.	Two precedents were added on 6 December 2021. The purpose of this depository is to develop a body of knowledge and establish the CBE as both a coordinator and thought leader. Pending the legislative changes, the legal precedents can also assist in providing clarity on the rule of law, as case law is classified as one source of law.
10. Meeting with BELF.	Meeting with BELF in accordance with ToR of BELF.	CBE/BELF	By 31 March 2022	This meeting will serve to, amongst others, review progress with the implementation of legislative amendments.	The meeting was held on 25 March 2022.
11. Add two precedents to depository.	Two precedents falling within the ambit of the developed framework to be added to the depository.	CBE/CBEP	By 31 March 2022	-	Two precedents were added on 9 March 2022.

Deliverable	Action Required	Responsible Person	Delivery Date	Purpose of the Action	Comments
12. Final Report on activities of the action plan.	A report on the activities of the BELF and related matters during the financial year for information of the CBE COO.	CBE	By 31 March 2022	-	Q4 Report was developed.

*4.5.2 Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 31 March 2022. – **Achieved***

This programme addresses the CBE's mandate to act as an appeal body on matters referred to it in terms of the law regulating the Built Environment Professions. It also gives effect to the CBE's mandate to promote and protect the interest of the public in the Built Environment. Appeals lodged with the CBE must be decided within 60 days of lodgement.

The quarterly and annual target was achieved. Hundred percent of lodged appeals were finalised within the statutory 60 days from the date of lodgement. One appeal was lodged during the quarter. The appeal was lodged against SACPVP on the outcome of a Disciplinary Tribunal. Two appeals were due for decision during the quarter and were decided within the prescribed period of 60 days.

The quarterly report on compliance with the CBE's mandate to decide appeals within 60 days of lodgement was developed. A total of six appeals were lodged during the financial year, all of which were due for decision. All six appeals were decided within the statutory period of 60 days.

i. IZAK CHRISTOFFEL VAN DER VYVER VERSUS SOUTH AFRICAN COUNCIL FOR THE ARCHITECTURAL PROFESSION (SACAP) AND ANOTHER

Date of lodgement :	23 May 2021
Date on which 60 days lapsed:	22 July 2021
Date of the appeal hearing:	16 July 2021
Date of decision:	7 July 2021

NATURE OF THE APPEAL

The appellant appealed a decision of SACAP's Investigating Committee for not preferring charges against a registered person following a complaint.

APPEAL COMMITTEES APPOINTED:

Adv Matolwane Ignatius Mokotjo	Chairperson
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Mr Jeffrey Frank Pipe	Generalist
Ms Maria Caterina Paschini	Specialist

OUTCOME OF THE APPEAL

The Appeal was postponed sine die following a request from the Appellant to postpone the matter due to medical reasons. The appellant was therefore required to inform the Appeal Committee when fit and ready to proceed with the matter. However, the appellant, withdrew the appeal on his return.

ii. LILLIAN MAKGOLELA SOUTH AFRICAN COUNCIL FOR THE ARCHITECTURAL PROFESSION (SACAP) AND ANOTHER

Date of lodgement:	30 June 2021
Date on which 60 days lapsed:	29 August 2021
Date of the appeal hearing:	17 August 2021
Date of decision:	27 August 2021

NATURE OF THE APPEAL

The appellant appealed a decision of SACAP's Investigating Committee for not preferring charges against a registered person following a complaint.

APPEAL COMMITTEES APPOINTED:

Adv Lebogang Cordelia Stroom-Nzama	Chairperson
Mr Shoayb Loonat	Generalist
Dr Dustin Andreas Tusnovics	Specialist

OUTCOME OF THE APPEAL

The Appeal was dismissed. The Appeal Committee found no improper and unprofessional conduct from the Second Respondent (Mr Riaan van Biljon). Furthermore, the Appeal Committee confirmed that the First Respondent (SACAP) followed the correct procedure in dealing with the

initial complaint received from the Appellant. As a result of the aforesaid the Appeal Committee ordered that:

- (a) The appeal is dismissed
- (b) The decision of First Respondent (SACAP) is upheld

iii. RON BEEBY VERSUS THE ENGINEERING COUNCIL OF SOUTH AFRICA (ECSA)

Date of lodgement:	4 October 2021
Date on which 60 days lapsed:	3 December 2021
Date of the appeal hearing:	26 November 2021
Date of decision:	30 November 2021

NATURE OF THE APPEAL

An appeal was lodged on 4 October 2021 against a decision of ECSA's Disciplinary Tribunal for failure to recuse themselves following a recusal application.

APPEAL COMMITTEES APPOINTED

Adv Matolwane Ignatius Mokotjo	Chairperson
Dr Watermeyer	Generalist
Mr Neo Tladinyane	Specialist

OUTCOME OF THE APPEAL

The appeal was dismissed on the basis that the CBE Appeal Committee lacks jurisdiction to decide on the matter. The Appeal Committee further recommended that ECSA must, in future, ensure that members of the public are informed of their right and any other internal processes available to them.

iv. THABO ZACHARIA HLABELA VERSUS THE ENGINEERING COUNCIL OF SOUTH AFRICAN (ECSA) AND ANOTHER

Date of lodgement:	8 November 2021
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Date on which 60 days lapsed:	7 January 2022
Date of the appeal hearing:	9 December 2021
Date of decision:	20 December 2021

NATURE OF THE APPEAL

The appellant appealed a decision of ECSA's Investigating Committee for not preferring charges against a registered person following a complaint.

APPEAL COMMITTEES APPOINTED:

Mr Selemo Makubung	Chairperson
Mr Darryl Riley	Generalist
Mr Serge Banza	Specialist

OUTCOME OF THE APPEAL

The appeal was dismissed on the basis that the CBE Appeal Committee lacks jurisdiction to decide on the matter. The matter was referred back to the First Respondent (ECSA) to decide on it. As a result of the aforesaid, the Appeal Committee ordered that:

- a. The appeal is dismissed
- b. The matter is referred back to ECSA for decision
- c. No order as to costs

v. JAMES NDEBELE VERSUS THE ENGINEERING COUNCIL OF SOUTH AFRICAN (ECSA) AND OTHERS

Date of lodgement:	8 November 2021
Date on which 60 days lapsed:	7 January 2022
Date of the appeal hearing:	10 December 2021
Date of decision:	7 January 2022

NATURE OF THE APPEAL

The appellant appealed a decision of ECSA's Investigating Committee for not preferring charges against a registered person following a complaint.

APPEAL COMMITTEES APPOINTED:

Ms Linda Manyathi	Chairperson
Mr Eugene Barnard	Generalist
Mr Clint Koopman	Specialist

OUTCOME OF THE APPEAL

The appeal was upheld. The matter was referred to ECSA for reconsideration. As a result of the aforesaid:

- a. The 1st Respondent (ECSA) was directed to reconsider its decision and take appropriate steps against the 3rd Respondent (Mr van Tonder) for not keeping records for over 10 years
- b. The 1st Respondent was directed to ignore the findings in the investigation report of the 2nd Respondent (Mr Anderson) as they are inconsistent with the evidence presented by the Appellant and admissions made by the 2nd Respondent in his oral submission

vi. THAPELO MMUSINYANE AND ANOTHER VERSUS SOUTH AFRICAN COUNCIL FOR THE PROPERTY VALUERS' PROFESSION (SACPVP)

Date of lodgement:	18 January 2022
Date on which 60 days lapsed:	19 March 2022
Date of the appeal hearing:	11 February 2022
Date of decision:	16 March 2022

NATURE OF THE APPEAL

The Appellant appealed the sanction imposed by SACPVP's Disciplinary Tribunal.

APPEAL COMMITTEES APPOINTED:

Mr Mohamad Motala	Chairperson
Mr Shoayb Loonat	Generalist

OUTCOME OF THE APPEAL

The Appeal Committee concluded that there was no doubt as to the correctness of the Tribunal's findings with respect to the 2nd Appellant (Mr Ramovha). The Appeal Committee found no misdirection which warrants them disturbing the findings of fact or credibility or law that were made by the Tribunal. As a result of the aforesaid the Appeal Committee ordered that:

- a. The appeal of the 1st Appellant (Mr Mmusinyane) is upheld
- b. The appeal of the 2nd Appellant is dismissed. Both the conviction and sanction of the Tribunal were confirmed

*4.5.3 Final approved Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework by 31 March 2022. – **Achieved***

Section 3(f) of The CBE Act impels the CBE to *promote sound governance of the built environment professions*. The CBE and CBEP committed during previous financial years to comply with a governance framework based on the principles of King III. Since the advent of King IV™, the Governance Framework was accordingly revised. There has also been an ongoing expectation from DPWI and the Minister to improve governance of the CBEP. In *Circa* 2012, the erstwhile Minister prescribed that the CBEP comply with the provisions of the PFMA as a way to enhance governance. This would be achieved by the CBEP developing a roadmap towards PFMA compliance. The CBEP are however not listed in the PFMA for compliance. Following discussions, a Regulatory Framework with overall governance principles, including PFMA principles was developed.

The quarterly and annual target were achieved. The final Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework was developed and approved.

The six CBEP were assessed on compliance with the provisions of the adopted Governance Framework. Consultations with them were held as follows:

26 May 2021	SACAP
4 June 2021	SACLAP
30 August 2021	SACPVP
8 September 2021	SACQSP
18 November 2021	ECSA
1 December 2021 and 4 February 2022	SACPCMP

SACAP: The assessment outcome reveals a high level of compliance with the adopted governance framework, attributed to a mixture of their commitment and enthusiasm towards compliance and their larger capacity. The development of a Board Charter, risk policy and strategy and appointment of an Audit and Risk Committee play a significant role in ensuring compliance. Regarding the approved Ministerial Policy Framework, SACAP has developed all the required policies. SACAP has improved from its assessment in the previous financial year and is now closer to achieving 100% compliance with the adopted Governance Framework.

SACLAP: The assessment outcome reveals a moderate level of compliance with the adopted Governance Framework. SACLAP has improved from its assessment in the previous financial year; however, non-compliance with some principles are due to lack of resources and capacity. On the approved Ministerial Policy Framework, SACLAP has three outstanding policies yet to be developed. It has accepted the CBE's offer of an implementation plan to assist in developing its outstanding policies.

ECSA: The assessment outcome reveals a high level of compliance with the adopted governance framework, attributed to its larger capacity. The development of a Board Charter, risk policy and strategy and appointment of an Audit and Risk Committee play a significant role in ensuring compliance. Regarding the approved Ministerial Policy Framework, ECSA has developed all the required policies. The international Agreement Policy, the last to be approved, is expected to be approved before the end of this financial year. ECSA has improved from its assessment in the

previous financial year; it is now 100% compliant with Part A (King IV Principles) of the adopted Governance Framework.

SACPVP: The assessment outcome reveals a moderate level of compliance with the adopted Governance Framework. SACPVP has improved from its assessment in the previous financial year; however, non-compliance with some principles are due to lack of capacity and resources. SACPVP has accepted the CBE's offer of an implementation plan to assist in developing its outstanding policies. On the approved Ministerial Policy Framework, SACPVP has three outstanding policies yet to be finalised and approved by its Council.

SACPCMP: The assessment outcome reveals a high level of compliance with the adopted Governance Framework. A larger capacity, a risk policy and strategy in place, the appointment of an Audit and Risk Committee and a service provider to deal with IT-related matters all play a significant role in ensuring compliance. Regarding the approved Ministerial Policy Framework, SACPCMP has two outstanding policies yet to be developed. SACPCMP has improved from its assessment in the previous financial year; it must now comply with a few outstanding areas of Part A (King IV Principles) of the adopted Governance Framework to achieve 100% compliance with the adopted Governance Framework.

SACQSP: The assessment outcome reveals a high level of compliance with the adopted Governance Framework, attributed to their commitment and enthusiasm towards compliance. The development of the risk policy and strategy, the appointment of an Audit and Risk Committee and a service provider to deal with IT-related matters all play a significant role in ensuring compliance. Regarding the approved Ministerial Policy Framework, SACQSP has two outstanding policies yet to be developed. SACQSP has improved from its assessment in the previous financial year; it is now closer to achieving 100% compliance with the adopted Governance Framework.

Recommendations

The lack of resources and capacity evidence as a common factor across most of the CBEP. Hence the CBE, in its advisory role to ensure 100% compliance with the Governance Framework, is to assist them to develop their outstanding policies. The CBE will develop an implementation plan to ensure that policies are duly adopted. The CBE encouraged the CBEP to adhere to principles of the Approved Ministerial Policy Framework and the professions Acts which provide for consultation between itself and the concerned CBEP on any policy that must be developed and approved.

There is sharing of documents between the CBE and CBEP such as terms of reference and policies to assist and guide the CBEP to develop their outstanding structures.

During the assessment consultations, it emerged that there are several services that the CBEP can communally utilise on a shared platform (such as the whistle blower service). The CBE will raise this at the Registrars Forum and introduce the proposal to the CBEP not yet in the loop.

Challenges

Lack of capacity and resources in some CBEP hamstringing their progress in complying with the adopted Governance Framework. The mechanisms proposed by CBE to assist the CBEP to develop all outstanding policies can only work if the concerned CBEP implement the proposed plan.

Lack of enforcement by the CBE is another factor that impedes compliance with the Governance Framework.

Table 22: Programme 5: Regulation and Public Protection

Programme 5		REGULATIONS AND PUBLIC PROTECTION										
Sub-Programme		PUBLIC PROTECTION										
Objective/Purpose		Ensuring that the CBE protects members of the public in the built environment										
Outcome		PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
5.1	Providing advice and recommendations related to Built Environment related legislation to the DPWI.	Percentage of Built Environment legislative updates action plan implemented.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022.	Twenty-five percent of the Built Environment legislative updates action plan implemented by 30 June 2021.	Fifty percent of the Built Environment legislative updates action plan implemented by 30 September 2021.	Seventy-five percent of the Built Environment legislative updates action plan implemented by 31 December 2021.	Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022.	Target Achieved Hundred percent of the Built Environment legislative updates action plan implemented by 31 March 2022.	N/A	N/A	Report on the Built Environment legislative Action Plan deliverables implemented in the fourth quarter.	The annual target was achieved. Hundred percent of the Built Environment legislative updates action plan were implemented
5.2	Finalise lodged appeals within 60 days.	Percentage of lodged appeals finalised within the statutory 60 days from the date of lodgement.	Hundred percent of lodged appeals finalised within the statutory 60 days from the date of lodgement by 31 March 2022.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 30 June 2021.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 30 September 2021.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 31 December 2021.	Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 31 March 2022.	Target Achieved One appeal (Thapelo Mmusinyane and Another vs SACPVP) was lodged during the quarter. Two appeals were due for decision during the quarter and were decided within the	N/A	N/A	Appeals register with date of lodgement and date of hearing. Appeal notice and response. Quarterly report on the compliance with the CBE's mandate to decide appeals	The annual target was achieved. Hundred percent of lodged appeals were finalised within the statutory 60 days from the date of lodgement by

Programme 5		REGULATIONS AND PUBLIC PROTECTION										
Sub-Programme		PUBLIC PROTECTION										
Objective/Purpose		Ensuring that the CBE protects members of the public in the built environment										
Outcome		PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
								prescribed period of 60 days.			within 60 days of lodgement.	31 March 2022.
Sub-Programme		SOUND GOVERNANCE FOR COUNCILS IN THE BUILT ENVIRONMENT										
Objective/Purpose		Ensuring that the built environment councils adhere to principles of the governance framework										
Outcome		PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q3 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
5.3	Compliance of the CBEP with the Governance Framework.	Number of Corporate Governance assessments of the six CBEP on compliance with the	One Corporate Governance assessment of the six CBEP on compliance with the provisions	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted	Final approved Corporate Governance assessment of the six CBEP on compliance with the	Target Achieved Final approved Corporate Governance assessment of the six CBEP on	N/A	N/A	Quarterly report developed on outcome of the assessment of two CBEP on compliance with the provisions of the adopted	N/A

Programme 5		REGULATIONS AND PUBLIC PROTECTION										
Sub-Programme		PUBLIC PROTECTION										
Objective/Purpose		Ensuring that the CBE protects members of the public in the built environment										
Outcome		PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT										
APP NO.	Output	Output Indicator	Annual Target	Quarterly Performance Targets				Q4 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
		provisions of the adopted Governance Framework to identify potential governance weaknesses.	of the adopted Governance Framework developed by 31 March 2022.	Governance Framework by 30 June 2021.	Governance Framework by 30 September 2021.	Governance Framework by 31 December 2021.	provisions of the adopted Governance Framework by 31 March 2022.	compliance with the provisions of the adopted Governance Framework by 31 March 2022.			Governance Framework.	

PART D
EXPENDITURE REPORT

**COUNCIL FOR THE BUILT ENVIRONMENT
EXPENDITURE REPORT FOR THE QUARTER ENDING 31 MARCH 2022**



Expenditure versus Budget

	Quarter					Year To Date					Full Year Budget				
	Actual	Budget	Variance to date	% Over collected / (Under collected)	Actual % revenue collected of budget	Actual	Budget	Variance to date	% Over collected / (Under collected)	Actual % revenue collected of budget	Actual	Budget	Variance to date	% Over collected / (Under collected)	Actual % revenue collected of budget
Levies	336 420	2 308 000	(1 971 580)	0%	0%	632 436	2 308 000	(1 675 564)	0%	0%	632 436	2 308 000	(1 675 564)	0%	0%
Grant income	-	-	-	0%	0%	53 528 000	53 528 000	-	0%	100%	53 528 000	53 528 000	-	0%	100%
Interest	114 964	137 869	(22 905)	-17%	83%	577 435	553 339	24 096	4%	104%	577 435	553 339	24 096	4%	104%
Partnership Funding	-	-	-	0%	100%	-	-	-	0%	100%	-	-	-	0%	100%
Other Income	-	661	(661)	0%	100%	250	661	(411)	0%	100%	250	661	(411)	0%	100%
Total Income	451 384	2 446 530	(1 995 146)	-82%	18%	54 738 121	56 390 000	(1 651 879)	-3%	97%	54 738 121	56 390 000	(1 651 879)	-3%	97%

	Quarter					Year To Date					Full Year Budget				
	Actual	Budget	Variance to date	% Underspent / (Overspent)	Actual % spent of budget	Actual	Budget	Variance to date	% Underspent / (Overspent)	Actual % spent of budget	Actual	Budget	Variance to date	% Underspent / (Overspent)	Actual % spent of budget
Programme															
Programme 1: Administration	11 462 092	15 085 305	3 623 212	24%	76%	49 460 348	52 271 129	2 810 781	5.4%	95%	49 460 348	50 787 000	1 326 652	3%	97%
Programme 2: Transformation	63 488	263 330	199 842	76%	24%	430 513	570 961	140 448	25%	75%	430 513	2 016 000	1 585 487	79%	21%
Programme 3: Skills and Capacity Development	384 731	1 281 520	896 790	70%	30%	1 696 912	2 084 180	387 268	19%	81%	1 696 912	2 708 000	1 011 088	37%	63%
Programme 4: Research and Advisory	-	616 000	616 000	100%	0%	7 580	647 730	640 150	99%	1%	7 580	615 000	607 420	99%	1%
Programme 5: Regulations and Public Protection	391 147	451 091	59 943	13%	87%	636 637	816 000	179 363	22%	78%	636 637	1 172 000	535 363	46%	54%
Total Expenditure	12 301 458	17 697 245	5 395 787	30%	70%	52 231 989	56 390 000	4 158 011	7%	93%	52 231 989	57 298 000	5 066 011	9%	91%
Net Surplus/(Deficit)	(11 850 074)	(15 250 715)	3 400 641	-22%	78%	2 506 132	-	2 506 132	100%	0%	2 506 132	(908 000)	3 414 132	100%	0%

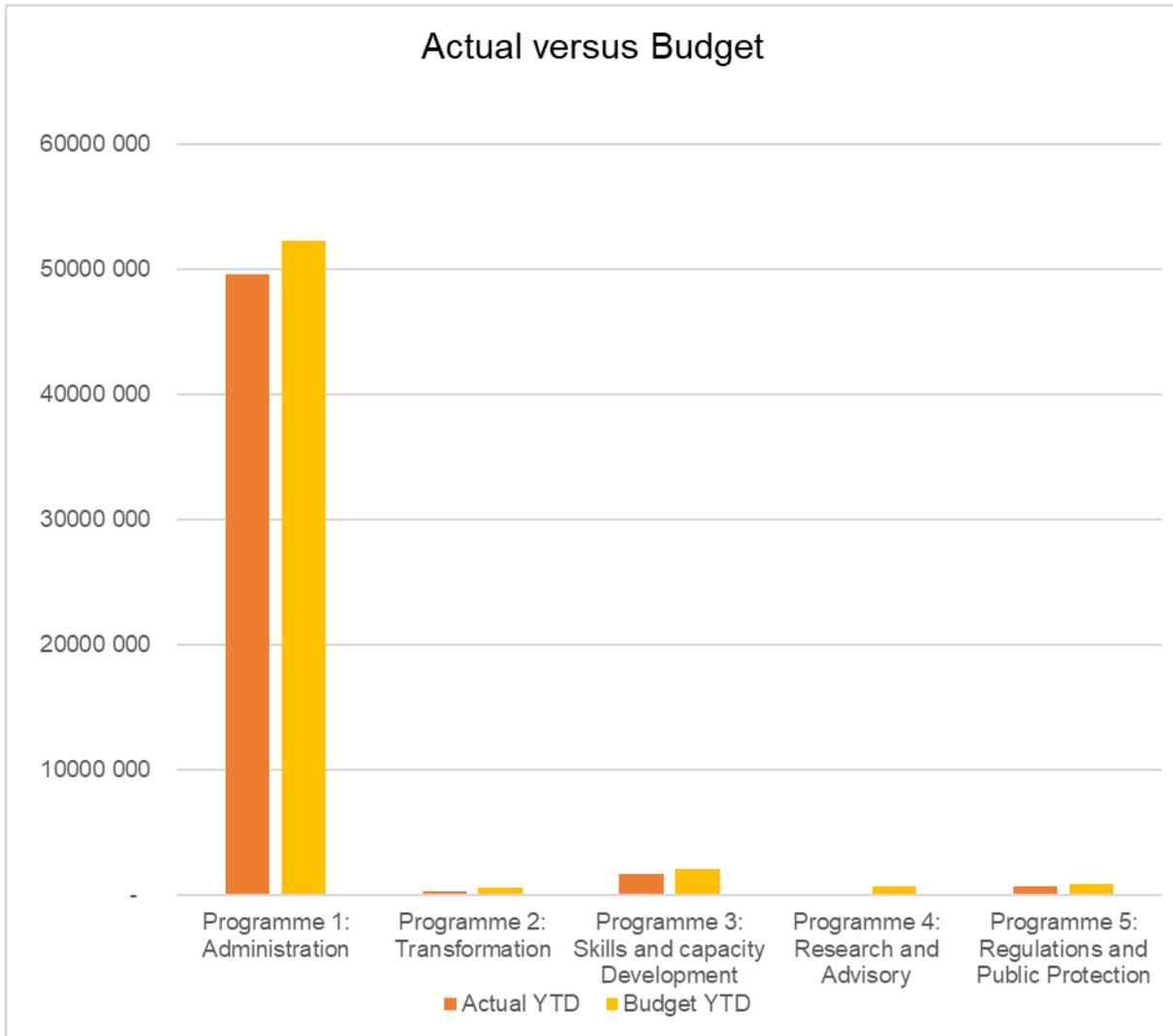


Figure 2: Expenditure: Actual versus Budget

5. SIGNIFICANT DEVIATIONS

5.1 REVENUE

An unfavourable variance was recorded on income as only one CBEP submitted its levy during the quarter. It is anticipated that the other CBEP will only finalise their declarations during April 2022.

Less cash surpluses were available than was anticipated, mainly due to the prior year approved levy discount and grant income only received towards the end of April. This resulted in a shortfall on interest income.

5.2 EXPENDITURE

The variances on expenditure were as follows:

Programme 1: Administration

An underspending of R2 810 781 (5.4%) was attributed to:

- i. a delay in finalising the datacentre cloud bid
- ii. the former CEO's settlement budgeted but not finalised at year end
- iii. a budget allocated for the CBE's 20-year strategic review; however, there was no suitable service provider identified to undertake the project
- iv. travel expenditure utilised but not yet invoiced

Prior year committed funds, utilised for the revenue enhancement strategy, organisational redesign and computer expenses i.e. Microsoft 365, Kaspersky and the Integrated Electronic Built Environment System, resulted in actual expenditure exceeding budgeted expenditure. The difference was offset against the underspending indicated above.

Programme 2: Transformation

There was an underspend of R140 448 (25%), attributed to:

- i. sector co-ordination forums held virtually due to the current COVID-19 pandemic
- ii. limited capacity supplemented with interns instead of consulting services
- iii. computer equipment purchased for interns but capitalised to the balance sheet

Programme 3: Skills and Capacity Development

There was an underspend of R387 268 (19%), arising from:

- i. delayed invoices from outstanding mentor reports for the structured candidacy project

- ii. no suitable service provider identified to produce promotional items for career awareness initiatives
- iii. accreditation visits not scheduled due to the third wave of the COVID-19 pandemic, which resulted in savings on travel
- iv. career awareness publications not yet finalised
- v. travel expenditure utilised but not yet invoiced

Prior year committed funds were utilised for promotional items which resulted in actual expenditure exceeding budgeted expenditure. The difference was offset against the underspend indicated above and resulted in the variance of R387 268.

Programme 4: Research and Advisory

There was an underspend of R640 150 (99%) due to non-attendance of conferences and workshops, which also resulted in a surplus on travel expenditure. The procurement of the knowledge management hub was only finalised towards the end of the quarter.

Programme 5: Regulation and Public Protection

There was an underspend of R179 363 (22%) in appeal committee fees. Due to the ad-hoc nature of appeals, the number of appeals cannot be accurately determined at the beginning of the year.

PART E
HUMAN RESOURCES

6. HUMAN RESOURCES

6.1 RECRUITMENT AND SELECTION

The positions of Senior IT Technician; Strategic Planning, Monitoring and Evaluation Officer; and Senior Researcher remained vacant pending the implementation of the revised organisational structure on 1 April 2022.

Two fixed term appointments of Manager: Regulations and Legal Services and Paralegal were concluded. One internship contract was terminated due to effluxion.

Recruitment for the fixed term Senior IT Technician and Finance intern is in progress.

6.2 STAFF MOVEMENT

All acting appointments were terminated as the new organisational structure is implemented. The acting contracts for Manager: Regulations and Legal Services; Senior IT Technician and Manager Research and Policy were terminated on 31 March 2022.

Table 23: Employee Statistics

January 2022										
Permanent Employees:										
African		Asian/Indian		White		Coloured		Total		Grand Total
Female	Male	Female	Male	Female	Male	Female	Male	Females	Males	
16	9	2	0	4	2	1	0	23	11	34
Fixed Term Employees:										
3	0	0	0	0	0	0	0	3	0	3
February 2022										
Permanent Employees:										
African		Asian/Indian		White		Coloured		Total		Grand Total

Female	Male	Female	Male	Female	Male	Female	Male	Females	Males	
16	9	2	0	4	2	1	0	23	11	34
Fixed Term Employees:										
3	0	0	0	0	0	0	0	3	0	3
March 2022										
Permanent Employees:										
African		Asian/Indian		White		Coloured		Total		Grand Total
Female	Male	Female	Male	Female	Male	Female	Male	Females	Males	
16	9	2	0	4	2	1	0	23	11	34
Fixed Term Employees:										
4	0	0	0	0	0	0	0	4	0	4

6.3 STAFF TURNOVER

Number of permanent employees at beginning of quarter and at end of quarter (34+34); Divide by 2 = Total (68÷2 = 34)

Divide terminations over Total x 100 = turnover % (0÷34 x 100 = 0%)

The table above reflects 0% staff turnover during the period under review.

Table 24: Race and Gender Equity

Population Group	Male			Female			Total		
	No	Percentage Male Distribution		No	Percentage Female Distribution		No	Percentage of Total Distribution	
		CBE	SA Population		CBE	SA Population		CBE	SA Population
African	9	81.8	80.9	16	69.6	80.9	25	73.5	80.9
Coloured	0	0.0	8.8	1	4.3	8.8	1	2.9	8.8
Indian /Asian	0	0.0	2.7	2	8.7	2.5	2	5.9	2.6
White	2	18.2	7.7	4	17.4	7.8	6	17.7	7.8
Total	11	100.0		23	100.0		34	100.00	

The target figures provided were benchmarked with the latest Statistics SA demographic data mid-year population estimates for South Africa by population group and gender, 2021, (P0302 July 2021).

Representations were exceeded with African male, white male and female as well as Indian/Asian female employees. The CBE will endeavour to correct this with the appointment of African female and coloured male or female, and Indian/Asian male at its next recruitment opportunity.

Disabled personnel are yet to be represented; the CBE continues to encourage applicants in its vacancy advertisements.

6.4 LABOUR RELATIONS

The suspended employee's investigation remains pending. The CBE sourced specialist labour law services to assist with implementation of the investigation report.

There were two consultative meetings with employee representatives during the process of implementing the organisational structure.

6.5 PERFORMANCE MANAGEMENT AND DEVELOPMENT

Quarter three performance reviews were submitted by 15 January 2022 as per policy.

6.6 LEAVE

The table below details the number and leave types in terms of planned and unplanned days during the quarter under review.

Table 25: Leave

Leave Type	January 2022		February 2022		March 2022		TOTAL	
	Empl	Days	Empl	Days	Empl	Days	Empl	Days
Annual	22	144.5	17	51	15	33	29	228.5
Sick	9	29	13	24	5	12	17	65
Family Responsibility	2	3	4	11.5	3	6	8	20.5
Special	0	0	0	0	29	56	29	56
Study	1	4	1	1	2	4	4	9
Maternity	0	0	0	0	0	0	0	0
Paternity	0	0	0	0	0	0	0	0
Suspension	1	22	1	20	1	21	1	63
Unpaid	0	0	0	0	1	1	1	1
Incapacity	2	27	1	20	1	21	2	68

Table 26: Absenteeism

Number of Employees	Annual Leave	Number of Employees	Sick Leave (SL 1)	Number of Employees	Family Responsibility Leave	Number of Employees	Study Leave (SL 2)	Number of Employees	Maternity Leave	Number of Employees	Special [Suspension] Leave (SL 3)	Total Person Days Lost	Total Staff Complement	Rate %
January 2022														
22	144.5	9	29	2	3	1	4	0	0	3	49	32	37	3.99%
February 2022														
17	51	13	24	4	11.5	1	1	0	0	2	40	35.5	37	4.42%
March 2022														
15	33	5	12	3	6	2	4	0	0	3	43	18	37	2.24%
Total for the Period under Review														
29	228.5	17	65	8	20.5	4	9	0	0	3	132	85.5	37	3.55%

Legend: Formula: Absenteeism % = Man-days lost /Product of Average No of workdays for the period by staff complement X 100. Whereas Average No. of workdays = 21.67 days per month. Man- days lost = Unplanned absences related to ill health

Absenteeism management solutions indicate that on average, the absenteeism rate can fluctuate between 1.5% up to an acceptable maximum of 4%. A total of 85.5 unplanned person-days were lost during the quarter resulting in a favourable below average absenteeism rate of 3.55%.