

**FINANCIAL YEAR 2021/22**

**QUARTER 3**

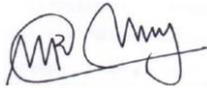
**PERFORMANCE INFORMATION**

**01 OCTOBER 2021 – 31 DECEMBER 2021**

## **APPROVAL OF THE THIRD 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 third quarter of the 2021/22 financial year.



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**M Myeza (Mr)**  
**Chief Executive Officer**

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## 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
CHE	Council on Higher Education
cidb	Construction Industry Development Board
COO	Chief Operations Officer
Council	CBE Council (the accounting authority of the organisation)
DDM	District Development Model
DHET&I	Department of Higher Education Training and Innovation
DPSA	Department of Public Service and Administration
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
IA	Internal Audit
ICT	Information Communications Technology
IDMS	Infrastructure Delivery Management System
IDoW	Identification of Work
ISA	Infrastructure South Africa
IT	Information Technology
IoT	Internet of Things
King IV™	King IV Report on Corporate Governance for South Africa
Minister	Minister of Public Works and Infrastructure
NDP	National Development Plan
NDPIP	NDP Five-Year Implementation Plan
Nexia	Nexia SAB&T
NSC	National Senior Certificate
NSG	National School of Government
NIP	National Infrastructure Plan
OMA	O.M.A. Chartered Accountants Inc.
OSD	Occupation Specific Dispensation

PFMA	Public Finance Management Act
POPI	Protection of Personal Information
Rakoma	Rakoma and Associates Inc
REAM	Real Estate and Asset Management
RoPSP	Register of Professional Service Providers
RPL	Recognition of Prior Learning
SACPLAN	South African Council for Planners
SCM	Supply Chain Management
SETA	Sector Education Training Authority
SIPDM	Standard for Infrastructure Procurement and Delivery Management
TCC	Transformation Collaborative Committee
ToR	Terms of Reference
VA	Voluntary Association
WIL	Work Integrated Learning
Wits	University of Witwatersrand
WSU	Walter Sisulu University

### **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
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### **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	Built Environment Professions 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 third 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 December 2021. The report is presented in five parts:

- 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
- Part B provides a detailed Governance Report
- Part C is a detailed analysis of the performance of each Programme
- Part D is a detailed Financial Report for the quarter
- Part E is the Human Resource Report for this reporting period

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

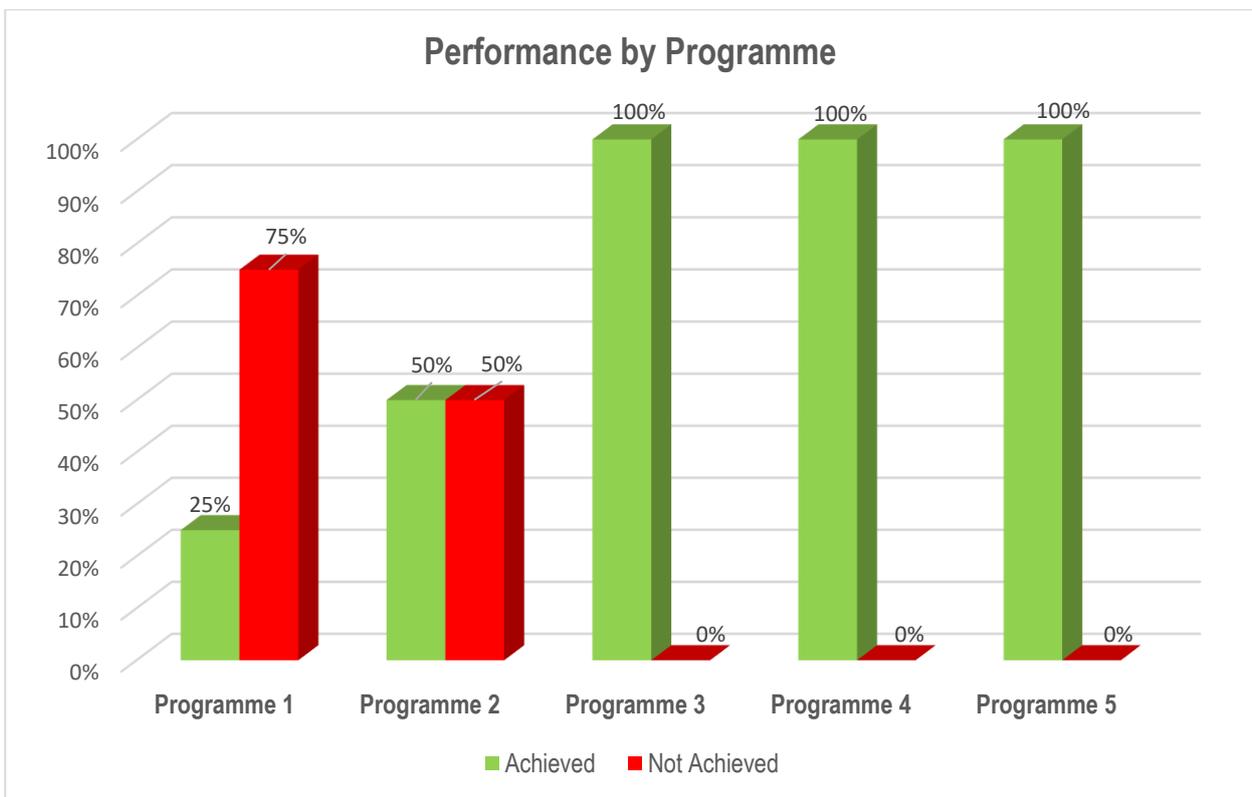
- i. Programme 1: Administration
- ii. Programme 2: Transformation
- iii. Programme 3: Skills and Capacity Development
- iv. Programme 4: Research and Advisory
- v. Programme 5: Regulation and Public Protection

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 14 quarterly targets set for the third quarter. Ten of these targets were achieved, and four targets were not achieved. This translates the overall quarter three performance of the CBE against its annual targets for the 2021/22 financial year to 71% as shown in Table 1 below. This records an increase in the performance of the organisation in comparison to the second quarter.

**Table 1: Achievement Status of Quarter Three Targets**

APP Programme	Number of Quarterly Targets	Achieved	Not Achieved
Programme 1: Administration	4	1	3
Programme 2: Transformation	2	1	1
Programme 3: Skills and Capacity Development	3	3	0
Programme 4: Research and Advisory	2	2	0
Programme 5: Regulation and Public Protection	3	3	0
<b>Quarter Three Total Targets</b>	<b>14</b>	<b>10</b>	<b>4</b>



**Figure 1: Third Quarter Programme Performance**

- **Highlights of Quarter 3 Performance**

The highlights for the quarter under review were the following:

- a) One community radio interview on Ingwane FM in the province of Eastern Cape to raise the profile of the CBE undertaken.
- b) One online event and two sector collaborative / tripartite engagements hosted as follows:
  - I. 01 October 2021 - Built Environment Professions Skills and Capacity Development (PSCD) TCC sector engagement
  - II. 26 October 2021 – Occupational Specific Dispensation and Socio-Economic Development (OSD-SED) TCC sector engagement
  - III. 10 December 2021 - National Stakeholder Engagement on Transformation in the Built Environment Professions
- c) First draft Built Environment report of the CBEP was developed on the skills pipeline (supply and demand)
- d) Ten workplaces in the provinces of Kwa-Zulu Natal, Gauteng and Free State were monitored and evaluated in implementing the Structured Candidacy Programme
- e) The oversight report was developed on accreditation of Built Environment academic programmes and institutions
- f) One research discussion paper was developed on Built Environment skills requirements in line with infrastructure project delivery processes
- g) Nine research papers were published on the Built Environment Knowledge and Information Hub aligned to the thematic areas of the CBE Research Agenda
- h) Seventy-five percent of the Built Environment legislative updates action plan was implemented with CBEP
- i) Three appeals were lodged. One appeal, due for decision during the quarter, was decided within the prescribed period of 60 days
- j) One corporate governance assessment of two CBEP was conducted on their compliance with the provisions of the adopted Governance Framework

## Challenges

Four quarterly targets were **not achieved** due to the following issues:

- a) Programme 1.1 – This target is a component of the annual target to produce an enhanced and updated CBE procedure manual of standard operating procedures. The project suffered a six month delay due to contractual issues; as a result, the process workshop was not held. The issues were resolved at the end of the quarter, and the project will resume with revised timelines set to conclude at the end of March 2022.
- b) Programme 1.2 – The output of this target is towards developing an approved CBE organisational design and structure. The quarterly target was not achieved due to the delay in finalising and approving the structure. Council approved an interim structure on 3 December 2021. An implementation action plan will be developed during the fourth quarter
- c) Programme 1.3 – The Information Technology (IT) Strategy, approved during quarter two, identified the Data-Centre Cloud Migration initiative. The tender for the Data-Centre Cloud Migration was readvertised and closed during quarter three. The evaluations will be done during quarter four
- d) Programme 2.2 – The target of fifty percent of identified transformation interventions was not achieved. The Transformation Strategy was discussed at BEMC and the committee requested the 2019 Indaba concept document to be submitted for reference. To achieve the set annual target for the 2021/22 financial year, the strategy document has been revised and will be circulated electronically to the respective committees for approval by the end of January 2022

**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 THE 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 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

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

On 31 July 2021, the CBE notified the CBEP to provide nominations where applicable, the status of which is as follows:

- Nominations received from the Engineering Council of South Africa (ECSA) and the South African Council for the Architectural Profession (SACAP) were submitted to the Minister of PWI on 19 August 2021 and 15 October 2021 respectively for consideration
- The South African Council for the Project and Construction Management Professions (SACPCMP) and South African Council for the Property Valuers Profession (SACPVP) did not respond to the request
- An invitation letter was forwarded to the SACPCMP subsequently for nominations, and their response received on 15 December 2021 was forwarded to the Minister of PWI for consideration

**Table 2: Fifth Term Council**

<b>Name</b>	<b>Designation (<i>Applicable section of the Act which endorses the appointment</i>)</b>	<b>Gender</b>	<b>Date Appointed</b>	<b>Date Resigned</b>	<b>End of Term</b>
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. Dr J Badul	Section 5(2)(b) Nominated by Department of Environmental Affairs	Female	1 Nov 2018	-	-
4. NE Hutamo	Section 5(2)(c) Nominated by SACLAP	Male	1 Nov 2018	-	-
5. Dr KI Jacobs	Section 5(2)(c) Nominated by ECSA	Male	1 Nov 2018	-	-
6. GH Meyer	Section 5(2)(c) Nominated by SACQSP	Male	1 Nov 2018	-	-
7. WO Mothowamodimo	Section 5(2)(c) Nominated by SACLAP	Male	20 Jan 2020	-	-
8. ST Mthembu	Section 5(2)(d) Public Nominee	Female	1 Nov 2018	-	-
9. H Ndlovu	Section 5(2)(c) Nominated by SACPVP	Male	1 Nov 2018	-	-
10. N Qina	Section 5(2)(c) Nominated by SACQSP	Female	1 Nov 2018	-	-
11. F Rabada	Section 5(2)(a) Representative Department of Public Works and Infrastructure	Female	1 Nov 2018	-	-
<b>Resignations</b>					
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	

Name	Designation ( <i>Applicable section of the Act which endorses the appointment</i> )	Gender	Date Appointed	Date Resigned	End of Term
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	1 Aug 2021 (Passed away)	
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)	Finance, Human Resources and Legal Committee (FHLC)	BUILT ENVIRONMENT MATTERS COMMITTEE (BEMC)					
		Stakeholder Management, Marketing and Communications Committee (SMMCC)	Transformation Collaborative Committees (TCC)				
			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)

#### 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	Meeting
28 October 2021	Q3 EXCO meeting
5 November 2021	ACEO Quarter 2 Performance Review
9 November 2021	Presidents Forum (CBE Chair, Deputy Chair and CBEP Presidents)
3 December 2021	CEO 2021/2022 Performance Agreement

Matters Approved	Matters Recommended	Matters Considered
2021/2022 Quarter 2 Report (Performance Information; Governance; Finance Report)	2022/2023 Corporate Meeting Calendar	Risk Management Report; Strategic- and Operational Risk Register; Emerging Risk Report; Risk Management Implementation Plan
		Internal and External Q2 Audit Finding Matrix
		Compliance Report
		Stakeholder Management Report

Matters Considered by the Presidents Forum
Stakeholder Engagements – Continuous Professional Development (CPD) Incentives for BEPs
cidb Register of Professional Service Providers
Transformation in Built Environment Schools
Transformation Charter for BE Sector and Practice Codes
Transformation in the CBEP
Alignment between the CBEP terms of office and the CBE
Critical Issues and Progress on Concurrent Functions from SACAP, ECSA and CBE
Critical Issues Emanating from the Registrars Forum
Presidents Forum Perceived Achievements
Facilitating Communication and Interactions between CBE, CBEP and Voluntary Associations (Vas)
CBE/CBEP Legal Forum Terms of Reference

### 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 Manguku	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
25 October 2021	Q3 ARC Meeting

Matters Recommended	Matters Considered
2021/2022 Quarter 2 Report: Performance Information, Governance, Finance	Business Continuity Plan Progress
Records and Archive Management Policy	Progress on Former CEO Labour Court Matter
Risk Management Strategy	Outcome of Self-Assessments – ARC, External Audit, Internal Audit (IA) and Finance Function
Risk Management Policy	Mid-Term Annual Financial Statements
IT Policy: Acceptable Use	IA Quarter Report: Progress Against the IA Plan
	IA Report on Q2 Performance Information and Targets Achieved
	Legal Compliance Review, Information Technology (IT) Review Report for Quarter 1 and 2, Accreditation and Skills Review Report
	ITSC Report

Matters Recommended	Matters Considered
	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 Q2 Audit Finding Matrix
	Compliance Report
	Contract Register
	Procurement Report
	Attend the Strategic Planning and Risk Workshop of Council

### Whistle Blowers Reports

Council resolved to investigate the Whistle Blowers reports received in 2019/2020. There were a number of meetings and presentations to track the progress of the following investigations –

- (1) OMA Chartered Accountants Incorporated (OMA) concluded its investigation regarding Whistle Blowers report of the appointment of the CEO. The allegations were determined to be unfounded in terms of the processes followed; however, Council's processes could not be confirmed due to the lack of recording thereof. Going forward Council must ensure that all processes are properly documented and recorded. Management is to strengthen its recruitment process and verification of qualifications and references for all employees.
- (2) The SNG-Grant Thornton 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 Auditor conducts a cursory investigation. The cursory investigation is concluded, and Council adopted Option 3 of the report.

**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

Date	Meetings	Investigation and Status
30 June 2020	Council	SNG Presentation Whistle Blower Report
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 outcome of the Internal Audit report that,

Date	Meetings	Investigation and Status
		<ul style="list-style-type: none"> <li>• The Council resolution to enter into the settlement agreement with the former CEO is compliant with the requirements of the applicable legislation and National Treasury regulations.</li> <li>• The amount offered by Council is reasonable and the process followed above board</li> </ul>

### 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

Name	Capacity (Chairperson or BE Generalist)
Darryl 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

### **SITTINGS OF THE APPEAL COMMITTEE**

#### **i. RON BEEBY VERSUS THE ENGINEERING COUNCIL OF SOUTH AFRICA (ECSA)**

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

#### **NATURE OF THE APPEAL**

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

#### **APPEAL COMMITTEE 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 in future must ensure that members of the public are informed of their right and any other internal processes available to them.

#### **COST OF THE APPEAL**

Chairperson - R 43 800

Generalist - R 21 000

Specialist - R30 000

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

The date of lodgement of the appeal:	8 November 2021
Date on which 60 days lapses:	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 the Investigating Committee of ECSA for not preferring charges against a registered person following a complaint.

#### **APPEAL COMMITTEE 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:

- (i) the appeal is dismissed
- (ii) the matter is referred to ECSA for decision
- (iii) There is no order for costs

## **COST OF THE APPEAL**

Invoices from the Appeal Committee are still outstanding.

## **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**

<b>Date</b>	<b>Meeting</b>
21 October 2021	Q3 FHLC Meeting
17 November 2021	Special FHLC Meeting

<b>Matters Recommended</b>	<b>Matters Considered</b>
2021/2022 Quarter 2 Expenditure Report	Quarter 2 Human Resources Report and proposed CBE Structure
2021/2022 Quarter 2 Council and Committee's Expenditure Report	Human Resources Benchmarking Report: Acting Allowances and Executive Remuneration
2021/2022 Quarter 2 Procurement Report and Procurement Plan Status Report	NT Threshold Procurement; Threshold Changes
SCM Policy Amendment: Foreign Bidders	Appeals Outcomes and Rulings
FHLC Revised Terms of Reference	Active Contract and Commitment Register
Salary Negotiations	Compliance Report
2021 Performance Bonus	Active Contract and Commitment Register
Bid Cancellation: Office Accommodation	Former CEO: Settlement Amount Approved by Council and Agreed by Nehawu
Bid Cancellation and Re-Advertisement: Data-Centre Cloud Migration	

### **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)
3. Dr S Dlamini (Council Chairperson) (Member)
4. Dr J Badul (Member)
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)
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; and
- h. Consider and recommend all CBE policies not considered by the FHLC to Council.

### **BEMC Meetings held during the Quarter**

<b>Date</b>	<b>Meeting</b>
7 October 2021	Planning Meeting BEMC Chair and Deputy Chair
14 October 2021	Q3 BEMC Meeting
19 November 2021	Continuation Q3 BEMC Meeting and Workshop

Matters Recommended	Matters Considered
2021/2022 Quarter 2 Performance Report	Communications Presentation, Corporate Video for the CBE, radio interviews, inter-departmental projects, statutory report – editing, formatting, design, and social media platforms
Delinking of Stakeholder Management, Marketing and Communications Committee	Professionalisation of the Real Estate and Asset Management (REAM) portfolio
Collapsing of Transformation Committee	Stakeholder Management Report
BEMC Terms of Reference	Transformation Strategy
	Transformation Collaborative Committees
	Strategic Risks: BE Industry and Transformation
	Identification of Work
	CBEP Quarterly Reports and Registration Statistics
	Transformation Indaba Report
	Transformation Strategy
	Workshop regarding the Transformation Collaborative Committees: Procurement Policy and Legislation (PPL), Women Empowerment and Gender Equality (WEGE), Occupational Specific Dispensation and Socio-Economic Development (OSD-SED), Professional Skills and Capacity Development (PSCD), and Health, Safety, Public Protection and Universal Access (HSPPUA)

### Transformation Collaborative Committees Meetings held during 2021/2022

Procurement Policy and Legislation TCC	Women Empowerment and Gender Equality TCC	Occupational Specific Dispensation TCC	Skills and Capacity Development TCC	Health, Safety and Public Protection 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	-

### Council Meetings held during the Quarter

Date	Meeting
3 December 2021	Q3 Council Meeting

Matters Approved	Matters Considered
Former CEO Settlement – Internal Audit Assessment Outcome	ARC Chairperson Report

Matters Approved	Matters Considered
Lessons learnt, processes followed, best practice to be compiled for handover purposes	BEMC Chairperson Report
Records and Archive Management Policy	FHLC Chairperson Report
Risk Management Strategy	National Treasury Procurement Threshold
Risk Management Policy	EXCO Chairperson Report
IT Policy: Acceptable Use	CEO and Stakeholder Management Report
2021/2022 Quarter 2 Expenditure Report	Compliance Report
Council and Committees Expenditure Report	Feedback to Council regarding the Register of Professional Service Providers (RoPSP)
2021/2022 Quarter 2 Procurement Report & Procurement Plan 2021/2022	
SCM Policy Amendment: Foreign Bidders	
Salary Negotiations	
2021 Performance Bonuses and 1.5% Pay Progression	
Bid Cancellation: Office Accommodation	
FHLC Revised Terms of Reference	
Delinking of Stakeholder Management, Marketing and Communications Committee	
Collapsing of Transformation Committee (TransCom)	
Outstanding BEMC Matters: Chairpersons of WEGE and HSPP	
TCC Chair Appointments and Stipends	
2022/2023 Meeting Calendar	
CEO's Proposed Interim Organisational Structure	

### National BE Industry Stakeholder Meetings held during the 2021/2022

Date	National BE Industry Stakeholder Meetings
22 June 2021	National Stakeholder Engagement
10 September 2021	BE Sector Input: Draft National Infrastructure Plan (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 cidb's RoPSP and Economic Reconstruction and Recovery Plan (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	Environmental Assessment Practitioners Association of South Africa (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 REAM

**Table 8: Council and Committees – Composition and Meeting Attendance**

Members	Number of Scheduled Meetings	Number of Special Meetings	Total Meetings Attended	Total Percentage
<b>EXCO</b>				
Dr SS Dlamini (Chairperson)	1	2	3	100
Ms F Rabada	1	2	3	100
Ms ST Mthembu	1	1	2	75
Mr NE Hutamo	1	2	3	100
Ms K Naidoo (Resigned 2021/09/30)	0	0	0	0
<b>ARC</b>				
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
<b>FHLC</b>				
Dr KI Jacobs (Chairperson)	1	1	2	100
NE Hutamo (Deputy Chair)	1	1	2	100
KEM Mogodi	1	1	2	100
ST Mthembu	1	1	2	100
Dr SS Dlamini	1	1	2	100
JL Margolius (Resigned 2021/07/07)	0	0	0	0
HN Molao (Resigned 2021/06/30)	0	0	0	0
<b>BEMC</b>				
KEM Mogodi (Chairperson)	1	2	3	100
GH Meyer (Deputy Chair)	1	2	3	100

Members	Number of Scheduled Meetings	Number of Special Meetings	Total Meetings Attended	Total Percentage
Dr J Badul	1	1	2	100
H Ndlovu	0	0	0	0
N Qina	1	1	2	100
F Rabada	1	1	2	100
Dr SS Dlamini	1	2	3	100
WO Mothowamodimo	0	0	0	0
Dr CH Deacon (Resigned 2021/11/8)	1	0	0	50
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
<b>Council</b>				
Dr SS Dlamini (Chairperson)	1	0	1	100
KEM Mogodi (Deputy-Chairperson)	1	0	1	100
Dr J Badul	1	0	1	100
NE Hutamo	1	0	1	100
Dr KI Jacobs	1	0	1	100
GH Meyer	1	0	1	100
ST Mthembu	1	0	1	100
H Ndlovu	0	0	0	0
N Qina	1	0	1	100
F Rabada	0	0	0	0
WO Mothowamodimo	1	0	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 paid to Council members appears in the following table.

**Table 9: 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)	415 367	0	0	415 367
KEM Mogodi (Deputy Chairperson)	335 179	5 186	0	340 365
Dr J Badul	0	0	0	0
NE Hutamo	2 880	0	0	2 880
Dr KI Jacobs	177 975	1 856	0	179 831
GH Meyer	58 255	1 120	0	59 375
W Mothowamodimo	1 856	0	0	1 856
ST Mthembu	144 323	1 632	0	145 955
H Ndlovu	2 496	0	0	2 496
N Qina	54 129	1 216	0	55 345
F Rabada	0	0	0	0
P Stock (Audit Committee External Member)*	173 158	0	0	173 158
LM Mangquku (Audit Committee External Member)*	102 960	192	0	103 152
L Konar (Audit Committee External Member)*	102 767	192	0	102 959
Dr CH Deacon (Resigned 8 November 2021)	45 871	768	0	46 639
K Naidoo (Resigned 30 September 2021)	82 410	0	0	82 410
ZY Makhathini (Resigned 27 August 2021)	0	0	0	0
CV Gamede (Passed Away 1 August 2021)	0	0	0	0
JL Margolius (Resigned 7 July 2021)	23 715	0	0	23 715
HN Molao (Resigned 30 June 2021)	0	0	0	0
U Exner (Resigned 13 January 2021)	0	0	0	0

Name	Remuneration	Other Allowance	Other Re-imbursments	Total
Dr P Dala (Resigned 4 January 2021)	0	0	0	0

\* 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.

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

Council had a workshop during August 2021 on the Strategic Risk Register and Emerging Risk Register. Amendments have been affected. Continuous progress is made on the Risk Management Implementation plan.

### 3.7 INTERNAL CONTROL AND FINANCIAL MANAGEMENT

The Auditor General South Africa (AGSA) notified the CBE of its intention to no longer conduct the audit of the CBE in accordance with section 4(3) of the Public Audit Act. The CBE appointed Nexia SAB&T Inc (Nexia) to perform its year-end audit for the second year.

During the previous quarter under review, Nexia SAB&T Inc concluded the audit for the 2020/21 financial year. The CBE obtained a clean audit report for the fifth consecutive year. All the necessary audit documentation was submitted to National Treasury by the pre-scribed deadline. Two Management Report findings were identified and resolved by external audit before issuing the audit report.

It is anticipated that 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 the internal audit function 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 2 of 2021 Performance review
- b) Quarter 2 of 2021 Information Communications Technology (ICT) follow up review
- c) Supply Chain Management
- d) Human Resources Management
- e) Protection of Personal Information (POPI) Compliance
- f) Legal Compliance Reviews
- g) Fraud and Risk Management

The audit on the Quarter 3 of 2022 Performance review will be performed in January 2022.

### **3.9 COMPLIANCE WITH LEGISLATION AND PROCEDURES**

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

### **3.10 FRAUD AND CORRUPTION**

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

During the quarter under review, no tip-off or incident was received from the fraud hot line. A virtual fraud and corruption awareness workshop for the third quarter was held on 14 December 2021. Awareness presentations were circulated to 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 end of April or upon appointment of new employees. The Declaration of Interest forms are signed before a commissioner of oaths and submitted for approval. At the time of reporting, 100% submissions were recorded.

Special declarations were completed and signed by the interim executive personnel in addressing the conflict of interest identified in relation to salary negotiations.

### **3.12 CODE OF CONDUCT**

There was one reported breach of the code of conduct incident recorded during the quarter. The matter was reported and dealt with; the individual is no longer in the employ of CBE.

### **3.13 HEALTH AND SAFETY AND ENVIRONMENTAL ISSUES**

There were three COVID-19 cases reported, as well as three employees who needed to quarantine as a result of being exposed at the workplace. During the National Lockdown adjusted alert level 1, all staff returned to office in November 2021, except for medically and age exempted individuals who continue to work from home.

### **3.14 TRAINING AND DEVELOPMENT**

No new training was held during the quarter in accordance with budget reduction measures.

### **3.15 SUPPLY CHAIN MANAGEMENT**

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

- a) Historically Disadvantaged Individuals (HDI), Youth and Disabled 61%

- b) State Owned Entities 26%
- c) White Males 13%

The CBE will endeavour to maintain its HDI percentage. The table below captures the procurement for the third quarter:

**Table 10: Procurement**

Categories	Q3 Procurement					
	Procurement		Contractual Amount		Total	Distribution
	R'	%	R'	%	R'	%
Women	R 0.00	0%	R 10 000.00	2%	R 10 000.00	1%
Black Male	R 460 816.50	100%	R 124 000.00	24%	R 584 816.50	60%
HDI total	R 460 816 .50	100%	R 134 000.00	26%	R 594 816.50	61%
Youth	R0.00	0%	R 0.00	0%	R 0.00	0%
Disabled	R0.00	0%	R 0.00	0%	R 0.00	0.0%
<b>Total HDI, Youth and Disabled</b>	<b>R 460 816.50</b>	<b>100%</b>	<b>R 134 000.00</b>	<b>26%</b>	<b>R 594 816.50</b>	<b>61%</b>
<b>State owned entities</b>	<b>R 0.00</b>	<b>0%</b>	<b>R 248 000.00</b>	<b>49%</b>	<b>R 248 000.00</b>	<b>26%</b>
<b>White Male</b>	<b>R 0.00</b>	<b>0%</b>	<b>R 124 000.00</b>	<b>25%</b>	<b>R 124 000.00</b>	<b>13%</b>
<b>Totals (adding bolded figures)</b>	<b>R 460 816.50</b>	<b>100%</b>	<b>R 506 000.00</b>	<b>100%</b>	<b>R 966 816.50</b>	<b>100%</b>

The CBE did not identify any Irregular or Fruitless and Wasteful expenditure during 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 the following Outcomes:

**Table 11: Alignment with DPWI, NDP Priorities and NDPIP Outcomes**

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

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes	Objective of CBE Act
				<i>as it or the relevant Minister deems necessary;</i>
<p><b>Priority 6:</b> A capable, ethical and developmental state</p> <p><b>Priority 5:</b> 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 third quarter were the following:

### *4.1.1 Workshop all processes. – **Not 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 target was not achieved. The project suffered a six month delay due to contractual issues; as a result the process workshop was not held. The issues were resolved at the end of the quarter, and the project will resume with revised timelines to conclude at the end of March 2022.

#### *4.1.2 Implementation of the identified prioritised actions. – **Not Achieved***

The output of this target is towards developing an approved CBE's organisational design and structure. The structure was reviewed to determine how the business needs to improve and best conducted in line with annual business and workforce planning processes, or in response to key events (such as changes in client needs, funding, technology, processes, priorities).

The quarterly target was not achieved due to the delay in the finalisation and approval of the structure. An interim structure was approved by Council on 3 December 2021. An implementation action plan will be developed during the fourth quarter.

#### *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 target was not achieved. The IT Strategy, approved in quarter two, identified the Data-Centre Cloud Migration initiative. The tender was readvertised and closed during quarter three. The evaluations will be performed during quarter four.

*4.1.4 One community radio interview in the province of Eastern Cape to raise the profile of the CBE by 31 December 2021. – **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 target was achieved. One community radio interview in the province of Eastern Cape to raise the profile of the CBE was held on Ingwane FM on 10 December 2021 at 07.20-7.30 on the station's **Breakfast Show**. Boasting a listenership of some 70 000, Ingwane FM broadcasts in isiXhosa and its programme content is aimed at 100% local. All sub-groups of the Transkei area are represented – from the AmaMpondo to the AmaMpondomise the Hlubi and AmaMbovane – it is for everyone to experience a bit of their culture while listening to Ingwane FM.

*5.1.5 Increase revenue by 1% of the grant and levies received by 31 March 2022. – **No Target***

There was no set target for the quarter under review. Council approved the revenue enhancement strategy.

**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				Q3 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.	<b>Target Not Achieved</b>	The target was not achieved due to contractual issues.	The contractual issues have been resolved. The project will resume in the fourth quarter with revised timelines.	N/A	N/A
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.	<b>Target Not Achieved</b>	Implementation action plan not developed due to delayed approval of the proposed structure. The structure was	Implementation action plan will be developed in the fourth quarter.	N/A	N/A

<b>Programme 1</b>		<b>ADMINISTRATION</b>										
<b>Sub-programme</b>		<b>HUMAN CAPITAL AND ICT</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE is in best shape to achieve goals set out in the strategic plan										
<b>Outcome</b>		OPTIMUM FUNCTIONING CBE										
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					
									approved in December 2021.			
1.3	Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented.	ICT Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap completed and implemented.	ICT Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap completed and implemented by 31 March 2022.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	Implementation of identified prioritised initiatives completed and the Project Closure Report developed and submitted to the IT Steering Committee.	<b>Target Not Achieved</b>	The tender was cancelled due to an erratum on the Terms of Reference.	The tender has been readvertised and closed during quarter three. The evaluations will be performed during quarter four.		

<b>Programme 1</b>		<b>ADMINISTRATION</b>										
<b>Sub-programme</b>		<b>COMMUNICATIONS, MARKETING AND STAKEHOLDER MANAGEMENT</b>										
<b>Objective/Purpose</b>		Promoting awareness about the CBE and its functions to all relevant stakeholders										
<b>Outcome</b>		<b>OPTIMUM FUNCTIONING CBE</b>										
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					
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.	<b>Target Achieved</b>  One community radio interview in the province of Eastern Cape to raise the profile of the CBE was held on Ingwane FM on 10 December 2021 at 07.20 - 7.30 on the station's <b>Breakfast Show.</b>	N/A	N/A	<b>Ingwane FM community radio (Eastern Cape)</b> <ul style="list-style-type: none"> <li>Ingwane FM Interview Recording</li> <li>Ingwane FM Interview Evaluation Report</li> <li>Ingwane FM Interview Invoice</li> </ul>	N/A

<b>Programme 1</b>		<b>ADMINISTRATION</b>										
<b>Sub-programme</b>		<b>FINANCE</b>										
<b>Objective/Purpose</b>		Promote effective and efficient financial and supply chain management services										
<b>Outcome</b>		<b>OPTIMUM FUNCTIONING CBE</b>										
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					
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.	N/A	N/A	N/A	N/A	N/A

## 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 third quarter were:

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

Transformation of the Built Environment Professions 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 a number of 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. Built Environment Professions Skills and Capacity Development (BEPSCD)
- v. Safety, Health, Public Protection and Universal Access (HSPPUA)

There was no set target for the quarter under review. To date ten baseline /analysis reports were presented to and approved by the respective TCCs as listed below. This constitutes hundred percent achievement of the annual target:

- 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 Fifty percent of identified transformation interventions implemented by 31 December 2021. – **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 target was not achieved. Fifty percent of identified transformation interventions were not implemented by 31 December 2021. The transformation strategy was discussed at BEMC and the committee requested the 2019 Indaba concept document to be submitted for reference. To achieve the set annual target for the 2021/22 financial year, the strategy document will be circulated electronically to respective committees for approval by the end of January 2022, before the next BEMC meeting on 17 February 2022.

*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 following databases were sourced and/or developed in the 2021/22 financial year and are currently functional:

- Women owned construction companies
- Women owned material supplier companies
- 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 online event and one sector collaborative/ tripartite engagement hosted by 31 December 2021.- **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 target was achieved. One online event and two sector collaborative / tripartite engagements were hosted by 31 December 2021. There was a positive variance of one sector collaborative engagement. At the PSCD TCC meeting of 01 October 2021 it was resolved that the PPL TCC workshop earmarked for November is halted pending the arrival of the newly appointed CEO, and the workshop should address the alignment of the Economic Recovery and Reconstruction Plan (ERRP). The OSD-SED TCC was held on 26 October 2021.

All stakeholders outstanding from the TCC Representation Matrix were requested to share representation on the respective TCC. Positive feedback has since been obtained from the various stakeholders nominating representatives.

The CBE also hosted a National Stakeholder Engagement on Transformation in the Built Environment Professions on 10 December 2021. The keynote address was delivered by Dr K Ramokgopa, Head of Infrastructure South Africa (ISA). The CBE CEO Mr Myeza provided an update on National Treasury's response to infrastructure procurement issues as well as the NIP 2050, Transformation Concept Document, ERRP and the RoPSP. Furthermore, the workshop revolved around the work of the respective TCCs and their progress.

Although the quarter three target was achieved, the quarter two target is still outstanding. It was resolved that the advice desk should be in line with the APP targets and address all areas. Furthermore, the initial version of the advice desk should focus on providing informative and relevant links to topical areas as well as provide an avenue for communicating with the CBE in order to request advice accordingly.

Meetings were held with the IT and communication departments to confirm the requirements and timelines associated with the project. The concept document for the advice desk has since been received and undergoing internal approval.

**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				Q3 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	To date ten baseline/analysis reports have been developed and approved. This represents the achievement of the 2021/22 annual target.

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q3 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>							

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q3 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>							

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q3 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>											

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q3 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.											
<b>2.2</b>	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.	<b>Target Not Achieved</b>  Fifty percent of identified transformation interventions were not implemented by 31 December 2021.	The transformation strategy was not discussed nor presented at BEMC, as the committee requested the concept	The strategy document will be electronically circulated to respective committees for electronic approval by the end of	N/A	N/A

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE is in the best shape to achieve goals set out in the Strategic Plan										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicator	Annual Target	Quarterly Performance Targets				Q3 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
									document giving rise to the 2019 Indaba to be submitted for reference	January 2022.		
<b>2.3</b>	<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</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</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>

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

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>BROAD BASED SECTOR COORDINATION AND ENGAGEMENT PLATFORMS FOR THE BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Providing platforms for the sharing of knowledge and establishment of partnerships										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicators	Annual Target	Quarterly Performance Targets				Q3 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><b>Target Achieved</b></p> <p><b>One online event and two sector collaborative engagements hosted as follows:</b></p> <p>PSCD TCC meeting on 01 October 2021.</p> <p>OSD-SED TCC was held on 26 October 2021.</p> <p>One National Stakeholder Engagement on Transformation in the Built Environment Professions on</p>	There is a positive variance of one sector collaborative engagement.	N/A	<p>Agendas, Minutes</p> <p>Supporting documents i.e., draft reports, presentations, spreadsheet etc.</p>	Although the quarter three target was achieved, the quarter two target is still outstanding. More concerted effort will have to be concentrated on achieving this target during quarter four in order to ensure that the annual target is achieved by 31 March 2022.

<b>Programme 2</b>		<b>TRANSFORMATION</b>										
<b>Sub-programme</b>		<b>BROAD BASED SECTOR COORDINATION AND ENGAGEMENT PLATFORMS FOR THE BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Providing platforms for the sharing of knowledge and establishment of partnerships										
<b>Outcome</b>		<b>TRANSFORMED BUILT ENVIRONMENT</b>										
APP NO.	Outputs	Output Indicators	Annual Target	Quarterly Performance Targets				Q3 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
								10 December 2021.				

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

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

Infrastructure development needs a capable workforce to deliver lasting transformational change. For the Built Environment to be sustainable, and deliver on its targets, there is a need to ensure that the appropriate skills base is in place. This will require the CBE to support building capacity in the STEM (science, technology, engineering, mathematics) areas and thus create 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 career awareness programme responds to the Push Strategy of the Skills Pipeline 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 First draft of the Built Environment report of the CBEP on the skills pipeline (supply and demand) developed by 31 December 2021. – **Achieved***

The CBE endeavours 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 programme is to develop an advisory report on trends in the Built Environment skills pipeline, relative to South Africa's NDP infrastructure needs. This study will:

- i. analyse and document current and future skills demand, including scarce and critical Built Environment skills
- ii. study 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 future remedial actions and recommendations
- vi. understand bottlenecks in the delivery system from candidacy and professional levels, and future remedial actions and recommendations
- vii. document Built Environment Skills policy directives, planning responses and recommendations/interventions for future implementation

The quarterly target was achieved. The first draft of the Built Environment report of the CBEP was developed on the skills pipeline (supply and demand). The CBE collated 2014-2019 qualification enrolment and completions statistical data of supply from the Department of Higher Education, Training, and Innovation (DHET&I) to develop the draft report and scope the demand of BE professionals as outlined below. To fulfil the objectives of the study, for this quarter the CBE:

- I. collected town and regional planning statistical data on university completions and enrolments as part of developing the report
- II. adopted the two methods below to determine the demand of BE professionals
  - the ratio of population : BE professionals
  - current and desired BE graduates, candidates and professionals head-count statistics from two metropolitan municipalities to inform the demand for BE professionals in those municipalities

The CBE did not receive statistical data from SACPLAN, however Registered planners' statistics was used from the SACPLAN website.

To estimate the current supply for BE professionals for the period 2014 – 2019, this study obtained and analysed data from the sources listed below:

- Department of Basic Education (DBE): Statistical data on number of students taking both Maths and Science who wrote the National Senior Certificate (NSC) and achieved minimum entry for a National Diploma
- DHET&I, College of Economics and Management Science (CEMS )Report: Statistical Data on number of students who enrolled and completed BE qualifications
- CBEP / South African Geomatics Council (SAGC) / South African Council for Planners (SACPLAN): Statistical Data on number of BE candidates and professionals

The NSC enables learners to access to a range of post-school opportunities depending on their performance in Grade 12 (matric). The opportunities include entry-level employment, admission to learnerships and internships, and admission to colleges, universities and other higher education institutions. The table below details the number of learners who wrote and achieved their NSC with Mathematics and Physical Science subjects which are the gateway subjects for BE qualifications:

**Table 14: Overall NSC Enrolments (2014-2019)**

Year	Number Wrote	Number Achieved	Total Learners	Total Number taking Science
2014	523 860	403 874	229 888	171 549
2015	644 536	455 825	229 253	197 047
2016	610 178	442 672	285 406	204 695
2017	534 484	401 484	276 084	197 960
2018	512 735	400 761	270 516	193 869
2019*	504 303	409 906	256 338	186 336

The table indicates an overall decline in the number of students who wrote the NSC examinations, which is likely to have negatively impacted on the number of students who enrolled for BE qualifications in 2020 academic year. The scramble for the Mathematics and Physical Science is further adversely challenged by other professions such as medicine, accounting, and actuarial sciences that also prioritise Mathematics and Science as their gateway subjects.

## BE University Enrolment and Completions for the Period 2014-2019

The supply of BE professionals commences when a student enrolls for and completes a BE qualification. The table below indicates the total number of students who enrolled for BE qualifications for the period 2014-2019. Additionally, geomatics and planners' students have been added for the period 2019.

### BE University Enrolments

For the period under review there was a steady increase of students who enrolled for BE qualifications, as indicated in the table below:

**Table 15: Student Enrolment in BE Qualifications (2014 – 2019)**

BE Profession	2014	2015	2016	2017	2018	2019
Architecture	3 254	3 052	3 238	3 375	3 347	3 293
Engineering	51 782	52 590	52 895	54 830	53 251	56 158
Landscape Architecture	184	172	180	203	209	356
Project & Construction Management	3 570	3 751	3 972	4 359	4 772	5 519
Property Valuation	470	491	505	565	601	830
Quantity Surveying	1 229	1 604	1 846	1 622	1 579	1 986
Geomatics	-	-	-	-	-	12 892
Town and Regional Planning	-	-	-	-	-	1 953
<b>Total</b>	<b>60 490</b>	<b>61 662</b>	<b>62 637</b>	<b>64 953</b>	<b>63 760</b>	<b>82 987</b>

University completion statistics are important as they determine number of graduates who are ready to enter the job market. According to Business Tech (2019) 22% of students complete their three-year degrees in record time, this is the same with BE students. The table below provides data on the number of students who completed their BE qualifications during the period 2014 - 2019. The figures indicate an upward trend in the completion of the BE qualifications, and this can

be attributed to the upward trend of students who enrol for BE qualifications. The rise and enrolment in digital universities will assist in maintaining the upward trend.

**Table 16: Students who Completed/Fulfilled BE Qualifications (2014-2019)**

BE Profession	2014	2015	2016	2017	2018	2019
Architecture	1 051	904	943	998	960	972
Engineering	8 348	8 647	8 579	8 995	9 162	10 312
Landscape Architecture	47	48	41	119	55	91
Project & Construction Management	869	901	1 042	900	1 229	1 264
Property Valuation	119	140	127	151	144	230
Quantity Surveying	417	545	612	585	606	760
Geomatics	-	-	-	-	-	2 890
Town Planners	-	-	-	--	-	625
<b>Total</b>	<b>10 851</b>	<b>11 184</b>	<b>11 344</b>	<b>11 747</b>	<b>12 155</b>	<b>17 144</b>

*4.3.2 Eight workplaces monitored and evaluated in implementing the Structured Candidacy Programme by 31 December 2021. – **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 a longer time 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 shortfall 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. Ten workplaces were monitored and evaluated in implementing the Structured Candidacy Programme. There was a positive variance of two workplaces. Challenges experienced include the general lack of response to meeting invites sent to organisations. Many workplaces continue to work from home making it difficult to visit workplaces. When virtual meetings take place stakeholders fail to return the required documentation. Additionally, organisations are not comfortable signing the “Letter of Commitment” as there is no assurance of more projects, especially during this recessionary time in South Africa. The CBE may have to revise the submission of this document.

The recent enforcement of the Protection of Personal Information Act (POPIA) has made workplaces reluctant to furnish employees’ personal information. The CBE has compiled letters to address the issue of personal information.

The highlight for this period was that six candidates qualified as registered professionals with their respective CBEP.

**Table 17: Structured Candidacy**

No	Workplace/Organisation	Province	Date of Visit	Number of Candidate/s
1	Eskom	National	7 October 2021	Information is being collated by stakeholder
2	Ethekwini Municipality	KwaZulu-Natal	26 October 2021	Information is being collated by stakeholder
3	Azadi Consulting	KwaZulu-Natal	26 October 2021	2
4	City of Tshwane	Gauteng	2 November 2021	Information is being collated by stakeholder
5	Quantum Built and Environment Consultants	Free State	22 November 2021	4

No	Workplace/Organisation	Province	Date of Visit	Number of Candidate/s
6	ITTS Quantity Surveyors	Free State	23 November 2021	5
7	Free State Department of Public Works & Infrastructure	Free State	24 November 2021	Information is being collated by stakeholder
8	Free State Department of Human Settlements	Free State	25 November 2021	Information is being collated by stakeholder
9	Limco QS, Arbitration and Project Management	Free State	26 November 2021	8
10	Free State Department of Education	Free State	26 November 2021	Information is being collated by stakeholder

Four workplaces committed to the M&E programme - Azadi Consulting, Limco QS, Arbitration and Project Management, Quantum Built and Environment Consultants, ITTS Quantity Surveyors. They will be monitored according to the framework presented.

The CBE will have follow up sessions to ensure that proper structures are in place at Ethekeini Municipality, City of Tshwane, Free State Department of Public Works and Infrastructure, Free State Department of Human Settlements and Free State Department of Education to implement the Structured Candidacy programme. A key recommendation is for Eskom to assist infrastructure departments to structure their processes and job descriptors to align with CBEP and identification of work (IDoW) requirements.

The CBEP will be involved to articulate the requirements and processes to be followed towards registration. Also, key is to enlighten the candidates and professionals in the workplaces on the importance of ethics and continuous professional development. The CBE will facilitate the streamlining of SETA funding for candidacy, especially Skills Development Levy payers.

The following challenges hindered progress and registration of candidates in workplaces, more so in infrastructure departments:

- Lack of registered mentors to guide and mentor candidates towards professional registration
- Appointed mentors in infrastructure departments being unable to mentor candidates due to their workload
- Lack of proper and structured job descriptions aligned to the professional councils' requirements
- Lack of structured Personal Development Plans for candidates
- Insufficient exposure for candidates to the CBEP requirements and outcomes

- Lack of funding to support candidates (especially in the private sector companies)

*4.3.3 Thirty Built Environment career awareness initiatives conducted for school learners across nine provinces by 31 March 2022. – No Target*

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

There was no target set for the quarter under review. Built Environment career awareness initiatives were conducted for learners in five schools in Kwa-Zulu Natal during October 2021. The third wave of the COVID-19 pandemic and the resultant uncertainty forced the Skills Development department to attend to all schools requesting career awareness, and this was the case in this quarter where there was no target.

The table below details the career awareness initiatives in the province of KwaZulu-Natal:

**Table 18: Career Awareness in KwaZulu-Natal**

District	School	Date
Amajuba	Muzokhanyayo High School	12 October 2021
Amajuba	Dedangifunde High School	12 October 2021
Amajuba	Sabela High School	13 October 2021
Amajuba	Umzilikazi High School	14 October 2021
Umzinyathi	Sihayo High School	15 October 2021

### Impact of Career Awareness Initiatives

In all of the 62 schools where career awareness sessions were conducted, almost all learners did not know that careers like Construction Project Management, Quantity Surveying, Landscape

Architecture, Property Valuing, Town and Regional Planning, Facility Management etc. exist. The value-add is that the black African learner can now consider these listed scarce skills and have a big chance of being employable and participate in the mainstream economy in the construction industry. The challenge is that if learners in matric choose these professions solely for bursary opportunities, they are likely to drop out at university or not practice their careers in the Built Environment.

The other value-add is that the Skills Development department appointed Role Model Volunteers so that the school learners can gain real-world of work and profession experience and valuable insight as they begin to determine the paths they will take post-high school. The goal is for the learners to come out with a better understanding of Built Environment careers and be persuaded to consider BE careers as their first choice of career.

#### **Duties and Responsibilities of a Role Model Volunteer**

- Organise career awareness session/s at your alma mater and schools in your area
- Conduct career awareness campaigns in collaboration with the CBE, or on behalf of the CBE at schools preferably in quantile 1 to 3 and grades 8 to 12
- Create models and exhibits that will assist learners understand the profession better
- Make learners aware of the wide range of Built Environment related careers, and the diverse background of people working in the Built Environment sector
- Make learners aware of the range of careers and career paths possible to join the Built Environment sector
- Assist grades 11 and 12 learners interested in BE careers to apply to institutions of higher learning

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

The CBE continued to pursue partnerships with provincial departments of education. The KwaZulu-Natal department of education proposed a career awareness schedule that started in quarter three up to quarter one in the next financial year. The following table details stakeholders' contribution from quarters one to three:

**Table 19: Stakeholder Contribution from Quarter 1 to Quarter 3**

Stakeholder	Q1 No. Schools	Q2 No. Schools	Q3 No. Schools	Total	Q1 No. of Learners	Q2 No. of Learners	Q3 No. of Learners	Total	Q1 % Contribution (in terms of Schools)	Q2 % Contribution (in terms of Schools)	Q3 % Contribution (in terms of Schools)
KZN DoE	0	0	5	5	0	0	591	591	0%	0%	100%
LEAP	0	4	0	4	0	316	0	316	0%	9%	0%
MPU DoE	13	4	0	17	1335	308	0	1643	68%	9%	0%
Rivoningo Foundation	4	0	0	4	107	0	0	107	21%	0%	0%
SAASTA	2	8	0	10	49	236	0	285	11%	19%	0%
SANRAL	0	27	0	27	0	504	0	504	0%	63%	0%
<b>Total</b>	<b>19</b>	<b>43</b>	<b>5</b>	<b>67</b>	<b>1491</b>	<b>1364</b>	<b>591</b>	<b>3446</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*4.3.4 Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 December 2021. –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:

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

The quarterly target was achieved; the oversight report on the accreditation of Built Environment academic programmes and institutions was developed. The CBEP 2021/22 accreditation schedule was developed. Three accreditation visits were undertaken by the CBEP in quarter three of the 2021/22 financial year as indicated in the table below. They were virtually visits while some followed a hybrid model. Some professional councils opted to have their accreditation dates later in the financial year due to uncertainty of the COVID-19 and possible resurgence of the virus.

**Table 20: Accreditation Visits**

<b>CBEP</b>	<b>University</b>	<b>Date</b>
SACAP	University of the Witwatersrand (Wits)	18-20 October 2021
SACPVP	University of the Witwatersrand	20 October 2021
ECSA	Walter Sisulu University (WSU)	17-18 November 2021

***SACAP: Wits Accreditation Visit***

The CBE participated in SACAP's accreditation visit to Wits on 18 - 20 October 2021. The aim of the visit was to conduct accreditation on Wits BAS, BAS (Hons) and Masters qualifications in architecture.

All three programmes were fully accredited without conditions. The university was also commended for raising R6 million to support students through scholarships and for appointing the Industry Advisory Board to advise in programme design and delivery.

***SACPVP: Wits Accreditation Visit***

The CBE participated in SACPVP's accreditation visit to Wits on 20 October 2021. The university met all of the 19 Council on Higher Education (CHE) criteria and was granted full accreditation by the SACPVP. Wits was also commended for raising R6 million to support students through scholarships and for appointing the Industry Advisory Board to advise in programme design and delivery.

The accreditation panel presented the following recommendations to the university:

- Prioritise the purchasing of current on-line books for Engineering
- Utilise the DHE&I University Capacity Development grant to improve the qualifications of junior academic staff

### ***ECSA: Walter Sisulu University Accreditation Visit***

The CBE participated in ECSA's accreditation visit to WSU on 17-18 November 2021 for their Diploma and BTech qualifications in civil, electrical and mechanical engineering. The university met 18 out of 19 CHE criteria. The outstanding criterion was 18: Employability which requires that the university programme takes steps to enhance the employability of students and to alleviate shortages of expertise in relevant fields, in cases where these are the desired outcomes of the programme. Due recommendations were made to the university to address this criterion to support work integrated learning (WIL) and employability.

The three programmes were conditionally accredited with recommendations to address identified deficiencies/concerns:

- Diploma and Advanced Diploma in Civil engineering – Provisionally accredited. The university to submit a report to address the WIL component to align the credits for this programme as they were not properly articulated
- Diploma in Chemical engineering - Provisionally accredited. The university to submit a report to address identified deficiencies in criteria 15 and 18
- Diploma in Electrical Engineering - Provisionally accredited. The university to submit a report to address identified deficiencies in criteria 13, 15 and 18

**Table 21: 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				Q3 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.	<b>Target Achieved</b>  First draft of the Built Environment report of the CBEP on the skills pipeline (Supply and demand) developed	N/A	N/A	Database of the town planners' profession (supply and demand) produced.  Q3 report	N/A
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.	<b>Target Achieved</b>  Ten workplaces monitored and evaluated in implementing the Structured Candidacy Programme.	The positive variance of two covers the shortfall of engagements in preceding months/quarters.	After numerous follow-ups via emails and calls, not all engaged workplaces submitted their Commitment Letters and lists of candidates to the CBE. The CBE will,	Workplace visit register  Complete M&E checklist  Q3 report	N/A

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				Q3 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
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.	N/A	N/A	N/A	N/A	N/A

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				Q3 Actual Performance	Reasons for Deviation	Corrective Measures	Supporting Documents (POE)	General Comment
				Q1	Q2	Q3	Q4					
3.4	Oversight report on CBEP accreditation of academic programmes and higher learning institutions.	Number of oversight reports on CBEP accreditation of Built Environment academic programmes and institutions.	Approved oversight report on the CBEP accreditation of Built Environment Academic programmes and institutions by 31 March 2022.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 30 June 2021.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 30 September 2021.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 December 2021.	Oversight report on the accreditation of Built Environment academic programmes and institutions developed by 31 March 2022.	<b>Target Achieved</b>  Oversight report on the accreditation of Built Environment academic programmes and institutions developed.	N/A	N/A	Consolidated Accreditation schedule of 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).	N/A

#### 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 two quarterly targets:

*4.4.1 One research discussion paper developed based on Built Environment skills requirements in line with project delivery processes by 31 December 2021. – **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 Built Environment sector 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 the pursuance of gender equality and women's 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 in 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, Department of Public Works and Infrastructure etc.

The quarterly target was achieved. One research discussion paper based on Built Environment skills requirements in line with project delivery processes was developed by 31 December 2021. The discussion paper reveals that the poor public sector infrastructure outcomes are attributed to a combination of:

- i. under expenditure against annual budgets resulting in the five-year spending trajectory being adjusted downwards every year since 2017
- ii. high cost, time overruns and major delays in the implementation of planned infrastructure projects
- iii. poor governance, poor contract management and leadership role of the client
- iv. absence of adequate capacity caused by unattractive remuneration, appropriate skills and experience in prescribing, procuring and administering of the delivery and maintenance of infrastructure
- v. lack of involvement of Built Environment Professionals in critical processes
- vi. non-compliance with supply chain management regulations, poor procurement practices and poor management of outsourced infrastructure related services and inadequate interventions which have focused on introducing portfolio, programme and project management practices and development of in-house technical and management skills through technical assistance and political interference

The study makes the following recommendations:

### **Recommendations for Council for the Built Environment**

- Adopt a 'whole government approach' and partner with ISA, government, state owned enterprises, industry, private sector, CBEP and academic institutions and take the lead in developing a Built Environment sector skills strategy. The Built Environment sector skills strategy should outline the current, future and labour needs for the sector and must be accompanied by a comprehensive action plan to ensure that the supply of skills and labour meets those needs
- Collaborate with Infrastructure South Africa (ISA), Construction Education & Training Authority (CETA), private sector and advocate for the development of a built environment skills fund that will pool financial resources into a single and centralised point
- Partner with the National School of Government (NSG) and identify routes towards the professionalisation of Built Environment Professionals employed in the public service. The CBE could advocate the implementation of uniform candidacy programmes across

public service and monitor its impact. The CBE could also partner with the CBEP and promote the acceleration Recognition of Prior Learning (RPL) initiatives to professionalise and drive transformation of Built Environment Professions employed in the public sector

- Partner with ISA to advocate for the employment and development of young South African Built Environment graduates to obtain the necessary expertise in Strategic Integrated Projects (SIPs) and monitor the progress towards professional registration of candidates
- Collaborate with the CBEP and advocate for the acceleration of mentorship of Built Environment candidates across the public sector to improve professional registration as well as employment opportunities
- Collaborate with government, private sector, academic institutions and the CBEP to collate, maintain accurate and reliable data on the supply and demand of Built Environment skills

### **Recommendations for the Councils for the Built Environment Professions**

- Partner with government and articulate all Built Environment skills required throughout the infrastructure value chain
- Partner with government and identify the skills required to support the implementation of the draft NIP, Infrastructure Delivery Management System (IDMS) and Framework for the Infrastructure Delivery and Procurement Management (FIDPM)
- SACPCMP to investigate the possibilities for the establishment of additional categories of registration to support the implementation of the government's IDMS
- Accelerate RPL to professionalise and drive transformation of the Built Environment Professions in the public sector
- Be proactive and develop interventions that promote skills development and mentorship and equal opportunities for youth, women and people with disabilities
- Develop interventions in partnership with government and academic institutions that promote the image and attractiveness of Built Environment careers across the skills pipeline

## **Recommendations for Government**

- To create sustainability, there needs to be a shift from dependence on consultants to a point where internal staff within the public sector assumes the responsibilities of infrastructure delivery. National Treasury, DPWI and the Department of Public Service and Administration (DPSA) need to drive the reforms on the infrastructure delivery model of the public sector to promote the development of in-house capacity and to strengthen the retention of the scarce skills
- National Treasury, in collaboration with DPWI and DPSA, to develop the competency framework to support government's IDMS. This framework would ensure that the current organisational structures of all infrastructure units in the public sector are reviewed and aligned to ensure that the state has necessary capacity and skills to plan, procure, maintain infrastructure
- Minister of Public Works and Infrastructure to engage the Minister of Public Service and Administration and the Collective Bargaining Council on the bottlenecks experienced by public sector regarding the implementation of the Occupation Specific Dispensation (OSD). It is pivotal for the Minister of Public Works and Infrastructure to advocate for the review of OSD to improve the capability of the public sector to attract, develop and retain Built Environment Professionals within the public sector.

## **Recommendations for Academic Institutions**

- Review the curriculum continuously, improve the quality and relevance of theoretical and practical training of students to meet the skills need of industry
- Incorporate the IDMS and FIDPM into the curriculum and identify new knowledge areas
- Produce graduates who are familiar and equipped for increasing technologies within the 4IR / 5IR / cybergogy spaces and identify emerging and future skills need in the Built Environment sector and keep the industry abreast

To enrich the discussion paper, its findings and recommendations were presented and validated with the National Treasury Technical Working Group on 08 December 2021. Furthermore, the discussion paper will be exposed to quality assurance through expert review by a CBE research expert in quarter four.

*4.4.2 Five articles published on the Built Environment Knowledge and Information Hub in line with one thematic area by 31 December 2021. – **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 March 2022.

The quarterly target was achieved. Nine research papers were published on the Built Environment Knowledge and Information Hub aligned to the thematic areas of the CBE Research Agenda.

**Table 22: Research Articles Published on the CBE Built Environment Research Hub**

Thematic Area	Research Output
Health and Safety	<ol style="list-style-type: none"> <li>1. Rethinking construction health and safety legislation compliance: lessons learnt from Covid-19-pilot study.</li> <li>2. The profile of occupation health and safety South Africa</li> </ol>
Transformation	<ol style="list-style-type: none"> <li>1. A review on why women-owned construction firms fail in KwaZulu-Natal?</li> </ol>

Thematic Area	Research Output
	<ol style="list-style-type: none"> <li>2. Do Professional Women and Tradeswomen in the South African Construction Industry Share Common Employment Barriers despite Progressive Government Legislation?</li> <li>3. Women in the South African Construction</li> <li>4. An investigation into the employment of persons with disabilities in KwaZulu- Natal construction industry</li> </ol>
Infrastructure Delivery and Quality and Public Employment Practices	<ol style="list-style-type: none"> <li>1. Organisational structure of client teams in two successful infrastructure projects</li> <li>2. A literature review: a conceptual framework for psychology in lean construction</li> <li>3. Factors affecting sustainable infrastructure delivery in South Africa -a case study of Gauteng Province</li> </ol>
Skills and Capacity Development	<ol style="list-style-type: none"> <li>1. Engineering skills development through Mega Construction Projects</li> <li>2. The relationship between self-efficacy beliefs and career choice of built environment graduates</li> <li>3. Research on the effects of skills mismatch in the local government and how it can be addressed</li> <li>4. Exploring challenges in recruiting and retaining civil engineers within the KwaZulu-Natal Department of Transport</li> <li>5. Unemployment of the built environment graduates</li> </ol>
The 4IR disruptions in the built environment	<ol style="list-style-type: none"> <li>1. Examine the Extent of the Alignment of Post School Education and Training (PSET) to supply of skills relevant for the 4th industrial revolution</li> </ol>

The research papers guided research outputs in quarters one, two and three. Furthermore, in this quarter a synopsis of the research articles was developed and uploaded on the Built Environment Knowledge and Information Hub. It encompasses the following: author, year of publication, methodology, research findings, recommendations and implications for the CBE

and the industry. The synopses of the research articles will be presented to the CBE Research Task Team in quarter four. The CBE will select some of these research papers to initiate Built Environment dialogues in 2022.

*4.4.3 Two advisory reports developed and submitted to relevant stakeholders by 31 March 2022. – **No Target***

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 FIDPM.

There was no target set for the quarter under review. The project seeks to develop two advisory reports for the 2021/22 financial year focusing on:

- the role of Built Environment Professions in the effective implementation of the FIDPM
- Built Environment skills required to support the implementation of the District Development Model (DDM) to advise relevant stakeholders.

In this quarter, the concept document for the advisory report on the Built Environment skills required to support the implementation of the DDM was developed. The concept document encompasses the following:

- Background to the project
- Problems / Challenges in Local Government
- Discussions on Local Government Systems

(Local Government Turn-Around Strategy)

(Back-to-basics Strategy)

(DDM Hubs and Built Environment skills requirements on Integrated Development Plan (IDP)

(Progress reports on DDM implementation)

Key observations from the literature review include the following:

The “pattern of operating in silos” as a challenge which led to “lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult”. The consequence has been non optimal delivery of services and diminished impact on the triple challenges of poverty, inequality and employment.

Local government is confronted with the following challenges, among others the:

- inability of municipalities to financially sustain themselves
- lack of capacity to deliver constant and regular services
- failure of officials to comply with regulations

Lack of investment in education and training in the workplace. Although some organisations invested in training, South Africa’s international competitiveness was hampered by low levels of investment in training in many areas.

Consultation process to validate literature on Built Environment skills requirements will be scheduled with pilot municipalities during the fourth quarter of this financial year.

**Table 23: 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				Q3 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.	<b>Target Achieved</b>  One research discussion paper developed on Built Environment skills requirements in line with project delivery processes.	N/A	N/A	Signed attendance registers.  Report.	N/A
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	<b>Target Achieved</b>  Nine articles were published on the Built Environment Knowledge and Information Hub.	There is a positive variance of four	N/A	Images and pdf versions of the five articles aligned to thematic areas published in the Built	N/A

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				Q3 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.	
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 September 2021.	N/A	One advisory report developed on the Built Environment skills requirements to support the implementation of the District Development Model (DDM) by 31 March 2022.	N/A	N/A	N/A	N/A	N/A

## 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 Seventy-five percent of the Built Environment legislative updates action plan implemented by 31 December 2021. – **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 target was achieved. Seventy-five percent of the Built Environment legislative updates action plan was implemented. The three deliverables achieved as per the Action Plan below, added to the deliverables achieved in quarters one and two, represents 75% of the Action Plan's deliverables implemented. The identified deliverables were pursued in the following manner:

**Table 24: 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. The purpose of having regular meetings with the BELF is to address and determine gaps in the

Deliverable	Action Required	Responsible Person	Delivery Date	Purpose of the Action	Comments
					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. The Guideline will assist the CBEP in following good practice when conducting disciplinary hearings and investigations.
8. Conduct an awareness campaign and develop documents to educate and assist the South African Police Services (SAPS) and National Prosecuting Authority (NPA) on CBE, the work of CBEP and the	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 Environment and a danger to the survival of the Built Environment Professions.	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
applicable law enforcement.					
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.

*4.5.2 Hundred percent finalisation of lodged appeals within the 60 days prescribed period by 31 December 2021. – **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 target was achieved. The quarterly report on the compliance with the CBE's mandate to decide appeals within 60 days of lodgement was produced. The following is evident from the report:

- a) Three appeals were lodged during the quarter. The first appeal was lodged against ECSA's Disciplinary Tribunal for failure to recuse themselves following a recusal application. The second and third appeals were lodged against ECSA's Investigation Committee for failure to prefer charges against a registered person
- b) One appeal (lodged in the previous quarter and hence due for decision during this quarter) was decided within the prescribed period of 60 days
- c) One appeal due for decision in quarter four was decided in this quarter
- d) The remaining appeal is due for decision in the next quarter

*4.5.3 One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 31 December 2021. – **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<sup>TM</sup>, 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 target was achieved. Two CBEP (ECSA and SACPCMP) were furnished with draft assessments on 25 October 2021 and requested to propose dates for virtual consultation. This took place with ECSA on 18 November 2021 where their level of compliance with the Regulatory Framework was discussed and assessed. There were a number of unsuccessful attempts to secure a meeting with SACPCMP, hence consultation on their governance assessment was in writing on an email on 25 October 2021.

ECSA's assessment outcome reveals a high level of compliance with the adopted governance framework, attributable to a mixture of their commitment and enthusiasm towards compliance and their larger capacity. The development of the Board Charter, Risk policy and strategy and the appointment of an Audit and Risk Committee all play a role in ensuring compliance. Regarding the approved Ministerial Policy Framework, ECSA has developed all the required policies. The International Agreement Policy, the last for approval, is expected to be achieved before the end of this financial year. ECSA has improved from the assessment conducted in the previous financial year and is now 100% compliance with Part A (King IV Principles) of the adopted Governance Framework.

SACPCMP's assessment outcome reveals a high level of compliance with the adopted governance framework. Its larger capacity, the development of a Risk policy and strategy, the appointment of an Audit and Risk Committee and a service provider to deal with all IT related matters plays a role in ensuring compliance. Regarding the approved Ministerial Policy Framework, SACPCMP has two outstanding policies that must be developed. SACPCMP has not improved from the assessment conducted in the previous financial year; they need to fulfil two areas of Part A (King IV Principles) of the adopted Governance Framework to achieve 100% compliance.

**Recommendation:**

CBE, in its advisory role to ensure 100% compliance with the Governance Framework, has recommended that ECSA consults with it before the approval of the International Agreement

Policy. Such consultation is provided for in the principles of the Approved Ministerial Framework on International Agreements.

**Table 25: 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				Q3 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.	<b>Target Achieved</b>  Seventy-five percent of the Built Environment legislative updates action plan implemented by 31 December 2021.	N/A	N/A	Report on the Built Environment legislative Action Plan deliverables implemented in the third quarter.	N/A
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.	<b>Target Achieved</b>  Three appeals were lodged during the quarter:  One appeal, due for decision during the quarter, was decided within the prescribed period of 60 days.	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 within 60 days of lodgement.	N/A

<b>Programme 5</b>		<b>REGULATIONS AND PUBLIC PROTECTION</b>										
<b>Sub-Programme</b>		<b>PUBLIC PROTECTION</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE protects members of the public in the built environment										
<b>Outcome</b>		<b>PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT</b>										
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					
								One appeal due for decision in quarter four, was decided in this quarter.  The remaining appeal is due for decision in the next quarter.				
<b>Sub-Programme</b>		<b>SOUND GOVERNANCE FOR COUNCILS IN THE BUILT ENVIRONMENT</b>										
<b>Objective/Purpose</b>		Ensuring that the built environment councils adhere to principles of the governance framework										
<b>Outcome</b>		<b>PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT</b>										
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					

<b>Programme 5</b>		<b>REGULATIONS AND PUBLIC PROTECTION</b>										
<b>Sub-Programme</b>		<b>PUBLIC PROTECTION</b>										
<b>Objective/Purpose</b>		Ensuring that the CBE protects members of the public in the built environment										
<b>Outcome</b>		<b>PROMOTE AND PROTECT PUBLIC INTEREST IN THE BUILT ENVIRONMENT</b>										
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 provisions of the adopted Governance Framework to identify potential governance weaknesses.	One Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework developed by 31 March 2022.	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 30 June 2021.	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 30 September 2021.	One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework by 31 December 2021.	Final approved Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework by 31 March 2022.	<b>Target Achieved</b>  One Corporate Governance assessment of two CBEP on compliance with the provisions of the adopted Governance Framework.	N/A	N/A	Quarterly report developed on outcome of the assessment of two CBEP on compliance with the provisions of the adopted Governance Framework.	N/A

**PART D**  
**EXPENDITURE REPORT**

**COUNCIL FOR THE BUILT ENVIRONMENT  
EXPENDITURE REPORT FOR THE QUARTER ENDING 31 DECEMBER 2021**

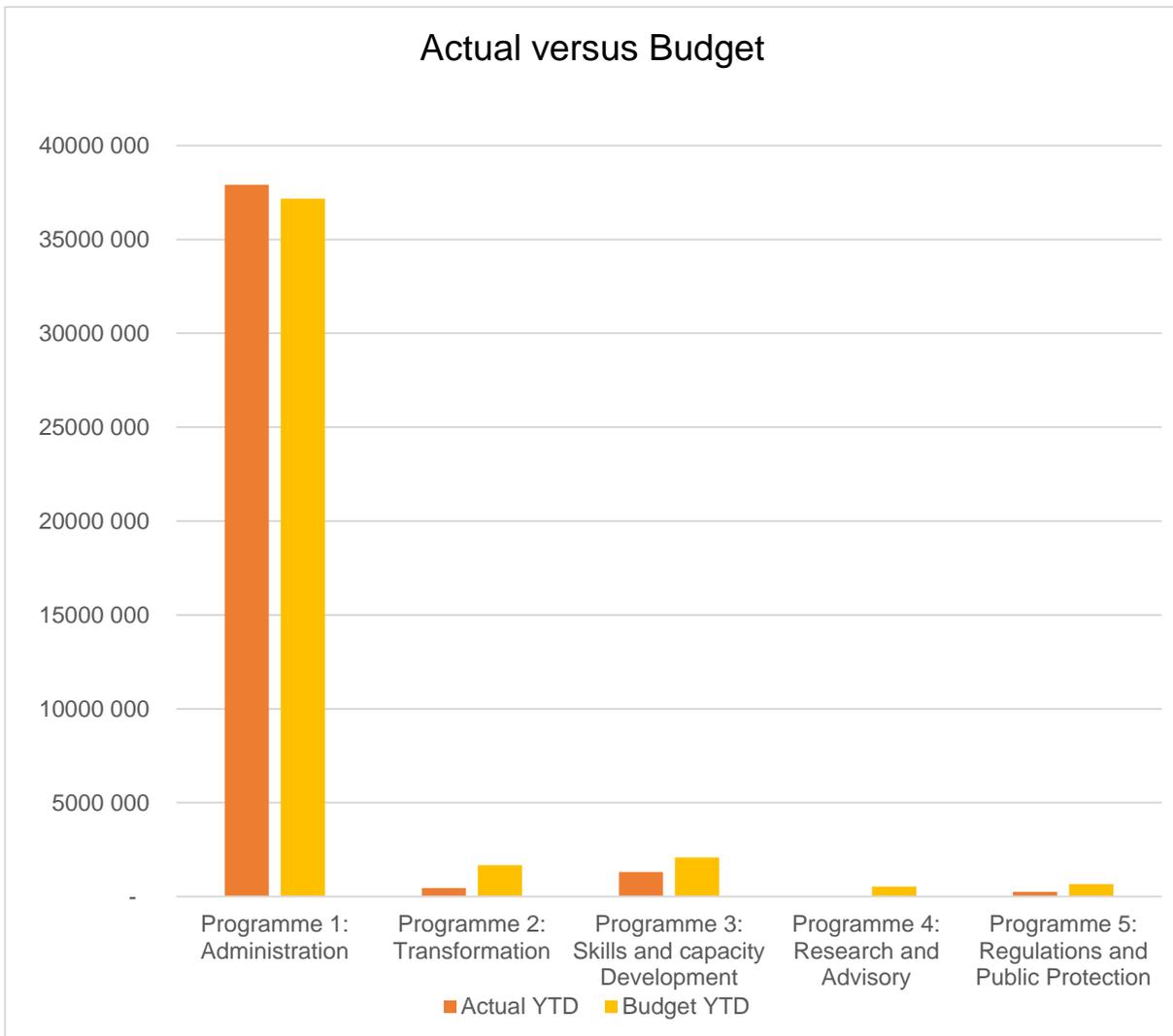


**Expenditure versus Budget**

	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	-	-	-	0%	0%	296 016	-	296 016	0%	0%	296 016	2 308 000	(2 011 984)	0%	0%
Grant income	-	26 764 000	(26 764 000)	0%	0%	53 528 000	53 528 000	-	0%	100%	53 528 000	53 528 000	-	0%	100%
Interest	201 066	252 816	(51 750)	-20%	80%	462 471	674 184	(211 713)	-31%	69%	462 471	927 000	(464 529)	-50%	50%
Partnership Funding	-	-	-	0%	100%	-	-	-	0%	100%	-	-	-	0%	100%
Other Income	-	-	-	0%	100%	250	-	250	0%	100%	250	535 000	(534 750)	0%	100%
<b>Total Income</b>	<b>201 066</b>	<b>27 016 816</b>	<b>(26 815 750)</b>	<b>-99%</b>	<b>1%</b>	<b>54 286 737</b>	<b>54 202 184</b>	<b>84 553</b>	<b>0%</b>	<b>100%</b>	<b>54 286 737</b>	<b>57 298 000</b>	<b>(3 011 263)</b>	<b>-5%</b>	<b>95%</b>

	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
<b>Programme</b>															
Programme 1: Administration	12 609 090	11 979 991	(629 099)	-5%	105%	37 914 930	37 165 984	(748 946)	-2.0%	102%	37 914 930	50 787 000	12 872 070	25%	75%
Programme 2: Transformation	252 025	500 000	247 975	50%	50%	450 350	1 666 000	1 215 650	73%	27%	450 350	2 016 000	1 565 650	78%	22%
Programme 3: Skills and Capacity Development	394 267	525 024	130 757	25%	75%	1 312 181	2 086 032	773 851	37%	63%	1 312 181	2 708 000	1 395 819	52%	48%
Programme 4: Research and Advisory	2 000	207 000	205 000	99%	1%	7 580	529 000	521 420	99%	1%	7 580	615 000	607 420	99%	1%
Programme 5: Regulations and Public Protection	121 280	218 500	97 220	44%	56%	245 489	656 500	411 011	63%	37%	245 489	1 172 000	926 511	79%	21%
<b>Total Expenditure</b>	<b>13 378 662</b>	<b>13 430 515</b>	<b>51 853</b>	<b>0%</b>	<b>100%</b>	<b>39 930 531</b>	<b>42 103 516</b>	<b>2 172 985</b>	<b>5%</b>	<b>95%</b>	<b>39 930 531</b>	<b>57 298 000</b>	<b>17 367 469</b>	<b>30%</b>	<b>70%</b>
<b>Net Surplus/(Deficit)</b>	<b>(13 177 596)</b>	<b>13 586 301</b>	<b>(26 763 897)</b>	<b>-197%</b>	<b>-97%</b>	<b>14 356 206</b>	<b>12 098 668</b>	<b>2 257 538</b>	<b>100%</b>	<b>0%</b>	<b>14 356 206</b>	<b>-</b>	<b>14 356 206</b>	<b>100%</b>	<b>0%</b>



**Figure 2: Expenditure: Actual versus Budget**

## 5. SIGNIFICANT DEVIATIONS

### 5.1 REVENUE

A favourable variance was recorded on income due to a levy received earlier than expected from one CBEP (membership fees are only in January 2022).

Less cash surpluses are currently available than anticipated as the grant income is 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**

A deficit of R748 946 (2.0%) was recorded, attributed to:

- i. increased expenditure on data due to the work from home arrangement
- ii. additional council remuneration due to extended engagements regarding the recruitment of the CEO and COO positions
- iii. prior year committed funds utilised for the revenue enhancement strategy, organisational redesign and computer expenses i.e. Microsoft 365, Kaspersky and Integrated Electronic Built Environment System

### **Programme 2: Transformation**

There was a surplus of R1 215 650 (73%), attributed to:

- i. sector co-ordination forums held virtually due to the current COVID-19 pandemic
- ii. limited capacity supplemented with interns, not consulting services
- iii. computer equipment purchased for the interns which capitalised to the balance sheet

### **Programme 3: Skills and Capacity Development**

There was a surplus of R773 851 (37%), attributed to:

- i. outstanding mentor reports for the structured candidacy project which resulted in delayed invoices
- ii. accreditation visits not scheduled due to the third wave of the COVID-19 pandemic, which resulted in savings on travel expenditure
- iii. career awareness publications not yet finalised

Prior year committed funds utilised for promotional items resulted in the actual expenditure exceeding budgeted expenditure. The difference was offset against the savings highlighted above and resulted in the variance of R773 851.

**Programme 4: Research and Advisory**

There was a surplus of R521 420 (99%) due to non-attendance at conferences and workshops resulting in a saving on travel expenditure. The budget will be reprioritised during the midterm review to establish a knowledge management platform.

**Programme 5: Regulation and Public Protection**

There was a surplus of R411 011 (63%) due to underutilised appeal committee fees. Due to the unpredictable 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. The interim organisational structure was approved on 3 December 2021.

The fixed-term contract for the temporary Manager: Regulations and Legal Services was terminated through a resignation.

The newly appointed CEO and COO assumed duty in their new roles on 1 November 2021.

Two interns deployed from the Human Sciences Research Council (HRSC) in the Research and Policy and Skills Development departments assumed duty on 11 October and 15 November 2021 respectively.

### 6.2 STAFF MOVEMENT

The Legal Compliance Specialist was appointed acting Manager due to the resignation from the fixed term contract Manager: Regulations and Legal Services at the end of November 2021.

**Table 26: Employee Statistics**

October 2021										
Permanent Employees:										
African		Asian/Indian		White		Coloured		Total		Grand Total
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
16	8	2	0	4	2	1	0	23	10	33
Fixed Term Employees:										
5	4	0	0	0	0	0	0	5	4	9
November 2021										
Permanent Employees:										

African		Asian/Indian		White		Coloured		Total		Grand Total
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
16	9	2	0	4	2	1	0	23	11	34
<b>Fixed Term Employees:</b>										
5	5	0	0	0	0	0	0	5	5	10
<b>December 2021</b>										
<b>Permanent Employees:</b>										
African		Asian/Indian		White		Coloured		Total		Grand Total
Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
16	9	2	0	4	2	1	0	23	11	34
<b>Fixed Term Employees:</b>										
4	3	0	0	0	0	0	0	4	3	7

### 6.3 STAFF TURNOVER

Staff turnover is calculated as follows:

Number of permanent employees at beginning of quarter and at end of quarter (35+35); Divide by 2 = Total (70÷2 = 35)

Divide terminations over Total x 100 = turnover % (0÷35 x 100 = 0%)

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

**Table 27: 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
<b>Total</b>	<b>11</b>		<b>100.0</b>	<b>23</b>		<b>100.0</b>	<b>34</b>		<b>100.00</b>

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 still not represented, and CBE continues to encourage applicants in all its vacancy advertisements.

#### 6.4 LABOUR RELATIONS

The suspended employee's investigation has still not been finalised.

Salary negotiations were concluded in December 2021, with the agreement reached as follows:

- i. Salary levels 1 – 7 = 7.1%
- ii. Levels 8 – 9 = 4.2%
- iii. Levels 10 – 12 = 3.4%

- iv. Housing Allowance: from R1 480 to R1 545.12
- v. Medical Allowance: from R1 380 to R1 475.22

## 6.5 PERFORMANCE MANAGEMENT AND DEVELOPMENT

The 2020/21 performance incentives were approved and paid retrospectively in December 2021. Seven employees qualified for performance bonuses. The 1.5% pay progression was approved for all qualifying employees.

## 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 28: Leave**

Leave Type	October 2021		November 2021		December 2021		TOTAL	
	Empl	Days	Empl	Days	Empl	Days	Empl	Days
Annual	16	62.5	15	32	12	39.5	26	134
Sick	2	4	9	18	4	11	11	33
Family Responsibility	0	0	0	0	0	0	0	0
Special	0	0	0	0	0	0	0	0
Study	1	2	3	19	1	3	5	24
Maternity	0	0	0	0	0	0	0	0
Paternity	0	0	0	0	0	0	0	0
Suspension	1	22	1	22	1	17	1	61

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 33 unplanned person-days were lost during the quarter resulting in a favourable below average absenteeism rate of 1.21%.

**Table 29: Absenteeism**

Number of Employees	Annual Leave	Number of Employees	Sick Leave 1	Number of Employees	Family Responsibility	Number of Employees	Study Leave	Number of Employees	Maternity Leave	Number of Employees	Special (suspension)	Total Person Days Lost	Total Staff Complement	Rate %
<b>October 2021</b>														
16	62.5	2	4	0	0	1	2	0	00	1	22	4	42	0.44%
<b>November 2021</b>														
15	32	9	18	0	0	3	19	0	00	1	22	18	44	1.89%
<b>December 2021</b>														
12	39.5	4	11	0	0	1	3	0	0	1	17	11	41	1.24%
<b>Total for the Period under Review</b>														
26	134	11	33	0	0	5	24	0	0	1	61	33	42	1.19%

**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