



COUNCIL FOR THE BUILT ENVIRONMENT

STRATEGIC PLAN

FINANCIAL YEARS 2020/21 – 2024/25

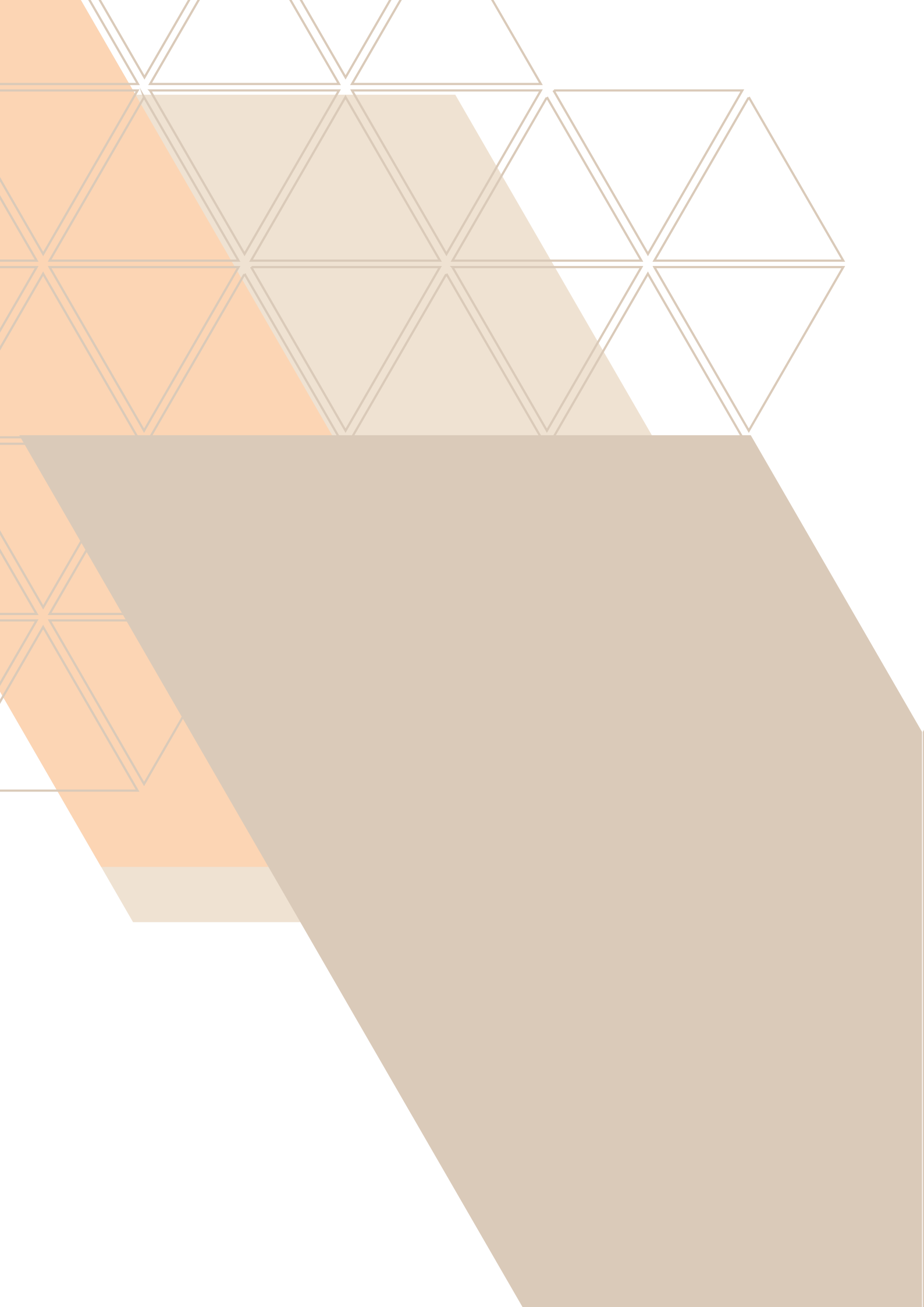






TABLE OF CONTENTS

Acronyms and Abbreviations	7
Executive Authority Statement.....	8
Accounting Authority Statement	10
Accounting Officer Statement.....	12
Official Sign-Off	16
PART A: MANDATE	18
1. Constitutional Mandate	20
2. Legislative and Policy Mandates	23
3. Institutional Policies and Strategies over the Five-Year Planning Period	27
4. Legislative Revisions	27
5. Relevant Court Rulings.....	27
6. Accountability Structures	27
7. Description of and approach to the strategic planning process	28
8. Alignment to DPWI Outcomes and NDP Priorities	29
PART B: STRATEGIC FOCUS	30
1. Vision	32
2. Mission	32
3. Values	33
4. Brand Promise	33
5. Situational Analysis.....	33
5.1 External Environment	33
5.2 Internal Environment	58
5.3 Strategies to Respond to Environmental Conditions	60
6. Resource Considerations	65
7. Overview of 2020 Budget and Medium-Term Expenditure Framework Estimates	66
PART C: MEASURING PERFORMANCE	68
1. Institutional Performance Information	70
2. Planned Performance over the Medium-Term for Outcome 1: Optimum Functioning CBE	72
3. Planned Performance over the Medium-Term for Outcome 2: Transformed Built Environment	75
4. Planned Performance over the Medium-Term for Outcome 3: Skilled Built Environment Professionals	78

5.	Planned Performance over the Medium-Term period for Outcome 4: Informed decision-making that impacts the current and future operational requirements of the industry	82
6.	Planned Performance over the Medium-Term for Outcome 5: Public interest in the Built Environment promoted and protected	85
PART D: TECHNICAL INDICATOR DESCRIPTION		88
1.	Programme 1: Administration	90
2.	Programme 2: Transformation	92
3.	Programme 3: Skills and Capacity Development	92
4.	Programme 4: Research and Advisory	93
5.	Programme 5: Regulations and Public Protection	93
References		95

LIST OF TABLES

Table 1: Key Legislation and Best Practices.....	20
Table 2: The CBE's Legislative Powers and Functions	26
Table 3: Alignment to DPWI, NDP Priorities and NDPIP Outcomes.....	29
Table 4: Outcome of SWOT analysis.....	59
Table 5: Stakeholder Analysis.....	62
Table 6: Staff Establishment per Job Classification.....	64
Table 7: Staff Establishment per Salary Level	65
Table 8: Staff Establishment per Race and Gender	65
Table 9: Expenditure per CBE Programme	66
Table 10: Statement of Estimates of Financial Performance, Cash Flow and Financial Position	67

TABLE OF FIGURES

Figure 1: Gross Domestic Product from the construction sector in South Africa.....	34
Figure 2: CBEP 2018/19 Race profile	37
Figure 3: CBEP 2018/19 Gender profile.....	38
Figure 4: CBEP 2018/19 Gender and Race profile	39
Figure 5: CBEP 2018/19 composition	40
Figure 6: CBEP 2018/19 Comparison per Gender, Race and Profession.....	41
Figure 7: ECSA 2018/19 Professionals per Gender, Race and Category	42
Figure 8: SACAP 2018/19 Professionals per Gender, Race and Category.....	43
Figure 9: SACPCMP 2018/19 Professionals per Gender, Race and Category	44
Figure 10: SACPVP 2018/19 Professionals per Gender, Race and Category	45
Figure 11: SACQSP 2018/19 Professionals per Gender and Race	46
Figure 12: SACLAP 2018/19 Professionals per Gender, Race and Category.....	47
Figure 13: CBEP 2018/19 Candidates Race profile	48
Figure 14: CBEP 2018/19 Candidates Gender profile.....	49
Figure 15: CBEP 2018/19 Candidates profile per Gender and Race	50
Figure 16: CBEP 2018/19 Candidates profile per Gender, Race and Profession	51
Figure 17: ECSA 2018/19 Candidates profile per Gender, Race and Category.....	52
Figure 18: SACAP 2018/19 Candidates profile per Gender, Race and Category	53
Figure 19: SACPCMP 2018/19 Candidates profile per Gender, Race and Category.....	54
Figure 20: SACPVP 2018/19 Candidates profile per Gender, Race and Category.....	55
Figure 21: SACQSP 2018/19 Candidates profile per Gender and Race.....	56
Figure 22: SACLAP 2018/19 Candidates profile per Gender, Race and Category	57
Figure 23: Staff Organisational Structure	63

ACRONYMS AND ABBREVIATIONS

BE	Built Environment
BEP/s	Built Environment Profession/s
BIM	Building Information Modelling
CBE	Council for the Built Environment
CBEP	Councils for the Built Environment Professions
CBE Act	Council for the Built Environment Act (no 43 of 2000)
DPWI	Department of Public Works and Infrastructure
ENE	Estimates of National Expenditure
4IR	Fourth Industrial Revolution
ICT	Information Communications Technology
IoT	Internet of Things
IT	Information Technology
ITIL	Information Technology Infrastructure Library
King IV™	King IV Report in Corporate Governance for South Africa
Minister	Minister of Public Works and Infrastructure
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NDPIP	National Development Plan Implementation Plan
OSD	Occupation Specific Dispensation
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PFMA	Public Finance Management Act (no 29 of 1999)
SOE	State-Owned Entities
SWOT	Strengths, Weaknesses, Opportunities, Threats

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	Regulations and Public Protection



1. EXECUTIVE AUTHORITY STATEMENT

As the Executive Authority, I am pleased to present the Council for the Built Environment's (CBE) 2020/21–2024/25 Strategic Plan. The plan outlines the environment CBE works in, the results it will deliver, and how it will build its organisational capability over the sixth Administration. The CBE's outcomes are aligned with four of the national priorities, namely:

Priority 1: Economic transformation and job creation: The target of this outcome during the first financial year is to draft a broad based, long-term Transformation Strategy for the Built Environment. This all-inclusive strategy is required to ensure full participation of women, youth and persons with disabilities in shaping the Built Environment. Another target is a national Transformation Indaba and sector collaboration forums facilitated to discuss relevant issues of Built Environment Professionals entrusted with the delivery of infrastructure.

Priority 2: Education, Skills and Health: Infrastructure development needs a capable workforce to deliver lasting transformational change; in response to this, the CBE is required to deliver a throughput advisory report for the sector. This will be informed by a study on the supply and demand of critical skills for the Fourth Industrial Revolution (4IR) and for the future. The CBE will also reach out to rural areas to expose schools to Built Environment Professions as careers of choice for learners, with much focus on women and persons with disabilities.

Priority 5: Social Cohesion and Safer Communities: Public Interest in the Built Environment promoted and protected.

Priority 6: Capable, Ethical and Developmental State: Enhance sound governance for the councils within the Built Environment. The CBE will ensure that there is uniform application of policies by the six Councils for the Built Environment Professions (CBEP). The CBE, guided by the Department of Public Works and Infrastructure (DPWI), will facilitate Built Environment legislation reviews and updates. The CBE will establish partnerships with industry and members of the public to improve reporting of unethical practices by Built Environment practitioners.

Modern, reliable and sustainable public infrastructure is critically important to the country, and to South Africa. Our public infrastructure helps connect communities, drives our economy and keeps us healthy and safe. Given the fundamental role it plays in our daily lives, how we plan, design, build, operate and maintain these assets is vital. All development for human habitation requires services of the Built Environment Professions.

The CBE has a critically important policy agenda to deliver on behalf of DPWI and Government. By actively engaging with stakeholders, delivering evidence based policy advice, and ensuring that policies support the best use of available resources in the Built Environment, the CBE will enable DPWI's outcome of a transformed Built Environment. I, as the Executive Authority of the CBE have further tasked the Entity to develop a Position Paper, along with recommendations and implementable solutions of how to amend the Built Environment or other related policies, regulations or legislation on at least the following issues that are having an impact on the sustainability of infrastructure implementation:

- The way in which competition is addressed from a financial perspective and that is conflicting with setting a quality and safety standard – where price becomes the only determining factor
- Constraints in the PFMA and MFMA as they relate to the construction industry and Built Environment, especially in relation to the long-term lifecycle of major infrastructure projects versus the three-year budget cycle
- The introduction of energy efficiency and green technologies into the Built Environment

To ensure the CBE and the six CBEP are well placed to deliver on their responsibilities, they will be strengthening our capability in the areas of strategic policy, data analysis, research, evidence and evaluation. This is a great opportunity to build on the passion, professionalism and commitment of our employees to forge a strong, agile and innovative multi-disciplinary team of Built Environment Professionals in-house to DPWI, with the assistance of the CBE.

I would like to thank the Council members, executive management, staff and everyone who continue to contribute to achieving CBE's vision expressed in this Strategic Plan.



Ms Patricia de Lille (MP)

Minister of Public Works and Infrastructure



2. ACCOUNTING AUTHORITY STATEMENT

In formulating our strategic outcome-oriented goals and compiling this Strategic Plan, the Council for the Built Environment (CBE) has been mindful to align with its mandate, the National Development Plan (NDP) 2030 and the government outcomes pertinent to the Built Environment sector. We have paid particularly close attention to the contribution we can make towards building the capability of the State, promoting active citizenry in the Built Environment, and protecting public interest.


While translating these high-level national and governmental goals into strategic objectives for the CBE, we again became aware of various pressing matters - viz. our access to the Built Environment Professionals and the public, limitations imposed on our mandate, and shortcomings in the legislation that governs our work.

The current limitations on the authority of the CBE should be revisited. For example, we are unable to compel the six Councils for the Built Environment Professions (CBEP) to respond to our requests for feedback on complaints within a reasonable period, sometimes resulting in delayed investigations for complaints lodged.

This Strategic Plan 2020/21 – 2024/25 sets out five main strategic goals for the next five years that will guide us to overcome the challenges outlined above. It describes how each unit in the organisation is expected to contribute to realising them.

As Chairperson of the CBE Council, and on behalf of my fellow Council members, we pledge to remain

focused on leading, regulating, advising and coordinating the professions and their councils to deliver the National Built Environment and Transformation Future of the industry and, ultimately, helping to secure the success of our country. We will continue support the Department of Public Works and Infrastructure in moving the Built Environment and South Africa forward.



Dr Sitsabo Dlamini

Chairperson: CBE Council



3. ACCOUNTING OFFICER STATEMENT

As per the applicable legislative requirement, the CBE has developed its 'new' strategic plan to align better to South Africa's newly elected sixth Administration, the National Development Plan, Sustainable Development Goals and the African Agenda 2063. This strategic plan details the Council for the Built Environment's (CBE) overall objectives and plans to deliver on its mandate over the next five years. The anticipated outcome is to improve the systems in South Africa's Built Environment Professions, provide a world-class Built Environment service to the public, and inculcate an accountable and responsive Built Environment system that has the confidence of the South African public.

Built Environment Professionals (BEPs) play a critical role in planning, developing, building and maintaining public infrastructure - whether it is water treatment facilities, bridges and roads, public transit, utilities and the electricity grid, Built Environment Professions play a part in all aspects of public infrastructure. Ultimately, the six Councils for the Built Environment Professions (CBEP) utilise their expertise, experience and knowledge to help create a safer, more sustainable, and prosperous future for South Africa.

While the work of engineers, architects, project and construction managers, quantity surveyors, landscape architects and property valuers take place largely in the background, its impact and importance are visible all around us.

BEPs have the knowledge to plan, design, assess, supervise, build, and maintain South Africa's infrastructure.

They are involved from the design concept, through to implementation and construction, ongoing operation, property valuation, landscape and maintenance, to decommissioning. Together, their work serves to plan and develop the best infrastructure for the South African public and the economy. Overall, the BEPs' know-how can help Government, municipalities and infrastructure owners prioritise and assess projects and Outcomes to maintain a high standard of infrastructure in South Africa, and ultimately protect the safety, health and economic prosperity of all South Africans.

A crucial element of reviewing the CBE's previous strategic plan was to assess whether the past objectives and goals pursued by the organisation had the desired impact on the Built Environment and the Built Environment Professions.

This plan details strategies to tackle issues that impede the CBE's ability to become a trusted, world-class service provider. These issues surfaced in the course of conducting business and through tools such as a SWOT¹ analysis (discussed in the Situational Analysis). Two main weaknesses on the lack of awareness plague the CBE – the first is that the CBE does not have public visibility (it is not a household name). Linked to this weakness is the lack of public awareness on the procedure of lodging complaints on issues related to BEPs who are guided by their codes of conduct. The complaints must generally be lodged and exhausted with the CBEP before escalated to the CBE.

The review paved the way for past Outcomes to be tweaked, expanded and revised to become fit-for-purpose. The outcome of the review required the CBE to view its mission, vision and associated Outcomes differently; and to design and structure itself fit-for-purpose so that it is better equipped to lead Government, the private sector and the public on issues pertaining to the Built Environment.

For any organisation to achieve its mandate and vision, it must develop and attract the relevant skills and competencies. To actualise the 'new' strategic plan, the CBE is to undergo organisational re-engineering, where officials will be trained to not only improve their competencies, but to perform their duties in a manner that will enable the organisation to be more effective, efficient and economical in pursuing its objectives. This process will ensure that the capacity of the organisation is utilised optimally where individuals are positioned to produce the best results. To this end, the CBE is reviewing its current business processes and practices to make quantum leaps in operational efficiency.

The CBE will develop and implement a CBE awareness strategy to draw together many disconnected strands to overcome fragmentation within the Built Environment sector. This will include an integrated, holistic picture of the Built Environment - what the sector is about, how it operates, its aims, objectives and benefits portfolio. This will go a long way in overcoming the perceived lack of understanding and awareness, whilst providing context and a unified language for how the whole Built Environment Professions system aligns and works. It will include an interface communications group - to allow for more integrated, 'joined-up' conversations across all Built Environment categories and coherent, timely responses to government policy. There is a growing

¹ S=Strengths; W=Weaknesses; O=Opportunities; T=Threats

need for a coherent leadership interface to enable the Built Environment sector to speak with one voice. This will authentically represent and bring together all relevant sector stakeholders and constituencies towards common goals.

The strategic review comes at a time of low economic growth for the country, which subsequently means entities such as the CBE is susceptible to a reduced operational budget. In anticipation of reduced fiscal support from Government, the CBE will develop a funding strategy to pro-actively explore alternative funding streams to supplement a reduced income budget. The funds generated will assist the CBE to continue to fulfil its role in the Built Environment that meets the needs of all segments of society in an inclusive manner, whilst addressing some remaining apartheid legacies.

Infrastructure development needs a capable workforce to deliver lasting transformational change. For the CBE to embrace its role fully as leader of the Built Environment, it needs to endorse the Fourth Industrial Revolution (4IR) and embrace the efficiencies that come with operating seamlessly within the “Internet of Things” (IoT). This calls for the CBE to collaborate with relevant stakeholders to produce the requisite skills and rate of registered professionals to navigate the ‘new’ world brought on by the 4IR, while being mindful of addressing racial inequality in the Built Environment careers in a parallel process.

The CBE aims to improve skills, both within Government and the Built Environment sector. This strategy aims to improve Government’s capacity and capability as a client, while helping the sector recruit and retain skilled employees. The Built Environment Skills Development Pipeline is a key focus area in the CBE’s ‘new’ strategic plan. The CBE will therefore work closely with the Built Environment sector to develop a long-term, industry-led, integrated and sustainable vision: to join policy imperatives over five, 10 and 30 years to stabilise demand and supply needs.

The CBE’s skills development Outcome focuses on the entire lifespan of Built Environment professionals - from schooling through higher education, graduation and finally registering as professionals in their chosen category in the Built Environment. The CBE serves to monitor the progress of prospective professionals at key points in the Skills Pipeline, identify and provide active support to ensure that the number of graduates produced align with the needs of the country. To address the effects of globalisation, the skills development Outcome focuses on implementing measures that match and better the competencies of South African Built Environment Professionals to that of their international counterparts. In the process, these mechanisms will counter any skills drainage in the Built Environment. Memorandums of Understanding (MoUs) and Service Level Agreements (SLAs) are being formalised to cement mutually beneficial partnerships that are invaluable for our skills development initiatives.

Research and knowledge management will empower the CBE to adopt its position as the thought leader in the Built Environment. The research Outcome aims to set the research agenda for the Built Environment across the country and Africa, through partnerships with institutions of higher learning and think tanks. This creates the CBE as a repository of skills, knowledge and data for the Built Environment - to be shared, analysed,


interrogated and harnessed to steer the country in embracing the 4IR. The Built Environment Professions are vital to many areas of Government's policies; and the CBE will seek to ensure that Government and the public have access to impartial and independent expert advice to inform debate and guide good decision making regarding Built Environment issues.

The CBE is eager to foster international and global cooperation, particularly in strengthening links with the Southern African Development Community (SADC) and supporting other African countries who are bolstering their Built Environment Professions.

Transformation within the professions in the Built Environment has been slow on the uptake and will receive priority attention in the forthcoming planning cycle.

The final tenet of this 'new' CBE strategic plan is the ethic of good governance at the CBE and its six CBEP. The CBE will assist the six CBEP to practice sound governance principles when the need arises.

I would like to thank the CBE Council for their steadfast support and guidance in plotting the way in this strategic plan. I feel assured of the CBE's leadership and staff in their commitment to make this strategic plan a reality over the coming five years.



Ms Priscilla Mdlalose

Chief Executive Officer

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan

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



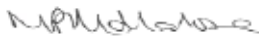
Ms Lindy Jansen van Vuuren

Chief Financial Officer



Mr Mokgema Mongane

Chief Operations Officer



Ms Priscilla Mdlalose

Chief Executive Officer



Dr Sitsabo Dlamini

Chairperson: CBE Council

Approved by:



Ms Patricia de Lille (MP)

Minister of Public Works and Infrastructure





PART A

MANDATE



1. CONSTITUTIONAL MANDATE

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

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

Legislative and Policy Mandates

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

Table 1: Key Legislation and Best Practices

Short Title	Purpose
Republic of South Africa Constitution, Act 108 of 1996	The Constitution is the supreme law of the land. No other law or government action can supersede the provisions of the Constitution.
Consumer Protection Act 68 of 2008	To promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose to establish national norms and standards relating to consumer protection, to provide for improved standards of consumer information, to prohibit certain unfair marketing and business practices, to promote responsible consumer behaviour, to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements, to establish the National Consumer Commission and to provide for related incidental matters.
Construction Industry Development Board Act 38 of 2000	To provide for the establishment of the Construction Industry Development Board; to implement an integrated strategy for the reconstruction, growth and development of the construction industry and to provide for matters connected therewith.

Short Title	Purpose
Council for the Built Environment Act 43 of 2000	To provide for the establishment of a juristic person to be known as the Council for the Built Environment; to provide for the composition, functions, powers, assets, rights, duties and financing of such a council; and to provide for matters connected therewith.
Architectural Profession Act 44 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the architectural profession; to provide for the regulation of the relationship between the South African Council for the Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Landscape Architectural Professional Act 45 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Landscape Architectural Profession; to provide for the registration of professionals, candidates and specified categories in the landscape architectural profession; to provide for the regulation of the relationship between the South African Council for the Landscape Architectural Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Engineering Profession Act of South Africa 46 of 2000	To provide for the establishment of a juristic person to be known as the Engineering Council of South Africa; to provide for the registration of professionals, candidates and specified categories in the engineering profession; to provide for the regulation of the relationship between the Engineering Council of South Africa and the Council for the Built Environment; and to provide for matters connected therewith.
Property Valuers Profession Act 47 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Property Valuers Profession; to provide for the registration of professionals, candidates and specified categories in the property valuation profession; to provide for the regulation of the relationship between the South African Council for the Property Valuers Profession and the Council for the Built Environment; and to provide for matters connected therewith.
Project and Construction Management Professions Act 48 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Project and Construction Management Professions; to provide for the registration of professionals, candidates and specified categories in the project and construction management professions; to provide for the regulation of the relationship between the South African Council for the Project and Construction Management Professions and the Council for the Built Environment; and to provide for matters connected therewith.
Quantity Surveying Profession Act 49 of 2000	To provide for the establishment of a juristic person to be known as the South African Council for the Quantity Surveying Profession; to provide for the registration of professionals, candidates and specified categories in the quantity surveying profession; to provide for the regulation of the relationship between the South African Council for the Quantity Surveying Profession and the Council for the Built Environment; and to provide for matters connected therewith.

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

2. LEGISLATIVE AND POLICY MANDATES

Legislative Mandates

The CBE is a Schedule 3A Public Entity as per the Public Finance Management Act, Act 29 of 1999 (PFMA). The CBE is a statutory body that has been in existence since the enactment of the Council for the Built Environment Act No. 43 of 2000. It is an entity of the National Department of Public Works and Infrastructure. The CBE is essentially responsible for regulating the following Councils for the Built Environment Professions in South Africa – the South African Council for the Architectural Profession (SACAP), South African Council for the Landscape Architectural Profession (SACLAP), Engineering Council of South Africa (ECSA), South African Council for the Property Valuers Profession (SACPVP), South African Council for the Project and Construction Management Professions (SACPCMP), and the South African Council for the Quantity Surveying Profession (SACQSP).

The objectives of the CBE as outlined in 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 issues*
 - 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*
 - VI. *Ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment.*

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

The Council may:

- a. Advise Government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;
- b. Communicate to the Minister² information on matters of public importance acquired by the council in the course of the performance of its functions under this Act;
- c. Make recommendations to the Minister on the composition, functions, assets, rights, employees or financing of the council;
- d. Advise the Minister with regard to the amendment of this Act, if necessary, in order to support the norms and values of the built environment professions;
- e. Facilitate inter-ministerial co-operation concerning issues relating to the built environment;
- f. Provide advice and consultation on national policy that could impact on the built environment, human resource development in relation to the built environment professions, and the recognition of new professions;
- g. Comment, if necessary, on all proposed legislation impacting on health and safety in the built environment;
- h. Direct communication from the Minister or the relevant Minister to the councils for the professions;
- i. Advise the councils for the professions on matters of national importance where the needs of the State, as communicated to the council through the relevant Minister, require joint and co-ordinated action by the built environment professions;
- j. Coordinate the establishment of mechanisms for professionals to gain international recognition;
- k. Ensure the consistent application of policy by the councils for the professions with regard to:
 - I. Accreditation;
 - II. The registration of different categories of registered persons;
 - III. Key elements of competence testing of registered persons;
 - IV. Codes of conduct to be prescribed by the councils for the professions;
 - V. the principles upon which the councils for the professions must base the determination of fees which registered persons are entitled to charge in terms of any of the professions' Acts, and in accordance with any legislation relating to the promotion of competition;
 - VI. Standards of health, safety and environmental protection within the built environment;
 - VII. The recognition of voluntary associations for the built environment professions, by approving the framework for that recognition submitted by the councils for the professions, taking due cognisance of the characteristics of each built environment profession;
- l. Investigate or initiate investigations into matters pertaining to its functions and policies with regard to the built environment and, if necessary, recommend legislation in this regard;
- m. Act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;

² Minister of Public Works and Infrastructure

- n. *In consultation with councils for the professions, obtain recognition for the councils for the professions as bodies responsible for the establishment of education and training standards in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995);*
- o. *Ensure the consistent application of policy throughout the built environment by encouraging coordination between the councils for the professions;*
- p. *Promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;*
- q. *Liaise with the Competition Commission, established in terms of the Competition Act, 1998 (Act No. 89 of 1998), on behalf of the councils for the professions regarding the identification of work for the built environment professions;*
- r. *Review fees published by the councils for the professions to ensure the consistent application of the principles regarding such fees;*
- s. *Charge:*
 - I. *Membership fees in the prescribed manner from the councils for the professions, calculated pro rata to the number of persons registered with that council;*
 - II. *Fees payable for appeals in terms of section 21; and*
 - III. *Any other fee it considers necessary;*
- t. *Institute legal proceedings to recover all outstanding membership fees payable under this Act;*
- u. *Consider proposals from the councils for the professions with regard to the determination of policy contemplated in paragraph (k);*
- v. *Receive and assimilate the annual reports of the councils for the professions and submit a summary to the Minister;*
- w. *Purchase, hire or otherwise acquire or dispose of property, borrow money on the security of the assets of the council or accept and administer any trust or donation;*
- x. *Subject to this Act, approve standing orders for the regulation of its proceedings and of all other matters relating to the management, powers and duties of the council;*
- y. *Perform such functions as may be prescribed; and*
- z. *Generally, do all such things as the council deems necessary or expedient to achieve the objectives of this Act.*

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

Table 2: The CBE's Legislative Powers and Functions

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

Policy Mandates

The following delegations of authority are implemented within the CBE:

- I. procurement delegations
- II. financial delegations
- III. legal and contracting delegations
- IV. human resource management delegations

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

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

- I. CBE Business Value Re-engineering
- II. Transformation
- III. Skill and Capacity Development
- IV. Research and Advisory Role
- V. Regulation and Public Protection

4. LEGISLATIVE REVISIONS

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

5. RELEVANT COURT RULINGS

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

6. ACCOUNTABILITY STRUCTURES

The CBE has accountability structures that direct, manage and hold the organisation accountable. These are based on the CBE Act, the Public Finance Management Amendment Act (PFMA) (Act 29 of 1999), and the National Treasury Reporting Framework. In addition, the CBE subscribes to the requirements of the King IV™ Report on Corporate Governance for South Africa (King IV™). Parliament, through the Parliamentary Portfolio Committee (PPC) on Public Works and Infrastructure of the National Assembly, maintains high-level oversight of the entity, while the Executive Authority (the Minister of Department of Public Works and Infrastructure) and the Accounting Authority (the CBE Council) are accountable for the entity.

7. DESCRIPTION OF AND APPROACH TO THE STRATEGIC PLANNING PROCESS

This Strategic Plan was guided by the “Revised Framework for Strategic Plans and Annual Performance Plans” issued by the Department of Planning, Monitoring and Evaluation. This revised approach focuses on Results Based Planning and linking of CBE’s Outcomes to the National Development Plan (NDP) five-year implementation plan.

The CBE held a strategic planning session on meeting on 25 and 26 June 2019. On 01 July 2019, the CBE Management and staff considered the work done at the strategic planning session.

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

- I. overall organisational performance against targets in the work Outcome for the past four years
- II. present performance against strategic and Outcome; identified lessons learnt, areas of under-performance as well as areas of excellence which can be taken forward to influence future strategies
- III. effectiveness of the organisational value chain (current process/system) to identify the areas that require improvement, innovation or change

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




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

³ P=Political; E=Economical; S=Social; T=Technological; E=Environmental; L=Legal

8. ALIGNMENT TO DPWI OUTCOMES AND NDP PRIORITIES

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

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

NDP Priorities	NDPIP Outcomes	DPWI Outcomes	CBE Outcomes
			
Priority 6: A Capable, Ethical and Developmental State	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	1. Optimum Functioning CBE
Priority 1: Economic Transformation and Job Creation	Increased ownership and participation by historically disadvantaged individuals	Transformed Built Environment	2. Transformed Built Environment
Priority 2: Education, Skills and Health	Improved education, training and innovation Improved employability of youth through skills training	Transformed Built Environment	3. Skilled Built Environment Professionals
Priority 6: A Capable, Ethical and Developmental State	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	4. Informed decision-making which impacts the current and future operational requirements of the industry
Priority 6: A Capable, Ethical and Developmental State Priority 5: Social cohesion and safe communities	Ethical, efficient operations and effective accountability mechanisms	A Resilient, Ethical and Capable DPWI	5. Public interest in the Built Environment promoted and protected



PART B

STRATEGIC FOCUS



CORE IDEOLOGY OF THE CBE

The CBE's approach was to first review its Mission (Purpose = legislative mandate = reason for existence) and then its Vision (what we target to achieve). Mission → Vision → gives rise to its Brand Promise as to the overall outcome and impact that the CBE commits to its customers and stakeholders. The CBE's 'Values' deliver on its Brand Promise. Collectively, this refers to the CBE's "Core Ideology".

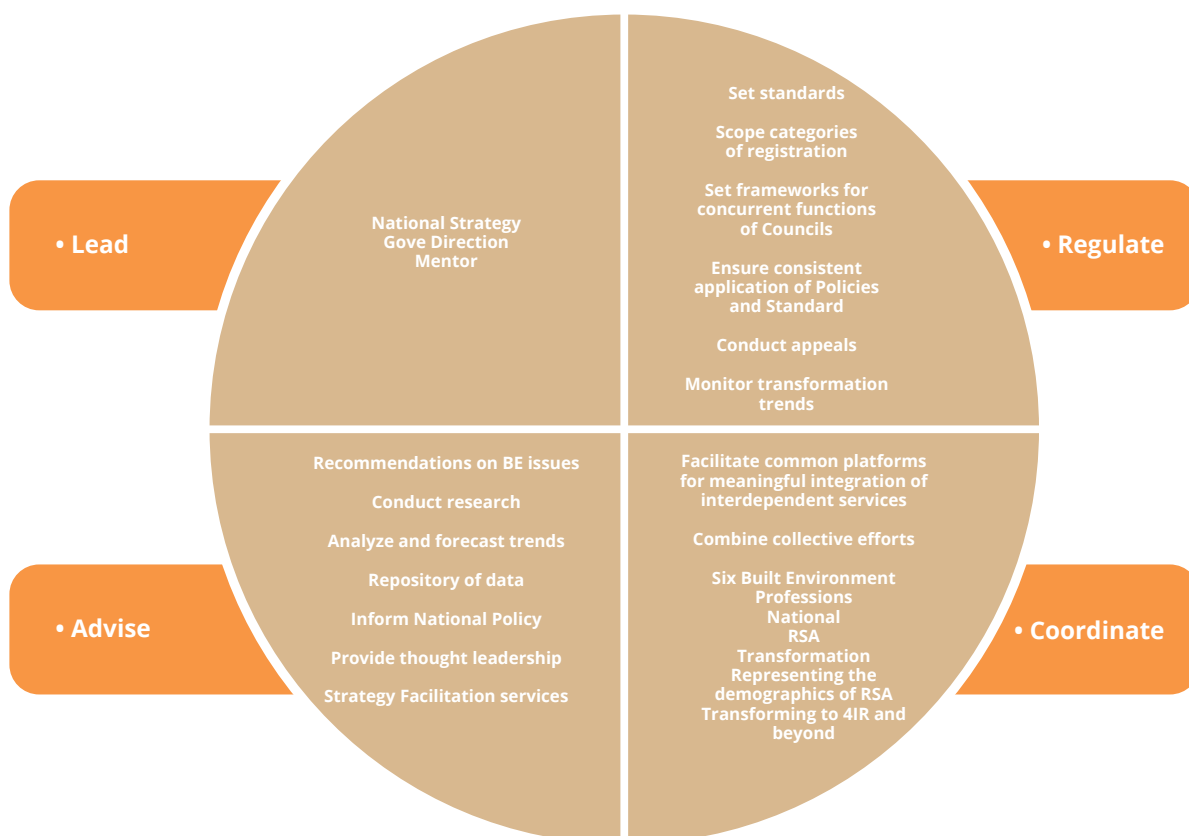
1. VISION

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

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

2. MISSION

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



3. VALUES

Quality is non-negotiable
Professionalism in all that we do
Future orientated
All-round inclusiveness

4. BRAND PROMISE

Building South Africa's future

5. SITUATIONAL ANALYSIS

5.1 External Environment

The CBE assessed developmental and operational challenges, in both the internal and external environments, to inform its Strategic Plan. Strengths and weaknesses as well as opportunities and threats were scanned, within the realm of existing policy, political, economic, social, technological, environmental and legal frameworks. Given its role in the Built Environment, developments in the sector impacts and influences the CBE at the sectoral level. Since preparation of the last strategic plan, the South African Built Environment has experienced significant change and upheaval, leaving its mark on the sector to shape priorities for the immediate future.

A PESTEL analysis is essential for the CBE to align itself with the political, economic, social, technological and environmental factors prevailing in the external environment. The changes are explained in terms of how they will affect the CBE's performance.

Economy

According to Trading Economics⁴ report, the Gross Domestic Product from the construction sector in South Africa decreased to R106790.38 million in the first quarter of 2019 from R107396.44 million in the fourth quarter of 2018. Figure 1 shows the economic trends in construction since 2016. Statistics South Africa reports that the construction sector shed around 142,000 jobs in the first quarter of 2019. While the sector still employs over 8% of the country's labour force and construction output accounts for around 4% of gross domestic product, it is reported that the sector is under significant pressure as spending on infrastructure has declined⁵. There has also been a growing frustration within the industry because of the site invasions and violence associated with this action.

⁴ <https://tradingeconomics.com/south-africa/gdp>

⁵ South Africa Construction Industry Report 2019 - ResearchAndMarkets.com

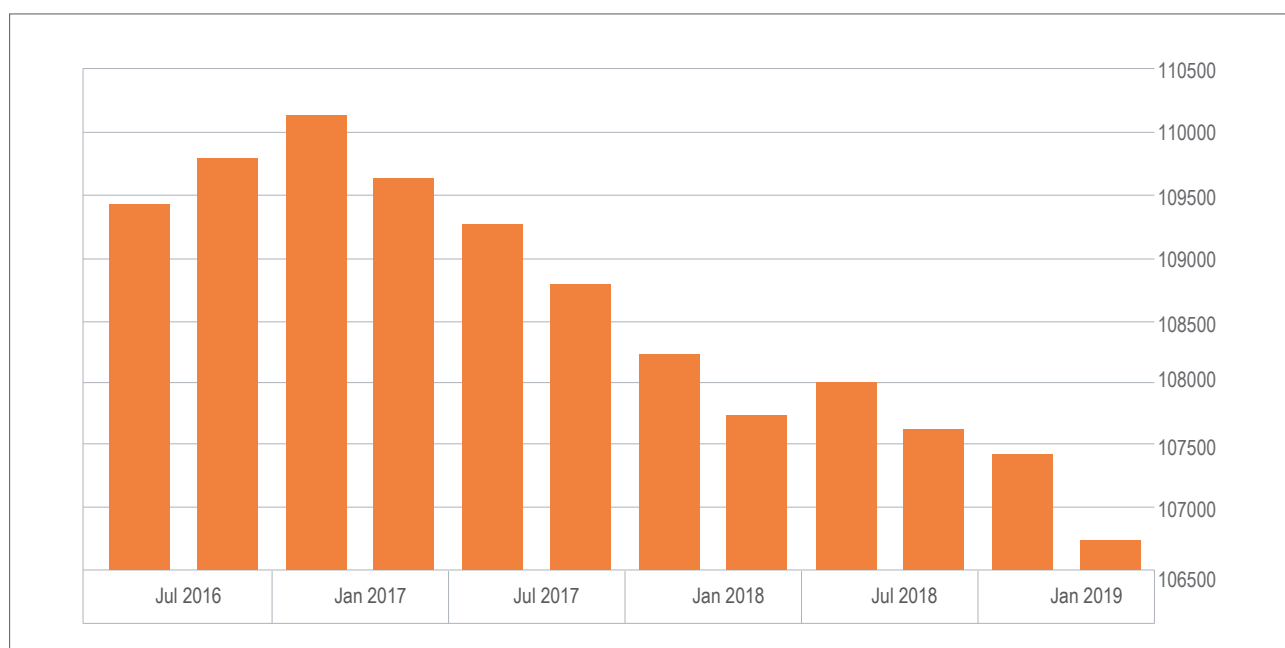


Figure 1: Gross Domestic Product from the construction sector in South Africa

Finance Minister Tito Mboweni, in his 2019 Budget Speech, outlined budget allocation for government priority areas which include improving the education system and developing the skills that we need as a country. There is a budget of over R30 billion for building new schools and for maintaining schooling infrastructure. He allocated an additional R2.8 billion for the School Infrastructure Backlogs grant to replace pit latrines at over 2 400 schools. The delivery of these school infrastructure projects requires registered professionals who could be held accountable by their professional bodies.

Government has set aside funding for housing infrastructure. R14.7 billion over the two outer years has been reprioritised to two new conditional grants for informal settlements upgrading which will enable these households to have access to basic amenities. Built Environment Professionals are central in ensuring that these housing projects are delivered within their allocated budgets. These projects would provide a platform for innovations in the construction industry.

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

The World Bank report⁶ (March 28, 2019) highlights that although South Africa has made considerable strides toward improving the wellbeing of its citizens since its transition to democracy in the mid-1990s, progress is

⁶ <https://www.worldbank.org/en/about/annual-report>

slowing down. The report notes that unemployment remains a key challenge, standing at 27.1% in the fourth quarter of 2018. The youth unemployment rate is around 54.7%.

The World Bank report shows that inequality remains high, perpetuated by a legacy of exclusion and the nature of economic growth, which is not pro-poor and does not generate sufficient jobs. These inequalities are passed down from generation to generation with little change in inequality over time. It is noted that not only does South Africa lag behind its peers on levels of inequality and poverty, it also lags behind on the inclusiveness of consumption growth.

Technology

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

Legal

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

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

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

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

Overview of the demographic data of the six Built Environment Professions

The information below reflects the registration numbers of candidates and professionals within the six CBEP as reported to the CBE. This baseline information is critical to measure the impact of the transformation initiatives that will be supported by CBE and CBEP in the next five years. The key indicators include the increase in the number of registered persons from the designated groups and their participation in the economy of the country.

REGISTERED PROFESSIONALS

Overall percentage of Registered Candidates and Professionals in the six CBEP

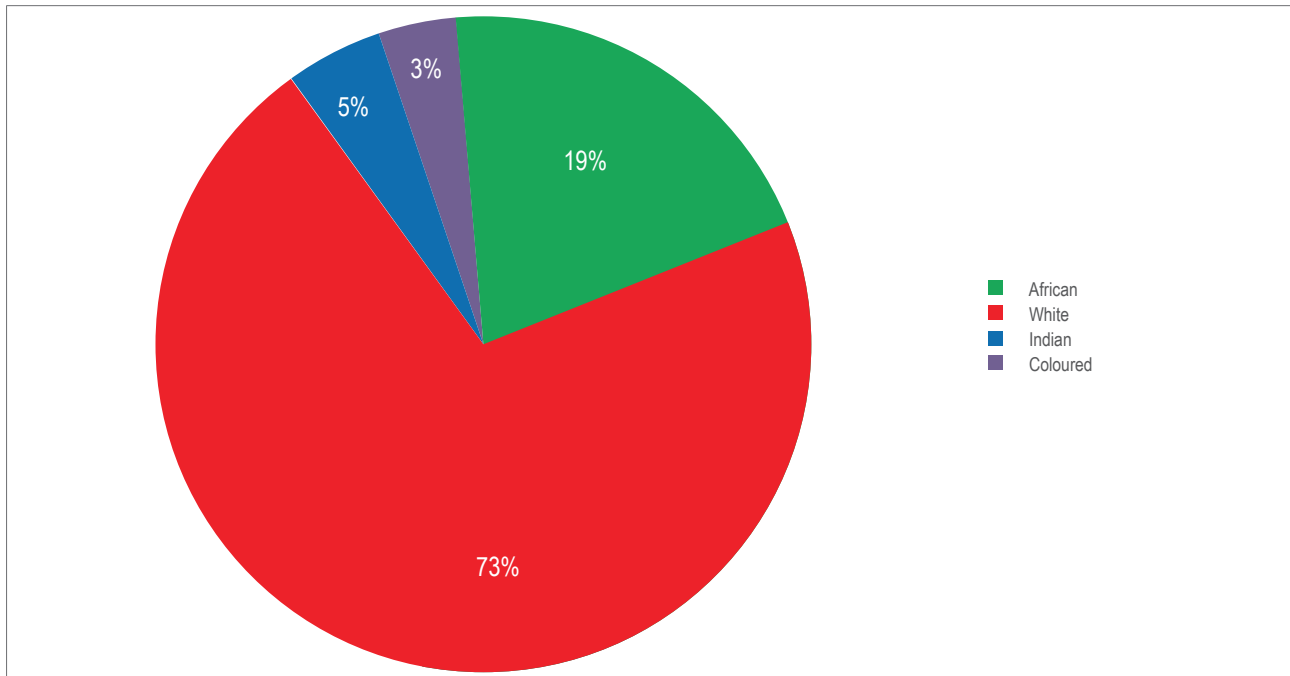


Figure 2: CBEP 2018/19 Race profile

Source: CBEP Fourth Quarter Report 2018/19

Figure 2 demonstrates that by the end of the 2018/19 financial year, the white population group is the most prominent race in the BEPs, accounting for more than 70% of registered persons across the six professions. The African population group is a distant second, accounting for only 19% of BEPs followed by the Indian and coloured population groups, which account for 5% and 3% of the BEPs respectively. The BEPs can better understand and, therefore, protect public interest, if they are representative of the demographics of the South African public.

Gender Profile of the six CBEP

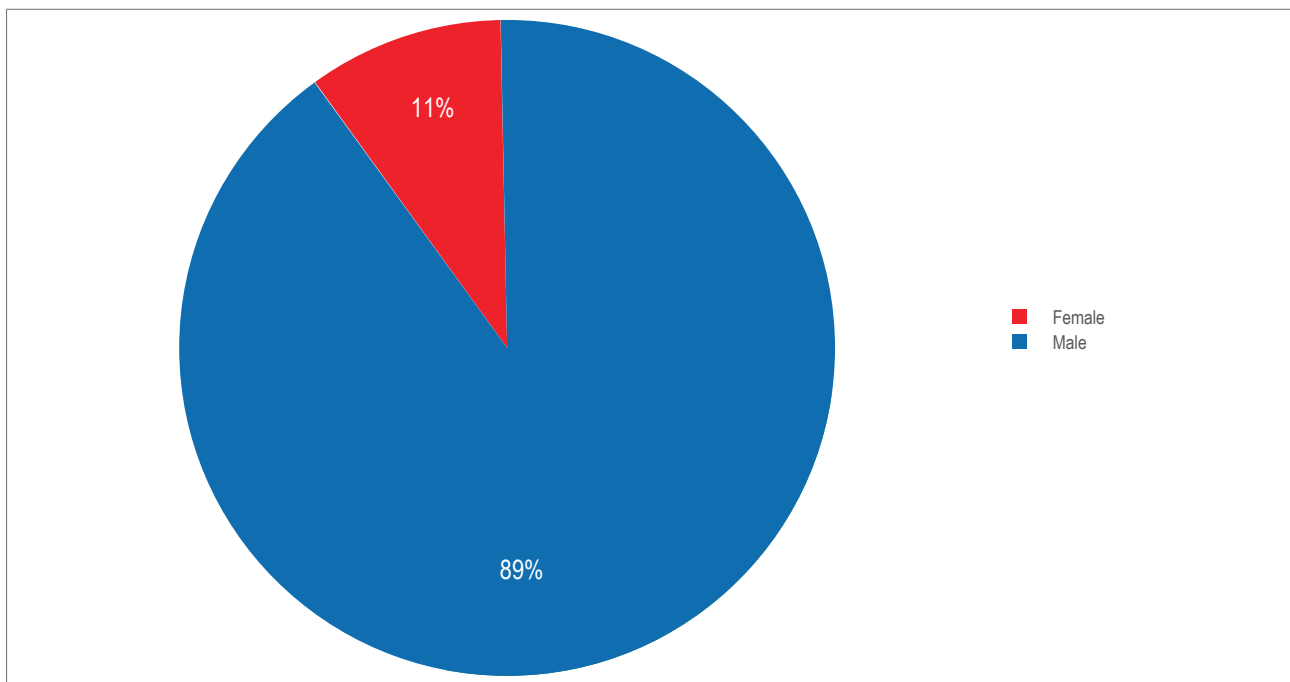


Figure 3: CBEP 2018/19 Gender profile

Source: CBEP Fourth Quarter Report 2018/19

Figure 3 illustrates that the CBEP membership is male dominated. By the end of the 2018/19 financial year, 89% of the individuals registered with the CBEP were male. Women make up more than half of the South Africa's population; however, they are significantly under represented in the Built Environment Professions - only 11% of registered persons are women. This demonstrates the need to implement further mechanisms to offer females the correct assistance and support to ensure their representation in the BEPs improves significantly. Enhancing the participation and leadership of women in the technically skilled workforce will generate a greater positive impact on our knowledge-based, technological and highly competitive global economy.

Number of registered professionals by Gender and Race

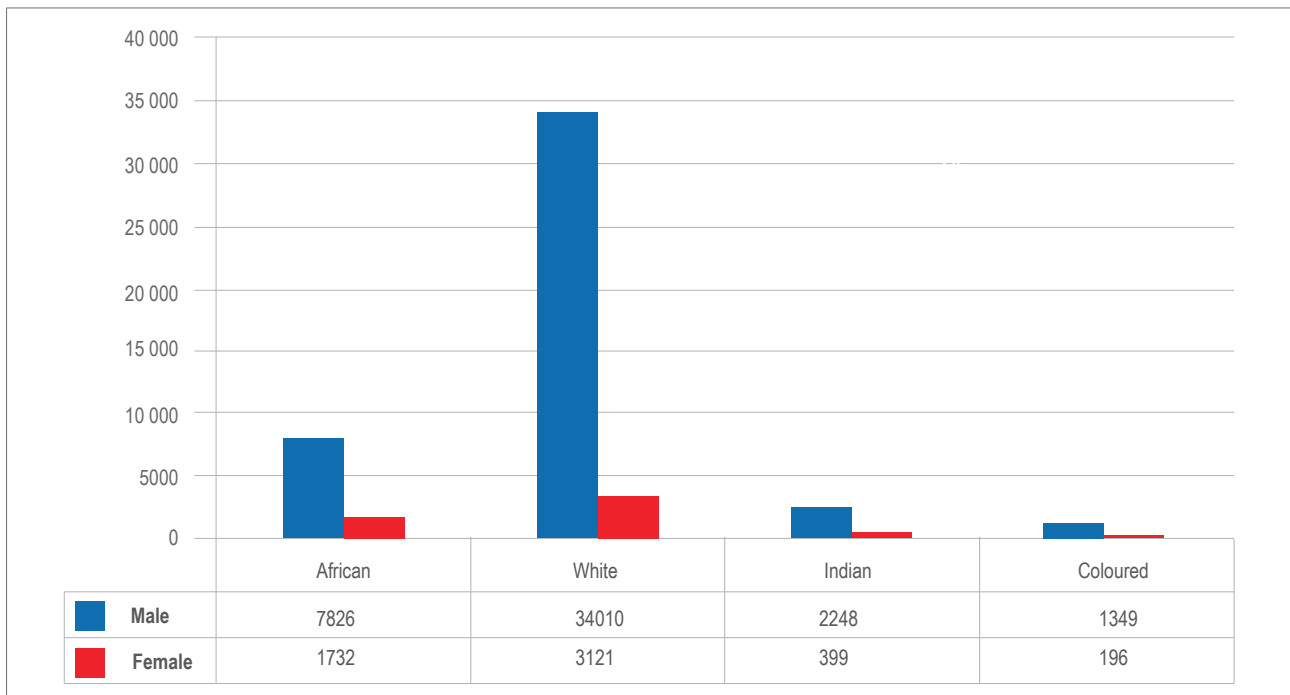


Figure 4: CBEP 2018/19 Gender and Race profile

Source: CBEP Fourth Quarter Report 2018/19

Figure 4 compares the number of professionals registered with the CBEP according to their gender and race. It is evident that white males comprise the bulk of the registered professionals accounting for 34 010, followed by African males at 7 826 and white females at 3 121. Indian and coloured women are the least prominent groups in the CBEP membership.

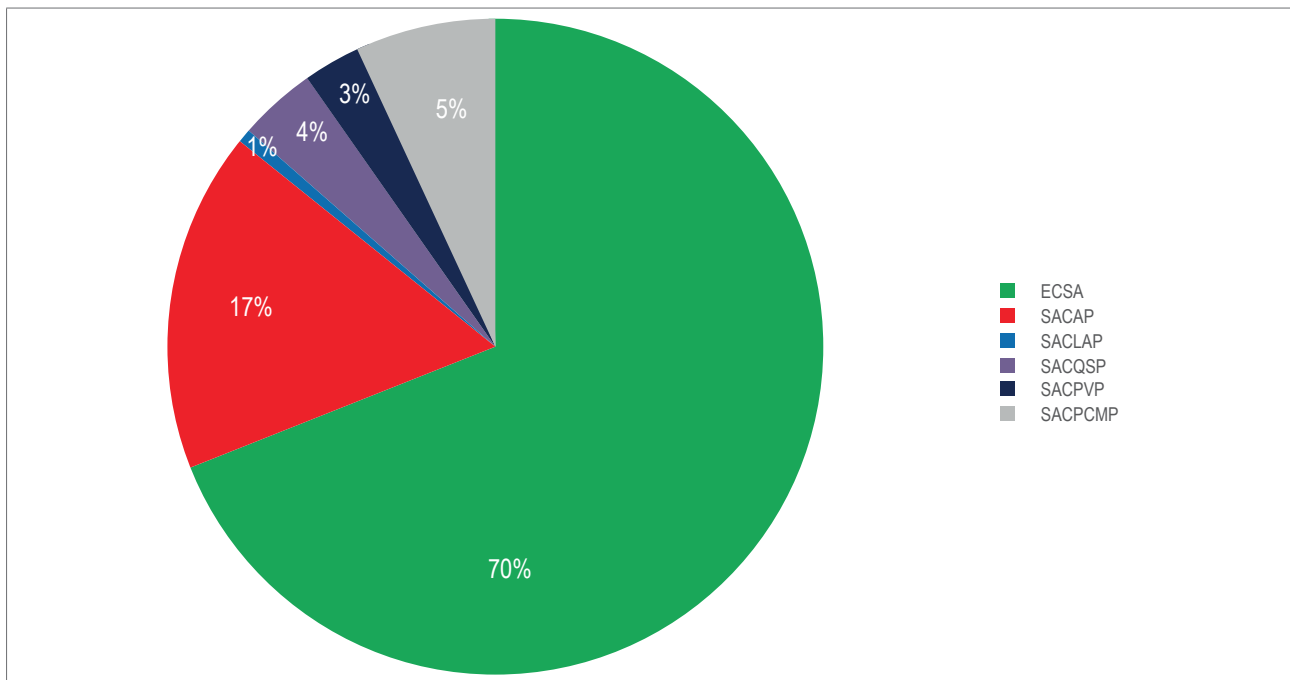


Figure 5: CBEP 2018/19 composition

Source: CBEP Fourth Quarter Report 2018/19

Figure 5 demonstrates the percentage distribution of professionals across the six CBEP by the end of the 2018/19 financial year:

ECSA	70%
SACAP	17%
SACPCMP	5%

The remaining three CBEP - SACLAP, SACQSP and SACPVP - combined, made up less than 10% of registered professionals in the CBEP.

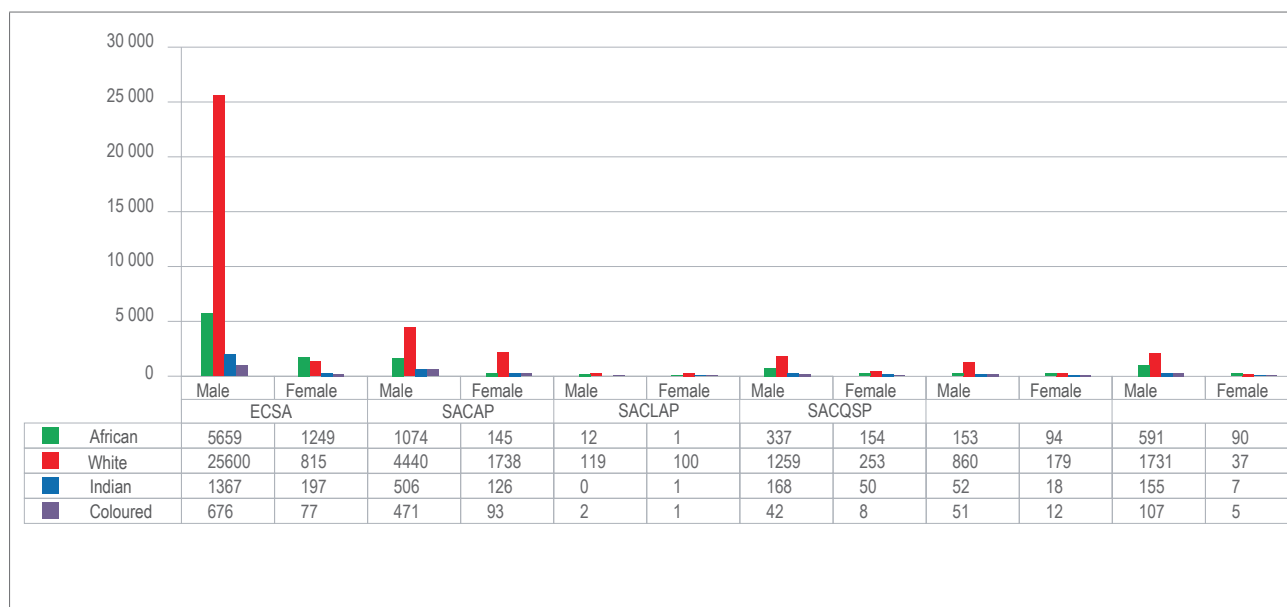


Figure 6: CBEP 2018/19 Comparison per Gender, Race and Profession

Source: CBEP Fourth Quarter Report 2018/19

Figure 6 compares the demographic composition of each of the six professions by gender and race as at the end of the 2018/19 financial year. At ECSA, white males made up the bulk of registered professionals, followed by African males. These statistics mirror the demographic contained in Figure 6 and emphasise ECSA's dominance in the CBEP, from a purely demographic perspective. Therefore, any significant change in the demographic composition of registered professionals in the CBEP should, by default, reflect a change in the demographic makeup of ECSA.

Figure 6 demonstrates that there is an opportunity to improve performance regarding registration in the other CBEP. As noted, the contribution of SACLAP, SACQSP and SACPVP to the number of registered professions in the Built Environment is relatively low compared to those of ECSA and SACAP, presenting an opportunity to not only increase the number of registered professionals in those fields but to do so in a manner that promotes representation and equality.

Number of Registered Professionals by Council and Registration Category

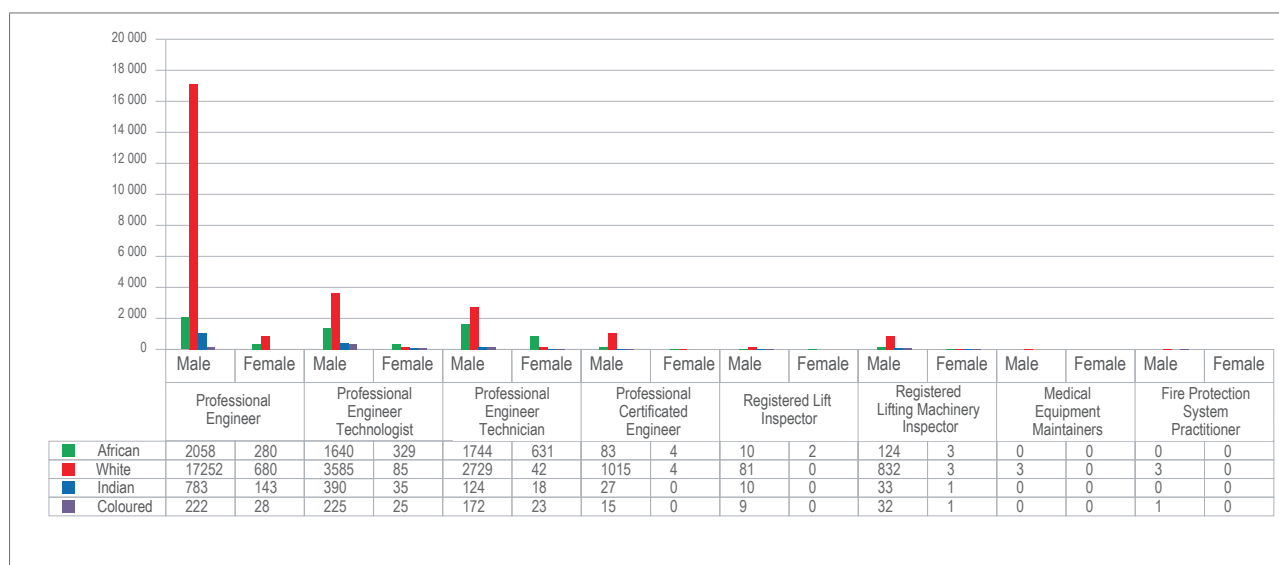


Figure 7: ECSA 2018/19 Professionals per Gender, Race and Category

Source: ECSA Fourth Quarter Report 2018/19

Figure 7 compares the number of registered engineers across the categories of race, gender and categories recognised by ECSA as at the end of the 2018/19 financial year. It is evident that white males account for the largest number of registered professionals across categories recognised by ECSA. All South Africans should have equal opportunity into engineering; however, accessibility and feasibility are not the same for all demographics - largely due to systemic barriers that disproportionately impact underrepresented groups. This inequality in access to engineering careers by other demographic groups in the country could lie in factors such as the Apartheid legacy. Nonetheless, it highlights the need for intervention to develop a more representative workforce in the engineering space.

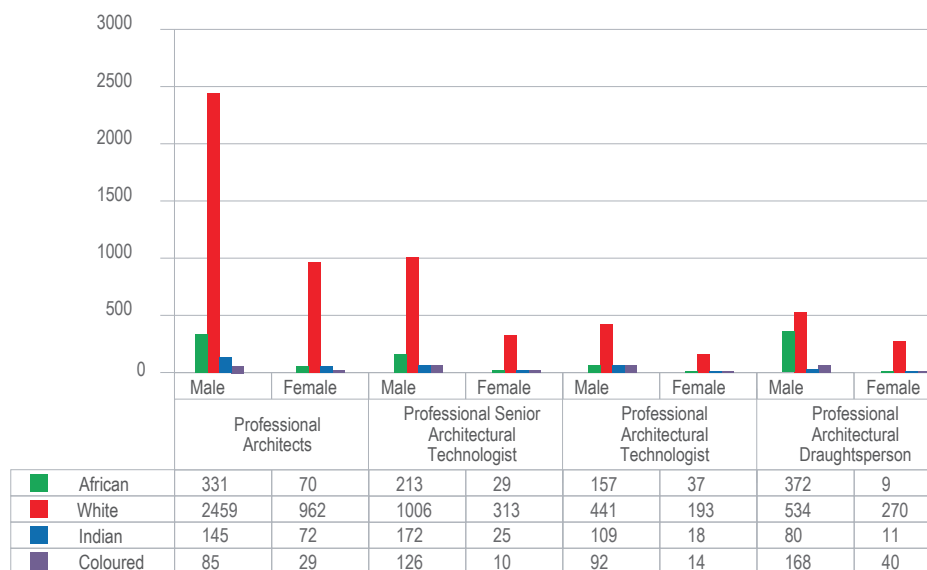


Figure 8: SACAP 2018/19 Professionals per Gender, Race and Category

Source: SACAP Fourth Quarter Report 2018/19

Figure 8 compares SACAP's number of registered professionals by race, gender and across categories. SACAP's registered architects are largely whites - males make up the bulk of registered professions followed by females. Although the other demographic groups are present and accounted for, their numbers are marginal and do not significantly reflect the South African population.

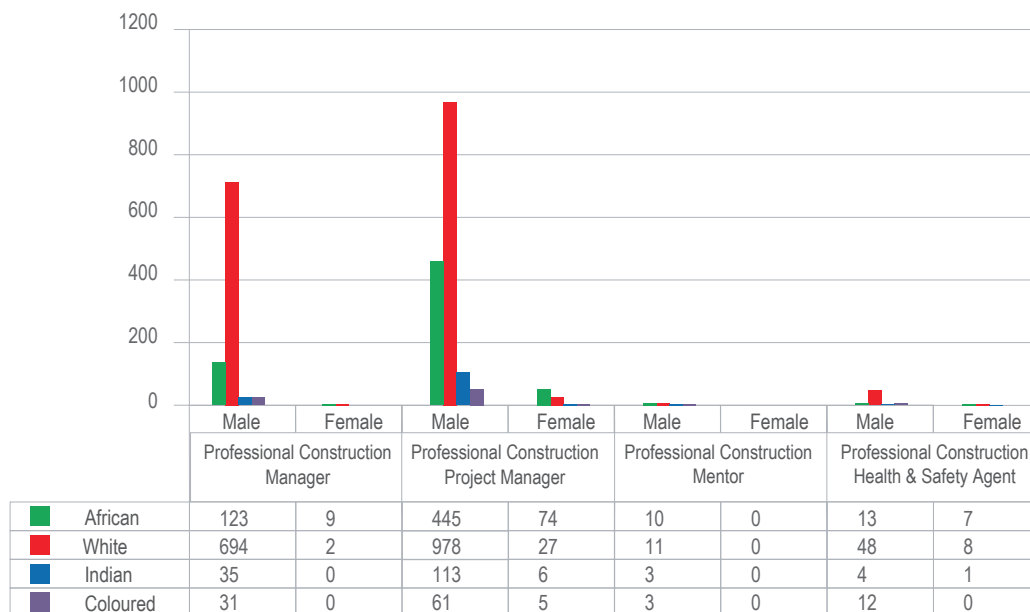


Figure 9: SACPCMP 2018/19 Professionals per Gender, Race and Category

Source: SACPCMP Fourth Quarter Report 2018/19

Figure 9 compares the SACPCMP's number of registered professionals by gender, race and category by the end of the 2018/19 financial year. White males are the most dominant group across all of the categories recognised by the SACPCMP; even more unsettling was the under-representation of women across the categories. Figure 9 reveals this profession as a white male dominated space. It also illustrates that registered professionals are concentrated in the Professional Construction Manager and Professional Construction Project Manager categories, whilst the Professional Construction Mentor and Professional Construction Health and Safety Agents categories remain well below these.

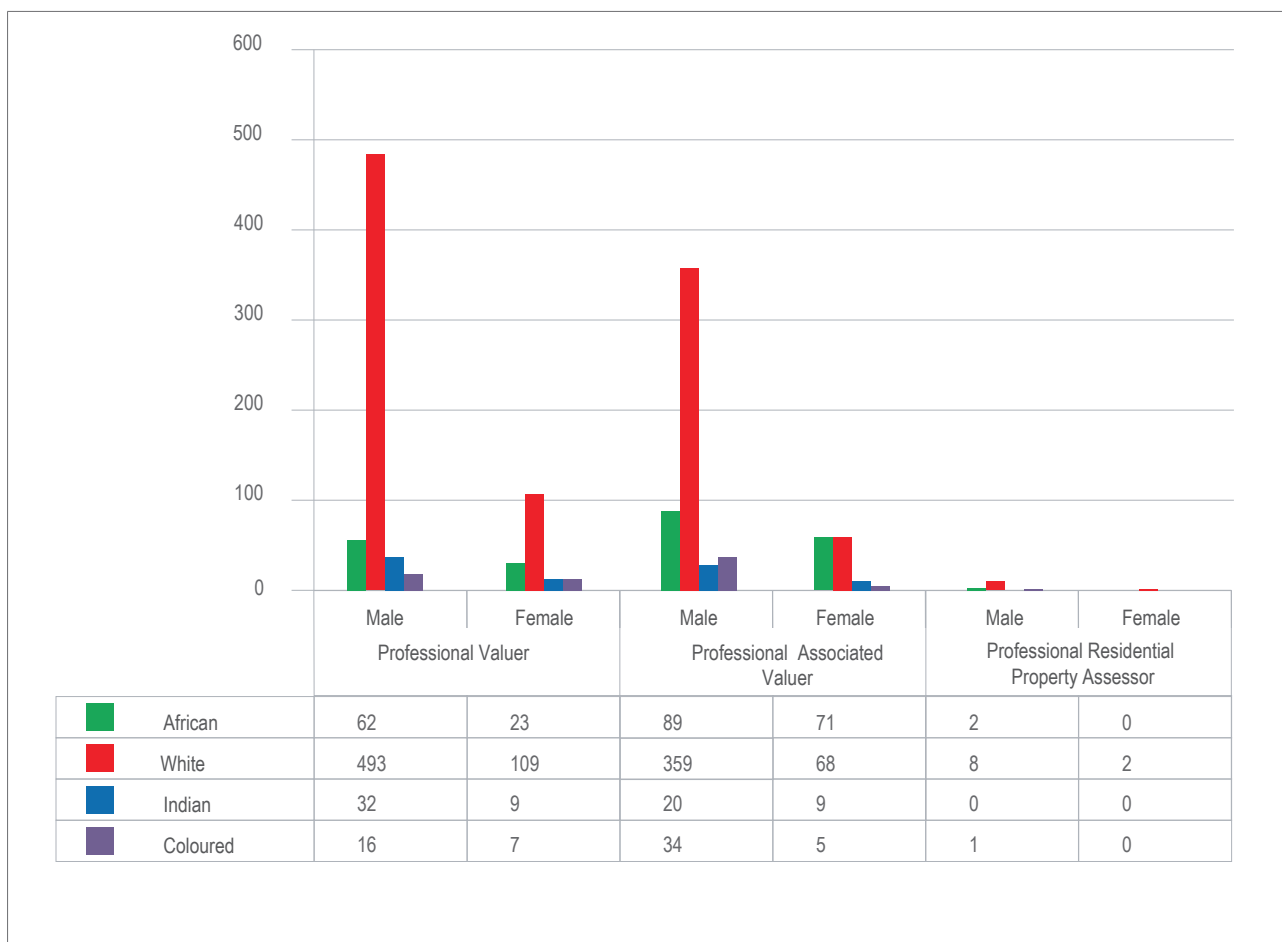


Figure 10: SACPVP 2018/19 Professionals per Gender, Race and Category

Source: SACPVP Fourth Quarter Report 2018/19

Figure 10 compares the SACPVP's number of registered professionals across gender, race and category by the end of the 2018/19 financial year. It is evident that white males account for the largest group of registered individuals across the three categories, followed by white females - alluding to white dominance in this profession. Single Residential Property Assessor has the least number of registered professionals, whilst Professional Valuer had the greatest number of registered individuals of the three categories. It is noted that there are more female Africans than whites in the category of Professional Associated Valuer.

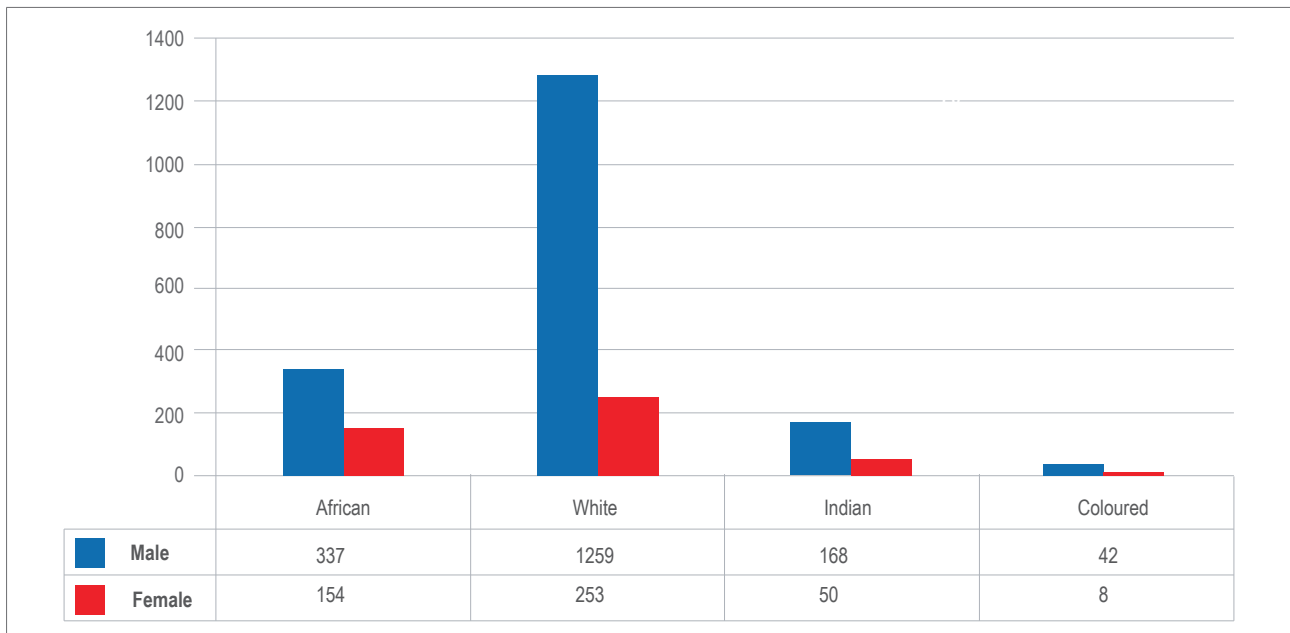


Figure 11: SACQSP 2018/19 Professionals per Gender and Race

Source: SACQSP Fourth Quarter Report 2018/19

Figure 11 shows SACQSP's number of registered professionals by race and gender. White males make up 1 259 registered professionals, followed by African males at 337 and white females at 253. As with most of the Built Environment Professions, the numbers of the Indian and coloured population groups indicate underrepresentation in this profession.

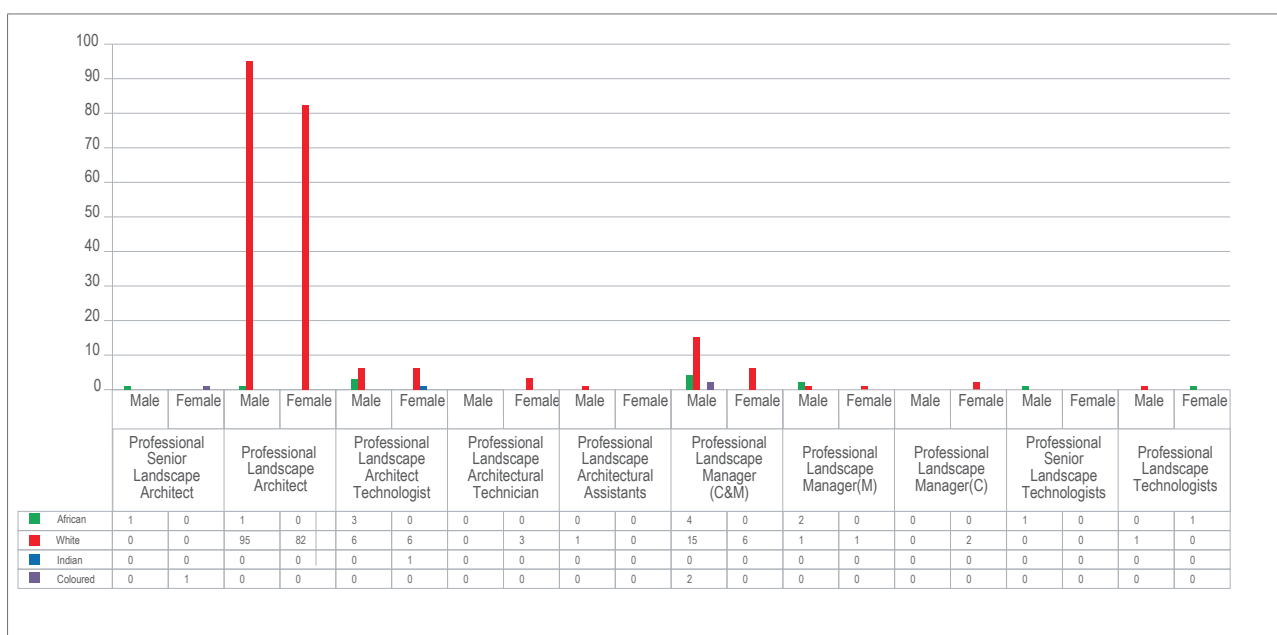


Figure 12: SACLAP 2018/19 Professionals per Gender, Race and Category

Source: SACLAP Fourth Quarter Report 2018/19

Figure 12 compares SACLAP's registered professionals per gender, race and category by the end of the 2018/19 financial year. Whites dominated the number of registered professionals with 95 males and 82 females as registered Professional Landscape Architects. The other categories had comparatively lower numbers, with an average of three registered individuals per category.

From the data and analysis above, it is evident that white male professionals make up the majority of individuals in the six CBEP. African males were the second most prominent demographic group in the CBEP space. The coloured and Indian population groups, regardless of gender, were in the minority overall and regarding registration with specific professional bodies.

REGISTERED CANDIDATES

Number of registered candidates per registration category

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

Percentage of Registered Candidates by Race

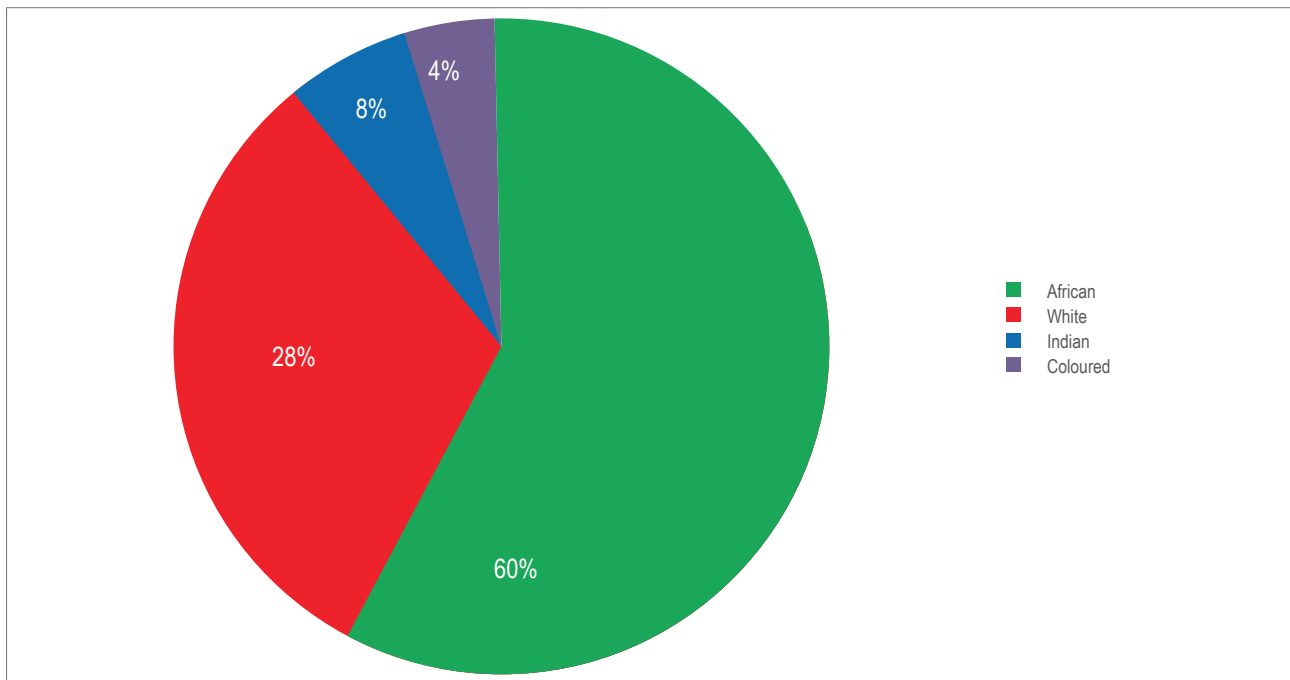


Figure 13: CBEP 2018/19 Candidates Race profile

Source: CBEP Fourth Quarter Report 2018/19

Figure 13 represents the demographic composition of candidates in the six CBEP by the end of the 2018/19 financial year. Sixty percent of candidates in the CBEP were African, whites accounted for 28%, whilst Indians and coloureds combined accounted for 12% of CBEP candidates. The 60% of African candidates demonstrates efforts towards transformation, compared to the 19% of registered professionals across the six CBEP. There are also indications of improvement in access to CBEP by both coloured and Indian population groups - from a combined representation of 8% of registered professionals to 12% of candidates. If the current crop of candidates all convert to registered professionals, the demographic composition of the CBEP will become more representative of the South African population.

Percentage of Registered Candidates by Gender

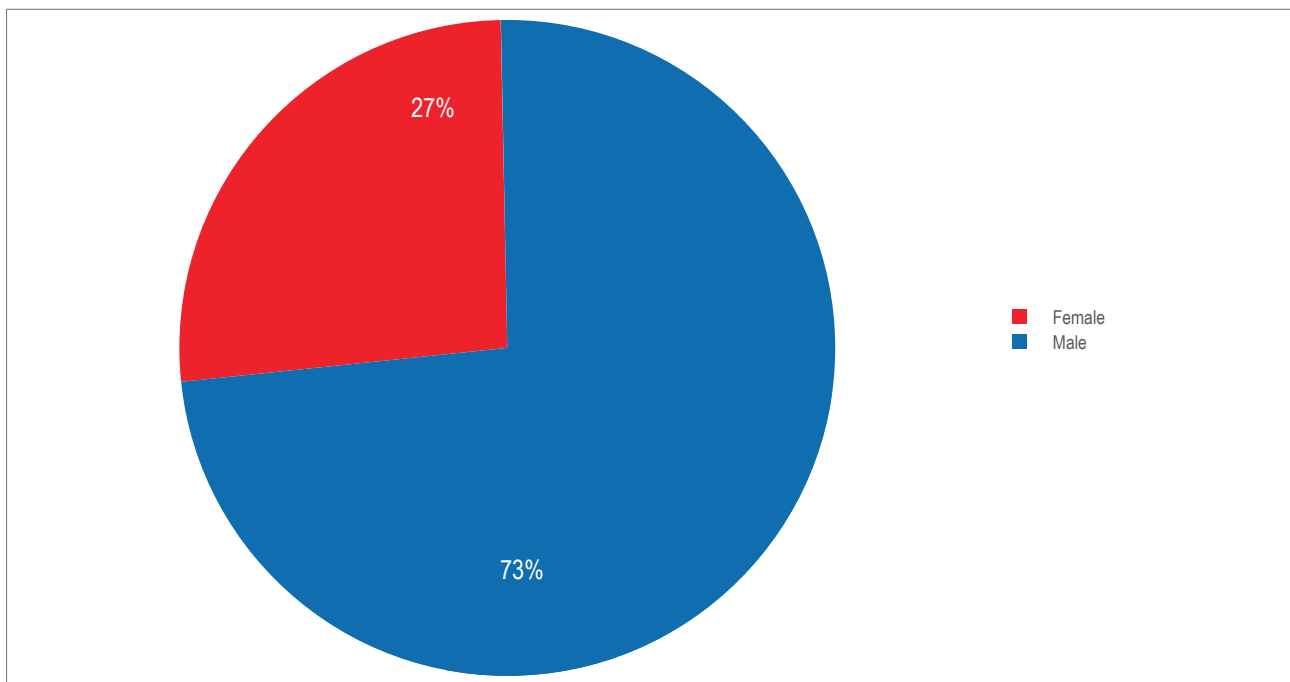


Figure 14: CBEP 2018/19 Candidates Gender profile

Source: CBEP Fourth Quarter Reports 2018/19

Figure 14 shows the demographic composition of the CBEP candidates by gender at the end of the 2018/19 financial year. Males dominated, accounting for nearly three quarters of all candidates. Females only accounted for 27% of CBEP candidates. Although there is slight improvement of access for females from the 11% of registered professionals, there is room for improvement to increase this statistic and make it more representative of South African society.

Number of Registered Candidates by Race and Gender

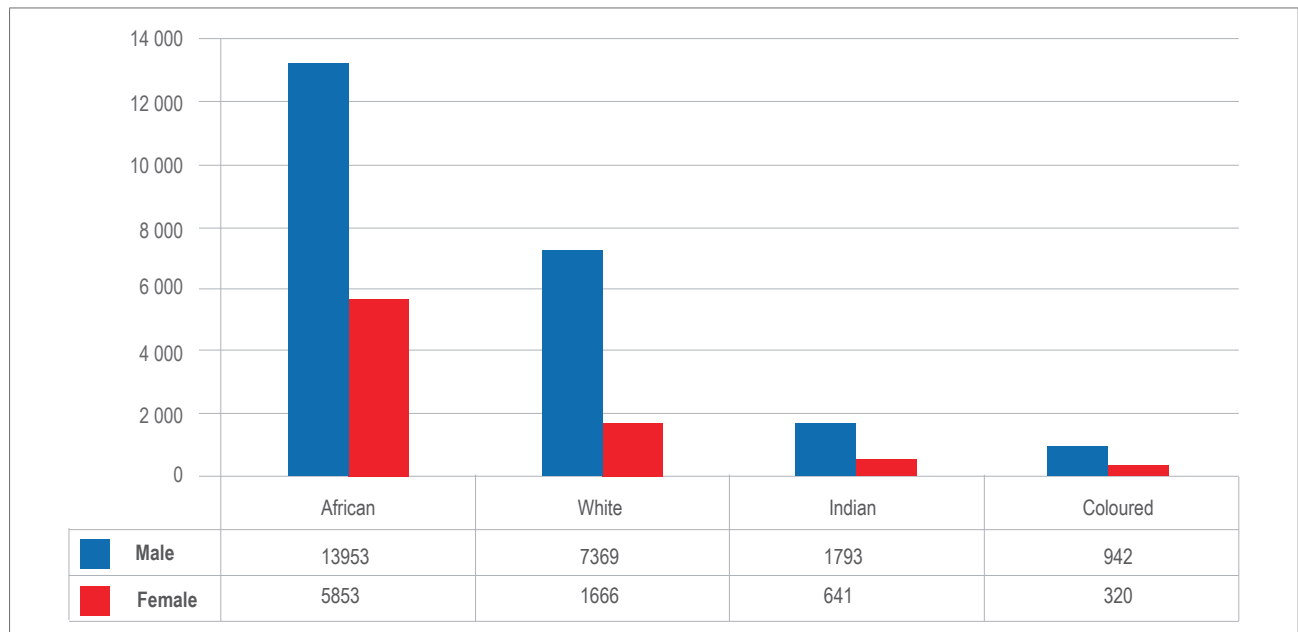


Figure 15: CBEP 2018/19 Candidates profile per Gender and Race

Source: CBEP Fourth Quarter Report 2018/19

Figure 15 compares the numbers of CBEP candidates by race and gender, by the end of 2018/19 financial year. The bulk of CBEP candidates were African male, followed by white males and African females. As illustrated by the two graphs, there is noticeable improvement when comparing registered professionals versus candidates in terms of race, though not as much on gender.

Registered Candidates per Race, Gender and Profession

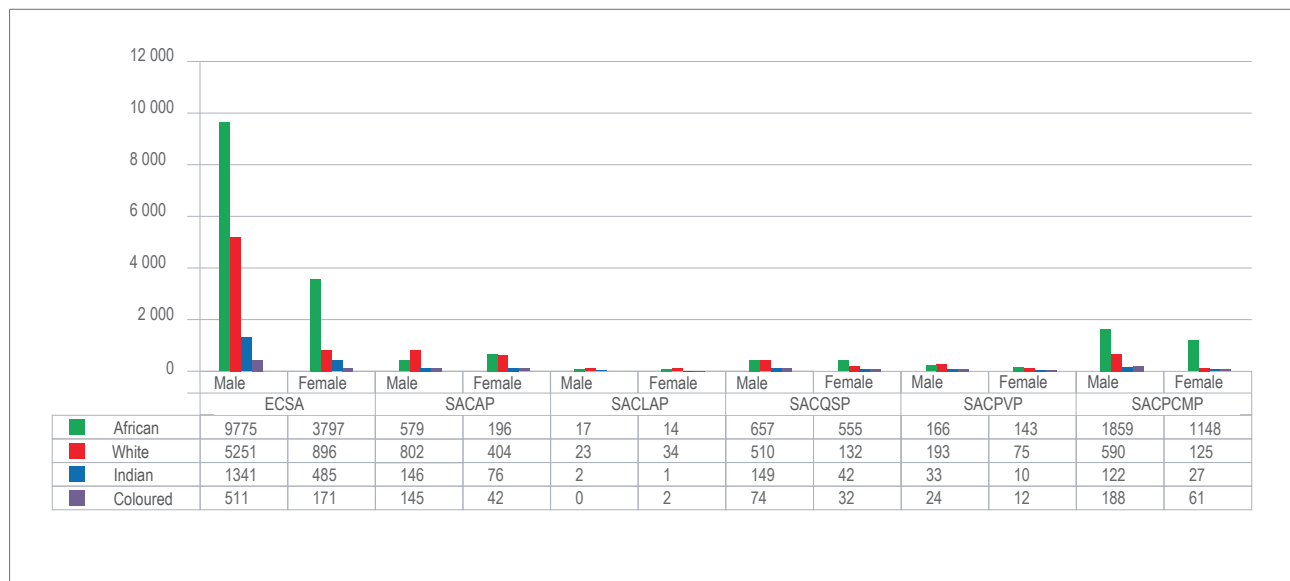


Figure 16: CBEP 2018/19 Candidates profile per Gender, Race and Profession

Source: CBEP Fourth Quarter Report 2018/19

Figure 16 compares the number of candidates per profession by race and gender by the end of the 2018/19 financial year. At ECSA, African males dominated at almost 10 000, followed by white males at 5 200 and African females 3 797. These statistics demonstrate improved access to ECSA careers by African people, whilst there has been less dramatic improvement on race and gender demographics in the other CBEP. It is noteworthy that white male candidates were the most dominant group at SACAP (802), not a good indicator for transformation in an industry.

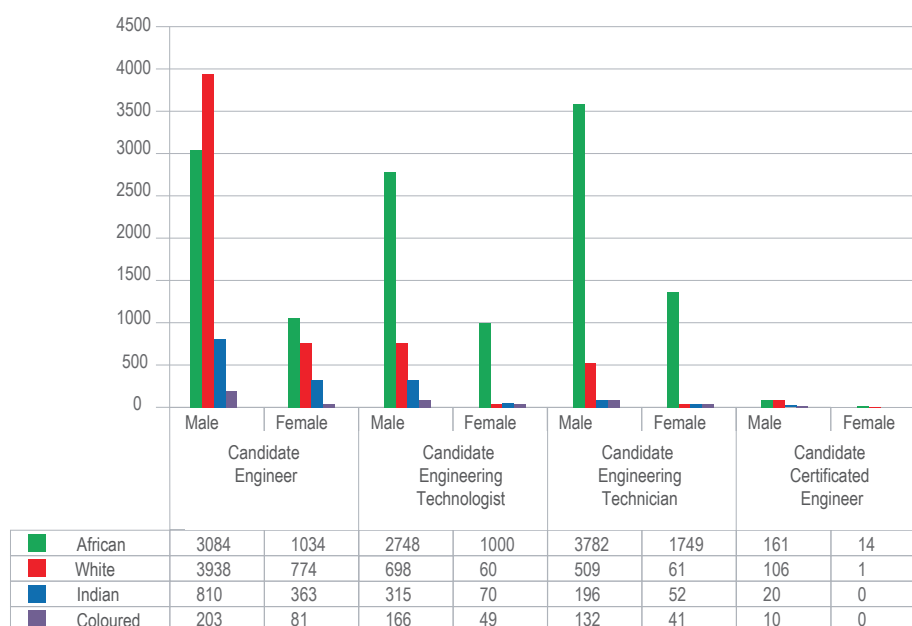


Figure 17: ECSA 2018/19 Candidates profile per Gender, Race and Category

Source: ECSA Fourth Quarter Report 2018/19

This graph depicts the number of candidates at ECSA by race, gender and skills type by the end of the 2018/19 financial year. Comparisons with the number of ECSA registered professionals in the same period indicate that there will be a change in the demographic composition of ECSA's professionals. The graph demonstrates that white males dominate the Candidate Engineer category, whilst African males dominate the Technologist and Technician fields. The inference from this statistic is that white male candidates are more likely to occupy a senior role in the ECSA landscape, whilst the African male will occupy the Technologist and Technician roles. The low numbers of female candidates across the board is alarming; more interventions are needed not only to transform candidates holistically, but also to be cognisant of the disparities between genders in this field.

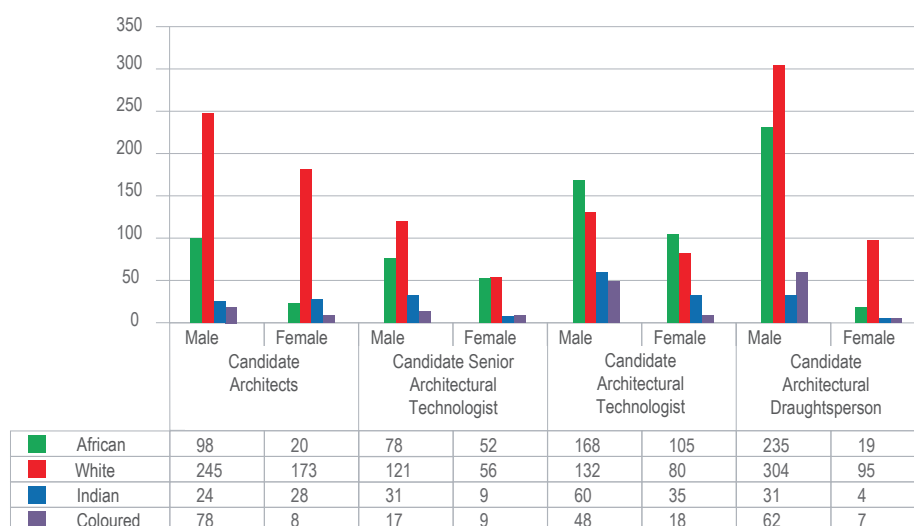


Figure 18: SACAP 2018/19 Candidates profile per Gender, Race and Category

Source: SACAP Fourth Quarter Report 2018/19

Figure 18 shows the number of candidates in the Architectural field by race, gender and category by the end of the 2018/19 financial year. White male candidates are the most prominent group in three of the four categories. African male candidates follow, with white females close behind. Comparisons with the number of registered professionals in the same period indicate that SACAP's demographic profile will remain as is. This highlights a huge need to include females in this male dominated industry, especially of the African population group, to strive towards a more equitable Architectural landscape.

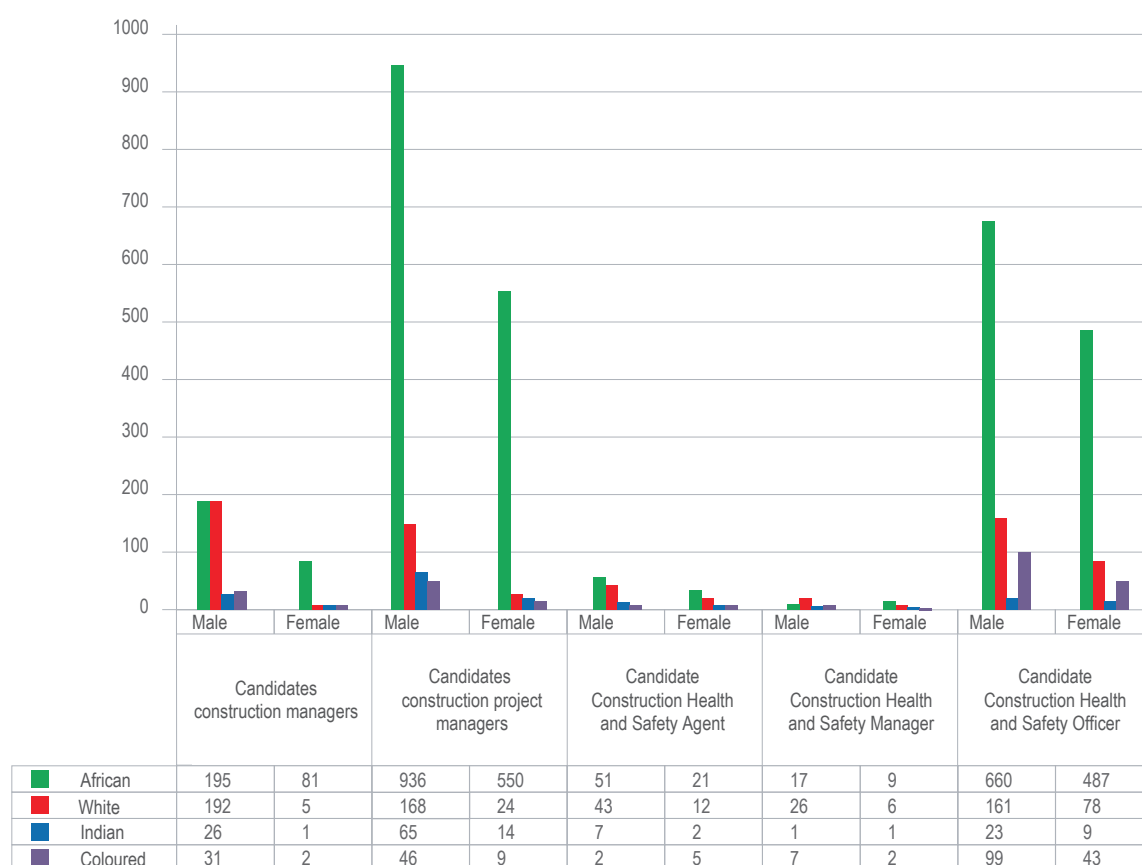


Figure 19: SACPCMP 2018/19 Candidates profile per Gender, Race and Category

Source: SACPCMP Fourth Quarter Report 2018/19

Figure 19 compares SACPCMP candidates across gender, race and category by the end of the 2018/19 financial year. African males accounted for the largest number of SACPCMP candidates, followed by white males. Representation of female candidates in the SACPCMP remained non-existent in all but one category (Candidate Construction Health and Safety Officer). Comparisons with registered professions in the same period indicate the participation of Africans will improve in most of the categories, resulting in a more demographically transformed SACPCMP.

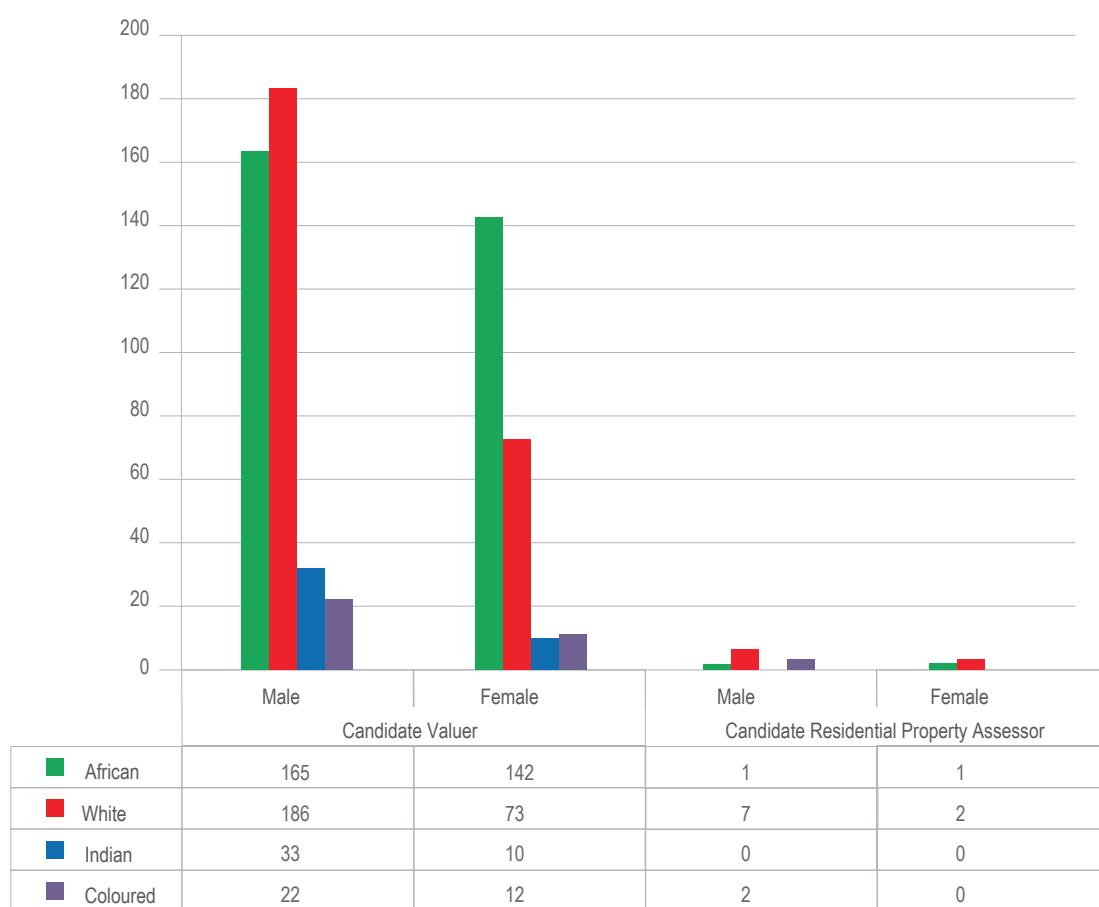


Figure 20: SACPVP 2018/19 Candidates profile per Gender, Race and Category

Source: SACPVP Fourth Quarter Report 2018/19

Figure 20 compares the number of SACPVP candidates by gender, race and category by the end of the 2018/19 financial year. White males accounted for largest share of SACPVP, followed by African males and females. Despite the large inclusion of females into the SACPVP candidate Outcomes, there is room for improvement towards a more inclusive sector. Compared with the number of registered SACPVP professionals, there is a notable improvement in the representation of the African population group, particularly in the “Valuer” category, which, hopefully, will lead to a more equitable and demographically transformed SACPVP.

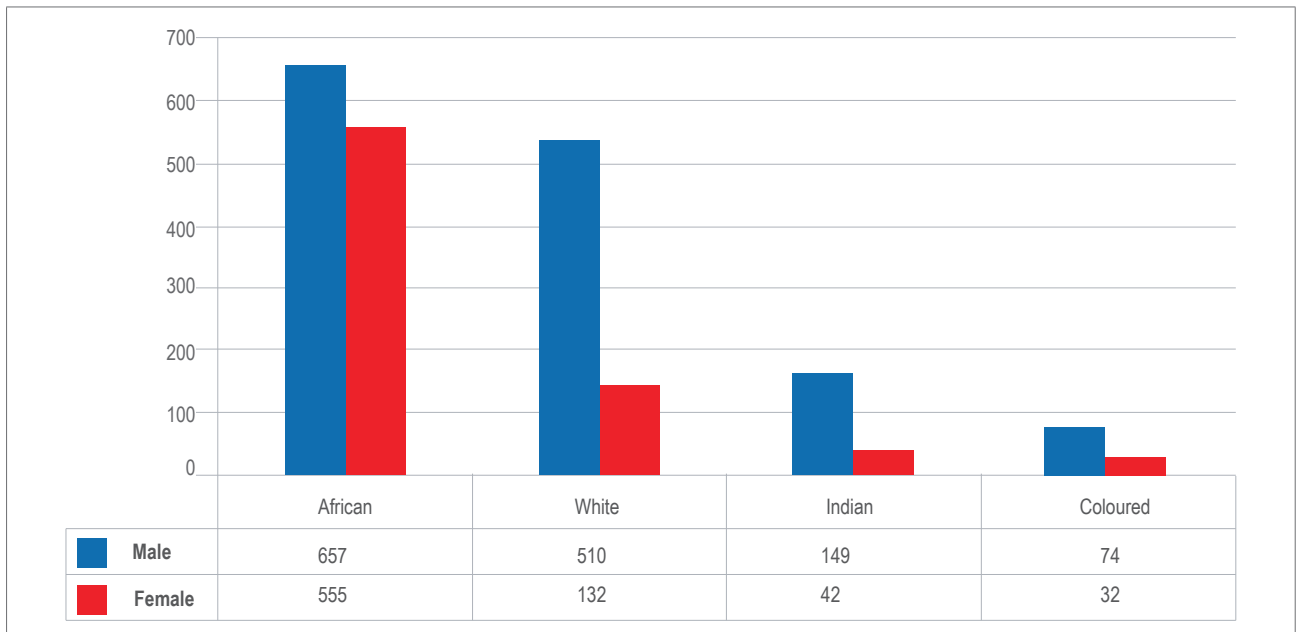


Figure 21: SACQSP 2018/19 Candidates profile per Gender and Race

Source: SACQSP Fourth Quarter Report 2018/19

Figure 21 compares the number of SACQSP candidates by gender and race by the end of the 2018/19 financial year. Males accounted for most of the SACQSP candidates, and the number of African candidates drastically improved. This highlights the need to improve female access to SACQSP candidate opportunities to ensure a more demographically transformed profile.

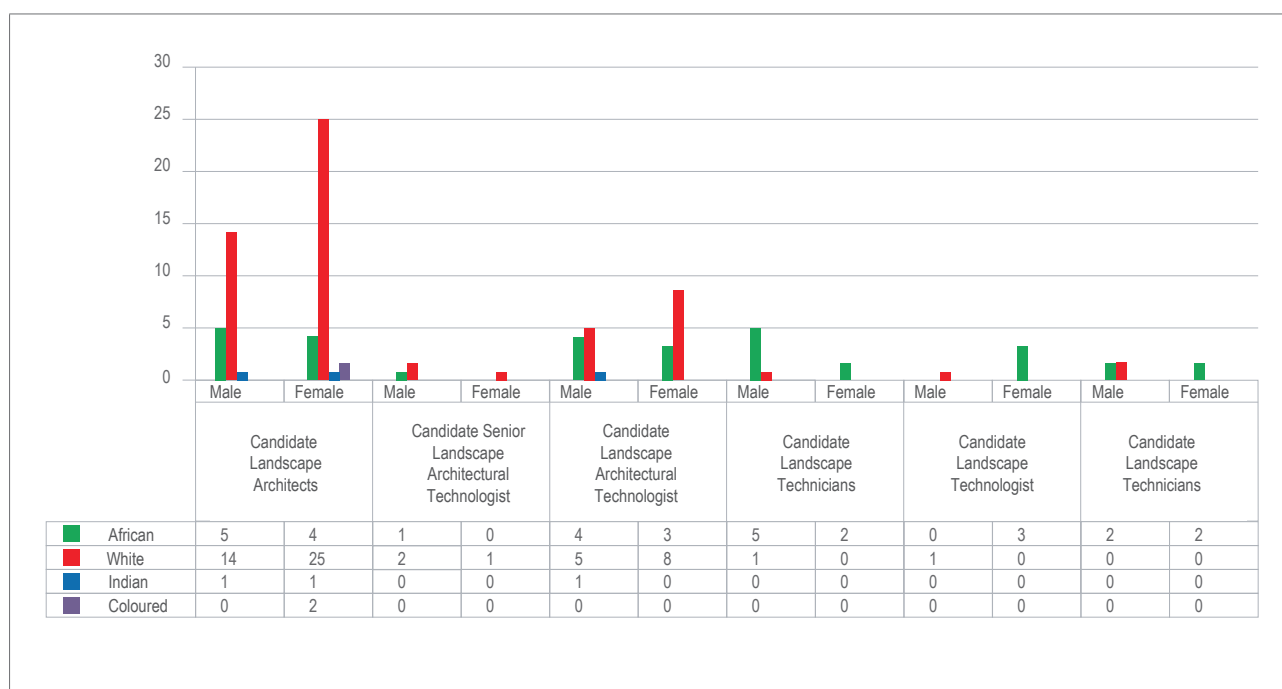


Figure 22: SACLAP 2018/19 Candidates profile per Gender, Race and Category

Source: SACLAP Fourth Quarter Report 2018/19

Figure 22 compares the gender, race and categories of SACLAP candidates by the end of the 2018/19 financial year. As has been the trend across SACLAP registered professionals, the white population group accounted for the largest share of candidates by the end of 2018/19; however, a standout feature is that white females accounted for the largest group of candidates followed by white males.

The overall number of registered candidates by the end of 2018/19 highlight two salient points:

1. The CBEP' demographic composition was more transformed when compared with registered individuals in the CBEP space. However, it is important to note there are some professions where there is no distinguished difference in the demographic composition of registered professionals and candidates - such institutions remain largely white male dominated
2. Is the pace at which the CBEP are transforming acceptable or is there a need to develop interventions to accelerate transformation?

5.2 Internal Environment

In response to the demands in the external environment, CBE reviewed its internal environment to assess its readiness to make a wide-ranging change. CBE will build on its strength to address weaknesses in order to drive the agenda for change. A summary of the internal environment follows:

Performance Environment

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

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

Governance and Administrative Systems

Improved governance and administrative systems are now in place in the organisation and have led to better governance and administrative processes. This earned the organisation clean audit results for three years - 2016/17, 2017/18 and 2018/19.

The CBE has undertaken an analysis of its operating model to assess its strengths, weaknesses, opportunities and threats.

The table below summarises the outcome of this analysis of the CBE's strength, weaknesses, opportunities and threats.

Table 4: Outcome of SWOT analysis

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

Information Technology Challenges

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

- a. *budget constraints*
- b. *IT capacity/resources*
- c. *no collaborations with partners*
- d. *no standard business processes and operating procedures*

Income Generation

The economic situation in the country compels the CBE to make strategic choices on projects and initiatives in the medium-term. The CBE is sustained by a government grant and levies from the six CBEP who depend on registration fees from their professionals. The CBE must balance its strategies required to enhance its workforce and Information Technology (IT) capability, whilst still meeting its statutory obligations within this limited budget.

Income generation has not been actively pursued; hence strategies must be developed. In addition, the existing income generating services of the CBE are not adequately marketed. To address the uncertainty around budget allocation, the CBE will work closely with funding institutions and Treasury on alternative funding arrangements to secure appropriate funding for the CBE.

Lack of public awareness and understanding the role of the CBE and six CBEP

There is a need to improve perceptions about the CBE and its reputation, relevance and demonstrable impact. Some factors that contribute to this dynamic are:

- i. Poor stakeholder relations
- ii. Communication and information dissemination (internally and externally)
- iii. Limited understanding of the CBE's mandate
- iv. Lack of pro-active engagement with stakeholders
- v. Partnerships are slow to actualise
- vi. Weak partnerships with primary sector institutions
- vii. Relationships with stakeholders are individually driven

To respond to these challenges, the CBE will work with both the public and private sector consciously and continuously in driving awareness on its work and mandate.

Fragmentation

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

5.3 Strategies to Respond to Environmental Conditions

Organisational Capacity and Efficiency

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

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

Financial Sustainability

The CBE requires sufficient and stable funds to run its operations efficiently and meet its strategic obligations in regulating and protecting the interest of the public. The CBE will develop a revenue collection/generation strategy. The aim is to increase revenue by 10% over the medium-term.

Marketing and Communications

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

Information Technology and Innovation

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

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

The CBE adopted these interventions to address its IT challenges:

- a. Strategic Plan based on Enterprise Architect as well as to be supported by a three-year implementation roadmap
- b. ICT Governance Framework and Policies currently implemented
- c. New integrated systems (IEBES, Knowledge Management and Un-Employment Portal) have been identified and their procurement is in progress
- d. IT interns are recruited and paid through a partnership with The Innovation Hub to temporarily address the capacity issue
- e. An IT Forum with the six CBEP has been established to address collaborations on the resource issue
- f. Enterprise Architecture development addresses the standard business processes and operating procedures. Technological solutions are explored and developed to improve service delivery.

Stakeholder Analysis

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

Table 5: Stakeholder Analysis

Stakeholder Entity/Group	Influence	Interest	Power
Ministry of Public Works and Infrastructure	Mandatory and regulatory supervision and oversight.	High	High
Councils for the Built Environment Professions (CBEP)	Strategic alignment and integration. Statutory compliance.	High	High
Voluntary Associations in the Built Environment	Capacity building. Information dissemination.	High	High
Built Environment Professionals (mentors and candidates)	Capacity building, participation in the CBE programmes.	High	High
Institutions of Higher Learning offering Built Environment programmes	Capacity Building. Aligning curricula with industry requirements. Collaborations and sharing research information.	High	High
Council on Higher Education	Standard setting and accreditation.	High	High
Infrastructure departments (National, Provincial and Local)	Implementation of CBE's Structured Candidacy Framework. Enforcement of Built Environment standards. User of registered Built Environment Professionals.	High	High
The Public	Information sharing. Compliance with Built Environment regulations. Whistle-Blowing Users of registered Built Environment Professionals.	High	High
Government/Polymakers	Legislators/ Amendment of legislation.	High	High

The Structure of CBE

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

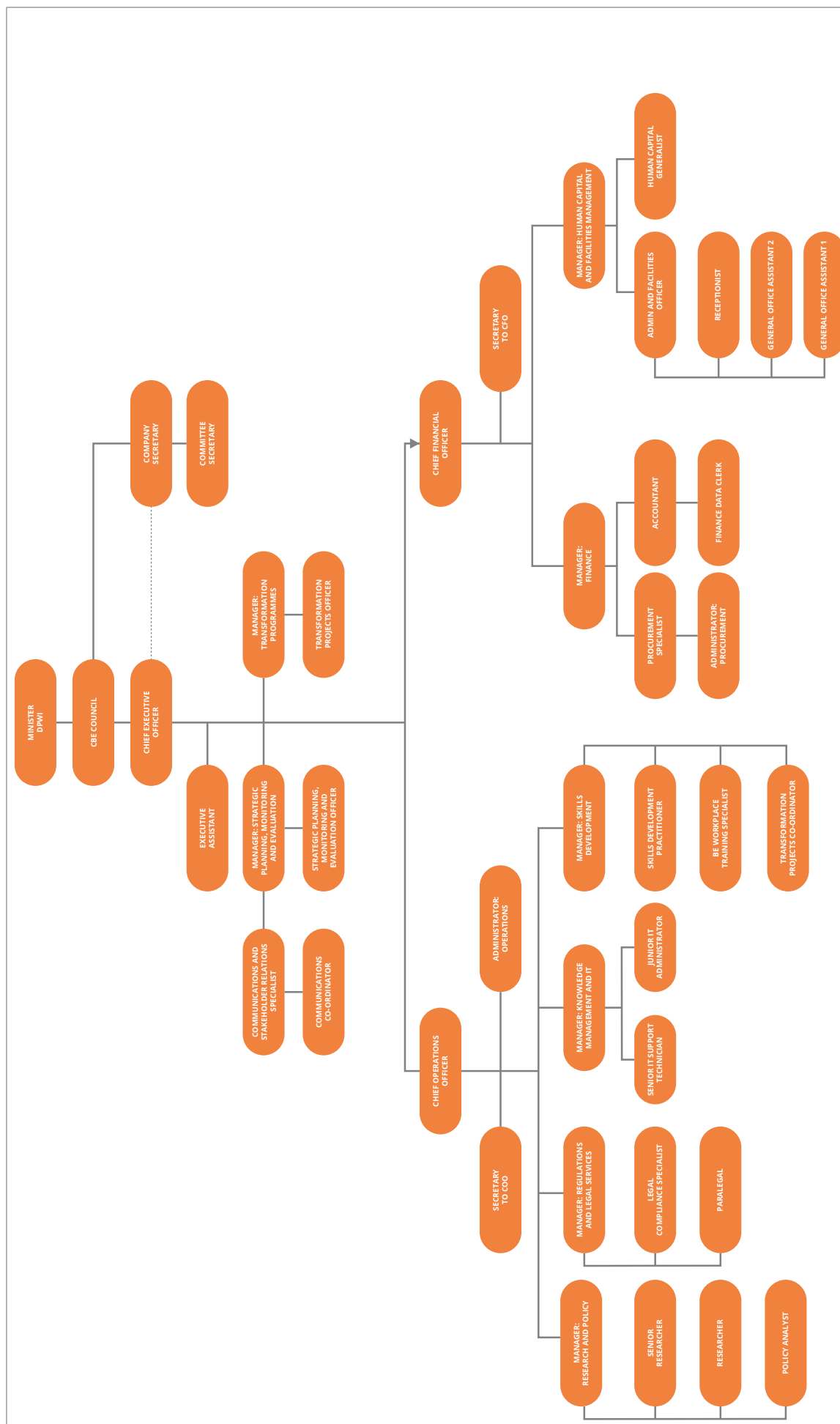


Figure 23: Staff Organisational Structure

The table below lists the CBE's staff establishment by job classification, in line with the 2019/20 organogram

Table 6: Staff Establishment per Job Classification

Job classification	Positions
Unskilled	General Office Assistants (2)
Semi-Skilled	Finance Data Clerk
	Receptionist
Skilled	Junior IT Administrator
	Administrator: Operations
	Admin and Facilities Officer
	Procurement Officer
	Communications Coordinator
	Paralegal
	Secretary to Chief Financial Officer
	Secretary to Chief Operations Officer
	Strategic Planning, Monitoring and Evaluation Officer
	Transformation Projects Officer
Highly Skilled	Accountant
	BE Workplace Training Specialist
	Committee Secretary
	Communications and Stakeholder Relations Specialist
	Executive Assistant
	Human Capital Generalist
	Senior IT Support Technician
	Legal Compliance Specialist
	Policy Analyst
	Procurement Specialist
	Researcher
	Senior Researcher
	Skills Development Practitioner
	Transformation Projects Coordinator
Senior Management	Company Secretary
	Manager: Finance
	Manager: Human Capital and Facilities Management
	Manager: Knowledge Management and IT
	Manager: Regulations and Legal Services
	Manager: Research and Policy
	Manager: Skills Development
	Manager: Strategic Planning, Monitoring and Evaluation
	Manager: Transformation Programmes
Executive Management	Chief Executive Officer
	Chief Financial Officer
	Chief Operations Officer

Table 7: Staff Establishment per Salary Level

Salary Level	Filled posts	Vacant posts	Total establishment	Current Vacancy rate
01	1	0	1	0.00
02	-	-	-	-
03	1	0	1	0.00
04	-	-	-	-
05	1	0	1	0.00
06	2	1	3	0.33
07	3	0	3	0.00
08	1	0	1	0.00
09	4	1	5	0.20
10	5	0	5	0.00
11	3	0	3	0.00
12	5	0	5	0.00
13	8	1	9	0.11
14	2	0	2	0.00
15	1	0	1	0.00
Total	37	3	40	0.75

Table 8: Staff Establishment per Race and Gender

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

6. RESOURCE CONSIDERATIONS

Section 17 of the CBE Act provides for the CBE's operational expenditure to be disbursed in accordance with a budget approved by the Minister. In considering the CBE's resource requirements over the next five years, it is important to understand the cost drivers of the various activities. The two main cost drivers are employee costs and communication outreach engagements.

The CBE's budget reduced by R2.785 million over four fiscal years as follows:

- R1.28 million reduction in 2018/19
- R0.478 reduction in 2019/20
- R0.508 reduction in 2020/21
- R0.519 reduction in 2021/22

7. OVERVIEW OF 2020 BUDGET AND MEDIUM-TERM EXPENDITURE FRAMEWORK ESTIMATES

Table 9: Expenditure per CBE Programme

Programme	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Average growth rate (%)	Expenditure/total: Average (%)	Medium-Term Estimate				Average growth rate (%)	Expenditure/total: Average (%)
							2020/21	2021/22	2022/23	2019/202022/23		
R thousand												
Programme 1 Administration	38549	42 360	45 871	47 710	7,4%	82,5%	52 034	54773	56850	6,0%	87,7%	
Programme 2 Transformation (Previously Skills Development in the Built Environment)	8224	7 559	7 934	6 564	-7,2%	14,4%	2 065	2 168	2 250	-30,0%	5,6%	
Programme 3 Skills and Capacity Development (Previously Built Environment Research, Information and Advisory	881	573	272	631	-10,5%	1,1%	2775	2914	3 024	68,6%	3,8%	
Programme 4 Research and Advisory (Previously Regulation and oversight of six BEPCs)	598	930	917	1 032	19,9%	1,6%	630	661	687	-12,7%	1,3%	
Programme 5 Regulation and Public Protection (Previously Government Policies and Priorities)	–	181	167	171	–	0,2%	1 200	1397	1450	103,9%	1,7%	
Total expenses	48 252	51 603	55 161	56108	5,2%	100,0%	58704	61913	64261	4,6%	100,0%	

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

Statement of financial performance	Budget Estimate	Approved Budget	Outcome/ Budget Average(%)	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-Term Estimate				Average growth rate (%)	Expenditure/ total: Average (%)
	2019/20			2016/17-2019/20		2020/21	2021/22	2022/23	2019/20-2022/23		
R thousand											
Revenue											
Tax revenue	—	—	—	—	—	—	—	—	—	—	—
Non-tax revenue	3,312	3,312	103.3%	3.1%	7.0%	3,480	3,655	3,830	5.0%	5.9%	5.9%
Sale of goods and services other than capital assets	2,363	2,363	102.6%	4.3%	4.2%	2,483	2,608	2,733	5.0%	4.2%	4.2%
of which:			—								
Administrative fees	—	—	—	—	—	—	—	—	—	—	—
Sales by market establishment	2,363	2,363	102.6%	4.3%	4.2%	2,483	2,608	2,733	5.0%	4.2%	4.2%
Other sales	—	—	—	—	—	—	—	—	—	—	—
Other non-tax revenue	949	949	104.3%	0.1%	2.9%	997	1,047	1,097	4.9%	1.7%	1.7%
Transfers received	52,796	52,796	100.0%	6.7%	93.0%	55,224	58,258	60,431	4.6%	94.1%	94.1%
Total revenue	56,108	56,108	100.2%	6.5%	100.0%	58,704	61,913	64,261	4.6%	100.0%	100.0%
Expenses			—								
Current expenses	56,108	56,108	100.9%	5.2%	100.0%	58,704	61,913	64,261	4.6%	100.0%	100.0%
Compensation of employees	30,706	30,258	96.8%	9.5%	50.6%	32,876	34,520	36,177	6.1%	55.5%	55.5%
Goods and services	25,402	25,850	102.5%	2.7%	47.9%	25,828	27,393	28,084	2.8%	44.9%	44.9%
Depreciation	—	—	—	-100.0%	1.5%	—	—	—	—	—	—
Interest, dividends and rent on land	—	—	—	—	—	—	—	—	—	—	—
Transfers and subsidies	—	—	—	—	—	—	—	—	—	—	—
Total expenses	56,108	56,108	100.9%	5.2%	100.0%	58,704	61,913	64,261	4.6%	100.0%	100.0%
Surplus/(Deficit)	—	—		-100.0%		—	—	—	—	—	—

The background features a collage of images. On the left, there's a large orange triangle with a white geometric pattern of overlapping triangles. To the right, there's a night cityscape with a prominent highway interchange showing light trails from cars. The text is centered on a dark brown, semi-transparent geometric shape that overlaps the cityscape.

PART C

MEASURING PERFORMANCE



1. INSTITUTIONAL PERFORMANCE INFORMATION

This section aims to monitor the extent to which the strategic objectives, outcomes and impacts identified in this Strategic Plan are achieved. When measuring the Impact and Outcomes that this Strategic Plan aims to achieve, it is important to note that CBE needs to strengthen its collaboration with other role players in the industry. Measuring the Outcomes identified will assist the organisation to assess whether the implementation of the CBE's 2020-2025 Strategic Plan has the desired effect on the South African society, or whether there is a need for further revision of the Strategic Plan to ensure the attainment of the identified goals. The central feature of the sixth democratic administration is implementation. This means that concerted effort must be redirected from planning towards actual achievement that contributes to the vision of the National Development Plan (NDP). The State of the Nation Address (SoNA) by the President on 20 June 2019 reflected the reality of our people and set out the broad framework to respond to the challenges confronting the nation. It articulated seven priorities aligned to the NDP and Medium-Term Strategic Framework (MTSF) namely:

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

The CBE has defined strategic outcomes to be achieved over the medium- to long-term. These outcomes are aligned to the CBE mandate, development outcomes in the NDP and the MTSF.

The Outcomes are the following:

- 1. Optimum Functioning CBE
- 2. Transformed Built Environment
- 3. Skilled Built Environment professionals
- 4. Informed decision-making which impacts the current and future operational requirements of the Industry
- 5. Public interest in the Built Environment promoted and protected

Strategic Outcome

Optimum Functioning CBE

Impact Statement

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

Outcome, Baselines and Targets

NDP Five-Year Priority	Priority 6: A Capable, Ethical and Developmental State		
NDP Five-Year Implementation Plan Outcome	Ethical, efficient operations and effective accountability mechanism		
Outcome	Outcome Indicator	Baseline	Five-year target
Optimum Functioning Council	1.1 Business processes delivering optimally on their required outputs.	New	All business processes documented in standard operating procedures approved.
	1.2 Approved Cloud Strategic Plan that include IoT and 4IR Initiatives Roadmap.	New	All Roadmap Initiatives completed and implemented.
	1.3. Number of CBE Brand Awareness Campaigns conducted.	New	Twenty CBE Brand Awareness Campaigns conducted.
	1.4 Percentage increase of income generated.	Zero percent increased revenue.	Increase revenue by 4% of the grant and levies income received.

2. PLANNED PERFORMANCE OVER THE MEDIUM-TERM FOR OUTCOME 1: OPTIMUM FUNCTIONING CBE

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

The following key issues are covered in the narrative:

- i. contribution of Outcomes towards the achievement of the NDP Five-Year Implementation Plan**
- ii. Monitoring Framework for the NDP Five-Year Implementation Plan**
- iii. priorities of women, children and people with disabilities**
- iv. provincial priorities**
- v. mandate of the institution**

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

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

Rationale

To ensure:

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

The following are the Key Interventions and Outputs for the Medium-Term Expenditure Framework (MTEF) that will contribute towards realising Outcome 1: Optimum Functioning Council.

Key Intervention: (a) Develop Business Enterprise Architecture

Outputs

1. CBE Business process
2. Fit-for-purpose Organisational Design and Structure
3. IT aligned to CBE strategy, IoT and 4IR (state-of-the-art, high performance)

Key Intervention: (b) Develop and implement CBE awareness strategy

Outputs

1. CBE Brand Awareness Campaign

Key Intervention: (c) Develop a Revenue Strategy

Outputs

1. Revenue Enhancement Strategy

Enablers to achieve the five-year targets

These enablers comprise interconnected elements:

- a. Governance (modern, transparent and accountable governance for the organisation)
- b. Management (results-oriented, efficient, effective and collaborative)
- c. People (versatile, agents of change)

- d. Knowledge and information systems (efficient, safe and secure, connecting results and people)
- e. A prerequisite for implementing the CBE's new strategy is progressively funding a growing organisation over a period of five years
- f. Develop and communicate clear Standard Operating Procedures (SOPs)
- g. Non-financial reporting: adherence to reporting deadlines and templates
- h. Risk Management, Operational plans
- i. Financial Reporting and Revenue Generation Strategy
- j. HR Strategy: effective talent management, attraction and retention
- k. Stakeholder Management Strategy

Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
f. promote sound governance of the built environment professions;	Optimal Functioning of the CBE	1. Inadequate execution of the CBE mandate	<ul style="list-style-type: none"> a. Develop Business Enterprise Architecture b. Develop and implement CBE Awareness Strategy c. Develop a Revenue Strategy

Public entities

Not Applicable

Strategic Outcome

Transformed Built Environment

Impact Statement

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

Outcome, Baselines and Targets

NDP Five-Year Priority	Priority 1: Economic Transformation and Job Creation		
NDP Five-Year Implementation Plan Outcome	Increased ownership and participation by historically disadvantaged individuals		
Outcome	Outcome Indicator	Baseline	Five-year target
Transformed Built Environment	2.1 Percentage of change in the Built Environment professionals demographics.	Thirty percent Transformation in the Built Environment.	Fifty percent improvement on 2019 baseline.

3. PLANNED PERFORMANCE OVER THE MEDIUM-TERM FOR OUTCOME 2: TRANSFORMED BUILT ENVIRONMENT

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

The following key issues are covered in the narrative:

- i. **contribution of Outcomes towards the achievement of the NDP Five-Year Implementation Plan**
- ii. **Monitoring Framework for the NDP Five-Year Implementation Plan**
- iii. **priorities of women, children and people with disabilities**
- iv. **provincial priorities**
- v. **mandate of the institution**

The CBE is to facilitate participation by the Built Environment Professions in integrated development in the context of national goals. Transformation is a priority of the sixth term government. The CBE will contribute towards transformation by developing a Built Environment Transformation Strategy.

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

The CBE will conduct formal research to identify gaps contained in policies and legislation aimed at driving the transformation agenda of South Africa. The findings from these studies, in combination with sector-wide consultations, will be used to draft a broad-based transformation strategy for the Built Environment of South Africa. This envisaged strategy will provide clear recommendations on how to address policy gaps and problems encountered with implementation of these policies. In addition, the strategy will contain proposed interventions aimed at increasing the pace of transformation in the sector. The developed strategy will specifically be used to advise Government and to guide and facilitate transformation initiatives and activities of key role players in the Built Environment sector of South Africa.

The CBE will also hold sector collaboration engagements. The intention is for the Transformation Indaba to be an annual event; therefore, it will serve as a 'past-present-future' mirror to:

- a. gauge the current status of Transformation
- b. provide a platform for collaboration and sharing of knowledge among academia, the public and private sectors
- c. interrogate challenges and possible recommendations / solutions from multi-dimensional perspectives
- d. track the progress of overall Transformation in the South African Built Environment year-on-year

Rationale

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

The following is the Key Intervention and Outputs for the MTEF that will contribute towards realising Outcome 2: Transformed Built Environment:

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

Outputs

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

Enablers to achieve the five-year targets

To deliver these strategic priorities fundamental changes are required in the way the construction industry operates. Responsibility infiltrates throughout the supply chain and Government has an important role to play. Key drivers of change to deliver the vision of an industry with a reputation for world leading efficiency and for attracting and retaining the people we need are:

1. Improved image of the industry
2. Increased capability in the workforce
3. A clear view of future work opportunities
4. Improvement in client capability and procurement
5. A strong and resilient supply chain
6. Effective research and innovation

Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
a. facilitate participation by the built environment professions in integrated development in the context of national goals b. promote sound governance of the built environment professions; c. serve as a forum where the built environment professions can discuss relevant issues	Transformed Built Environment	Non-transformed Built Environment entrenching poverty, inequality, and unemployment	Develop a well-coordinated Transformation Strategy for the Built Environment Industry.

Public Entities

Not applicable

Strategic Outcome

Skilled Built Environment Professionals

Impact Statement

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

Outcome, Baselines and Targets

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

4. PLANNED PERFORMANCE OVER THE MEDIUM-TERM FOR OUTCOME 3: SKILLED BUILT ENVIRONMENT PROFESSIONALS

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

The following key issues are covered in the narrative:

- i. **contribution of Outcomes towards the achievement of the NDP Five-Year Implementation Plan**
- ii. **Monitoring Framework for the NDP Five-Year Implementation Plan**
- iii. **priorities of women, children and people with disabilities**
- iv. **provincial priorities**
- v. **mandate of the institution**

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

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

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

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

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

This Outcome is responding to section 3(c) of the Council for the Built Environment Act 43 of 2000 (the CBE Act), which is:

- a. *To promote ongoing human resource development in the built environment;*
and translates into the following outcomes, outlined in:
 - b. *Section 4(n): in consultation with councils for the professions, obtain recognition for the councils for the professions as bodies responsible for the establishment of education and training standards in terms of the South African Qualifications Authority Act, 1995 (Act No. 58 of 1995);*
 - c. *Section 4(p): promote coordination between the Council on Higher Education and the councils for the professions in relation to the accreditation of education institutions;*
- These objectives will contribute to Priority 2: Education, Skills and Health.

Rationale

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

The following is the Key Intervention and Outputs for the MTEF that will contribute towards realising Outcome 3: Skilled Built Environment Professionals

Key Intervention: Coordination of an enabling Built Environment skills pipeline from school to professional level.

Outputs

1. Develop an advisory report on skills pipeline trends in the Built Environment relative to South Africa's NDP infrastructure needs, based on three elements:
 - i. demand side analysis
 - ii. supply side analysis
 - iii. identification of key labour and skills gap challenges to develop requisite skills, training and interventions
2. Monitoring and evaluating the implementation of the Structured Candidacy Programme
3. Built Environment career awareness
4. Oversight of CBEP accreditation of Built Environment programmes and institutions

Enablers to achieve the five-year targets

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

Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
(c) promote ongoing human resources development in the built environment (e) promote appropriate standards of health, safety and environmental protection within the built environment (g) promote liaison in the field of training in the Republic and elsewhere and to promote the standards of such training in the Republic	Skilled Built Environment Professionals	(1) Inadequate professional capacity to meet infrastructure deliverables	Monitor and Evaluate the Built Environment Skills pipeline from school to professional level.

Public Entities

Not applicable.

Strategic Outcome

Informed decision-making which impacts the current and future operational requirements of the Industry

Impact Statement

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

Outcome, Baselines and Targets

NDP Five-Year Priority	Priority 6: A Capable, Ethical and Developmental State		
NDP Five-Year Implementation Plan Outcome	Ethical, efficient operations and effective accountability mechanisms		
Outcome	Outcome Indicator	Baseline	Five-year target
Informed decision-making which impacts the current and future operational requirements of the Industry	4.1 Number of policy advisory recommendations submitted to the Built Environment role-players	Advisory report submitted to the DPWI on: <ol style="list-style-type: none"> 1. Occupational Special Dispensation (OSD) on Engineering and related professions 2. Role of Built Environment Professionals on the Expended Public Works Programme (EPWP) 3. Standard for Infrastructure Procurement and Delivery Management (SIPDM) 4. State of compliance on Health and Safety 5. State of the Built Environment Professions 	Five annual policy advisory recommendations submitted to Built Environment role players

5. PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD FOR OUTCOME 4: INFORMED DECISION-MAKING THAT IMPACTS THE CURRENT AND FUTURE OPERATIONAL REQUIREMENTS OF THE INDUSTRY

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

The following key issues are covered in the narrative:

- i. **contribution of Outcomes towards the achievement of the NDP Five-Year Implementation Plan**
- ii. **Monitoring Framework for the NDP Five-Year Implementation Plan**
- iii. **priorities of women, children and people with disabilities**
- iv. **provincial priorities**
- v. **mandate of the institution**

The CBE will collaborate with government institutions, private sector, academic and research institutions to produce Built Environment research. Through this, the research outputs will contribute to the CBE Knowledge and Information Hub. Furthermore, the research outputs will be synthesised (e.g. policy advisory briefs and stakeholder engagement platforms) to provide advice to Government on any matter falling within the Built Environment. This Outcome is responding to the following mandates of the CBE Act:

Section 4(a): advise government on any matter falling within the scope of the built environment;

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

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

Rationale

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

This Outcome will be a re-positioning of the CBE as a thought leader, to enable it to influence informed decision making towards Built Environment operations.

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

Key Intervention: Coordinate research and advise on issues impacting the Built Environment sector.

Outputs

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

Enablers to achieve the five-year targets

- a. Clear Research Agenda
- b. Effective research and innovation

Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
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 appropriate standards of health, safety and environmental protection within the built environment d. serve as a forum where the built environment professions can discuss relevant issues e. ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment	Informed decision-making which impacts the current and future operational requirements of the Industry	(2) Failure to meet current and future requirements of the Built Environment Industry	Research and advise on issues impacting the Built Environment sector

Public Entities

Not applicable

Strategic Outcome

Public interest in the Built Environment promoted and protected

Impact Statement

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

Outcome, Baselines and Targets

NDP Five-Year Priority	Priority 6: A Capable, Ethical and Developmental State		
NDP Five-Year Implementation Plan Outcome	Ethical, efficient operations and effective accountability mechanisms		
Outcome	Outcome Indicator	Baseline	Five-year target
Public interest in the Built Environment promoted and protected	5.1 Percentage of appeals decided within 60 days from the day of lodgement	One hundred percent of appeals decided within 60 days from the day of lodgement	One hundred percent of appeals decided within 60 days from the day of lodgement
	5.2 Number of periodic corporate governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential governance weaknesses	Adopted Governance Framework. Assessment of the Corporate Governance Implementation Checklist in the six CBEP, submitted to Council and DPW	Five periodic corporate governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential governance weaknesses

6. PLANNED PERFORMANCE OVER THE MEDIUM-TERM FOR OUTCOME 5: PUBLIC INTEREST IN THE BUILT ENVIRONMENT PROMOTED AND PROTECTED

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

The following key issues are covered in the narrative:

- i. contribution of Outcomes towards the achievement of the NDP Five-Year Implementation Plan
- ii. Monitoring Framework for the NDP Five-Year Implementation Plan
- iii. priorities of women, children and people with disabilities
- iv. provincial priorities
- v. mandate of the institution

Corporate governance today is part of the business discourse world over. It is now widely accepted that quality corporate governance is a prerequisite to ensure that public entities function with integrity and responsibility. Corporate governance norms are evolving and are taking root thanks to heightened concern in South Africa regarding the need for checks and balances on public entities and the compulsion of protecting the interest of the multiple stakeholders.

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

- a. *Section 3(f): promote sound governance of the built environment professions;*
- b. *Section 4(a): advise government on any matter falling within the scope of the built environment, including resource utilisation, socio-economic development, public health and safety and the environment, and for this purpose carry out such investigations as it or the relevant Minister deems necessary;*
- c. *Section 4(b): communicate to the Minister information on matters of public importance acquired by the council in the course of the performance of its functions under this Act;*
- d. *Section 4(d): advise the Minister with regard to the amendment of this Act, if necessary, in order to support the norms and values of the built environment professions;*
- e. *Section 4(m): act as an appeal body with regard to matters referred to it in terms of the law regulating the built environment professions;*
- f. *Section 4(k): ensure the consistent application of policy by the councils for the professions with regard to:*
 - i. *Accreditation;*
 - ii. *The registration of different categories of registered persons;*
 - iii. *Key elements of competence testing of registered persons;*
 - iv. *Codes of conduct to be prescribed by the councils for the professions;*
 - v. *The principles upon which the councils for the professions must base the determination of fees which registered persons are entitled to charge in terms of any of the professions' Acts, and in*

- accordance with any legislation relating to the promotion of competition;*
- vi. Standards of health, safety and environmental protection within the built environment;*
- vii. The recognition of voluntary associations for the built environment professions, by approving the framework for that recognition submitted by the councils for the professions, taking due cognisance of the characteristics of each built environment profession;*

These Outcomes will contribute to Priority 6: A Capable, Ethical and Developmental State

Rationale

The rationale is informed by the statutory role of public protection.

The following are the Key Interventions and Outputs for the MTEF that will contribute towards realising Outcome 5: Public interest in the Built Environment promoted and protected, and Outcome 6: Sound Governance for councils in the Built Environment:

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

Outputs

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

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

Outputs

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

Enablers to achieve the five-year targets

- a. Reliable Information is key enabler for Good Governance
- b. Information is clear, succinct, timely, transparent, complete, pertinent to the topic and evaluated within the context of the organisation
- c. Commitment to exercise integrity in complying with rules and regulations
- d. Enhance the enterprise value – protect the interests of all stakeholders
- e. Total accountability – professionalism

Key Risks

Mandate – Strategic Objective	Outcome	Key Strategic Risks	Risk Mitigation
<ul style="list-style-type: none"> 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 appropriate standards of health, safety and environmental protection within the built environment d. serve as a forum where the built environment professions can discuss relevant issues e. ensure uniform application of norms and guidelines set by the councils for the professions throughout the built environment 	Public interest in the Built Environment promoted and protected	No confidence in Built Environment Professionals	<ul style="list-style-type: none"> (a) CBE acts as an appeal body for person aggrieved by CBEP decisions b) Awareness campaigns undertaken to increase public awareness of the CBE's appeal function (c) Enhance sound governance for the councils within the Built Environment

Public Entities

Not applicable.

The background of the slide is a photograph of a multi-lane highway at night, with light trails from vehicles and illuminated streetlights. Overlaid on the top left is a large, semi-transparent geometric pattern consisting of interlocking triangles in shades of orange and beige. A large, solid brown trapezoidal shape is positioned in the center, serving as a backdrop for the title text.

PART D

TECHNICAL INDICATOR DESCRIPTION



1. PROGRAMME 1: ADMINISTRATION

Key Outcome Indicator 1.1

1.1 Indicator Title	Business processes delivering optimally on their required outputs.
Definition	Updated business processes approved.
Source of Data	Risk and Maturity Assessment Report, Gap-Analysis Report, Standards Operating Procedures, End-to End business process model.
Method of Calculation/ Assessment	Simple count: All business processes documented in standard operating procures approved.
Assumptions	Processes will be developed and implemented.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation(where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Annually
Desired Performance	Approved and signed-off Business Processes and Standard Operating Procedures for each line function.
Indicator Responsibility	Manager: Human Capital/Chief Financial Officer

Key Outcome Indicator 1.2

1.2 Indicator Title	Approved Cloud Strategic Plan that includes IoT and 4IR Initiatives Roadmap.
Definition	Effective investment in ICT is whereby all of the information technology resources are managed and aligned in accordance with the needs and priorities of the organisation The Strategic Initiatives execution is aligned to 4IR and IoT to meet the CBE's requirements and enable it to meet its mandate.
Source of Data	Business Processes, Industry Trends, Business Requirements, Technology.
Method of Calculation/ Assessment	Simple Count: Approved ICT Cloud Strategic Plan with Road Map for five years implemented.
Assumptions	CBE services will be available and easily accessible to the stakeholders through technological platforms delivered by the strategy.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Annually
Desired Performance	Maintain a high level of service excellence, maintain effective and modernised systems and keep abreast with latest technological trends.
Indicator Responsibility	Manager: Knowledge Management and IT

Key Outcome Indicator 1.3

1.3 Indicator Title	Number of CBE Brand Awareness Campaigns conducted.
Definition	Seminars, workshops, conferences and use of radio, publications or television designed to increase awareness of work of CBE among providers and users of Built Environment professional services or stakeholders.
Source of Data	National Survey, Approved media plans for planned events and the report on the implementation of the media plans.
Method of Calculation/ Assessment	Simple count: total number of CBE awareness Campaign conducted.
Assumptions	Media partners established, MoU with the Departments of Education, allocated budget for awareness and educational outreach.
Desegregation of beneficiaries	Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Annually
Desired Performance	As regulator with a mandate to promote and protect the interest of the public in the Built Environment the CBE must ensure all relevant parties are aware of its work and assist in enhancing its effectiveness.
Indicator Responsibility	Communication Specialist / Marketing Specialist

Key Outcome Indicator 1.4

1.4 Indicator Title	Percentage increase of income generated.
Definition	Percentage of total income that is generated from sources other than grant from DPWI and levies from the CBEP.
Source of Data	Revenue generation implementation plans, Annual Financial Statements, Monthly Management Accounts.
Method of Calculation/ Assessment	Total Rand value of income from other sources divided by the Rand value of total income from all sources, expressed as a percentage (i.e. x 100).
Assumptions	Revenue generation strategy developed and implemented.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	Aggregated Increased in revenue of 4% of CBE's income grant.
Indicator Responsibility	Manager: Finance /CFO

2. PROGRAMME 2: TRANSFORMATION

Key Outcome Indicator 2.1

Indicator Title	Percentage of change in Built Environment professionals demographics
Definition	Percentage of the Built Environment registered professions that meets national target on Gender, Race, Youth and People with disability.
Source of Data	CBE Annual Report
Method of Calculation/ Assessment	Percentage of Built Environment registered persons divided by the 2019 baseline
Assumptions	<ul style="list-style-type: none"> Availability of targeted beneficiaries (women and youth) – Built Environment Professionals Resources to implement transformation initiatives Cooperation of role-players
Desegregation of beneficiaries	Target for Women: Target for Youth: Target for People with Disabilities:
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Annually
Desired Performance	Fifty percent improvement on 2019 baseline
Indicator Responsibility	Manager: Transformation Programmes

3. PROGRAMME 3: SKILLS AND CAPACITY DEVELOPMENT

Key Outcome Indicator 3.1

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

4. PROGRAMME 4: RESEARCH AND ADVISORY

Key Outcome Indicator 4.1

Indicator Title	Number of advisory recommendations submitted to Built Environment stakeholders.
Definition	Conduct research to support long term trends in the built environment
Source of Data	ToRs and research reports completed
Method of Calculation/ Assessment	Simple count: number of reports submitted
Assumptions	Research Agenda will be developed, formally agreed upon and implemented.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: National level Reflect on spatial impact area: National level
Reporting Cycle	Annually
Desired Performance	Five advisory recommendations submitted to the Built Environment stakeholders. Operational Research and Knowledge Hub. Report quarterly stakeholder engagement forums.
Indicator Responsibility	Manager: Policy and Research

5. PROGRAMME 5: REGULATIONS AND PUBLIC PROTECTION

Key Outcome Indicator 5.1

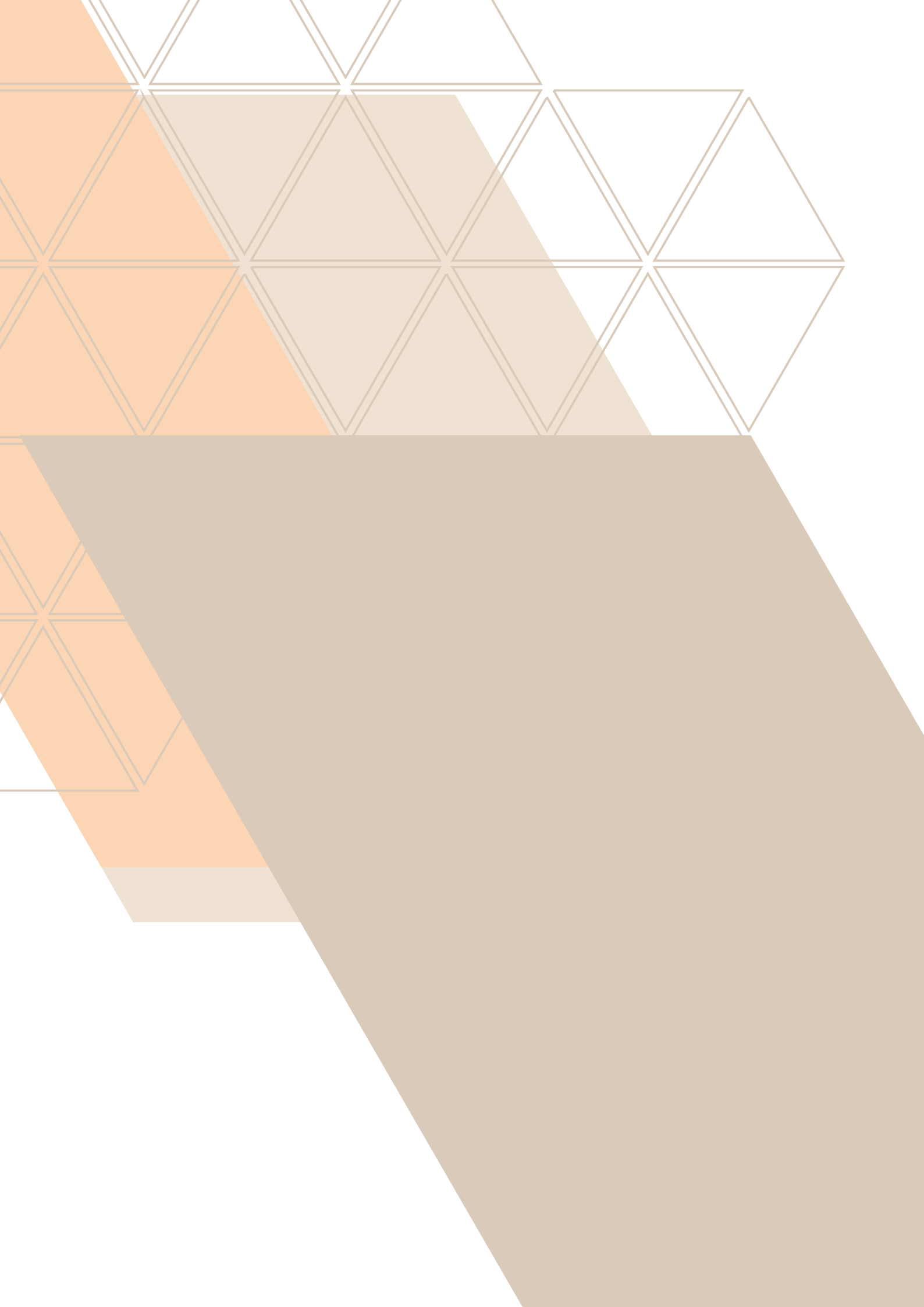
5.1 Indicator Title	Percentage of appeals decided within 60 days from the day of lodgement.
Definition	Any person aggrieved by the decision of any of the CBEP may, in terms of the CBE Act 43 of 2000, appeal to the CBE
Source of Data	Appeals register, appeals notice and response.
Method of Calculation/ Assessment	Percentage of appeals decided within 60 days of lodgement. $= (\text{NoC}) \times 100\%$ Where: NoC is number of complaints finalised within 60 days from date of receipt by the CBE; and ToC is Total number of complaints received for the period
Assumptions	Documents required in terms of the Appeals Policy submitted timeously by the parties. Available budget.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	The CBE's Appeal Committee must decide on an appeal within 60 days of its lodgement.
Indicator Responsibility	Manager: Regulations and Legal Services

Key Outcome Indicator 5.2

5.2 Indicator Title	Number of periodic Corporate Governance assessments of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential governance weaknesses.
Definition	Section 3(f) of the CBE Act impels it to promote sound governance of the CBEP. In accordance with this mandate, a Corporate Governance Framework was developed to assist the CBEP in enhancing good governance in their operations.
Source of Data	Data from assessment tools and data drawn from analysis
Method of Calculation/ Assessment	Simple count: Periodic Corporate Governance assessments of the six CBEP on compliance with the provisions of the adopted Governance framework
Assumptions	Sufficient buy-in from the CBEP.
Desegregation of beneficiaries	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	Reflect on contribution to spatial transformation priorities: N/A Reflect on spatial impact area: N/A
Reporting Cycle	Quarterly and Annually
Desired Performance	Corporate Governance assessment of the six CBEP on compliance with the provisions of the adopted Governance Framework to identify potential governance weaknesses developed.
Indicator Responsibility	Manager: Regulations and Legal Services

References

1. Business Wire, 2019. *"The Construction Industry in South African Report"*.
<https://www.businesswire.com/news/home/20190802005286/en/South-Africa-Construction-Industry-Report-2019-->
2. Council for the Built Environment, 2019. *"Councils for the Built Environment Professions Fourth Quarter Report, 2018/19"*.
3. Government Communications Information Systems, 2019. *"State of the Nation Address"*.
<https://www.gov.za/sona2019>
4. National Treasury, 2019. Minister of Finance: *"2019 Budget Speech"*.
<http://www.treasury.gov.za/documents/national%20budget/2019/speech/speech.pdf>
5. Trading Economics, *"Trading Economics Report"* Accessed on 2019/07/20
<https://tradingeconomics.com/south-africa/gdp>
6. World Bank, 2019. *"World Bank Report"*
<https://www.worldbank.org/en/about/annual-report>







Council for the Built Environment

📍 Corobay Corner, 2nd Floor,
169 Corobay Avenue,
Menlyn, Pretoria, 0027

☎ +27 12 346 3985 / +27 87 980 5009

✉ info@cbe.org.za / registrar@cbe.org.za
www.cbe.org.za